

Philip D. Murphy, Governor
Tahesha L. Way, Lieutenant Governor
Francis K. O'Connor, Commissioner
Kris Kolluri, President & CEO

TWO GATEWAY
283-299 MARKET STREET
NEWARK, NJ 07102-5310
973-491-7000



February 20, 2025

Honorable Philip D. Murphy
Governor, State of New Jersey
State House
Trenton, NJ 08625

Dear Governor Murphy:

Pursuant to Chapter 150, Laws of 1979, I herein transmit the minutes of actions taken at the open session of the meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc., Board of Directors held on Wednesday, February 12, 2025.

Sincerely,

Meghan Clark Umukoro

Meghan Clark Umukoro
Board Secretary

Enclosures

Open Session Minutes of the actions taken at the Board of Directors' meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. held at NJ TRANSIT Headquarters, Two Gateway, 283-299 Market Street, Newark, New Jersey on Wednesday, February 12, 2025. The meetings occurred concurrently.

Board Members

Francis K. O'Connor, Chair
Kiabi D. Carson, Vice Chair
Aaron J. Creuz, Governor's Representative
Michael Kanef, Treasurer's Representative
Anthony N. Abrantes, Board Member
Richard A. Maroko, Board Member
Shanti Narra, Board Member
Evan S. Weiss, Board Member
Rashonda A. Brown, Board Member (Non-Voting)
Karen Thomas, Board Member (Non-Voting)

Staff

Kris Kolluri, President & Chief Executive Officer (CEO)
Meghan Clark Umukoro, Board Secretary
Christopher E. Martin, Deputy General Counsel, Employment Counseling & Litigation
Michael P. Kilcoyne, Senior Vice President, Surface Transit & General Manager Bus Ops.
William C. Brooks, Senior Vice President, Capital Delivery

Chair O'Connor convened the Open Session at 6:03 p.m., in accordance with the Open Public Meetings Act and NJ TRANSIT's enabling legislation. Board Secretary Umukoro asked everyone to mute their phones and turn their attention to the Public Safety Announcement. The pledge of allegiance to the flag was recited.

Board Secretary Umukoro conducted Roll Call and noted Board Member Narra was participating remotely.

Board Secretary Umukoro announced that adequate notice of the meetings of the Board of Directors of the New Jersey Transit Corporation and its affiliates and subsidiaries was provided in accordance with the Open Public Meetings Act and NJ TRANSIT's enabling legislation. Notices were filed on February 6, 2025, with the Secretary of State, sent to newspapers of general distribution, posted in the main entrance of NJ TRANSIT headquarters, published on the corporation's website, and sent to each individual, agency, and organization that requested such notice.

Approval of Minutes

Chair O'Connor asked for a motion to approve the minutes of the December 11, 2024, Board meetings. Board Member Richard A. Maroko made the motion, Board Member Anthony N. Abrantes seconded the motion, and the minutes were adopted.

President & CEO's Monthly Report

President & CEO Kolluri said it was a pleasure to address the Board during his first Board meeting. He first thanked his predecessor Kevin Corbett who was the third longest serving President & CEO at NJ TRANSIT. President & CEO Kolluri told Mr. Corbett he had a very challenging job which he had witnessed first-hand since starting three weeks ago, and did not know how Mr. Corbett did it for seven years. He said he knew the work that Mr. Corbett did was not only the legacy of Governor Murphy, but Mr. Corbett's legacy as well. President & CEO Kolluri thanked Mr. Corbett for being a true partner when he worked at the Gateway, and noted how instrumental Mr. Corbett was in getting the Hudson Tunnel project where it needed to be. President & CEO Kolluri said he was happy to be at NJ TRANSIT to ensure that progress continued.

President & CEO Kolluri thanked Carlos Medina, who was a Board Member before he arrived. He noted Mr. Medina had been very helpful to him over the years, and especially during his time at Gateway. He was pleased that he was in attendance, thanked him for his service and the work he had done while on the NJ TRANSIT Board, and wished him well.

President & CEO Kolluri provided the Board with a brief update on his priorities to focus on during the next 12 months. Key priorities on his list were: safety, customer service, and reliability; fiscal outlook and efficiency; and rolling stock and capital projects. He said on their own, these were all very big subjects. However, if he, along with his colleagues, could move the dial in a positive direction, this would be a good thing for the customers and the agency.

President & CEO Kolluri said those were his priorities for the next 12.5 months, but that had to be understood within the context of what was happening on the federal level. On his third or fourth day on the job, an Executive Order essentially put a pause on almost \$8 billion worth of projects. Although that may not seem like a lot to some, this amounted to \$300 million a month in reimbursements. Thankfully, the federal government said that would not be applied to grants already funded. What remained unknown was what was going to happen tomorrow and moving forward, which was of real consequence to NJ TRANSIT. All of the work that Kevin Corbett, the Board, and colleagues had done would be challenged deeply if the this were to come to fruition.

President & CEO Kolluri noted the Governor said the total exposure, should this happen to the State of New Jersey and other departments such as the Department of Transportation, would amount to \$27.5 billion, which was not a number that could ever be replaced easily. He said someone asked what his Plan B was if this should occur, and

he indicated there was no Plan B to come up with the amount they receive from the federal government. President & CEO Kolluri said he certainly did not want to scare the Board or the public.

President & CEO Kolluri said the customers were his reason for taking this position and they expected and deserved a 21st century system. He had never seen a Governor who had expended so much of his capital to fix New Jersey, and gave him a lot of credit for doing so. Another reason why he took the position was because the Governor's commitment to the State of New Jersey and region deserved the kind of attention the Governor was willing to give, because he cared about the riders and customers in the state and region.

President & CEO Kolluri said when he looked at the threat, he wondered how they intended to ever make up for it. What he planned to do was to focus on customer service and reliability issues, and make sure they get the 1,000 buses they need and 250 railcars in order to modernize the system totally. He said Kevin Corbett started the process and they needed to finish it. In order to finish it, they needed a reliable federal partner that makes sure they fund these projects. That was something President & CEO Kolluri would spend an extraordinary amount of time on. For the public who were in the room, he wanted them to know that it was not just the operations of the transit agency that they needed to focus on, but capital projects as well, which meant state of good repair, plus capital which makes for a 21st century reliable system. He said if this funding threat became real, there were going to be some things out of their control.

President & CEO Kolluri said equally important, on his fourth day on the job, they received the second Presidential Emergency Board decision, which sided more with NJ TRANSIT than the Brotherhood of Locomotive Engineers and Trainmen (BLET) on what the wages should be. He said he made a commitment at that point, based on conversations with Chair O'Connor and the Governor's Office, that he was going to reach out to the leader of BLET. President & CEO Kolluri said he thought that was the right decision, and he has always said just because they were on a war path, that does not mean they have to take it. His obligation to NJ TRANSIT, and to the union, was to make sure there was a fair deal, noting his fiduciary obligation not only to the Chair, but to the taxpayers of the state.

President & CEO Kolluri said he has met with them several times and he intends to continue meeting with BLET to try to get them to a fair deal. He hopes at the end of this process, they are able to avoid a strike. Disrupting 100,000 residents a day to get a deal that will unduly hurt the taxpayers is not in the interest of the union, nor in the interest of NJ TRANSIT. President & CEO Kolluri said he was working very hard and was pleased to report the union was working hard as well. Thus far, this has been very collaborative, and he intends to make sure they carry this to the very end. He assured everyone, they also were working through strike preparation plans should a strike become a reality, although they hope it does not.

President & CEO Kolluri noted the PATH Hoboken Closures began January 30, 2025 and would end on February 25, 2025. Both NJ TRANSIT buses and trains have stepped up

in a great way to provide the relief for those customers coming to Hoboken Terminal. President & CEO Kolluri encouraged those who looked at social media to look at some of the positive responses they received from customers. He especially noted comments by those riding the 126 bus, as well as those getting off at Secaucus Junction able to get to midtown Manhattan on the Northeast Corridor.

President & CEO Kolluri said equally as important was communications. When someone standing on a platform looking at an app, the message received on the app and what is being displayed on the platform should match. President & CEO Kolluri said it was affirmatively the agency's obligation to say how long the train would be, and provide the reason for the delay because the customers deserved that. That was one of the basics where their focus would be on because it was important.

President & CEO Kolluri said his personal obsession was the windows on the multilevel rail cars, which customers had been asking about for years, and Kevin Corbett took a stab at it. Within the next 20 days or so, he planned to rollout a plan to fix them. He said this was important, necessary, and these small comforts were what customers would learn to appreciate.

President & CEO Kolluri said staff would also focus on station cleanliness, which was a priority for him personally. He hopes they have seen the cleanliness of Penn Station has improved significantly. They would hear more about it next week. They were going to focus on Gateway stations.

President & CEO Kolluri discussed how FIFA was not just a 2026 issue, but a 2025 issue. They were working very hard to make sure this year's FIFA 2025 World Cup games were as successful as FIFA 2026 would be. He discussed the Hoboken Connect LCOR Groundbreaking for a 27 story \$176 million residential complex. President & CEO Kolluri noted in honor of Black History Month, there was an unveiling of two new bus wraps. He said they were wonderful designs, and the theme was African Americans and Labor: Hands that Build, Minds that Lead. He encouraged those who had not seen them to take a look, and some of the designs were on display at Newark Penn Station.

President & CEO Kolluri noted the New Jersey Transit Police Department (NJTPD) was recruiting and applications were open for the first 2,000 applicants. He said the NJTPD was one of the finest police departments in the state, and he hoped people applied.

In conclusion, President & CEO Kolluri said to Chair O'Connor this was an opportunity he sincerely appreciated. He said the Board spent extraordinary amounts of their time, without pay, and he could not thank them enough for their dedication. What they would have in him was someone who would dedicate the next 13 months using every ounce of energy he had, every hour of every day, doing the best that he could.

Recognitions

Chair O'Connor said they were bidding farewell to former Board Member Carlos Medina and would like to recognize Carlos Medina for his service as a member of the Board of Directors and present an Expression of Appreciation and Recognition. Chair O'Connor read the Proclamation, and thanked Carlos Medina for all that he had brought to the Board and wished him continued success and happiness. Carlos Medina joined the Board for a photo.

Chair O'Connor said they were also bidding farewell to former President & CEO Kevin Corbett and had an Expression of Appreciation for him which he read. They also had a Proclamation from Governor Murphy which was read by Board Member Creuz on behalf of the Governor. Chair O'Connor thanked Kevin Corbett for all he had done for the State of New Jersey, and the region, and wished him continued success and happiness. Kevin Corbett joined the Board for a photo.

Advisory Committee Report

Anna Marie Gonnella Rosato of the South Jersey Passenger Advisory Committee provided the Advisory Committee Report. She wished Kevin Corbett the best in his future endeavors, and said it was a pleasure working with him. She also welcomed President & CEO Kolluri in his new role and was happy to hear his commitment to the organization and public.

The North and South Jersey Passenger Advisory Committee met virtually on February 7, 2025 and received a presentation on NJ TRANSIT's Human Trafficking Campaign from Vaughn Williams, Chief Marketing Officer & Vice President of Communications & Customer Experience. It was noted that the campaign launched on January 7, 2025 to heighten customer awareness on this issue and to communicate strategies to report and prevent trafficking.

Following this report they received a presentation and update from Customer Advocate Franck Beaumin. Paul Wyckoff, Chief of Government & External Affairs, briefed the Passenger Advisory Committee on the budget, rail strike, Hoboken PATH Closures, and other federal issues. Barbara Lazzaro, Sr. Director of Local Government & Community Relations, provided updates on the Gloucester/Camden Light Rail and Walter Rand Transportation Improvement Project. Regional managers from her department also offered updates on local projects. She noted NJ TRANSIT was supporting customers who travel to and from PATH Hoboken Station while they complete extensive renovations through February 25, 2025.

Regarding the Action Items on the agenda, the Passenger Advisory Committee supported Board Item 2502-01 Contracting Out - Middlesex County Local Bus Service and Board Item 2502-02 Execution of Contract 0000061 for the Provision of Access Link Service In Region 3 (Atlantic, Cape May, Cumberland, and Southern Ocean Counties). In closing,

Ms. Gonnella Rosato said their next North and South Passenger Advisory Committee meeting would be held virtually on Friday, March 14, 2025.

Chair O'Connor asked Board Secretary Umukoro if there were any comments from the public. Board Secretary Umukoro said there were four in-person speakers and four pre-registered telephone speakers.

Board Secretary Umukoro said in order to give everyone an opportunity to be heard, comments would be limited to three minutes. Priority access would be given to pre-registered in-person speakers, followed by any additional in-person speakers. They would then take comments from pre-registered telephone speakers, followed by any additional telephone participants queued to speak. Board Secretary Umukoro instructed those participating by telephone, if they had not already done so, please press *1 on their telephone keypad to enter the queue to speak. They would hear a brief tone to indicate they have successfully entered the queue.

Public Comments

Gloria Robinson-Mills, newly elected Chairperson of the Senior Citizens and Disabled Residents Transportation Advisory Committee (SCDRTAC), said she was not going to give her official report, but she did want to report that SCDRTAC had filled all their vacancies, except one in Central New Jersey. Ms. Mills said Customer Advocate Franck Beaumin came to their December meeting to introduce himself and briefly explained how he planned to represent the customers of NJ TRANSIT.

Tony Hall, member of Senior Citizens and Disabled Residents Transportation Advisory Committee (SCDRTAC), said he was the second in line of seniority and he served on the committee for over 10 years. Mr. Hall said during his tenure, it had been his honor to represent the needs of the senior citizens and disabled residents of New Jersey regarding their transportation needs. He said as a frequent transit user himself, he tried to bring his personal experience to the job. He said over the years, the committee had travelled across the state and considered, voted, and rendered judgment on several questions that affected their constituency, and were pleased to do so. However, he said over the course of last year, an agreement negotiated by former SCDRTAC President David Peter Alan was suddenly abrogated and cancelled, which left the committee in confusion. Mr. Hall urged the members of the Board to consider reinstating the agreement as it was originally negotiated by Mr. Alan and the previous NJ TRANSIT management. Mr. Hall thanked the Board for their service and asked that they keep up the good work. He said remember that NJ TRANSIT was among the most important activities that the State of New Jersey was indulging in.

David Peter Alan, former Chairperson of the Senior Citizens and Disabled Residents Transportation Advisory Committee (SCDRTAC), said he was making his statement because the term to which he had been elected as Chair of SCDRTAC had ended. Mr. Alan said two years ago, their committee was threatened with having their entire purview suppressed after 39 years. He said several members objected and after proving to Justin

Davis, Senior Vice President Regulatory & Government Affairs and Chief of Staff, that NJ TRANSIT had always honored the committee's broad scope of concerns. Mr. Alan went through the proposed restrictive language. He said on SCDRTAC's 40th anniversary, Mr. Corbett told them to observe not just the statutory requirements, but the spirit of the law. Mr. Alan said three months later, Mr. Corbett repudiated that advice and the agreement that they had negotiated with Mr. Davis. He said Mr. Corbett revoked almost all of their purview and threatened to expel any SCDRTAC members who continued to advocate for NJ TRANSIT to keep their agreement.

Mr. Alan said as an attorney licensed in the State of New Jersey, he was fully aware that Mr. Corbett's actions sacrificed the agency's integrity and credibility, because he broke NJ TRANSIT's word. Mr. Alan said the agency suffered from a crippling and debilitating condition that manifested as a lack of respect for the riders. He said no one who depended on NJ TRANSIT had ever been allowed to sit on the Board. Mr. Alan said the concerns he expressed regarding the way non-motorists were treated was not dignified with a substantive response. He said the State fought hard in court for motorists, but did not seem concerned about how non-motorists got around amid numerous annulments, cancellations, delays, and missed connections.

Mr. Alan said when Mr. Corbett threatened reprisals for members who advocated that NJ TRANSIT honor its agreement with SCDRTAC, he threw away the right to free speech for every committee member. He said he would have risked expulsion by Mr. Corbett for making his statement and said President & CEO Kolluri now had the opportunity to remedy this injustice. Mr. Alan said he remembered President & CEO Kolluri and wished him well, but it was time for reconciliation, healing, and respect. Mr. Alan asked the Board to rescind Mr. Corbett's expulsion threat and confirm that SCDRTAC members, including himself, have the rights accorded under the First Amendment. Mr. Alan's full statement was shared with the Board.

David Anderson, member of Lackawanna Coalition and new member of SCDRTAC, said he wanted to speak on the importance of SCDRTAC for many citizens in New Jersey. Mr. Anderson said as a collective, the nation was getting older, and more and more people were becoming seniors and disabled. He said it was important that they be allowed to function as an advisory committee to the Board and management of NJ TRANSIT, in the spirit of the founding legislation, to provide advice on how to better service those who were compromised in their ability to get around. Mr. Anderson asked the Board to allow SCDRTAC to function as a good advisory committee. He said they were packed with talent, expertise, and excellent leadership. Mr. Anderson said he was proud to be able to serve on the committee.

Matthew Buchys-Hyland, resident of New York, said he was an advocate for people with disabilities. Mr. Buchys-Hyland welcomed President & CEO Kolluri and thanked Kevin Corbett for his leadership over the years, following Steven H. Santoro. Mr. Buchys-Hyland said recently Amtrak announced that they were going to expand to Long Island on the Ronkonkoma Line, with stops in Hicksville and Jamaica, before stopping in Manhattan. Mr. Buchys-Hyland said this was the perfect opportunity for New Jersey

residents who wanted to go to Long Island MacArthur Airport, or go see friends and family at the Kanawha School District. He said one day in the future, they could have Long Island Railroad and Amtrak combined with the tickets for NJ TRANSIT, and put ticket vending machines along the new Amtrak line to Ronkonkoma.

Mr. Buchys-Hyland said the last thing he wanted to discuss was the importance of transportation funding. He said transportation funding had not been increased since 2016, when they were under the leadership of former Governor Chris Christie, former Senate President Stephen Sweeney, and former Assembly Speaker Vincent Prieto. He said transportation funding was increased in the past by increasing the gas tax and reducing the sales tax.

Andy Weiss welcomed President & CEO Kolluri. Mr. Weiss said he liked President & CEO Kolluri's management style and thanked him for increasing the public comment time for committee meetings to three minutes. Mr. Weiss said he also wanted to thank Franck Beaumin, the Customer Advocate, for getting the real time for bus arrivals back on the third-party applications like Google and City Mapper. He said it was a big win and helped bus riders. Mr. Weiss said unfortunately, Michael Kilcoyne, Senior Vice President of Surface Transit and General Manager of Bus Operations, never lifted a finger to help bus riders get real time bus arrival back in third party applications. Mr. Weiss asked Mr. Kilcoyne why he ignored the real-time bus data problem on third party applications.

Mr. Weiss said Academy Bus should not be awarded contracts for more bus routes because of their terrible history. He said NJ TRANSIT Board should vote no and deny Academy Buses from getting more bus routes. Mr. Weiss said they should stop privatizing NJ TRANSIT bus routes to private bus companies, who only cared about profit instead of running reliable bus service. He said Academy Bus could not be trusted because of the terrible performance in Hudson County. Mr. Weiss said shame on the NJ TRANSIT Board for giving Academy more business. He said the riders would never forgive Academy Bus. Mr. Weiss said NJ TRANSIT bus route privatization was a terrible policy and asked President & CEO Kolluri to end this practice.

Adam Reich thanked President & CEO Kolluri for the tone he set at the January Operations and Customer Service Committee Meeting. Mr. Reich said he appreciated that President & CEO Kolluri was direct in responding to the concerns that the public speakers raised and expressed a willingness to increase the amount of time for public comment. He said regarding the action items on the agenda, one of the items was an amendment to the contract for services at Trenton Transit Center for construction and design work. Mr. Reich said clarification would be appreciated on this item and asked if the Board was simply authorizing another phase of the project design work, or if there was an economic condition that resulted in the additional \$800,000 having to be approved. He said he agreed that work at the Trenton Transit Center was desperately needed, and the upgrades did have merit, but some clarity on the action item would be appreciated.

Mr. Reich asked similarly with Action Item #2502-01, Contracting Out – Middlesex County Local Bus Service, what had Academy Bus done to prove to NJ TRANSIT that they were trustworthy. He said he knew the Board approved a contract without commenting on it. Mr. Reich said if they were going to move forward with Academy, realizing that options were few and far between as other private contract companies NJ TRANSIT could contract with, some detail as to the assurances and changes that had been made on oversight, would be appreciated by the public, given the issue of Academy's prior fraud.

Mr. Reich said regarding public hearings, he wanted to stress that the agency was required to hold a round of public hearings before a fare hike was implemented. He said they held hearings in 2024, ahead of the 15 percent fare increase, but Mr. Corbett's administration previously signaled that it had no intentions of holding subsequent hearings. Mr. Reich stressed that if they were going to implement a three percent increase each July, a reasonable argument was that they were required under the law to hold a new round of fare hearings. He said even if they wanted to take the position that they were not required to hold a hearing, the Board refusing to hold a hearing was basically saying that they did not believe that they had to hear from the riders and that it was an inconvenience.

Mr. Reich said the Board and NJ TRANSIT could do better, especially since their fare increase thus far had not yielded any meaningful improvement in service, and many of the problems like equipment reliability still persisted. He urged the Board and President & CEO Kolluri to commit to holding a new round of fare hearings with virtual participation options, before the July fare increase took effect.

Mr. Reich said he also wanted to express his support for SCDRTAC being given broad interpretation to advise. He said groups with disabilities often struggled with services and identification.

Matthew Walsh congratulated President & CEO Kolluri for his appointment and applauded Mr. Corbett for the achievement of replacing the Hackensack River Bridge. Mr. Walsh said he wanted to see the Hudson-Bergen Light Rail Line, which currently ran from Bayonne to Tonnelles Avenue, continue up to Englewood in Bergen County. He said for years, properties had been developed in Englewood, in anticipation of transit-oriented development. Mr. Walsh said Bergen County was the most densely populated, outside of Hudson County. He strongly urged NJ TRANSIT to continue the final 20 miles up to Englewood.

Mr. Walsh also urged NJ TRANSIT to support Amtrak in the pending reauthorization and reintroduction of rail services between New York City and Scranton, Pennsylvania. He said the Federal Railroad Administration green lighted most of the work, and there would be three daily trains between New York City and Scranton, Pennsylvania. Mr. Walsh said the original line, which ended in 1970, went from Hoboken, New Jersey to Scranton, Pennsylvania. He said this would involve the Morris-Essex Line and the Montclair-Boonton Line for one of the trains, and this was important because it would alleviate traffic on Route 80 and would help promote an alternative to congested highway traffic.

Mr. Walsh said New Jersey was the most densely populated state, with 9.5 million people, and the fastest growing state in the Northeast. He said they needed this right now because there were hostile forces in Washington D.C., and the 2025 Heritage Foundation was anti-Amtrak and anti-public transit. Mr. Walsh said they needed all the support they could get. He said he supported NJ TRANSIT in assisting Amtrak in their redevelopment of regional services.

Sally Jane Gellert, member and former Chairperson of SCDRTAC and Chairperson of the Lackawanna Coalition, said she was speaking in her personal capacity and was not representing any organization. Ms. Gellert said she was concerned about the restrictions placed on SCDRTAC deliberations by former President & CEO Kevin Corbett's reversal of his welcome 40th anniversary support of their committee. She said last April, Mr. Corbett prohibited the committee from objecting to the restriction, which was a restraint on free speech. Ms. Gellert said all county providers made a presentation at SCDRTAC on a regular basis, with one or two counties presenting most months, so they could hear from each county at least every 18 months to two years.

Ms. Gellert said shortly after their 40th anniversary celebration in February 2024, three members of SCDRTAC met with the Bergen County Community Transportation Director and his colleague, where members of SCDRTAC suggested how they could help them publicize their services to town officials to better serve county residents. She said the meeting was successful and they were amazed when NJ TRANSIT staff told them that they should not meet with county directors because it constituted duplicate efforts. Ms. Gellert said they were actually within their limited purview that was deemed appropriate. She said this direction, combined with Mr. Corbett's almost totally revoking their purview in April, reversed his positive January message, suggesting to her that NJ TRANSIT resented SCDRTAC's legislative mandate.

Ms. Gellert said she felt strongly that they had an obligation to their constituents, and senior and disabled residents of New Jersey who used public transportation, including county services, Access Link, and fixed-route services. She said the larger view might be especially important at a time when Access Link was encouraging their users to also use fixed-route services, as they were able to do with a companion.

Ms. Gellert said as Chairperson of the Lackawanna Coalition, she noted that their members had often expressed frustration at the lack of integrated fare payment system between New York and New Jersey, and even the lack of integration between NJ TRANSIT bus routes and rail lines for intermodal travel. She found this attempt as a way to wall off SCDRTAC and the counties from services used by at least some county system riders. Ms. Gellert said this was also a disservice to riders who were more concerned with destination, schedules, and reliability than the identity of the agency that provided their mobility. She said she stood with Mr. Walsh in his support for NJ TRANSIT supporting Lackawanna's cutoff. Ms. Gellert's full statement was shared with the Board.

Jason Anthony, member of the Long Island Railroad Americans with Disabilities Act (ADA) Task Force, welcomed President & CEO Kolluri to NJ TRANSIT. Mr. Anthony said

it was lovely to hear the lip service from the new President & CEO, however, do not forget about the people who live in the Empire State and treat them as they did not exist. He said he wondered when people who depended on NJ TRANSIT, especially from New York Penn Station, Port Authority Bus Terminal, and the George Washington Bridge Terminal were going to receive the same treatment from the Garden State. Mr. Anthony said he wanted to relay a message to the members of SCDRTAC. He said they wanted to know when NJ TRANSIT was going to meet with their counterparts in the Empire State. Mr. Anthony said it was lovely that everyone applauded the job that NJ TRANSIT does for New Jersey, but what about New York. He asked the Board if they would like to be treated the same way as New Yorkers who take the train and the bus into the Garden State were treated.

Mr. Anthony said Mr. Corbett left NJ TRANSIT with a huge disaster. He hopes that President & CEO Kolluri would meet with Metropolitan Transportation Authority CEO Janno Lieber, Long Island Rail Road President Rob Free, and Metro North personnel regarding services west of Hudson and the Pascack Valley Line. Mr. Anthony said he did not see anyone from NJ TRANSIT, including the Customer Advocate, on his side of the Hudson to meet with advocates like himself. He said New York residents paid more to get on NJ TRANSIT trains than everybody in the Garden State.

Tim Sevenser, resident of the Transit Village of Mount Tabor, Board Member of New Jersey Association of Rail Passengers, and member of the New Jersey Sierra Club, said he was speaking in his personal capacity. Mr. Sevenser said he wanted to thank President & CEO Kolluri and Mr. Corbett on their effort to get Gateway Development up and running, and the progress on Portal North Bridge. He said it would be years before the tunnel was completed, and meanwhile, they had Hoboken PATH down for a month while rail work was being completed. Mr. Sevenser said President & CEO Kolluri probably remembered when they cut 12 trains eastbound and 12 trains westbound to Hoboken on the Morris-Essex Line, when he was Department of Transportation Commissioner. He said bringing these trains back would give passengers another option because so many times there were problems with the tunnel and New York Penn Station.

Mr. Sevenser said he listened to the Democratic Primary Gubernatorial debates and NJ TRANSIT blamed Amtrak, but Amtrak had nothing to do with service to Hoboken. He said the cancelled trains should be resumed, and while he understood that probably meant purchasing more rolling stock to accomplish and hiring more crew members, New Jersey could pay for this with the \$10.7 billion they were using to widen the New Jersey Turnpike to Jersey City. Mr. Sevenser said in South Jersey, New Jersey Department of Transportation (NJDOT) was wasting over a billion dollars for highway widening, instead of continuing the Glassboro Camden Light Rail Line, which had been in the works for decades, just like the Hudson-Bergen Light Rail to Englewood had been stuck for years. He said instead of fighting congestion pricing, NJ TRANSIT should be investing in transit and NJDOT should be investing in transit and not in highways. Mr. Sevenser said the State of Virginia has done this and were very successful.

Vito Havrilla, Vice Chair and Legislative Director of the Lackawanna Coalition, said he would be reading from their statement. Mr. Havrilla said their next meeting was scheduled for Monday, February 24, 2025, at 6:45 p.m., in Millburn Town Hall. He said Summit Station repairs had been neglected for too long. The Lackawanna Coalition had both individual and community members who represented Summit. One of their members said currently one of the stairwells leading to two of the tracks at Summit Station were closed and had been closed for months because the stairs needed to be replaced. Prior to the closing, stairwells were often closed every time it rained because water would pour in from an aging roof. Mr. Havrilla said the ceiling and wires were exposed and there was water damage. He said the closure left only one stairwell for eastbound trains. He said this was not safe and rather cumbersome for commuters, especially during peak hours.

Mr. Havrilla said he attached a copy of the notice posted on the stairwell door which highlighted the closure with no timeline for repairs. The notice also instructed commuters to call NJ TRANSIT general information line with questions. Mr. Havrilla said a member from the Coalition called the number and the customer service representative was pleasant but had no information on the Summit Station repair project, even after checking with a supervisor. He said there were other issues with Summit Station, particularly with the external side wall surrounding the sunken tracks, which were crumbling and posed a threat to inbound trains. Mr. Havrilla said the issue had been known for years and was not being addressed.

Mr. Havrilla said February 4, 2025 was Transit Equity Day and the Coalition chose a focus on long standing support for the Lackawanna Cutoff, to bring rail to the transit desert of Northwest New Jersey. He said this project would bring rail service from New York, through northwestern New Jersey, to Scranton, Pennsylvania. Mr. Havrilla said rather than make it a single day of action, they were encouraging members to call their federal representatives throughout the month.

Mr. Havrilla said regarding Action Item 2502-03, Design Services and Construction Support Services for Canopy, Platform, and Accessibility work at Trenton Transit Center, there was almost no information provided about the full project. He asked what the total cost of the project was. Mr. Havrilla said they complained previously at the lack of background and details regarding progress on contracted projects, and needed transparency on how taxpayer money was being spent.

Mr. Havrilla said lastly, retired federal senior executive and advocate for people with disabilities, David Capozzi, was nominated to serve as Director on the Amtrak Board. They were pleased to see this diversity from a national level, ensuring that individual disability demonstrated history or experience, accessibility, mobility, and inclusive transit would be heard in deliberation. He said they encouraged future governors to consider the same in the future NJ TRANSIT Board appointments.

Jimmy Lee said he wanted to address congestion pricing first. Mr. Lee said he thought there was a lot of mythology about what was happening. He said there was a lot of rabble rousing, and the fact was that 90 percent of New Jersey to New York City morning peak

hour commuters took transit already via buses, PATH trains, and commuter rail. Mr. Lee said buses were no longer stuck in traffic thanks to congestion pricing. He said he hoped NJ TRANSIT could advocate for transit riders if there was a reversal of the congestion pricing by President Trump or the misguided lawsuit from Governor Murphy. Mr. Lee said he hoped NJ TRANSIT could release data that showed the faster commute times that were happening and said that was a proportion that was being served.

Mr. Lee said it was great that the Murphy administration and state legislators passed the corporate transit fee, but he did not know if last year's fee was actually sent to NJ TRANSIT, and there was talk that the money collected from this year's fee would not be sent to NJ TRANSIT. He said this was very important and obviously transit could be greatly improved in the State of New Jersey. Mr. Lee said everyone wants NJ TRANSIT to be better and is rooting for NJ TRANSIT. He said if there was money, it had to actually go to NJ TRANSIT.

Mr. Lee said lastly, he wanted to ask for two improvements to the bus service in Jersey City. He thought it was great that bus service had been a highlight and staff had done great work to save different bus lines. Mr. Lee said he wanted to call out two bus lines in Jersey City that ran once an hour or less, but were the critical connections. He said there were no other connections for the areas they served. Mr. Lee said Bus No. 86 loops around and service was worse, unlike many other lines, service was worse than it had been pre-pandemic. He said Bus No. 9 runs once an hour and was taken over to save the A&C Bus line, but now there was more ridership with NJ TRANSIT doing a better job than A&C Bus. Mr. Lee asked to run more buses on this route.

Public Comments Submitted in Lieu of Speaking

Dara Blume wrote that she relies on NJ TRANSIT to get to work. Almost every day for the past two weeks, the train has been 20 minutes late into the city on the Montclair-Boonton line. This was unacceptable. Improving NJ TRANSIT would make her quality of life better and allow her to spend more time with her children. She recognized that improvements take time and money, and she was personally happy to pay more, if she was given assurances that the money would be going to service improvements. Ms. Blume suggested adding a bus lane on the way out of New York City, stating that this would encourage public transport use and offer a viable alternative for many riders when the trains were delayed. She also suggested adding internet onboard trains. Ms. Blume wrote that it was a pain for her not to be able to communicate on her train ride home. Being able to do so would lessen the burden of the commute as well as the inconvenience of delays. Ms. Blume wrote that she moved to New Jersey because she thought commuting would be a sustainable option, but it was becoming increasingly apparent that it was not.

Board Member Comments

Board Member Narra said regarding Mr. Lee's comments on congestion pricing, as a bus rider with one of the private carriers, due to no NJ TRANSIT coverage in her area, she could say her ride had been very smooth and faster, and would attribute that to less

cars on the road. Board member Narra said while she understood that other NJ TRANSIT riders still found the need to drive into the city, she would put a plug in for the NJ TRANSIT trains and buses, and private carriers, for getting customers in more smoothly and quickly now.

Board Member Narra said since she could not attend the meeting that evening, she wanted to thank Kevin Corbett for his leadership in the years she has been on the Board. She said Kevin Corbett had been a gentleman, true public servant, and she never questioned his dedication to the residents of New Jersey, the agency, employees, and the Board. Board Member Narra said Kevin Corbett had impressed her and she wished him, his wife, and family well, as he embarked on his new endeavor.

Board Operations and Customer Service Committee Report

Board Member Creuz presented the report for the Operations and Customer Service Committee. The Operations and Customer Service Committee received an update on trends, analysis, and actions for rail, bus, light rail, and Access Link and an update from the Customer Advocate. The Committee also received an update on the Cost of Service.

Board Administration Committee Report

Board Member Maroko presented the report for the Administration Committee. The Administration Committee received a Financial Update. This included a summary of operating results compared to previous year's comparable period and Fiscal Year 2025 Budget, 12-month farebox revenue compared to pre-COVID, major balance sheet items and Federal COVID-19 relief grant drawdown summary. Additional information was provided as part of the agenda materials, including the cost-of-service key performance indicators, 12-month farebox recovery, history of vacancies, attrition and hires, ridership and revenue, and a monthly budget-to-actual comparison for December 2024. The Committee also received updates from Human Resources and Equal Employment Opportunity and Affirmative Action.

Board Capital Planning, Policy, and Privatization Committee Report

Board Member Weiss presented the report for the Capital Planning, Policy, and Privatization Committee. The Capital Planning, Policy, and Privatization Committee reviewed the Board Items for the: Contracting Out – Middlesex County Local Bus Service; Execution of a Contract for the Provision of Access Link Service in Region 3 (Atlantic, Cape May, Cumberland, and Southern Ocean Counties); and Design Services and Construction Support Services for Canopy, Platform, Accessibility Work at Trenton Station Contract Amendment.

Action Items

2502-01 CONTRACTING OUT – MIDDLESEX COUNTY LOCAL BUS SERVICE

President & CEO Kolluri introduced Michael Kilcoyne, Senior Vice President, Surface Transit and General Manager, Bus Operations, to present Action Item #2502-01. Michael Kilcoyne presented for approval Action Item #2502-01: Contracting Out – Middlesex County Local Bus Service.

Board Member Anthony N. Abrantes made a motion, Board Member Michael Kanef seconded the motion, and the item was adopted.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

2502-02: EXECUTION OF CONTRACT 0000061 FOR THE PROVISION OF ACCESS LINK SERVICE IN REGION 3 (ATLANTIC, CAPE MAY, CUMBERLAND, AND SOUTHERN OCEAN COUNTIES)

President & CEO Kolluri introduced Michael Kilcoyne, Senior Vice President, Surface Transit and General Manager, Bus Operations, to present Action Item #2502-02. Michael Kilcoyne presented for approval Action Item #2502-02: Execution of Contract 0000061 for the Provision of Access Link Service in Region 3 (Atlantic, Cape May, Cumberland, and Southern Ocean Counties).

Board Member Richard A. Maroko made a motion, Board Member Anthony N. Abrantes seconded the motion, and the item was adopted.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

2502-03: DESIGN SERVICES AND CONSTRUCTION SUPPORT SERVICES FOR CANOPY, PLATFORM, AND ACCESSIBILITY WORK AT TRENTON STATION CONTRACT AMENDMENT

President & CEO Kolluri introduced William Brooks, Senior Vice President, Capital Delivery, to present Action Item #2502-03. William Brooks presented for approval Action Item #2502-03: Design Services and Construction Support Services for Canopy, Platform, and Accessibility Work at Trenton Station Contract Amendment.

Board Member Richard A. Maroko made a motion, Board Member Anthony N. Abrantes seconded the motion, and the item was adopted.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Board Secretary Umukoro noted that Board Members Brown and Thomas were recused from Item #2502-05 and would not comment on the item.

Consent Calendar

Chair O'Connor asked for a motion to approve the consent calendar.

2502-04: APPROVAL OF NJ TRANSIT'S PUBLIC TRANSPORTATION AGENCY SAFETY PLANS

2502-05: PERSONAL INJURY CLAIM OF ANTHONY COSENTINO

Board Member Anthony N. Abrantes made a motion, Board Member Evan S. Weiss seconded the motion, and the consent calendar was adopted.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Executive Session Authorization

Chair O'Connor noted that before they adjourned to Executive Session, he wanted to let the public know that they would return to vote on Item 2502-06, Authorization for NJ TRANSIT to enter into a Settlement with Metro North Railroad for Payment in Satisfaction of Outstanding Disputed Amounts Invoiced by NJ TRANSIT under the Operating Agreement between NJ TRANSIT Corporation and Metro North Railroad.

Chair O'Connor asked for a motion to enter into executive session to discuss personnel matters, contract negotiations, the status of pending and anticipated litigation, and matters falling within the attorney-client privilege, including, but not limited to, the Authorization for NJ TRANSIT Corporation to Enter into a Settlement with Metro North Railroad for Payment in Satisfaction of Outstanding Disputed Amounts Invoiced by NJ TRANSIT Under the Operating Agreement Between NJ TRANSIT Corporation and Metro North Railroad and the Personal Injury Claim of Antonella Pappagallo.

Board Member Anthony N. Abrantes made the motion, Board Member Richard A. Maroko seconded the motion, and it was adopted. At approximately 7:20 p.m., the Board adjourned to Executive Session.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Return to Open Session

Chair O'Connor reconvened Open Session at 7:52 p.m. Board Secretary Umukoro conducted Roll Call. All Board Members returned to Open Session, except for Board Members Brown and Thomas.

Action Item

2502-06 AUTHORIZATION FOR NJ TRANSIT CORPORATION TO ENTER INTO A SETTLEMENT WITH METRO NORTH RAILROAD FOR PAYMENT IN SATISFACTION OF OUTSTANDING DISPUTED AMOUNTS INVOICED BY NJ TRANSIT UNDER THE OPERATING AGREEMENT BETWEEN NJ TRANSIT CORPORATION AND METRO NORTH RAILROAD

President & CEO Kolluri introduced William Brooks, Senior Vice President, Capital Delivery, to present Action Item #2502-06. William Brooks presented for approval Action Item #2502-06: Authorization for NJ TRANSIT Corporation to enter into a Settlement with Metro North Railroad for Payment in Satisfaction of Outstanding Disputed Amounts Invoiced by NJ TRANSIT under the Operating Agreement between NJ TRANSIT Corporation and Metro North Railroad.

Board Member Michael Kanef made a motion, Board Member Anthony N. Abrantes seconded the motion, and the item was adopted.

Roll Call Vote:

Abrantes	Maroko	Narra	Weiss	Kanef	Creuz	Carson	O'Connor
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Adjournment

Since there was no further business, a motion to adjourn was made by Board Member Richard A. Maroko, seconded by Board Member Anthony N. Abrantes, and the motion was adopted.

The meetings were adjourned at approximately 7:53 p.m.

NEW JERSEY TRANSIT CORPORATION
NJ TRANSIT BUS OPERATIONS, INC.
NJ TRANSIT RAIL OPERATIONS, INC.
NJ TRANSIT MERCER, INC.
NJ TRANSIT MORRIS, INC.
BOARD OF DIRECTORS' MEETINGS

FEBRUARY 12, 2025

MINUTES

PAGE

➤ CALL TO ORDER	-
➤ APPROVAL OF MINUTES OF PREVIOUS MEETINGS	69335
➤ PRESIDENT & CEO'S MONTHLY REPORT	69336
➤ ADVISORY COMMITTEE REPORT	
➤ PUBLIC COMMENTS	-
➤ BOARD COMMITTEE REPORTS	-

ACTION ITEMS

2502-01	CONTRACTING OUT – MIDDLESEX COUNTY LOCAL BUS SERVICE – Authorization to enter into NJ TRANSIT Contract No. 0000098 with Academy Express, LLC of Hoboken, New Jersey, to operate the Middlesex County Local Bus Service for a 60-month contract period of May 25, 2025 through May 25, 2030, at a cost not to exceed \$91,036,670, plus five percent for contingencies, for a total contract authorization of \$95,588,504, subject to the availability of funds and Board approval of NJ TRANSIT's Operating Budget.	69371
2502-02	EXECUTION OF CONTRACT 0000061 FOR THE PROVISION OF ACCESS LINK SERVICE IN REGION 3 (ATLANTIC, CAPE MAY, CUMBERLAND, AND SOUTHERN OCEAN COUNTIES) – Authorization to enter into NJ TRANSIT Contract No. 0000061 with Easton Coach Company of Easton, Pennsylvania, to operate Access Link service in Region 3 (Atlantic, Cape May, Cumberland, and Southern Ocean Counties) for a 60-month contract period from June 1, 2025 through June 1, 2030, at a cost not to exceed \$44,392,397, plus five percent for contingencies, for a total contract authorization of \$46,612,017, subject to the availability of funds and Board approval of NJ TRANSIT's operating budget.	69372
2502-03	DESIGN SERVICES AND CONSTRUCTION SUPPORT SERVICES FOR CANOPY, PLATFORM, AND ACCESSIBILITY WORK AT TRENTON STATION CONTRACT AMENDMENT – Authorization to amend NJ TRANSIT Contract No. 21-061 with AECOM Technical Services, Inc. of New York, New York, to provide design services for canopies, platforms, and accessibility improvements at Trenton Station, in an amount not to exceed an additional \$800,000, subject to the availability of funds.	69373

NEW JERSEY TRANSIT CORPORATION
NJ TRANSIT BUS OPERATIONS, INC.
NJ TRANSIT RAIL OPERATIONS, INC.
NJ TRANSIT MERCER, INC.
NJ TRANSIT MORRIS, INC.
BOARD OF DIRECTORS' MEETINGS
FEBRUARY 12, 2025
MINUTES
PAGE 2

CONSENT CALENDAR

- 2502-04 APPROVAL OF NJ TRANSIT'S PUBLIC TRANSPORTATION AGENCY SAFETY PLANS** – Authorization to take all actions necessary for approval of NJ TRANSIT's Public Transportation Agency Safety Plans detailed in the corresponding Exhibits with this Board item. **69375**
- 2502-05 PERSONAL INJURY CLAIM OF ANTHONY COSENTINO** – Authorization to settle the claim of Anthony Cosentino, through his attorney, at an amount discussed in executive session. The Attorney General has approved the proposed settlement, subject to the availability of funds. **69866**
- **EXECUTIVE SESSION AUTHORIZATION** **69867**

ACTION ITEM

- 2502-06 AUTHORIZATION FOR NJ TRANSIT CORPORATION TO ENTER INTO A SETTLEMENT WITH METRO NORTH RAILROAD FOR PAYMENT IN SATISFACTION OF OUTSTANDING DISPUTED AMOUNTS INVOICED BY NJ TRANSIT UNDER THE OPERATING AGREEMENT BETWEEN NJ TRANSIT CORPORATION AND METRO NORTH RAILROAD** – Authorization to enter into a settlement agreement with Metro North Railroad to accept payment in an amount as discussed in executive session. **69869**
- **ADJOURNMENT**

APPROVAL OF MINUTES

WHEREAS, the Bylaws provide that the minutes of actions taken at meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. Board of Directors be approved by the Board; and

WHEREAS, pursuant to Section 4(f) of the New Jersey Public Transportation Act of 1979, the minutes of actions taken at the December 11, 2024 Board Meetings of the New Jersey Transit Corporation, NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. were forwarded to the Governor on December 17, 2024;

NOW, THEREFORE, BE IT RESOLVED that the minutes of actions taken at the December 11, 2024 Board Meetings of the New Jersey Transit Corporation, NJ TRANSIT Rail Operations, Inc., NJ TRANSIT Bus Operations, Inc., NJ TRANSIT Mercer, Inc., and NJ TRANSIT Morris, Inc. Board of Directors' meetings are hereby approved.

PRESIDENT & CEO'S REPORT

**THIS REPORT WILL BE PRESENTED
SEPARATELY**

Philip D. Murphy, Governor
Tahesha L. Way, Lieutenant Governor
Francis K. O'Connor, Commissioner
Kris Kolluri, President & CEO

TWO GATEWAY
 283-299 MARKET STREET
 NEWARK, NJ 07102-5310
 973-491-7000



TO: BOARD OF DIRECTORS
 FROM: KRIS KOLLURI
 DATE: FEBRUARY 12, 2025
 SUBJECT: PRESIDENT & CEO'S REPORT – FEBRUARY 2025

I am honored to return to NJ TRANSIT and fully committed to using the next year to drive meaningful, lasting improvements to the customer experience. My focus is on three key priorities: Service Reliability, Safety, & Customer Experience; Fiscal Outlook & Efficiency; and Rolling Stock & Capital Projects. We've already taken steps to improve customer communication, including enhanced station announcements with more detailed information consistent with information on our website, mobile app and social media. We are currently preparing our FY26 budget, along with a five-year financial outlook to ensure fiscal responsibility. Our long-term success depends on sustained investment in rolling stock and capital projects to continuously improve reliability and meet growing demand.

As we work toward these priorities, we're also responding to immediate challenges, including the ongoing PATH closure at Hoboken Terminal, which began on January 30th and runs through February 25th. Strong coordination between NJ TRANSIT, PATH, and our regional partners has ensured an overwhelmingly positive experience for riders affected by the PATH closure, who have been well-informed through signage and customer service support. We've seen expected shifts in ridership, with increased demand for ferry service, HBLR, and the 126 bus. To accommodate this, we've added extra bus and HBLR capacity, and NJ TRANSIT Customer Service Ambassadors are on-site in Hoboken to assist travelers. Customer feedback has been quite positive, especially regarding the enhanced 126 bus service. For the latest updates, riders can visit njtransit.com/HobokenPath.

Just as we've taken steps to minimize disruptions during the PATH closure, we're also making progress on another important customer-facing issue—the replacement of the windows on our multilevel rail cars. Installations have already begun, with replacements scheduled to occur during required periodic inspections, and as new replacement windows become available. At the same time, we're advancing a plan to expedite the procurement of all replacement windows needed for our entire multilevel fleet—429 rail cars in total, requiring 15,015 new windows. We recognize how important this effort is to our customers' travel experience, and we're committed to completing this work as quickly and efficiently as possible.

As we work to enhance the customer experience onboard our trains, NJ TRANSIT celebrated another key milestone on a project also integral to improving the experience for rail customers—our Portal North Bridge Replacement Project. On January 17th, the second of three massive main arch spans for the Portal North Bridge arrived on-site, after a 30-hour journey down the Hudson River, marking another major step forward in this critical project for the Northeast Corridor. The third and final arch span is set to arrive sometime next week, at which time the bridge will be essentially structurally complete. This will allow Amtrak to begin work on the tracks, overhead wires, signals and other rail infrastructure along the right-of-way, bringing us even closer to delivering a more reliable and resilient crossing for the hundreds of thousands of customers who depend on this corridor daily. The project remains on time and on budget, with the first track on schedule to open in 2026.

I am also pleased to share that NJ TRANSIT has once again been recognized by *Forbes* as one of America's best large employers for 2025—marking our fifth consecutive year earning this distinction. While our customers are at the center of everything we do, delivering safe and reliable service starts with fostering a culture of excellence among our employees. This recognition from *Forbes* reinforces our commitment to investing in our workforce, ensuring they have the resources and support needed to provide the best possible service to our customers.

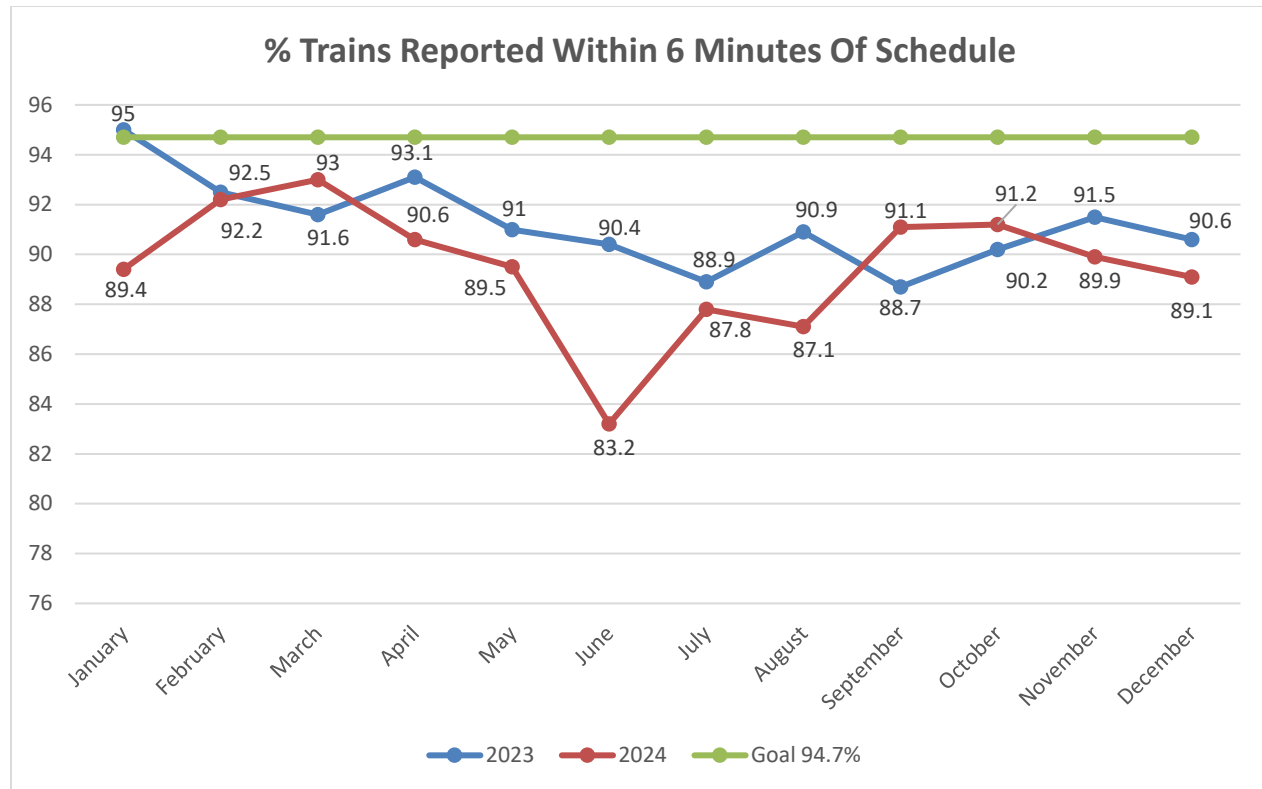
In conclusion, I want to acknowledge two individuals whose contributions have made a lasting impact on NJ TRANSIT. Carlos Medina, who has served on our Board since February 2023, brought invaluable expertise to our organization, helping to enhance the reliability and safety of our system. Kevin Corbett's tenure as President & CEO from 2018 to 2024 was not only third longest of any CEO in the agency's history, his work over those seven years stabilized the agency, saw improvements in service reliability, guided NJ TRANSIT through the challenges of the Covid pandemic, and secured billions in infrastructure investments that will shape the future of transit in New Jersey. Their leadership and dedication have strengthened NJ TRANSIT, and I thank them both for their service.

TABLE OF CONTENTS FEBRUARY 12, 2025

- 1. PERFORMANCE MEASURES**
- 2. MEAN DISTANCE BETWEEN FAILURES**
- 3. DBE/SBE PROGRAM**
- 4. EMPLOYEE RECOGNITION**

PERFORMANCE MEASURES

NJ TRANSIT ON-TIME PERFORMANCE RAIL JANUARY 2023 – DECEMBER 2024



	<u>2023</u>	<u>2024</u>	<u>%Change</u>
Dec. Comparison	90.6%	89.1%	-1.5%
12-Month Average Jan. 2023 – Dec. 2024	91.2%	89.5%	-1.8%

Analysis:

Rail On-time Performance was 89.1% for the month of December 2024. Of the 18,340 trains scheduled to operate, 16,335 were on time, while 2,005 trains (or 10.9% were delayed).

Key Causes included:

- Amtrak catenary issues contributed 210 delays on December 2.
- NJT track issue, bridge issue, electric locomotive issue and coach issue contributed 76 delays on December 11.
- Amtrak catenary issue and an event contributed 29 delays on December 22.

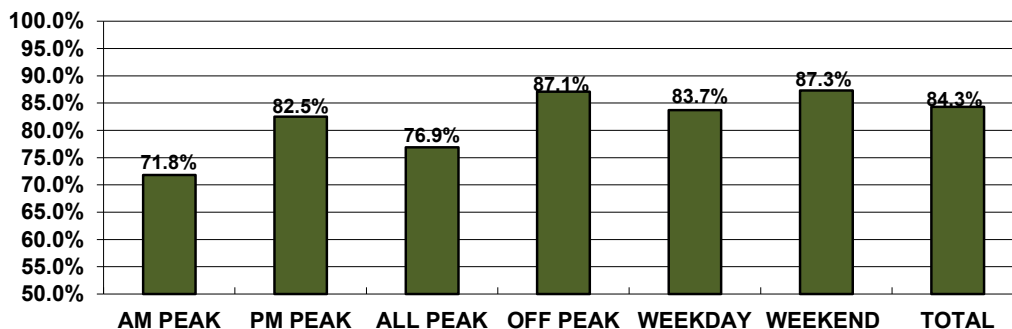
The 12-month Average for Rail On-Time Performance was 89.5%.

ON-TIME PERFORMANCE RAIL

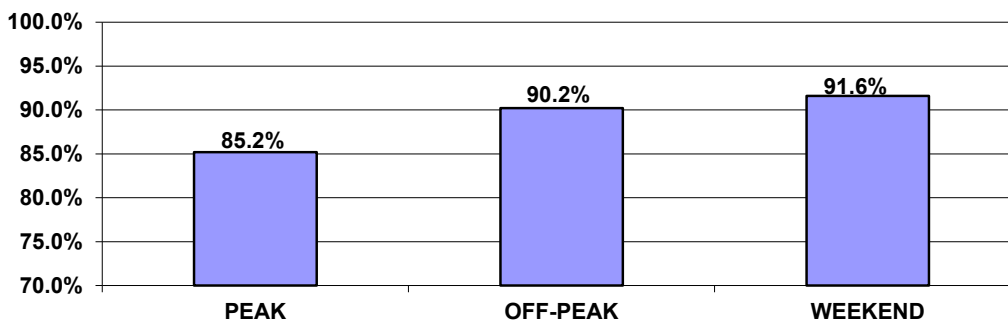
SUMMARY BY TIME PERIOD DECEMBER 2024

*** NOTE: A train is reported late if it arrives at its final station stop more than 5:59 minutes later than the advertised schedule.**

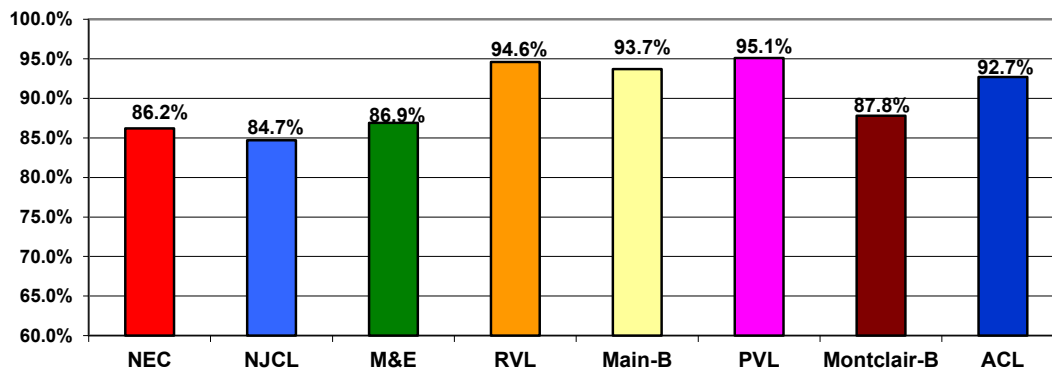
% NEW YORK PENN STATION Trains Reported On Time *



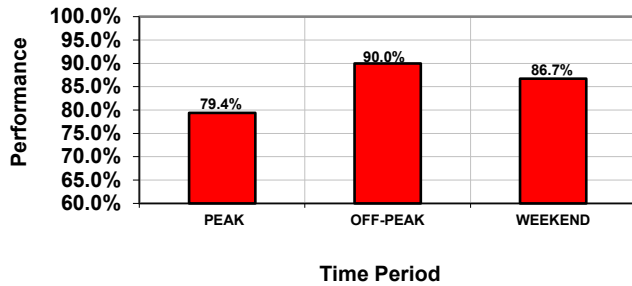
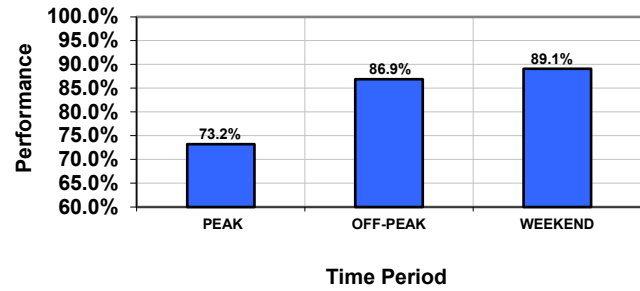
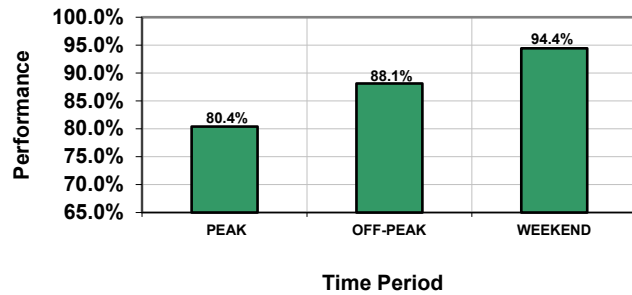
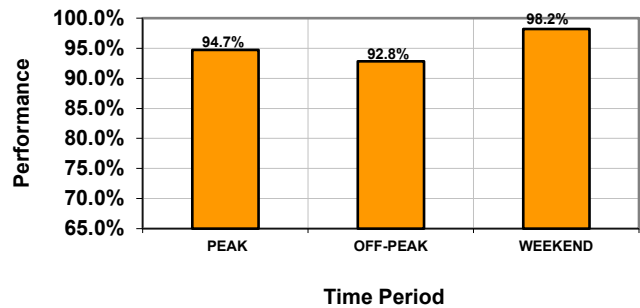
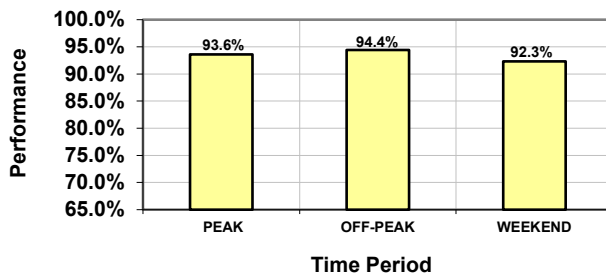
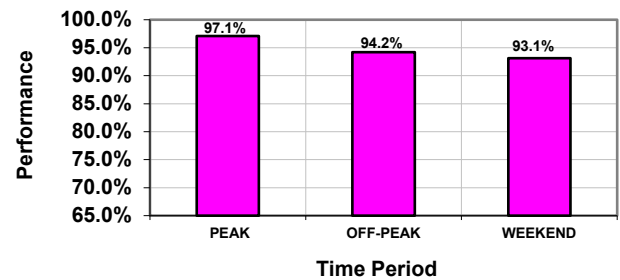
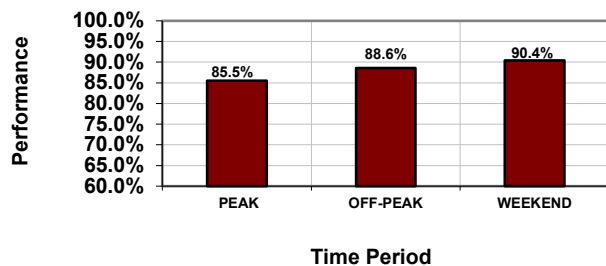
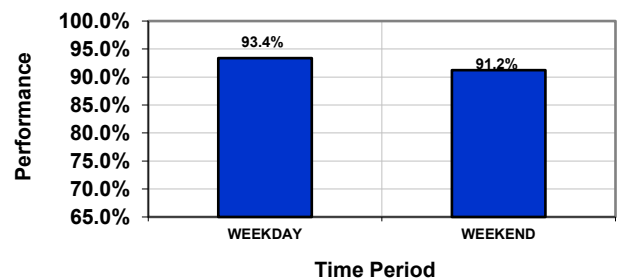
% SYSTEMWIDE Trains Reported On Time



% BY LINE Trains Reported On Time



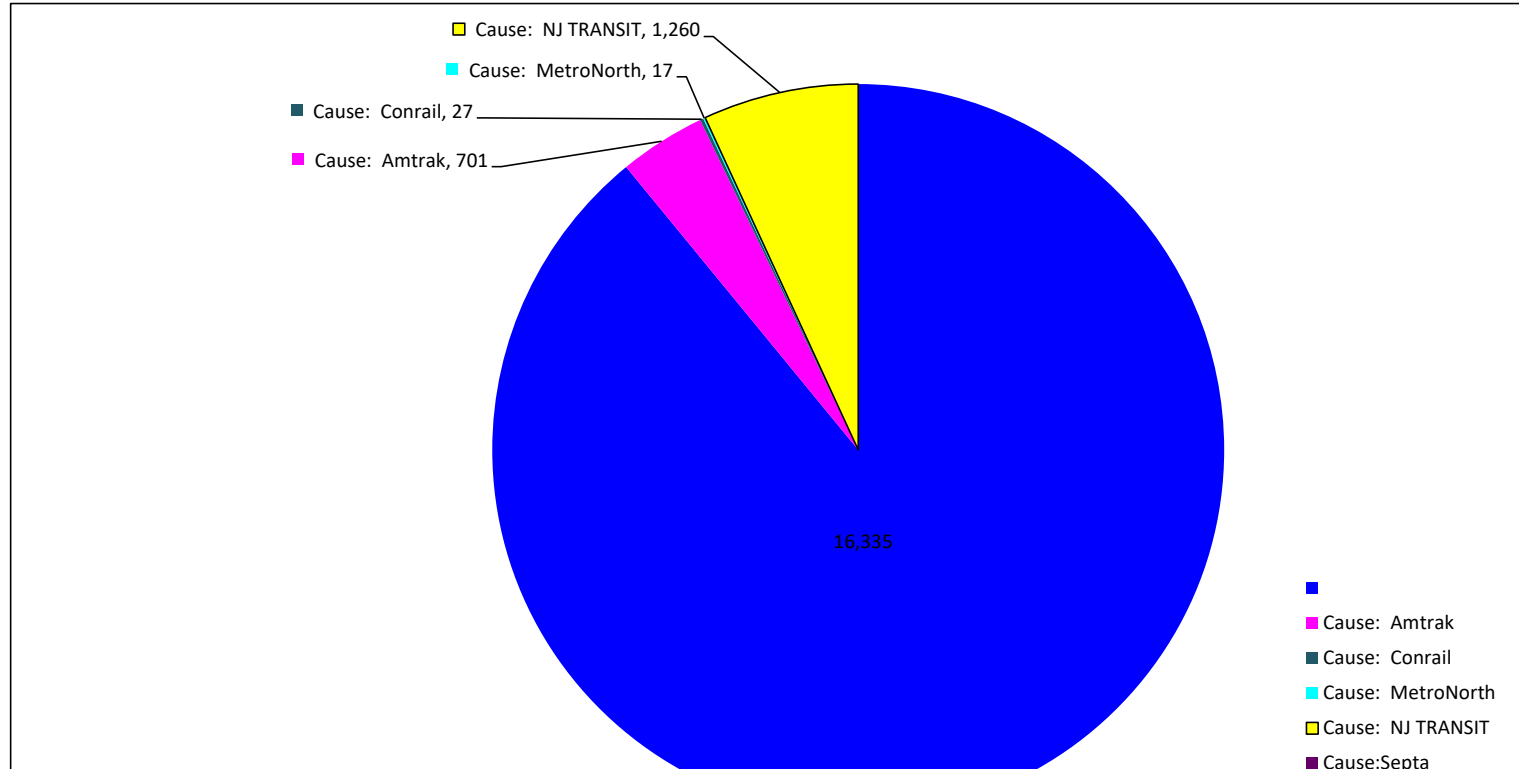
ON-TIME PERFORMANCE BY RAIL LINE & TIME PERIOD DECEMBER 2024

NORTHEAST CORRIDORNORTH JERSEY COAST LINEMORRIS & ESSEXRARITAN VALLEY LINEMAIN-BERGENPASCACK VALLEYMONTCLAIR-BOONTONATLANTIC CITY

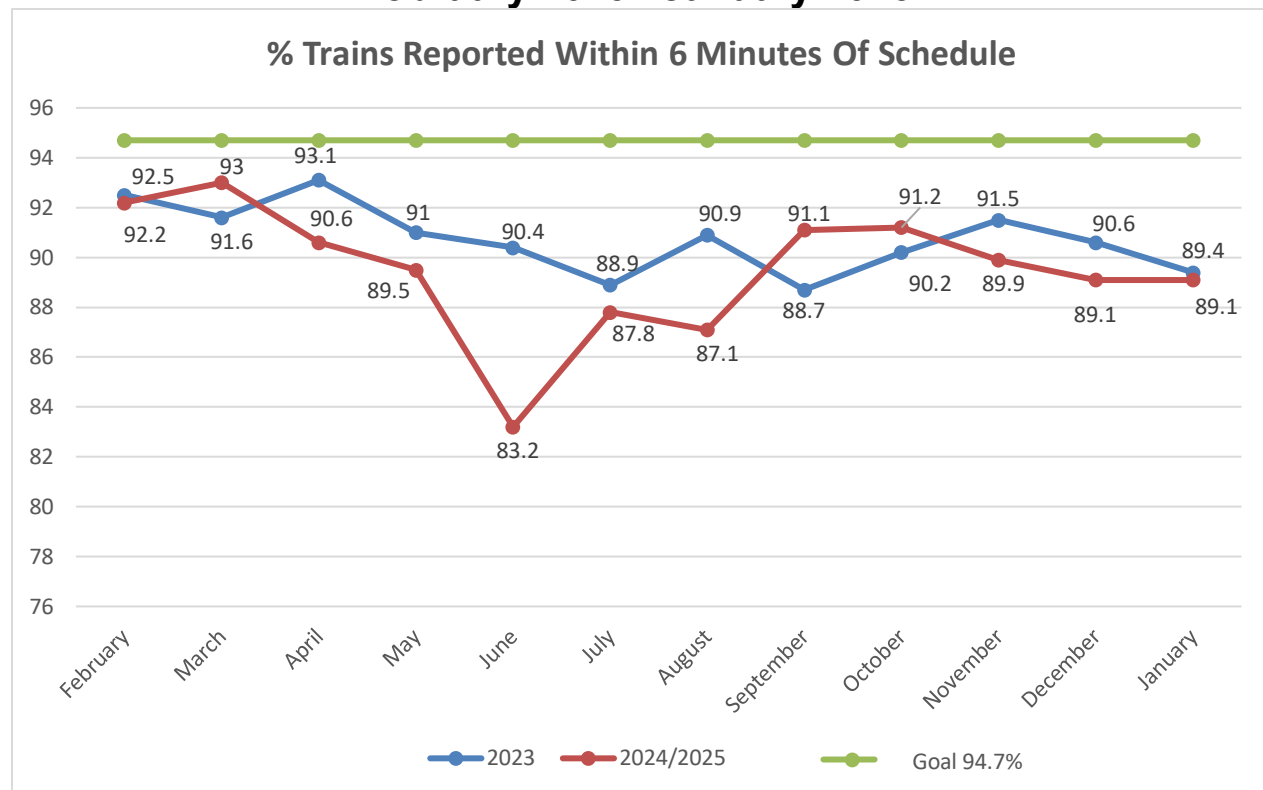
NJ TRANSIT Performance - December 2024

Late NJ TRANSIT Trains

		Cause: Amtrak	Cause: Conrail	Cause: MetroNorth	Cause: NJ TRANSIT	Cause:Septa	Cause: NS
# of Trains On Time	16,335	701	27	17	1,260		
# of Late Trains	2,005	3.82%	0.15%	0.09%	6.87%	0.00%	0.00%
Total # of Trains	18,340						
Percentage On Time	89.1%						



NJ TRANSIT ON-TIME PERFORMANCE RAIL February 2023 –January 2025



	<u>2024</u>	<u>2025</u>	<u>%Change</u>
Jan. Comparison	89.4%	89.1%	-0.3%
12-Month Average Feb. 2023 – Jan. 2025	90.7%	89.5%	-1.2%

Analysis:

Rail On-time Performance was 89.1% for the month of January 2025. Of the 18,436 trains scheduled to operate, 16,428 were on time, while 2,008 trains (or 10.9% were delayed).

Key Causes included:

- Amtrak signal issue, NJT diesel issue, Arrow MU issue, PTC mechanical, coach issue, electric locomotive issue, bridge issue, power interruption, weather related and trackside interference contributed 135 delays on January 21.
- Amtrak programmed maintenance, signal issue, NJT Arrow MU issue, track issue weather related and catenary issue contributed to 109 delays on January 23.
- Amtrak switch issue, preference, programmed maintenance, NJT trackside interference, PTC mechanical , programmed maintenance and bridge issue contributed 135 delays on January 24.

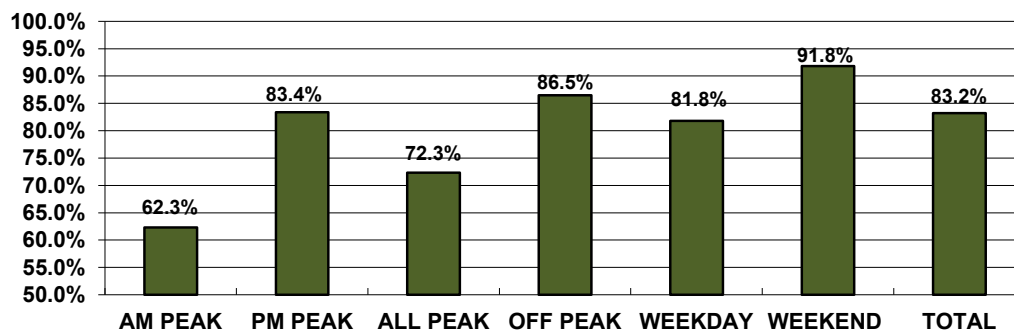
The 12-month Average for Rail On-Time Performance was 89.5%.

ON-TIME PERFORMANCE RAIL

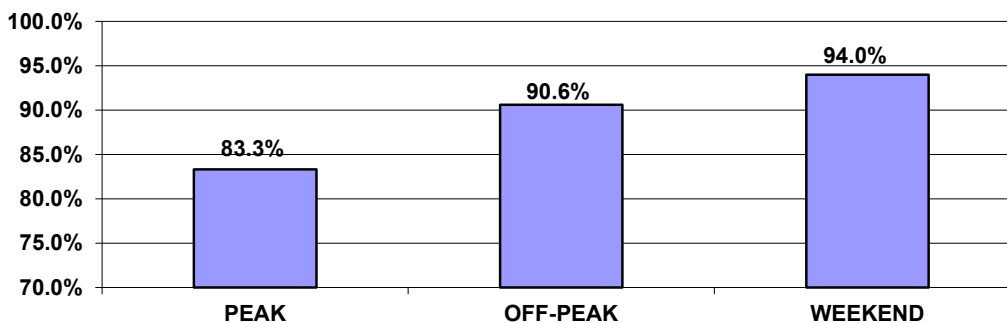
SUMMARY BY TIME PERIOD JANUARY 2025

* NOTE: A train is reported late if it arrives at its final station stop more than 5:59 minutes later than the advertised schedule.

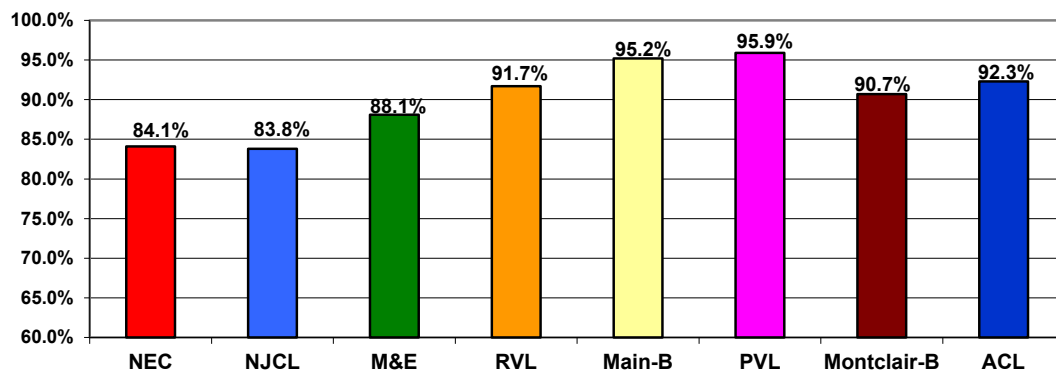
% NEW YORK PENN STATION Trains Reported On Time *



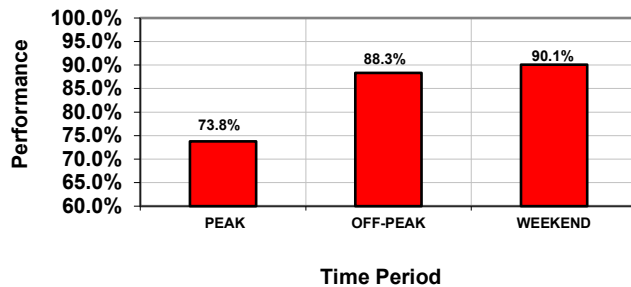
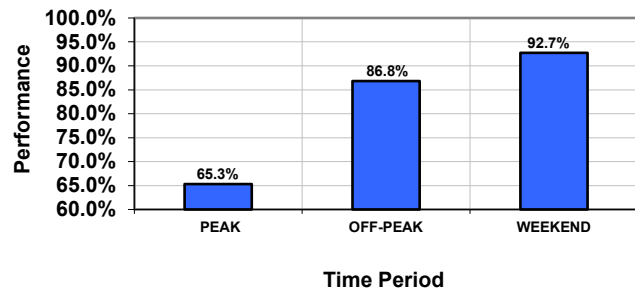
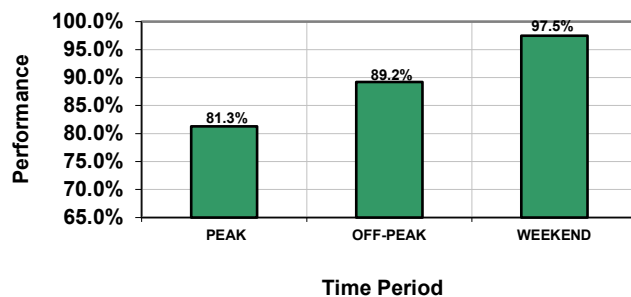
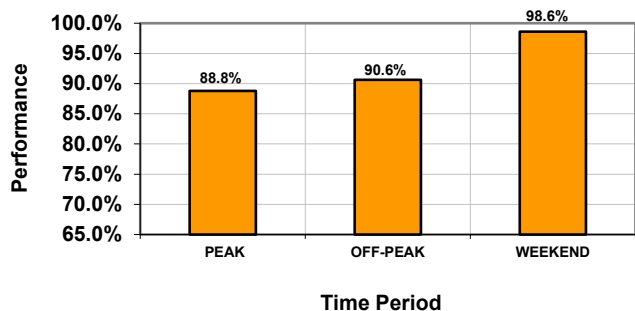
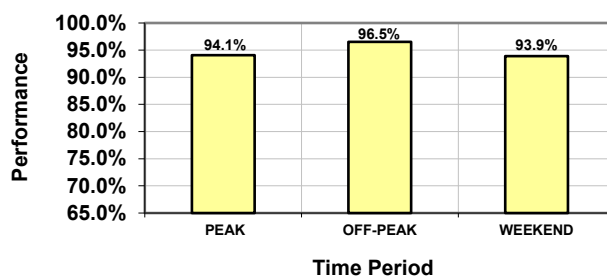
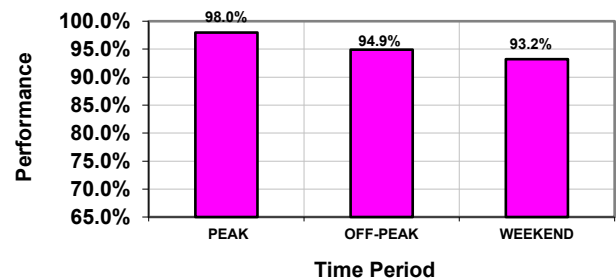
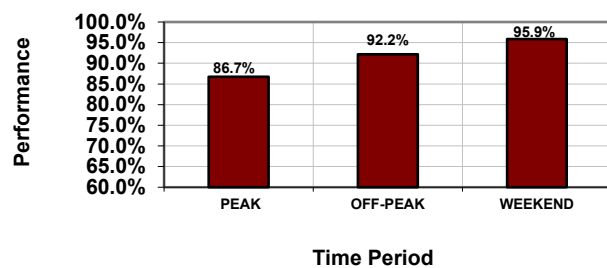
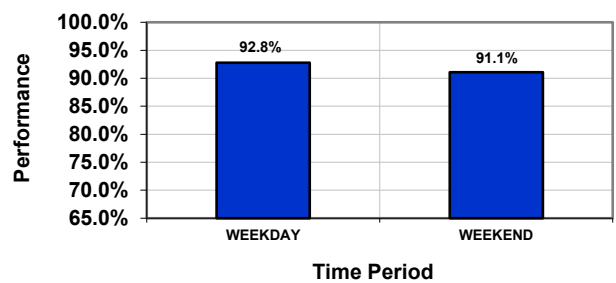
% SYSTEMWIDE Trains Reported On Time



% BY LINE Trains Reported On Time



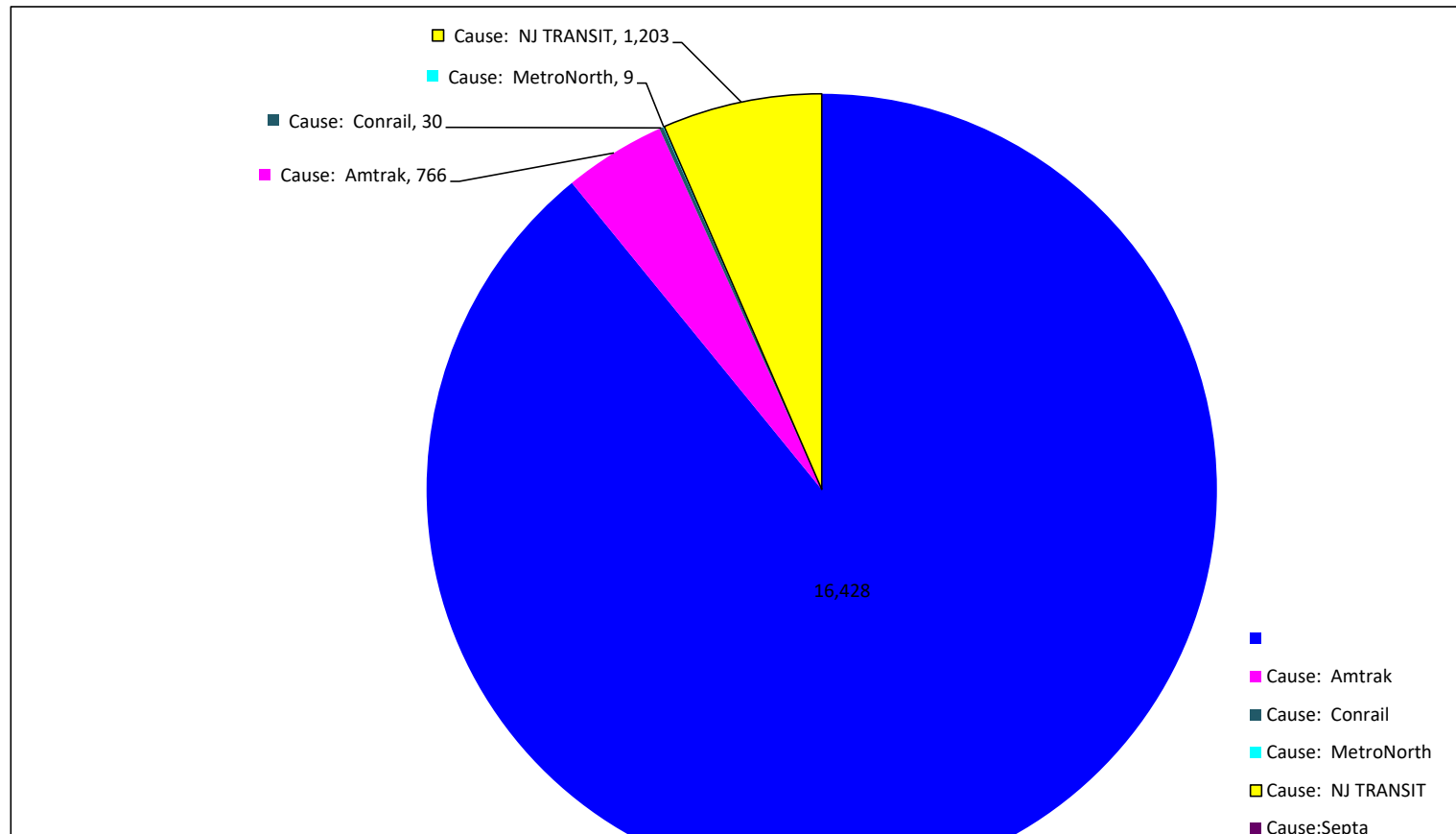
ON-TIME PERFORMANCE BY RAIL LINE & TIME PERIOD JANUARY 2025

NORTHEAST CORRIDORNORTH JERSEY COAST LINEMORRIS & ESSEXRARITAN VALLEY LINEMAIN-BERGENPASCACK VALLEYMONTCLAIR-BOONTONATLANTIC CITY

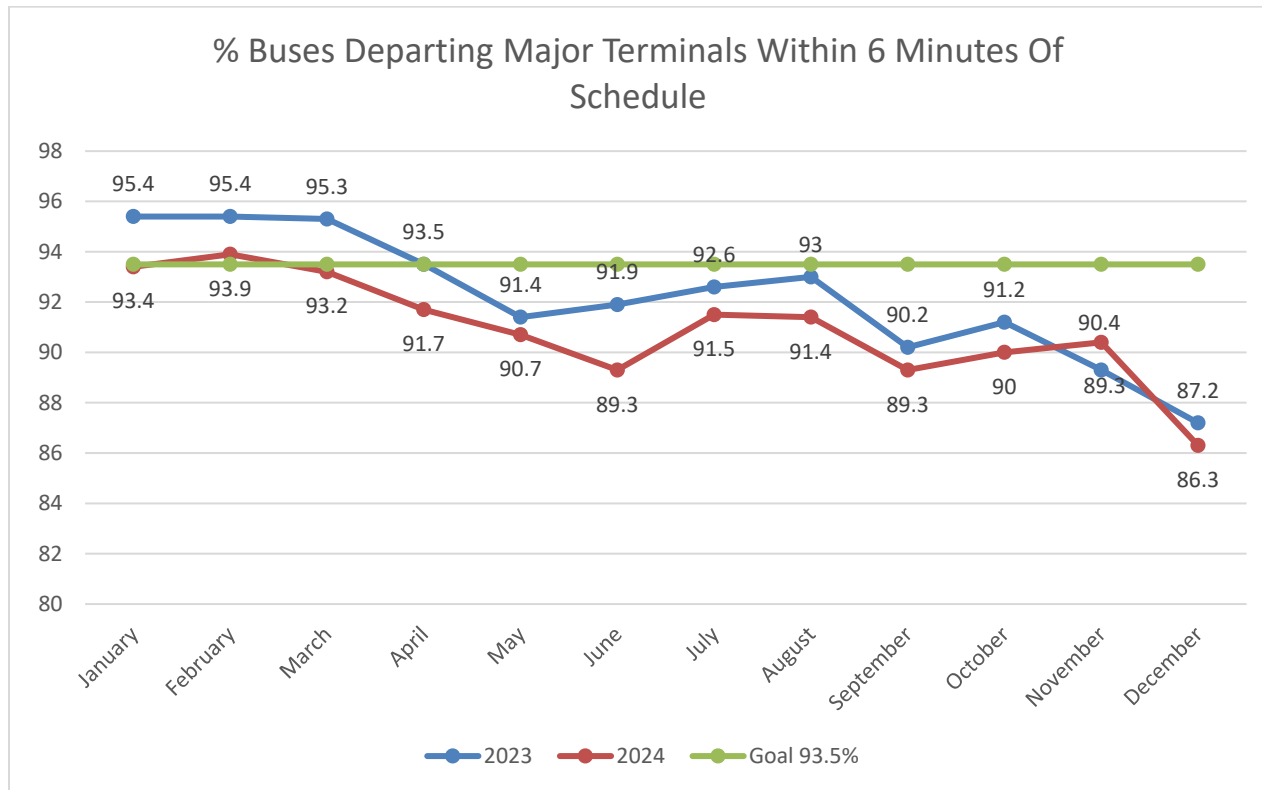
NJ TRANSIT Performance - January 2025

Late NJ TRANSIT Trains

		Cause: Amtrak	Cause: Conrail	Cause: MetroNorth	Cause: NJ TRANSIT	Cause:Septa	Cause: NS
# of Trains On Time	16,428	766	30	9	1,203		
# of Late Trains	2,008	4.15%	0.16%	0.05%	6.53%	0.00%	0.00%
Total # of Trains	18,436						
Percentage On Time	89.1%						



NJ TRANSIT ON-TIME PERFORMANCE BUS Jan 2023 – Dec 2024



	<u>2023</u>	<u>2024</u>	<u>%Change</u>
Dec Comparison	87.2%	86.3%	-.9%
12-Month Average Jan 2024 – Dec 2024	92.2%	90.9%	-1.3%

Analysis*:

Bus On-Time Performance systemwide was 86.3% for the month of Dec 2024. Of the 48,441 monitored departures, 6,647 experienced delays.

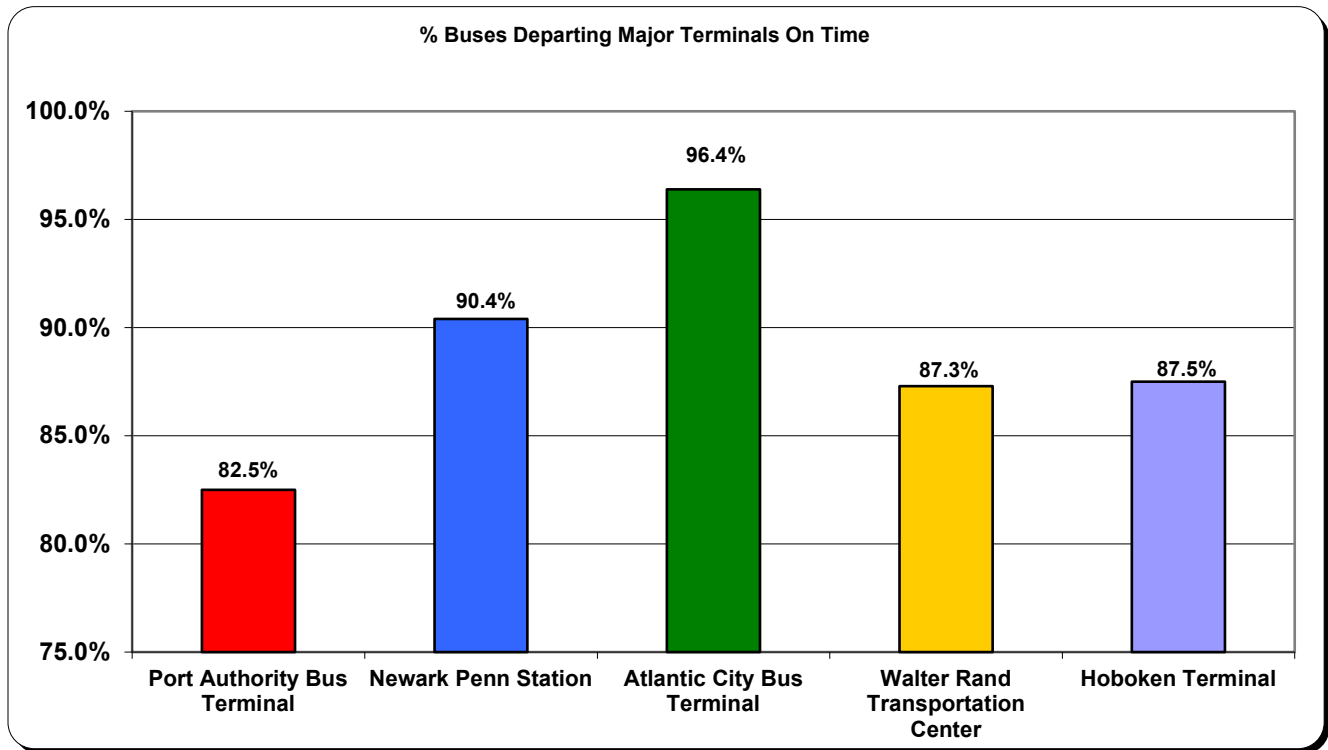
Key Causes included:

- At PABT, the following contributed to delays: on the 5th & 6th, heavy traffic; on the 9th & 10th, weather and two disabled buses; on the 16th - 20th, weather, disabled bus on ramp, heavy traffic; on the 23rd & 24th, heavy traffic; on the 26th & 27th, heavy traffic; on the 30th, heavy traffic.
- At Newark Penn, on the 2nd, Bus/Auto accident, mechanical issues, road closures causing heavy delays. On the 13th, mechanical issue, road closures traffic caused delays. On the 20th, traffic, mechanical issues, road closures contributed to delays.
- For various other locations, minor delays were caused due to weather, detours, traffic, and road construction on various days.

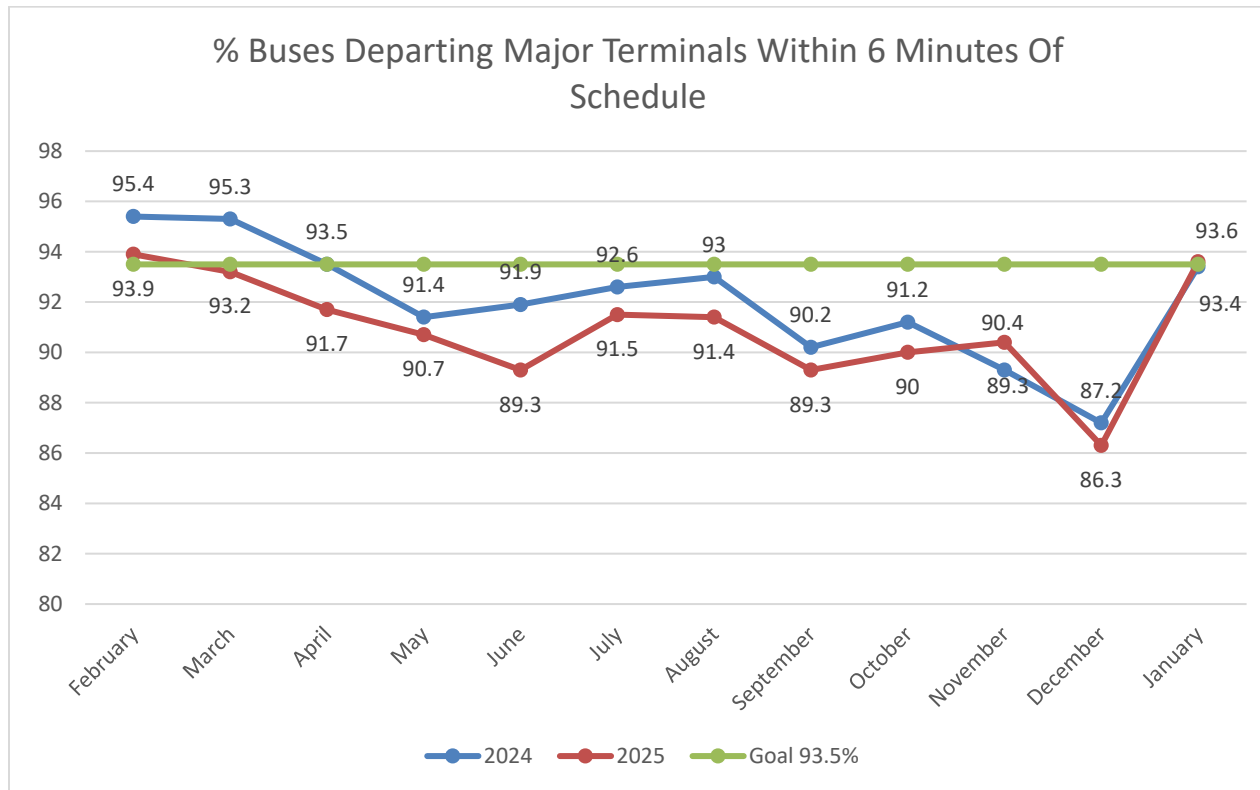
The 12-month average for Bus On-Time Performance was 90.9%.

ON-TIME PERFORMANCE BUS

SUMMARY BY TERMINAL



NJ TRANSIT ON-TIME PERFORMANCE BUS Feb 2023 – Jan 2025



	<u>2024</u>	<u>2025</u>	<u>%Change</u>
Jan Comparison	93.4%	93.6%	0.2%
12-Month Average Feb 2024 – Jan 2025	92.0%	90.9%	-1.1%

Analysis*:

Bus On-Time Performance systemwide was 93.6% for the month of Jan 2025. Of the 48,229 monitored departures, 3,070 experienced delays.

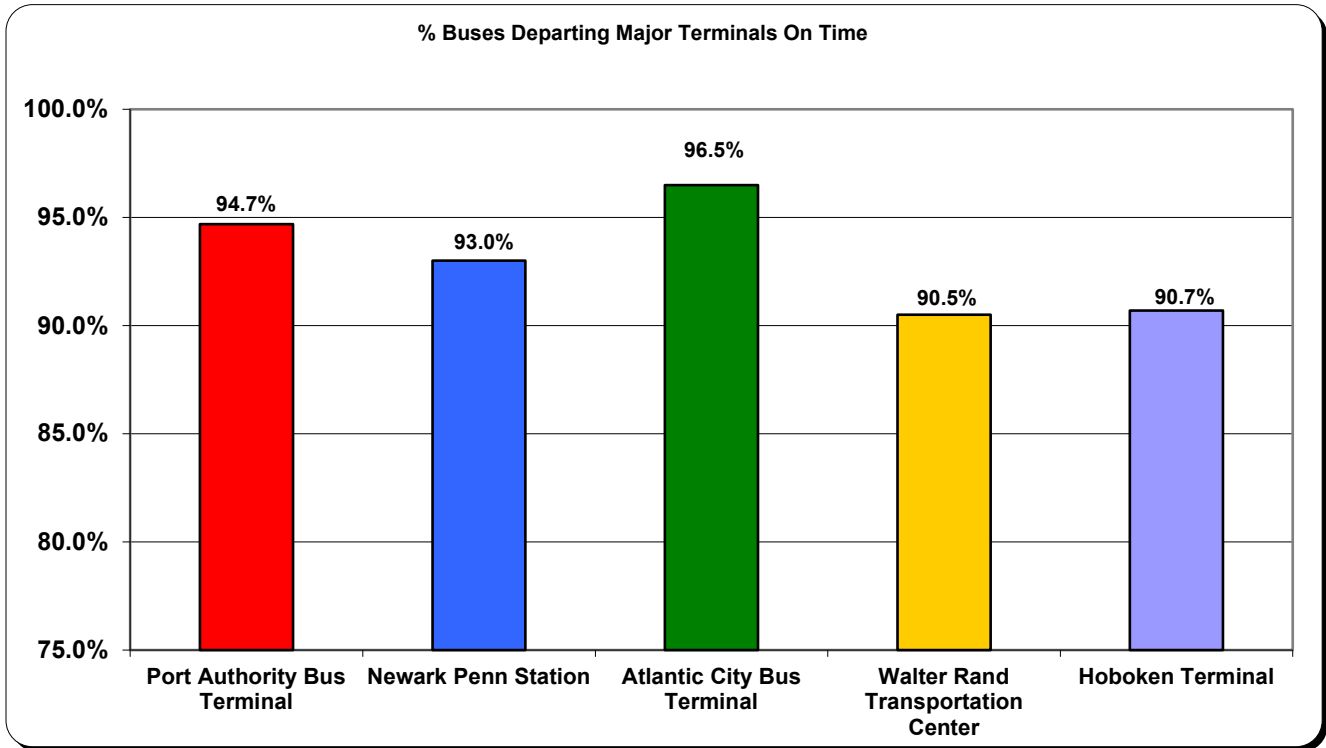
Key Causes included:

- At PABT, on the 23rd, overheight truck caused delays. On the 31st, first day of Hoboken PATH shutdown and Academy on the 126-route contributed to the delays.
- At Newark Penn, on the 24th, mechanical issues, road closures caused delays. On the 29th, mechanical issue, road closures caused traffic delays. On the 31st, bus/auto accident, mechanical issues, delays due to road closures contributed to delays.
- For various other locations, minor delays were caused due to weather, detours, traffic, and road construction on various days.

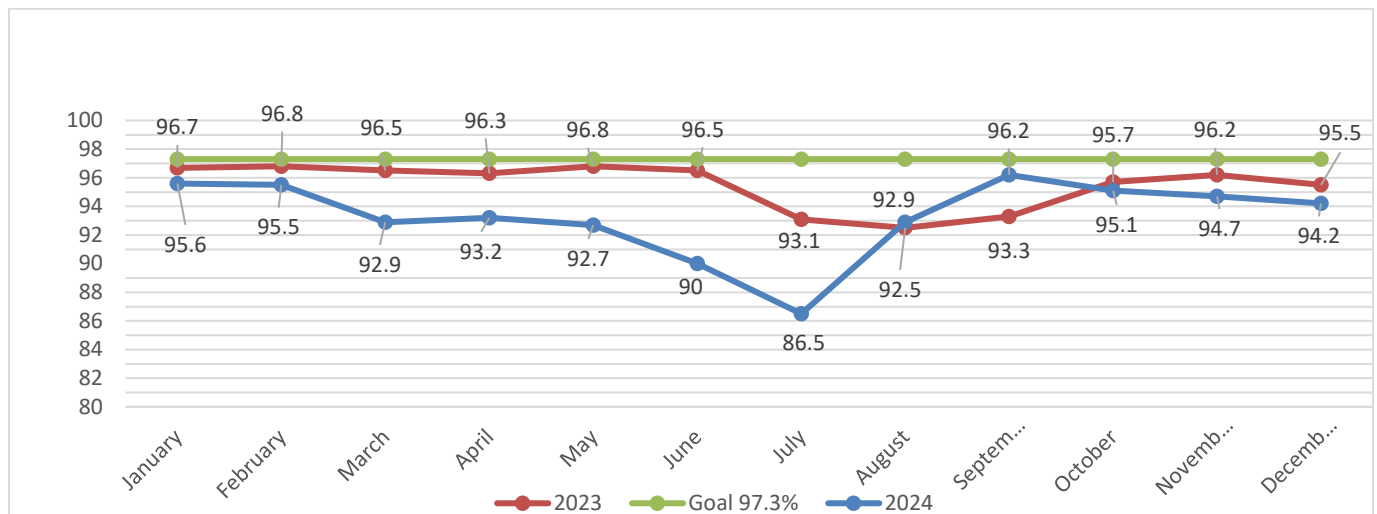
The 12-month average for Bus On-Time Performance was 90.9%.

ON-TIME PERFORMANCE BUS

SUMMARY BY TERMINAL



NJ TRANSIT ON-TIME PERFORMANCE LIGHT RAIL January 2023 – December 2024



	<u>2023</u>	<u>2024</u>	<u>%Change</u>
December Comparison	95.5%	94.2%	-1.3%
12-Month Average January 2024 – December 2024	95.4%	93.2%	-2.2%

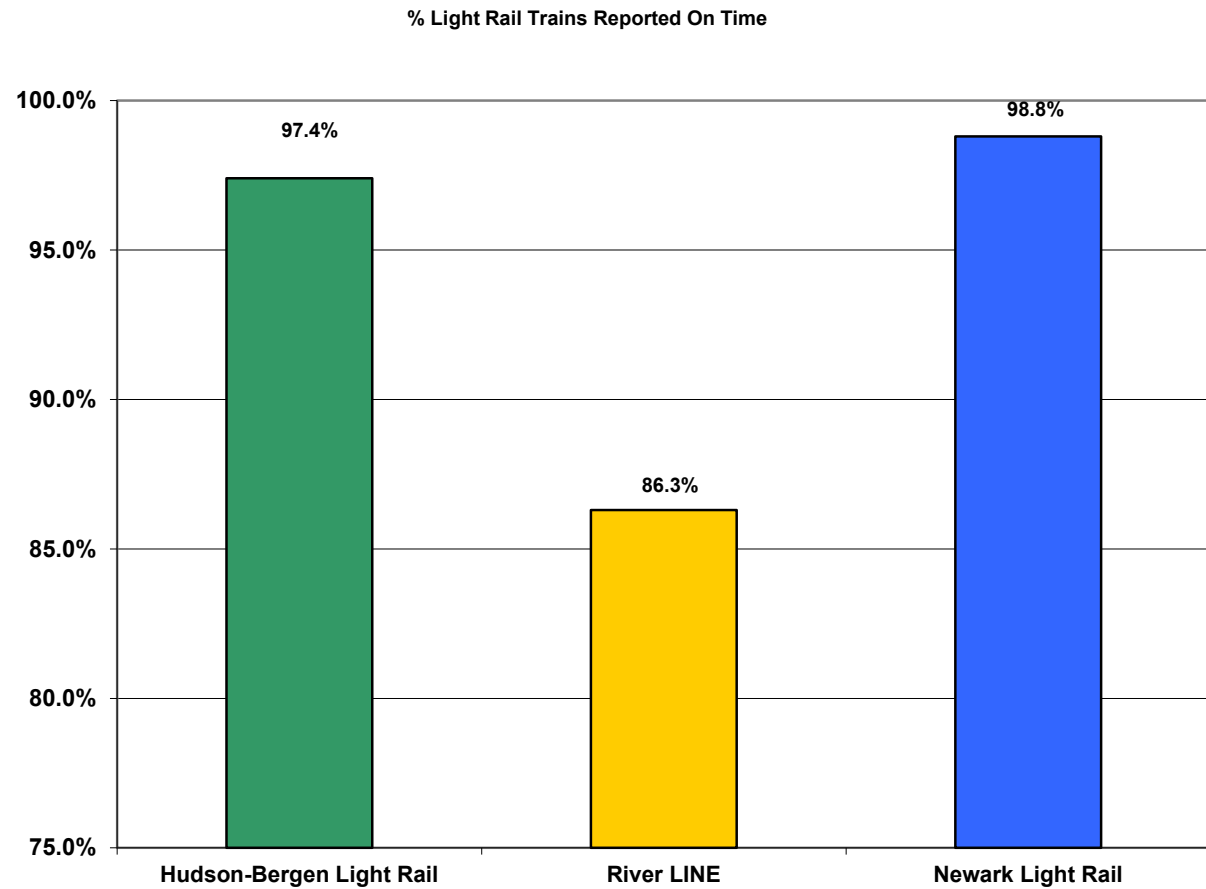
Analysis: Light Rail On-Time Performance system wide was 94.2% for the month of December. Of the 26,802 scheduled departures, 929 experienced delays.

Key Causes included:

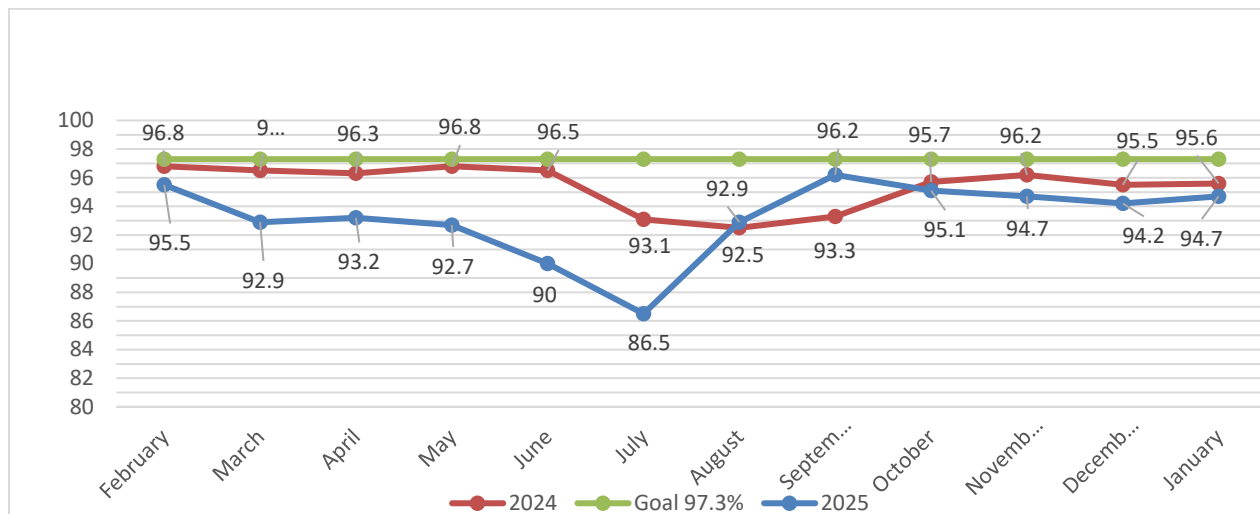
- **Newark Light Rail** – General maintenance for LRVs such as door, power, brake, and propulsion issues affecting service taking place throughout the month.
- **River LINE** – Incidents affecting OTP involving general maintenance taking place across multiple dates, including engine, door, signal, and brake issues. Police activity, including fare enforcement initiatives, throughout the month resulted in 13 affected trains. External passenger incidents throughout the month resulted in 7 affected trains. Motor vehicles on tracks resulted in 60 affected trains. Pedestrian strike on 12/3 resulted in 3 delays and 4 canceled trains.
- **HBLR** – Incidents affecting OTP involving general maintenance taking place across multiple dates, including door issues, power/propulsion issues, brakes, and other issues. General police activity throughout the month resulted in 88 affected trains. External passenger incidents impacted 33 trains. Motor vehicle on track affected two trains.
- The 12-month Average for Light Rail On-Time Performance is 93.2%

ON-TIME PERFORMANCE LIGHT RAIL

SUMMARY BY LINE December 2024



NJ TRANSIT ON-TIME PERFORMANCE LIGHT RAIL February 2023 – January 2025



	<u>2024</u>	<u>2025</u>	<u>%Change</u>
January Comparison	95.6%	94.7%	-0.9%
12-Month Average February 2024 – January 2025	95.4%	93.2%	-2.2%

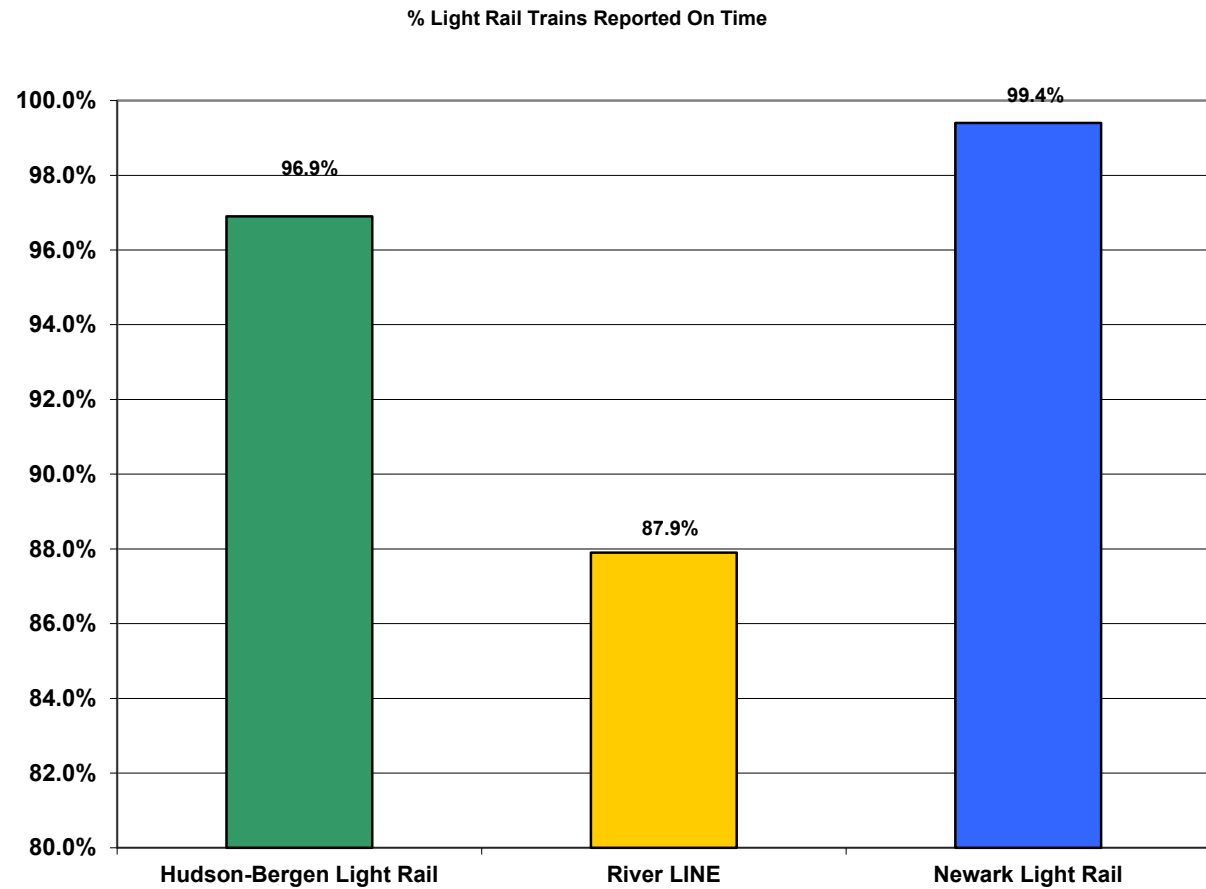
Analysis: Light Rail On-Time Performance system wide was 94.7% for the month of January. Of the 26,854 scheduled departures, 935 experienced delays.

Key Causes included:

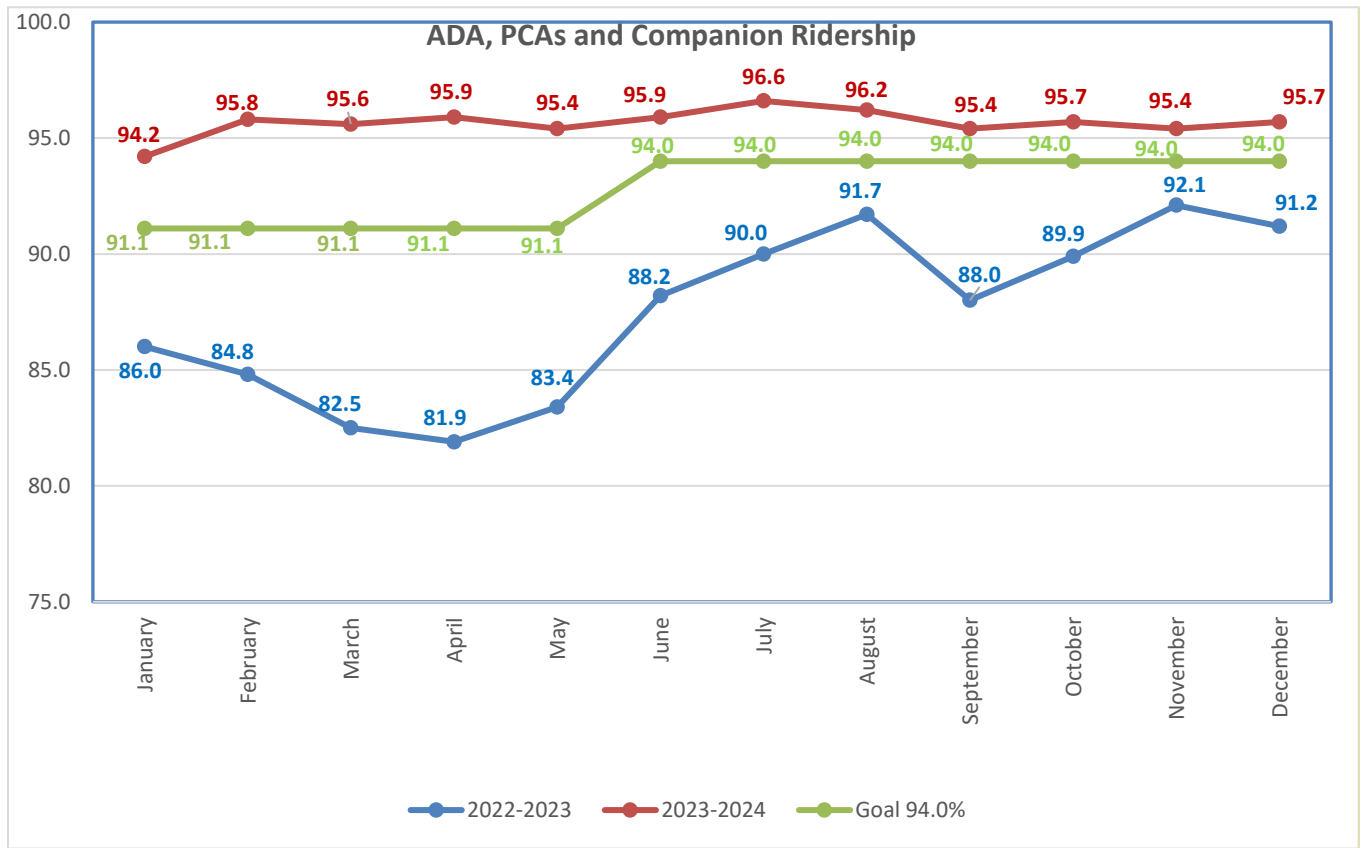
- **Newark Light Rail** – General maintenance for LRVs such as door, power, brake, and propulsion issues affecting service taking place throughout the month.
- **River LINE** – Incidents affecting OTP involving general maintenance taking place across multiple dates, including engine, door, signal, and brake issues. Police activity, including fare enforcement initiatives, throughout the month resulted in 9 affected trains. External passenger incidents throughout the month resulted in 15 affected trains. Motor vehicles fouling tracks resulted in 11 affected trains. PSE&G on tracks on 1/31 resulted in 2 delays and 7 canceled trains.
- **HBLR** – Incidents affecting OTP involving general maintenance taking place across multiple dates, including door issues, power/propulsion issues, brakes, and other issues. General police activity throughout the month resulted in 120 affected trains. External passenger incidents impacted 27 trains. Motor vehicle on track affected 12 trains. Light rail contact with motor vehicle on 1/25 affected 12 trains.
- The 12-month Average for Light Rail On-Time Performance is 93.2%

ON-TIME PERFORMANCE LIGHT RAIL

SUMMARY BY LINE January 2025



NJ TRANSIT ON-TIME PERFORMANCE ACCESS LINK JANUARY 2023–DECEMBER 2024



	<u>2023</u>	<u>2024</u>	<u>% Change</u>
December Comparison	91.2%	95.7%	4.5%
December Ridership	123,521	131,277	7,756

12-Month Average January 2024–December 2024	87.5%	95.7%	8.2%

Analysis:

Access Link On-Time Performance was 95.7% for December 2024. In serving 145,673 total customers, for 131,277 ADA customer trips, 5,640 or (4.3%) experienced delays.

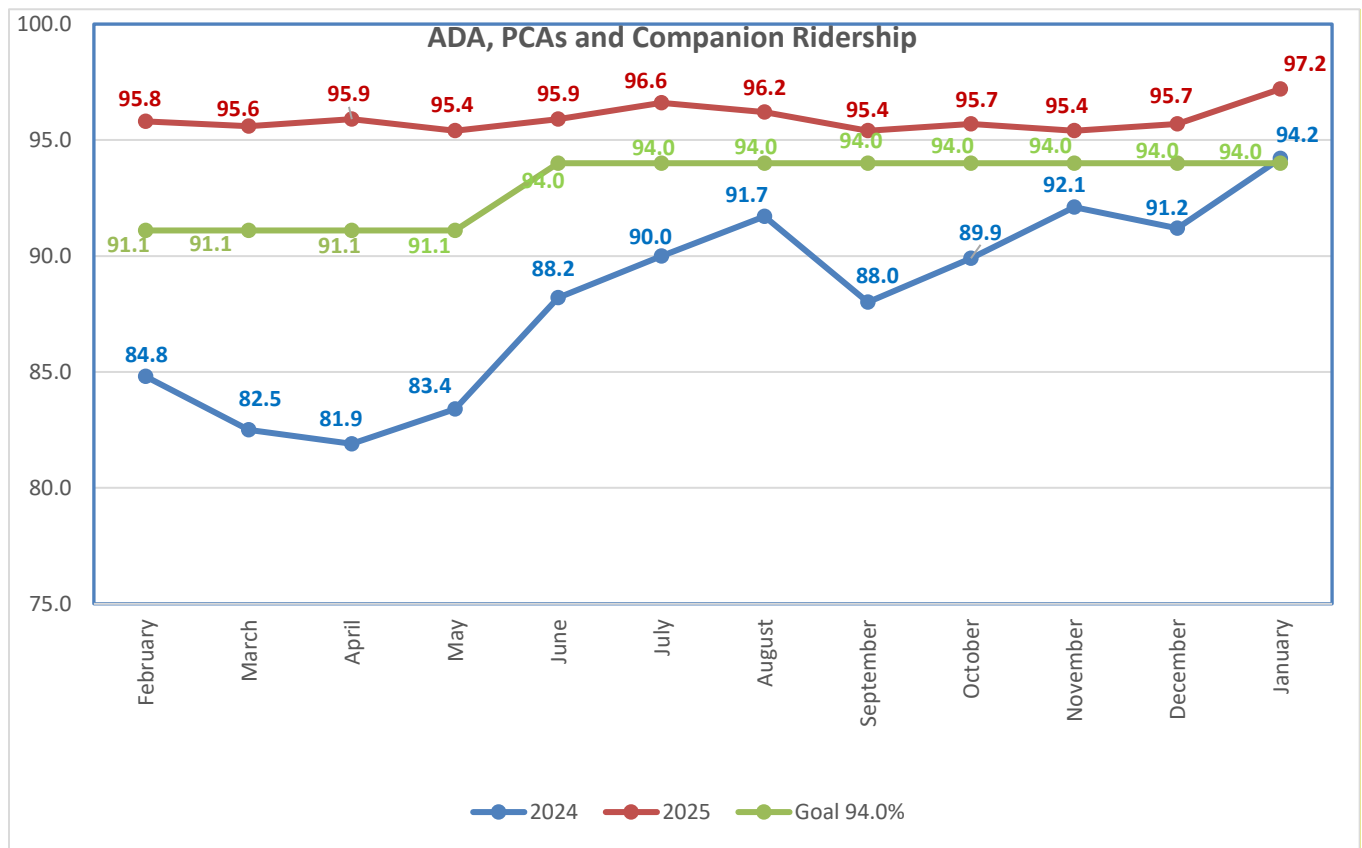
Key Causes included:

- . - Delays due to driver availability
- . - Customer cancellations and no-shows

The 12-month Average for Access Link On-Time Performance was 95.7%.

* Statistics comprise both dedicated and non-dedicated service.

NJ TRANSIT ON-TIME PERFORMANCE ACCESS LINK FEBRUARY 2023–JANUARY 2025



	<u>2024</u>	<u>2025</u>	<u>% Change</u>
January Comparison	94.2%	97.2%	3.0%
January Ridership	121,835	133,346	11,511

12-Month Average February 2024–January 2025	88.2%	95.9%	7.7%

Analysis:

Access Link On-Time Performance was 97.2% for January 2025. In serving 146,562 total customers, for 133,346 ADA customer trips, 3,670 or (2.8%) experienced delays.

Key Causes included:

- . - Delays due to driver availability
- . - Customer cancellations and no-shows

The 12-month Average for Access Link On-Time Performance was 95.9%.

* Statistics comprise both dedicated and non-dedicated service.

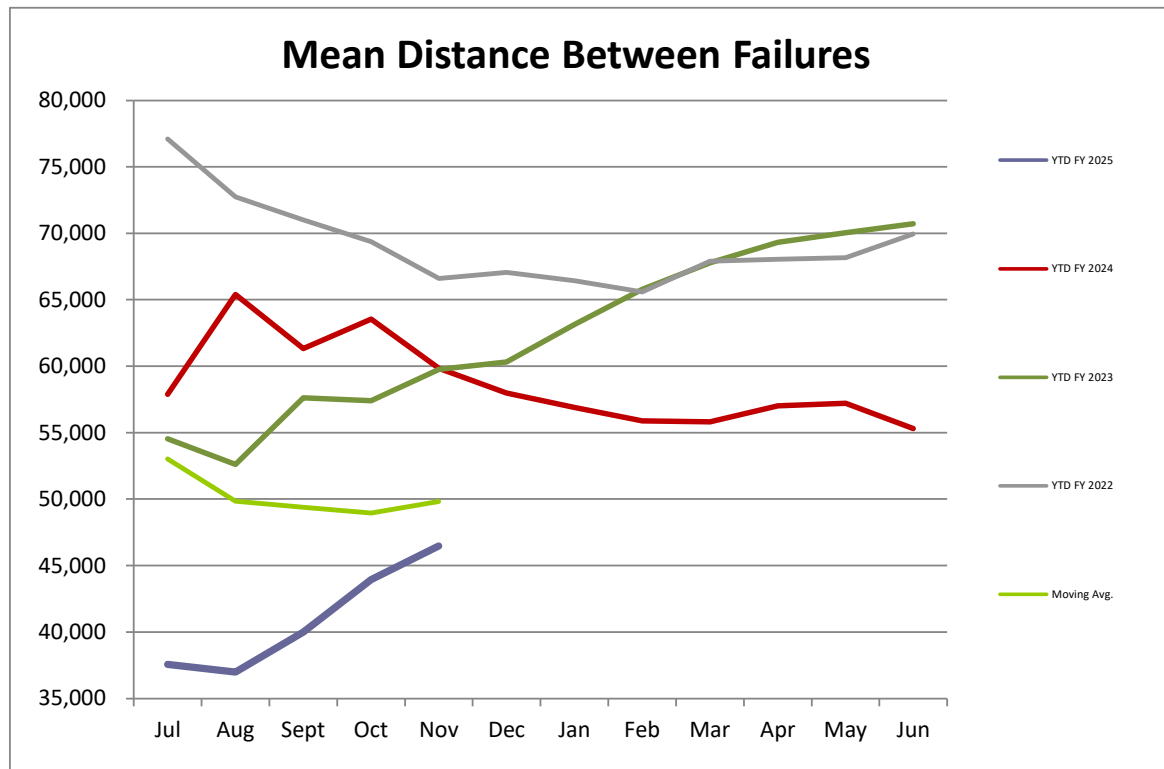
MEAN DISTANCE BETWEEN FAILURES

November 2024

NJ TRANSIT Rail Operations

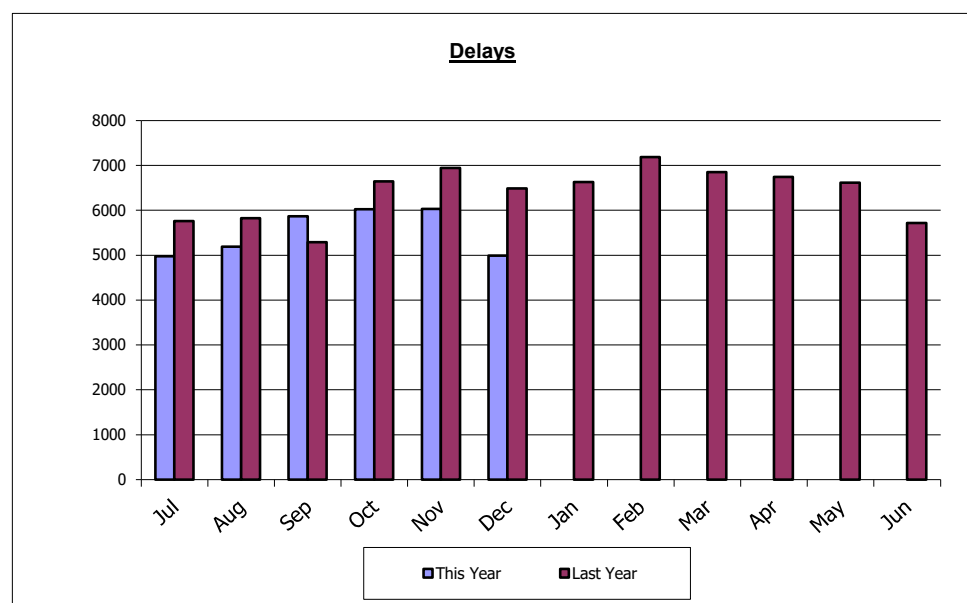
Mean Distance Between Failures

					12 Month
Month	YTD FY 2025	YTD FY 2024	YTD FY 2023	YTD FY 2022	Moving Avg.
Jul	37,549	57,875	54,531	77,087	53,024
Aug	36,992	65,403	52,602	72,743	49,833
Sept	39,979	61,324	57,623	71,005	49,378
Oct	43,929	63,539	57,410	69,368	48,959
Nov	46,462	59,844	59,761	66,597	49,826
Dec	-	57,968	60,315	67,060	-
Jan	-	56,904	63,121	66,433	-
Feb	-	55,888	65,780	65,594	-
Mar	-	55,822	67,778	67,894	-
Apr	-	57,014	69,327	68,050	-
May	-	57,197	70,045	68,153	-
Jun	-	55,317	70,712	69,949	-



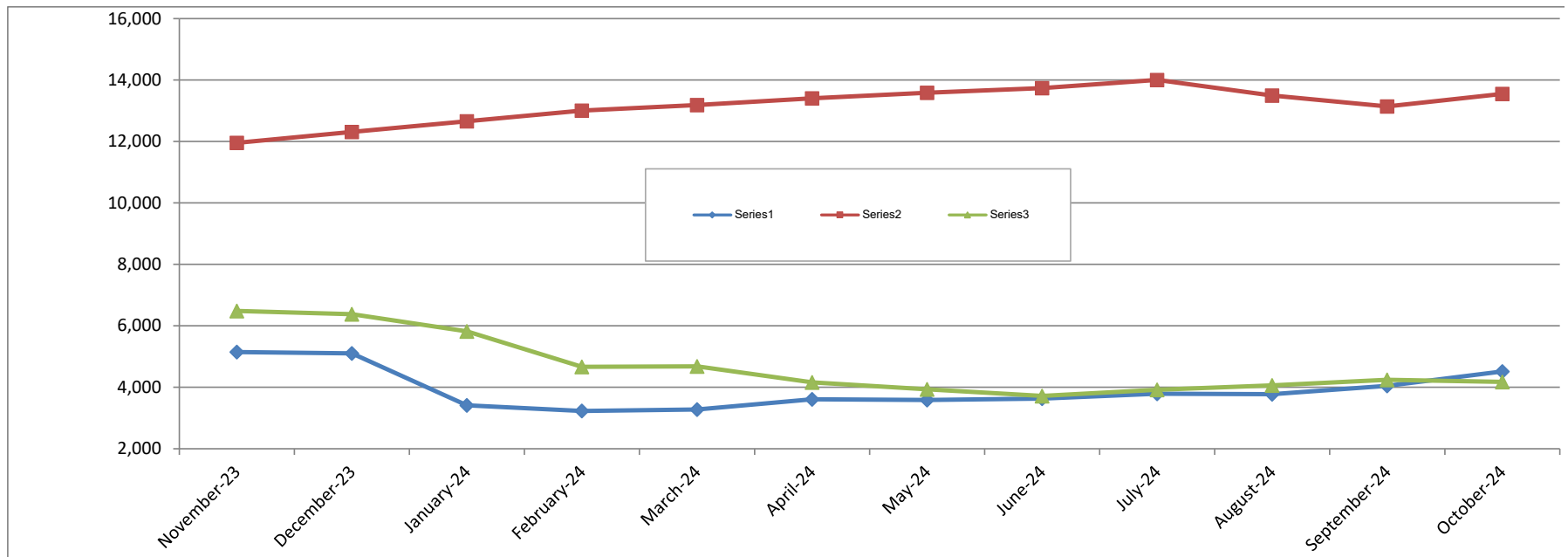
Garage Performance Parameters**December 2024**

Location	Miles Between In-Service Delays			
	FY2025 Goal	This Month	FY2025 YTD	FY2024 YTD
Fairview	6,500	4,747	6,512	6,229
Market Street	6,500	3,834	3,930	4,139
Meadowlands	10,000	2,457	2,289	3,708
Oradell	13,000	10,473	11,887	13,244
Wayne	12,000	10,315	10,739	7,961
WestWood	13,000	12,715	17,751	22,948
Northern Division	-	5,129	5,219	6,268
Big Tree	7,500	3,473	3,941	4,426
Greenville	6,000	2,979	7,603	4,195
Hilton	8,500	2,955	4,058	5,284
Howell	17,500	15,743	20,352	20,877
Ironbound	8,000	3,462	3,707	5,504
Kearny Point	-	1,846	1,837	-
Orange	7,800	2,183	2,388	2,628
Morris	10,500	12,316	16,022	16,605
Central Division	-	3,664	4,294	4,569
Egg Harbor	12,000	14,084	11,420	11,777
Hamilton	9,000	5,824	6,445	8,518
Newton Avenue	11,000	6,946	8,213	9,124
Washington Twp.	16,000	12,703	12,573	13,856
Southern Division	-	10,040	10,048	11,205
Bus Operations		4,991	5,465	6,108



NJ TRANSIT - LIGHT RAIL, December 2024**Average Miles Between In Service Failures**

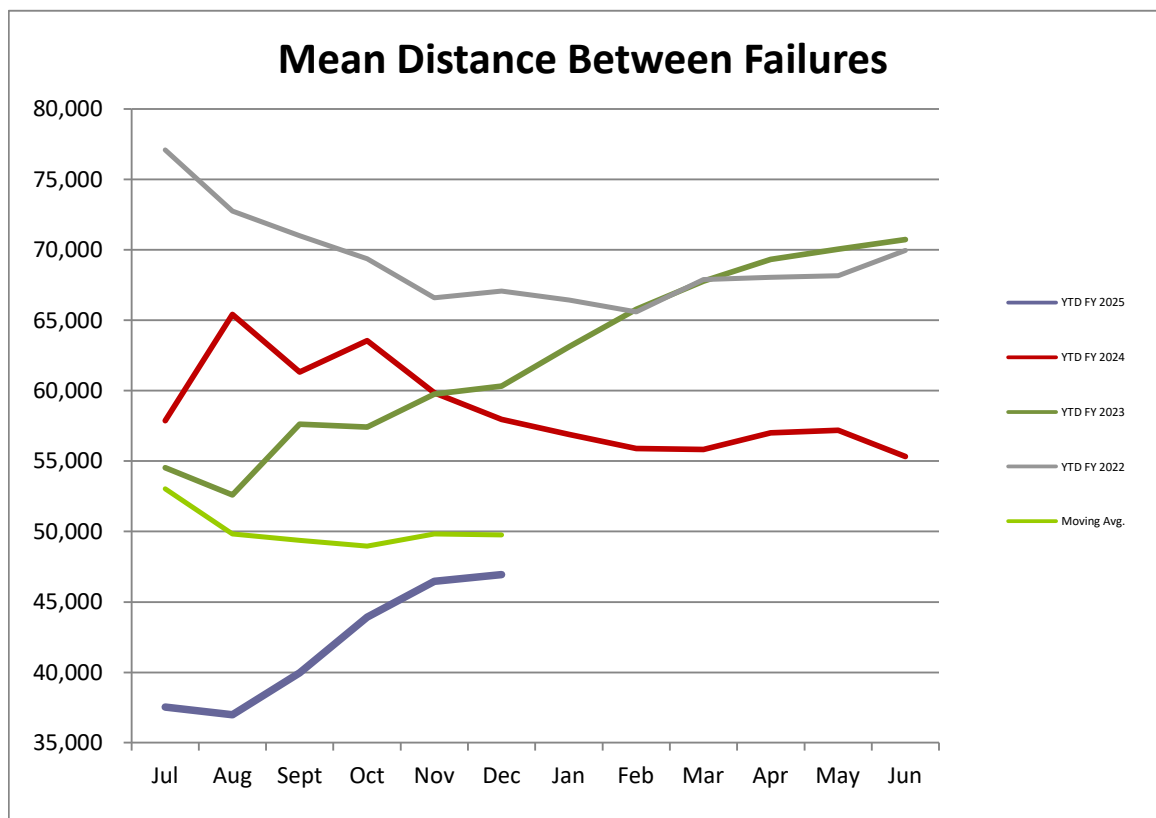
NJT LIGHT RAIL	MDBSF * December 2024	MDBSF * November 2024
Newark Light Rail	4,833	4,602
Hudson Bergen	13,043	13,297
River LINE	4,196	4,281

AVERAGE MILES BETWEEN IN-SERVICE MECHANICAL FAILURES

December 2024

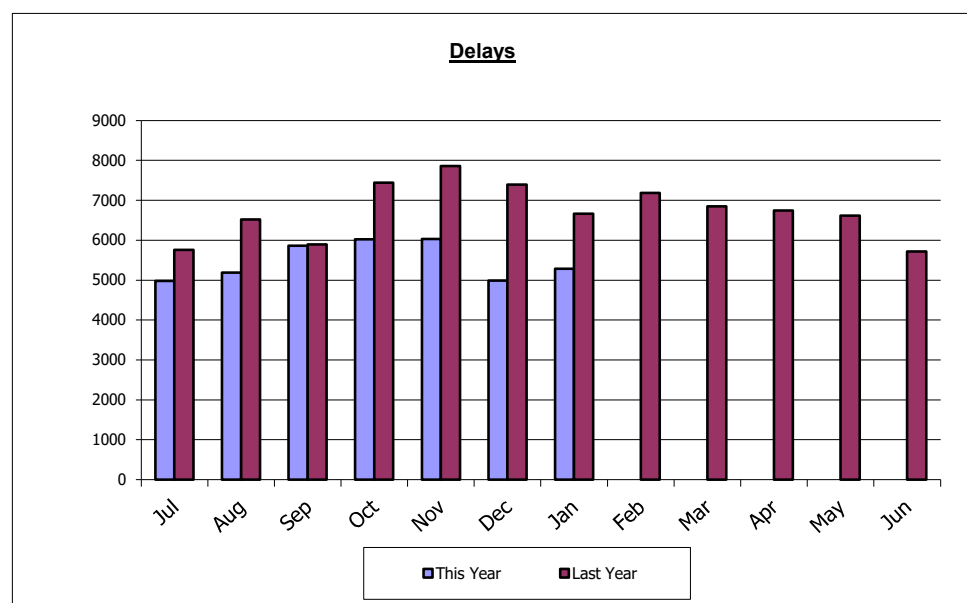
NJ TRANSIT Rail Operations
Mean Distance Between Failures

					12 Month
Month	YTD FY 2025	YTD FY 2024	YTD FY 2023	YTD FY 2022	Moving Avg.
Jul	37,549	57,875	54,531	77,087	53,024
Aug	36,992	65,403	52,602	72,743	49,833
Sept	39,979	61,324	57,623	71,005	49,378
Oct	43,929	63,539	57,410	69,368	48,959
Nov	46,462	59,844	59,761	66,597	49,826
Dec	46,944	57,968	60,315	67,060	49,770
Jan	-	56,904	63,121	66,433	-
Feb	-	55,888	65,780	65,594	-
Mar	-	55,822	67,778	67,894	-
Apr	-	57,014	69,327	68,050	-
May	-	57,197	70,045	68,153	-
Jun	-	55,317	70,712	69,949	-



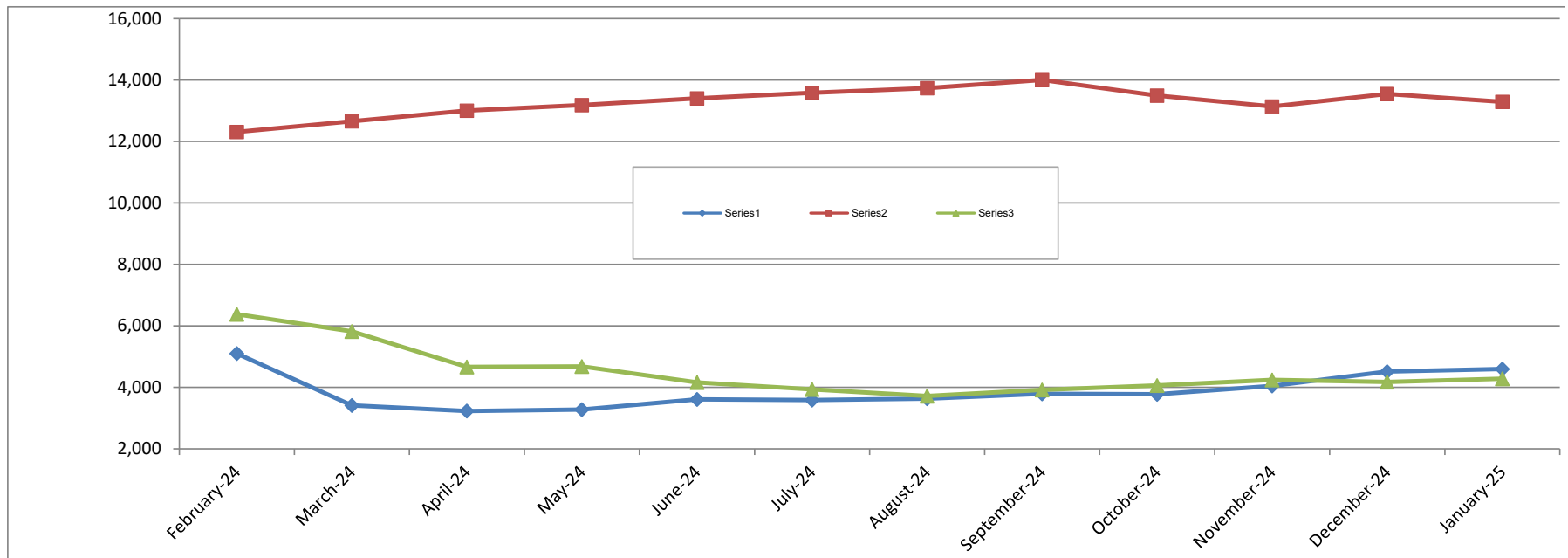
Garage Performance Parameters**January 2025**

Location	Miles Between In-Service Delays			
	FY2025 Goal	This Month	FY2025 YTD	FY2024 YTD
Fairview	6,500	5,265	6,309	6,362
Market Street	6,500	4,199	3,967	4,085
Meadowlands	10,000	2,147	2,268	3,714
Oradell	13,000	9,907	11,540	13,871
Wayne	12,000	11,483	10,843	8,261
WestWood	13,000	12,789	16,793	22,911
Northern Division	-	4,813	4,943	6,105
Big Tree	7,500	4,391	4,001	4,396
Greenville	6,000	2,863	4,105	4,051
Hilton	8,500	4,413	4,105	4,994
Howell	17,500	16,074	19,581	21,045
Ironbound	8,000	3,547	3,683	5,435
Kearny Point	-	1,806	1,830	-
Orange	7,800	2,458	2,398	2,698
Morris	10,500	51,248	17,784	18,431
Central Division	-	4,388	4,418	5,626
Egg Harbor	12,000	10,922	11,348	11,666
Hamilton	9,000	6,345	6,430	8,433
Newton Avenue	11,000	6,844	7,986	8,934
Washington Twp.	16,000	11,324	12,378	13,904
Southern Division	-	9,196	9,918	11,111
Bus Operations		5,287	5,439	6,712



NJ TRANSIT - LIGHT RAIL, January 2025**Average Miles Between In Service Failures**

NJT LIGHT RAIL	MDBSF * January 2025	MDBSF * December 2024
Newark Light Rail	4,901	4,833
Hudson Bergen	12,717	13,043
River LINE	4,036	4,196

AVERAGE MILES BETWEEN IN-SERVICE MECHANICAL FAILURES

DBE/SBE PROGRAM

NJ TRANSIT - DBE/SBE/DVOB Participation for December 2024**State Funded Contracts****State Fiscal Year 2025 - July 1, 2024, through June 30, 2025**

During the month of **December 2024**, NJ TRANSIT awarded **\$3,708,620.44** in state-funded contracts; of that total, Small Business Enterprises (SBE/DVOBs) received **\$2,018,949.08** or **54.44%**.

State Fiscal Year 2025 YTD (July 1, 2024, through June 30, 2025) NJ TRANSIT awarded **\$79,376,818.22** in state-funded contracts. Of that total, SBE/DVOBs received **\$10,377,818.22** or **13.07%**.

SBE/DVOB Goal Attainment from July 1, 2024, through June 30, 2025 (SFY 2025)**Goods & Services**

Category 1 SBE/DVOBs	\$0.00	0.00%
Category 2 SBE/DVOBs	\$872,400.00	1.10%
Category 3 SBE/DVOBs	\$4,580,545.00	5.77%

Construction

Category 4 SBE/DVOBs	\$0.00	0.00%
Category 5 SBE/DVOBs	\$1,026,365.00	1.29%
Category 6 SBE/DVOBs	\$3,898,506.71	4.91%

FTA Funded Contracts - Updated on a quarterly basis**Federal Fiscal Year (FFY) 2025 - October 1, 2024 through September 30, 2025**

During the 1st Quarter (October 1, 2024 – December 31, 2024), the FTA-funded share of NJ TRANSIT's federal contracts awarded was **\$286,806,787.50**. Of that total, Disadvantaged Business Enterprises (DBEs) received **\$36,693,961.83** or **12.79%**.

FFY 2023 through FFY 2025 (October 1, 2022 – September 30, 2025) NJ TRANSIT awarded **\$1,303,689,651.65**** in federally funded contracts. Of that total, DBEs received **\$105,601,630.86*** or **17.62%**.

**Numbers reflect federal share*

*** Number includes subrecipient awards*

Next update will occur in April 2025**Transit Vehicle Manufacturer (TVM)¹ Awards**

During the 1st Quarter (**October 1, 2024 – December 31, 2024**), NJ TRANSIT awarded one TMV Contract # 24-009 CO#1 in the amount of \$93,721.68.

Next update will occur in April 2025

¹ Transit Vehicle Manufacturers (TVMs) will be reported to the President and CEO on a quarterly basis in the same manner that FTA-funded contracts are currently reported. TVMs are manufacturers whose primary business purpose is to build vehicles specifically for public mass transportation. The "TVM" designation indicates that the intended contract recipient/awardee has submitted to the Federal Transit Administration a plan to utilize Disadvantaged Business Enterprises on their contracts. NJ TRANSIT does not place a separate goal on Transit Vehicle Manufacturers.

NJ TRANSIT - DBE/SBE/DVOB Participation for January 2025**State Funded Contracts****State Fiscal Year 2025 - July 1, 2024, through June 30, 2025**

During the month of **January 2025**, NJ TRANSIT awarded **\$184,943,850.00** in state-funded contracts; of that total, Small Business Enterprises (SBE/DVOBs) received **\$6,685,280.00** or **3.61%**.

State Fiscal Year 2025 YTD (July 1, 2024, through June 30, 2025) NJ TRANSIT awarded **\$264,320,668.22** in state-funded contracts. Of that total, SBE/DVOBs received **\$17,063,098.22** or **6.45%**.

SBE/DVOB Goal Attainment from July 1, 2024, through June 30, 2025 (SFY 2025)**Goods & Services**

Category 1 SBE/DVOBs	\$360,850.00	0.14%
Category 2 SBE/DVOBs	\$927,250.00	0.35%
Category 3 SBE/DVOBs	\$10,850,125	4.10%

Construction

Category 4 SBE/DVOBs	\$0.00	0.00%
Category 5 SBE/DVOBs	\$1,026,365.00	0.39%
Category 6 SBE/DVOBs	\$3,898,506.71	1.47%

FTA Funded Contracts - Updated on a quarterly basis**Federal Fiscal Year (FFY) 2025 - October 1, 2024 through September 30, 2025**

During the 1st Quarter (October 1, 2024 – December 31, 2024), the FTA-funded share of NJ TRANSIT's federal contracts awarded was **\$286,806,787.50**. Of that total, Disadvantaged Business Enterprises (DBEs) received **\$36,693,961.83** or **12.79%**.

FFY 2023 through FFY 2025 (October 1, 2022 – September 30, 2025) NJ TRANSIT awarded **\$1,303,689,651.65**** in federally funded contracts. Of that total, DBEs received **\$105,601,630.86*** or **17.62%**.

**Numbers reflect federal share*

*** Number includes subrecipient awards*

Next update will occur in April 2025**Transit Vehicle Manufacturer (TVM)¹ Awards**

During the 1st Quarter (**October 1, 2024 – December 31, 2024**), there were no TVM contract(s) awarded at NJ TRANSIT.

Next update will occur in April 2025

¹ Transit Vehicle Manufacturers (TVMs) will be reported to the President and CEO on a quarterly basis in the same manner that FTA-funded contracts are currently reported. TVMs are manufacturers whose primary business purpose is to build vehicles specifically for public mass transportation. The "TVM" designation indicates that the intended contract recipient/awardee has submitted to the Federal Transit Administration a plan to utilize Disadvantaged Business Enterprises on their contracts. NJ TRANSIT does not place a separate goal on Transit Vehicle Manufacturers.

EMPLOYEE RECOGNITION

NJ TRANSIT employees bid farewell after outstanding careers

30 NJ TRANSIT employees retired recently:

1. Adekunle Adeyemi, Director Receipts -- Maplewood -- 38 years
2. Dennis Banks, Lead Laborer -- MMC -- 22 years
3. John Dunn, Repairman -- Red Bank -- 12 years
4. Kevin Hessler, Foreman -- Atlantic City -- 20 years
5. Craig Kirkland, Conductor -- Various -- 13 years
6. Patrine Mckenzie, TVM Terminal Agent -- Newark Penn -- 11 years
7. Paul Rose, Assistant Conductor -- Various -- 23 years
8. Joseph Sowinski Jr., Conductor -- Various -- 31 years
9. Sukhpaul Ahluwalia, General Foreman -- Sunnyside -- 27 years
10. Victoria Bristol, Maintainer -- Hammonton -- 30 years
11. Paul DeCola, Chief Engineer Track -- HQ -- 25 years
12. Augustine Dododza, Spec -Communications -- MMC -- 24 years
13. Christopher Faschan, Lead Mechanic -- Denville -- 31 years
14. Ella Green, Sr. Accounting Clerk -- Maplewood -- 36 years
15. Nathaniel Harden, Electrician -- Summit -- 22 years
16. Thomas Humphrey, Assistant Conductor -- Various -- 22 years
17. Everett Lavance, Pipefitter -- Bay Head -- 26 years
18. Ana Altamarino, Operator -- Ironbound -- 13 years
19. William Blue Jr., Operator -- Ironbound -- 14 years
20. Cora Fayton, Operator -- Greenville -- 23 years
21. Alton Harper Jr., Operator -- Orange -- 30 years
22. Kim Mercedes, Operator -- Westwood -- 23 years
23. David Follis, Operator -- Washington Twnp. -- 9 years
24. Elasha Smith, Operator -- Hilton -- 13 years
25. Allison Doyle, Manager Police Grants -- HQ -- 28 years
26. Janet Ellenbacher, Principal Contract Specialist -- HQ -- 38 years
27. Mark Rockaway, Principal Schedule Maker -- HQ -- 46 years
28. Patricia Battersby, Sr. Director Marketing & Business Development -- HQ -- 28 years
29. Frank Bizien, Sr. Maint Instructor -- Ferry St. -- 30 years
30. Sherry Reed-West, Principal Employee Engagement Specialist -- HQ -- 30 years

ACTION ITEMS

ITEM 2502-01: CONTRACTING OUT – MIDDLESEX COUNTY LOCAL BUS SERVICE

WHEREAS, staff has determined it is appropriate to provide local bus service in the Middlesex County area; and

WHEREAS, a Request for Proposal (RFP 0000098) was issued to seek competitive proposals from private motorbus carriers to provide these services; and

WHEREAS, the NJ TRANSIT Office of Business Development assigned a 3 percent SBE/DVOB Category 3 Goal for this contract; and

WHEREAS, NJ TRANSIT's Technical Evaluation Committee has reviewed and determined the Academy Express, LLC, proposal meets the requirements set forth in Request for Proposal No 0000098; and

WHEREAS, the cost proposal submitted by the proposer has been evaluated against the benchmark cost submitted by NJ TRANSIT Bus Operations; and

WHEREAS, upon completion of the competitive procurement process, it was determined that Academy Express, LLC submitted a proposal that provides the best value and is in the best interest of NJ TRANSIT;

NOW, THEREFORE, BE IT RESOLVED that the Chair or President & CEO is authorized to enter into NJ TRANSIT Contract No. 0000098 with Academy Express, LLC of Hoboken, New Jersey, to operate the Middlesex County Local Bus Service for a 60-month contract period of May 25, 2025 through May 25, 2030, at a cost not to exceed \$91,036,670, plus five percent for contingencies, for a total contract authorization of \$95,588,504, subject to the availability of funds and Board approval of NJ TRANSIT's Operating Budget.

ITEM 2502-02: EXECUTION OF CONTRACT 0000061 FOR THE PROVISION OF ACCESS LINK SERVICE IN REGION 3 (ATLANTIC, CAPE MAY, CUMBERLAND, AND SOUTHERN OCEAN COUNTIES)

WHEREAS, in July 1990, the Americans with Disabilities Act (ADA) was signed into law requiring public entities operating fixed route transportation systems to provide paratransit services for individuals with disabilities; and

WHEREAS, a Request for Proposal (RFP No. 0000061) was issued to seek competitive proposals from paratransit carriers to provide these services; and

WHEREAS, the NJ TRANSIT Office of Business Development established a three percent SBE/DVOB Category 6 goal for this contract; and

WHEREAS, NJ TRANSIT'S Technical Evaluation Committee has reviewed the vendor proposals received for the provision of Access Link service in Region 3; and

WHEREAS, upon completion of the competitive procurement process, it has been determined that Easton Coach Company submitted the proposal that provides the best value and is in the best interest of NJ TRANSIT; and

WHEREAS, providing uninterrupted Access Link service for the provision of ADA paratransit is a requirement of the ADA and Federal Government;

NOW, THEREFORE, BE IT RESOLVED that the Chair or President & CEO is authorized to enter into NJ TRANSIT Contract No. 0000061 with Easton Coach Company of Easton, Pennsylvania, to operate Access Link service in Region 3 (Atlantic, Cape May, Cumberland, and Southern Ocean Counties) for a 60-month contract period from June 1, 2025 through June 1, 2030, at a cost not to exceed \$44,392,397, plus five percent for contingencies, for a total contract authorization of \$46,612,017, subject to the availability of funds and Board approval of NJ TRANSIT's operating budget.

ITEM 2502-03: DESIGN SERVICES AND CONSTRUCTION SUPPORT SERVICES FOR CANOPY, PLATFORM, AND ACCESSIBILITY WORK AT TRENTON STATION CONTRACT AMENDMENT

WHEREAS, NJ TRANSIT's Trenton Transit Center is the tenth busiest train station in New Jersey and an important connection point on the Northeast Corridor between NJ Transit, Amtrak, and the Southeastern Pennsylvania Transit Authority (SEPTA) in the City of Trenton, Mercer County; and

WHEREAS, the three-phase Station Improvement project at Trenton (Project) includes rehabilitation of the station's two island platforms and their canopies, reconstruction of an existing low-level platform into an accessible high-level platform served by a new elevator, and replacement of aging vertical circulation (VC) elements at the other two existing elevators serving the island platforms; and

WHEREAS, upon completion of a competitive procurement process AECOM Technical Services of New York, New York was identified as the highest and best qualified firm to provide Phase 1 design services for canopies, platforms, and accessibility improvements; and

WHEREAS, authorization of this Design contract amendment, and progression of Design through the 30 percent Phase will permit the Federal Railroad Administration to obligate its grant towards the Project, after which Design will be completed to 100 percent Design and documents will be prepared for an Invitation for Bid (IFB) for Construction; and

WHEREAS, the NJ TRANSIT Office of Business Development (OBD) established a 21 percent Race Conscious Disadvantaged Business Enterprise (DBE) goal on this procurement; and

WHEREAS, Federal Railroad Administration funding supplemented by the Transportation Trust Fund are the primary anticipated sources of funding for this procurement along with a contribution from Amtrak;

NOW, THEREFORE, BE IT RESOLVED, that the Chair or President & CEO are authorized to amend NJ TRANSIT Contract No. 21-061 with AECOM Technical Services, Inc. of New York, New York, to provide design services for canopies, platforms, and accessibility improvements at Trenton Station, in an amount not to exceed an additional \$800,000, subject to the availability of funds.

CONSENT CALENDAR

ITEM 2502-04: PUBLIC TRANSPORTATION AGENCY SAFETY
PLANS – (PTASP) 49 C.F.R. PART 673

FEDERAL TRANSIT ADMINISTRATION (FTA)
PUBLIC TRANSPORTATION AGENCY SAFETY PLAN
(PTASP) SUMMARY FOR NJ TRANSIT

ITEM 2502-04: PUBLIC TRANSPORTATION AGENCY SAFETY PLANS – EXISTING

- Through Moving Ahead for Progress in the 21st Century Act (MAP–21) and the FAST Act, Congress required operators of public transportation systems that receive FTA funds to develop and implement a Public Transportation Agency Safety Plan (PTASP) (49 U.S.C. §5329(d))
- FTA has implemented this requirement through the PTASP Final Rule (49 C.F.R. Part 673)
- NJ TRANSIT has fully complied with the final rule and has received Board approval for each plan during the previous three years.

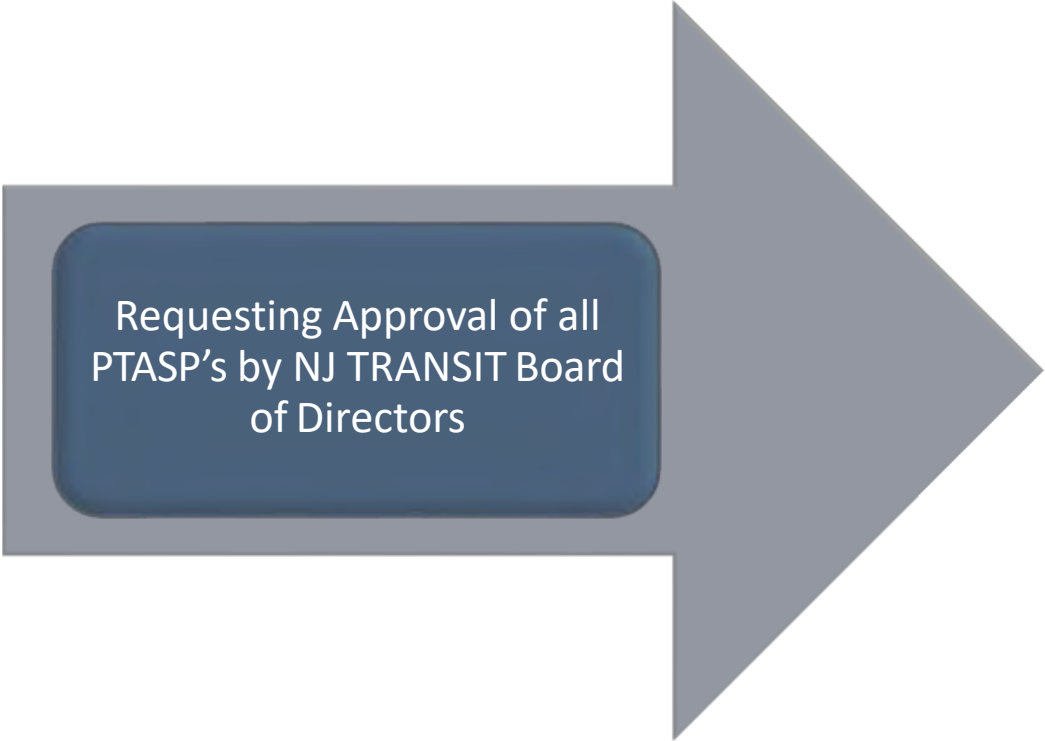
ITEM 2502-04: PUBLIC TRANSPORTATION AGENCY SAFETY PLANS – APPLICABILITY

MODE	PTASP APPLICABILITY	REGULATORY AUTHORITY
Bus 	PTASP Applies	Bus Operations subject to FTA PTASP Regulations
Light Rail 	PTASP Applies	All three systems subject to FTA PTASP Regulations
Rail 	PTASP Does Not Apply	Subject to FRA Safety Regulations 49 CFR Part 270

ITEM 2502-04: PUBLIC TRANSPORTATION AGENCY SAFETY PLANS – UPDATES

MODE	CURRENT STATUS
System-wide (Bus & Light Rail)	Updated October 1, 2024
Bus	Updated August 13, 2024
Light Rail Systems	All three (3) plans updated and submitted to NJDOT State Safety Oversight (SSOA) on July 1, 2024 and received conditional approval on January 17, 2025

ITEM 2502-04: PUBLIC TRANSPORTATION AGENCY SAFETY PLANS – NEXT STEPS



Requesting Approval of all
PTASP's by NJ TRANSIT Board
of Directors

ITEM 2502-04: APPROVAL OF NJ TRANSIT'S PUBLIC TRANSPORTATION AGENCY SAFETY PLANS

WHEREAS, the New Jersey Transit Corporation (NJ TRANSIT) was established by the New Jersey Public Transportation Act of 1979 "the Act" (N.J.S.A. 27:25-1 et seq.) as the instrumentality of the State of New Jersey to establish and provide for the operation and improvement of a coherent public transportation system in the most efficient and effective manner; and

WHEREAS, NJ TRANSIT is committed to provide a safe, secure, and healthy environment for its employees, customers, and the communities where it operates; and

WHEREAS, NJ TRANSIT is empowered and authorized to develop, implement, and administer a comprehensive integrated, and coordinated Public Transportation Agency Safety Plans in accordance with the provisions of 49 CFR Part 673; and

WHEREAS, staff has developed and reviewed the NJ TRANSIT's Public Transportation Agency Safety Plans representing NJ TRANSIT's System-wide, Bus Operations, Newark Light Rail Operations, Hudson-Bergen Light Rail Operations, Contractor 21st Century Rail Corporation, and River LINE, Contractor, Southern New Jersey Rail Group – Bombardier LLC; and

WHEREAS, NJ TRANSIT Public Transportation Agency Safety Plans for NJ TRANSIT's Light Rail divisions and Bus Operations meet the requirements under Federal Transit Administration (FTA) 49 CFR Part 673; and

WHEREAS, staff seeks authorization to take all actions necessary for NJ TRANSIT's Board approval of its Public Transportation Agency Safety Plans in compliance with FTA 49 CFR Part 673;

NOW, THEREFORE, BE IT RESOLVED that the Chair or President & CEO or the appropriate designee, is hereby authorized to take all actions necessary for approval of NJ TRANSIT's Public Transportation Agency Safety Plans detailed in the corresponding Exhibits with this Board item.



System-Wide Public Transportation Agency Safety Plan





TABLE OF CONTENTS

1. TRANSIT AGENCY INFORMATION	2
2. PLAN DEVELOPMENT, APPROVAL, AND UPDATES	2-5
3. SAFETY PERFORMANCE TARGETS	5-6
4. SAFETY MANAGEMENT POLICY	6-8
5. SAFETY RISK MANAGEMENT	8-9
6. SAFETY ASSURANCE	9-11
7. SAFETY PROMOTION	11-12
8. ADDITIONAL INFORMATION/ATTACHMENTS	12
9. DEFINITIONS OF SPECIAL TERMS USED IN THE SAFETY PLAN	12



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

1. Transit Agency Information

Transit Agency Name:	NJ TRANSIT Corporation
Transit Agency Address	One Penn Plaza East, Newark, NJ 07105
Name and Title of Accountable Executive	Kevin S. Corbett President & CEO NJ TRANSIT Corporation
Name of Chief Safety Officer or SMS Executive	James A. Keane SVP & Chief Safety Officer
Mode(s) of Service Covered by This Plan	NJ TRANSIT Bus Operations Newark Light Rail (NLR) Hudson Bergen Light Rail (HBLR) Southern New Jersey Rail Group, LLC, (SNJRG) - River LINE
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Motor Bus Directly Operated Light Rail NJT Directly Operated Light Rail Contract Services

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	NJ TRANSIT Corporation	
Signature by the Accountable Executive	Signature of Accountable Executive	Date
	Refer to attached NJ TRANSIT Corporation Plan Approval/Signatures	Certification (See Attachment)
Approval by the Board of Directors or an Equivalent Authority	Name of Individual/Entity That Approved This Plan	
	NJ TRANSIT Board of Directors	NJT Board Approval
	Relevant Documentation (title and location)	
	A copy of the Board Resolution ITEM XXXX-XX approving the Agency Safety Plan, is maintained on file by the Chief Safety Officer	
Certification of Compliance in accordance with 49 CFR Part 673 and current NJDOT SSOA Program Standards	Name of Individual/Entity That Certified This Plan	Date of Certification
	Kevin S. Corbett President & CEO NJ TRANSIT Corporation	Certification (See Attachment)
	Relevant Documentation (title and location)	



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

	Refer to attached NJ TRANSIT Corporation Plan Approval/Signatures Maintained by the NJT Agency Safety Management	

Version Number and Updates			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
(V4.1)	Page 2 and 4	Add Certification language to include, "In accordance with 49 CFR Parth 673 and current NJDOT SSOA Program Standards."	October 1, 2024
(V4.0)	All sections that apply	Office of System Safety (OSS) department name was changed to NJ TRANSIT Agency Safety Management (NJT ASM)	June 2024
(V3.0)	Section 8, Pg. 12	Added statement to ensure both the NJT System-wide ASP and all RTA plans fully comply with 49 C.F.R 673.	August 7, 2023
(V2.0)		Annual review of NJ TRANSIT System-Wide PTASP (NJT PTASP)	May 24, 2023
(V1.0)		Development of the NJ TRANSIT System-Wide PTASP (NJT PTASP)	Developed - July 31, 2022



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

Michael P. Kilcoyne
Sr. VP Surface Transit & GM of Bus Operations

Date

James A. Keane
SVP & Chief Safety Officer

Date

Certification of Compliance

In accordance with 49 CFR Part 673 and current NJDOT SSOA Program Standards

Kevin S. Corbett
President & CEO
Accountable Executive

Date



2.1 Annual Review and Update of the System-Wide Public Transportation Agency Safety Plan (NJT PTASP)

The (NJT PTASP) annual review, update revision, and publication process is the responsibility of the NJ TRANSIT Agency Safety Management (NJT ASM). On or before January 1st of each year, review and input is solicited from the various divisions within NJ TRANSIT including: NJT Bus Operations and NJT Contract Services. A copy of the plan is provided to NJT Newark Light Rail, Hudson Bergen Light Rail and River Line once Conditional Approval is received from State Safety Oversight. Each year the plan will be submitted for approval to the System-Wide Safety Committee and forwarded to the Sr. Vice-President & Chief Safety Officer (CSO), NJT Agency Safety Management and the Sr. Vice-President of Surface Transit – General Manager of Bus Operations for review and approval. Upon approval, the plan will be submitted to the Accountable Executive (President & CEO of NJ TRANSIT) for certification and to the NJ TRANSIT Board of Directors for approval. A timeline of specific review and approval dates/activities have been established by each Bus and Light Rail mode to ensure compliance with the annual review, update, and approval requirements.

3. Safety Performance Targets

3.1 Safety Performance Targets

NJTRANSIT shares our (NJT PTASP), including safety performance targets within each plan, with the individual Metropolitan Planning Authorities (MPOs) in our service areas in and around **July 1st** of each year and submitted to NJ TRANSIT Board of Director's for approval thereafter.

NJ TRANSIT Agency Safety Management (NJT ASM), develops risk reduction Performance Targets and submits them to each safety committee defined within the attached PTASP's for review and approval. Upon approval, the Performance Targets are submitted to the System-wide Joint Labor & Management Safety Committee for final review and approval.

NJ TRANSIT sets its safety performance targets based on the safety performance measures outlined in the National Safety Plan (NSP). The NSP safety performance measures are: Fatalities, Injuries, Safety Events and System Reliability (State of Good Repair).

3.2 Safety Performance Target Coordination

NJ TRANSIT's, Agency Safety Management (ASM) shares relevant Agency Safety Plans and Safety Performance Targets with the Metropolitan Planning Organizations (MPOs), in our service area, each year after its formal review and update. The (MPOs) in our service area include North Jersey Transportation Planning Authority (NJTPA), Delaware Valley Regional Planning Commission (DVRPC), and South Jersey Transportation Planning Organization (SJTPO). To the maximum extent practicable, NJ TRANSIT coordinates closely with them and is present and available for any discussions, questions as well as support when needed.



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

Safety Performance Target Transmission		
Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	NJ Department of Transportation State Safety Oversight Agency (NJDOT SSOA)	February 12, 2024
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	North Jersey Transportation Planning Authority (NJTPA) Delaware Valley Regional Planning Commission (DVRPC) South Jersey Transportation Planning Organization (SJTPO)	July 1, 2024

4. Safety Management Policy

4.1 Safety Management Policy Statement

Safety is a core value at NJ TRANSIT and the modes of service covered under this plan. As documented in the attached PTASPs, we collectively commit to developing, implementing, maintaining, and continuously improving processes to ensure the safety of our systems, employees, and the public served. An active Safety Management System (SMS) is the core of our safety policy that encourages the open sharing of information on all safety issues throughout each organization. A Statement of Safety Policy is contained within each plan along with the system objectives as follows:

- Continuously examining the operations for hazards, through active employee reporting and review and analysis of data;
- Clearly explaining for all staff their accountabilities and responsibilities for the development and operation of the SMS;
- Ensuring that employees charged with implementing the agency's SMS processes, methods and activities are adequately trained and only assigned tasks commensurate with their skills and experience;
- Providing employees and contractors with formal, ongoing SMS communications; and
- Continuously improving NJT's safety performance through the management of processes that ensure effective safety risk mitigations are implemented in a timely manner.

Each system provides quarterly data to executive management regarding safety performance and activities to mitigate overall risk.



4.2 Safety Management Policy Communication

In accordance with 49 CFR 673.29(b), NJ TRANSIT's Accountable Executive and (SMS) Executive, through coordination with the Executive Staff will ensure that all employees and light rail contractors are aware of any policies, activities, and procedures that are associated with their safety-related roles and responsibilities. Safety communications may include information on hazards and safety risks that are relevant to the employee's role and responsibilities; explain reasons that a transit agency introduces or changes policies, activities, or procedures; and explain to an employee when actions are taken in response to reports submitted by the employee or contact employee through the employee safety reporting program. Means of communications include but are not limited to discussion in safety meetings, training, posting at conspicuous locations for employee viewing via email, and the NJ TRANSIT website.

Authorities, Accountabilities, and Responsibilities	
Accountable Executive	Kevin S. Corbett President & CEO
Chief Safety Officer or SMS Executive	James A. Keane, SVP. & Chief Safety Officer
Agency Leadership and Executive Management	Refer to attached NJ TRANSIT Corporation Organizational Chart
Key Staff	Refer to attached NJ TRANSIT Corporation Organizational Chart and the position roles and responsibilities provided in each PTASP.

4.3 Employee Safety Reporting Program

- a. The NJ TRANSIT "Safety Hotline" has been developed as an internal reporting system providing employees an accessible/anonymous process for reporting hazards, issues, concerns, occurrences, and incidents via email and/or dedicated telephone number. The Hotline is available 24-hours a day, 7-days a week, and is internally disclosed to all employees within (NJT ASM) memos, handouts, bulletins, and routine safety alerts.
- b. The system ensures that no action will be taken against employees who disclose safety concerns through the safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures. Once (NJT ASM) receives notification of a report, appropriate inquiry will occur and follow-up notification on the status of the issue of concern will be provided to the employee if enough contact is available.
- c. With Respect to Light Rail Operations, employees can report unsafe conditions, either anonymously or with contact information, using three (3) existing methods:



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

- Notification to the employee's supervisor
 - Safety Hotline
 - Safety Mailbox (anonymous or identified – employees can provide contact information on the Employee Safety Reporting Form)
- d. Light Rail Operation's Employee Safety Reporting programs allows for all employees, including relevant contract employees, opportunities to report safety conditions to executive management. The program is intended to help the Accountable Executive, (CSO), and Senior Managers obtain important safety information throughout the agency. The Employee Safety Reporting Program (ESRP) is aimed at building a greater level of trust, which will improve light rail's, ability to learn about safety conditions and make meaningful changes in collaboration with frontline staff.
- e. The program demonstrates that the light rail management team is committed to ensuring that no action is taken against an employee who discloses a safety concern through an employee safety reporting program, unless disclosure indicates through the investigative process and beyond a reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures was committed.

5. Safety Risk Management

5.1 Safety Risk Management Process/Program

Each of the attached PTASPs (Attachment #1 - #4) outline a detailed Safety Risk Management (SRM) process and a separate Risk Reduction Program (Attachment #5) that includes the activities and tools needed to identify and analyze hazards and assess safety risk for Bus Operations.

Each service mode uses a consistent (SRM) process with participation by Location Joint Labor & Management Safety Committees and the System-wide Joint Labor & Management Safety Committee, to proactively manage safety hazards and their associated safety risk. The purpose of these committees is to mitigate the safety risk in our transit system to a point that is as low as reasonably practicable.

Included in attachment #5 is the Bus Operations Risk Reduction Program designed to reduce the number and rates of accidents, injuries, and assaults on transit workers based on data submitted to the national transit database. This program includes, but is not limited to the following activities:

- A reduction of vehicular and pedestrian accidents involving buses that includes measures to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments.
- Mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

when a risk analysis performed by the safety committee determines that such barriers or other measures would reduce assaults on transit workers and injuries to transit workers.

- Risk Reduction Performance Targets (All modes) - Each PTASP has established performance targets for the risk reduction program using a 3-year rolling average of the data submitted to the National Transit Database 49 U.S.C. 5329(d)(4) and 49 U.S. Code 5335. Performance Targets are reviewed and approved by the Safety Committee's on an annual basis.
- The mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators, when a risk analysis performed by the safety committee determines that such barriers or other measures would reduce assaults on transit workers and injuries to transit workers.

6. Safety Assurance

6.1 Safety Performance Monitoring and Measurement

- NJ TRANSIT and each applicable mode uses Safety Performance Monitoring and Measurement to evaluate compliance with operations and maintenance procedures and to determine whether our existing rules and procedures are sufficient to control our safety risk. Safety Performance Monitoring and Measurement is also used to assess the effectiveness of safety risk mitigations and to make sure the mitigations are appropriate and implemented as intended. Safety Performance Monitoring and Measurement activities also include investigating safety events to identify causal factors and analyzing the information from safety reporting, including data about safety failures, defects, and conditions.

NJ TRANSIT and each mode maintains documented procedures for conducting investigations and documenting safety events that include, accidents, incidents, and occurrences to find causal and contributing factors and review the existing mitigations in place at the time of the safety event.

- The Chief Safety Officer at NJ TRANSIT and designated safety representative for each mode routinely review safety data and information captured in employee safety reports, safety meeting minutes, customer complaints, and other safety communication channels, as needed.
- The Chief Safety Officer at NJ TRANSIT and designated safety representative for each mode also review internal and external reviews, including audits and assessments, compliance with operations and maintenance procedures, and the effectiveness of safety risk mitigations. The Chief Safety Officer at NJ TRANSIT and designated safety representative for each mode discusses relevant safety issues and concerns with the Accountable Executive and executive management.



SYSTEM-WIDE PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

- d. To satisfy NJ Department of Transportation State Safety Oversight Agency (DOT SSOA) monthly reporting requirements, each Light Rail system is required to submit a monthly report to the (CSO) no later than the **10th day** of each calendar month. The monthly report must include the following:
 - Safety Performance Data/Indicators
 - Safety Events (Accidents, Incidents, & Occurrences) including progress updates for any open investigations beyond 30-days
 - Corrective Actions Taken/Plans - must include documentation of monthly updates for individual CAPs and any progress towards closure or revision to the due date (with an explanation of changes) until the CAP is closed.
 - Current Hazard Tracking Log
 - Internal & External Safety Audit/Review Finding Logs
- e. To satisfy NJ Department of Transportation State Safety Oversight Agency (DOT SSOA) annual reporting requirements, each Light Rail system is required to submit an Annual Report to the (CSO) no later than **January 15th** of each calendar year. The Annual Report must include the following:
 - A listing of the internal safety audits/reviews conducted for that year
 - A discussion of where the system is in meeting its three-year audit/review schedule.
 - An updated schedule for the next year's audits/reviews or the three-year schedule of internal safety audits (if at the beginning of the new three-year cycle)
 - The status of all findings, recommendations and corrective actions taken/plans resulting from the audit/reviews conducted that year (Internal Safety Audit/Review Findings Log)
 - Any challenges or issues experienced by the system safety or public safety functions in obtaining action from compliance with these findings, recommendations, and corrective actions during that year.
 - Provide verification that the SSP/Security and Emergency Preparedness Plan (SEPP) & Accident Investigation Procedures were reviewed within the reporting calendar year
 - List of major projects at the Rail Transit Agency (RTA) Rail Fixed Guideway Transportation Systems (RFGPTS) along with the status
- f. The (CSO) evaluates the data and develops an Agency Annual Report that includes the data from all three Light Rail systems. Subsequently, the (CSO) submits the Agency Annual Report and a formal Letter of Certification to the NJ TRANSIT Accountable Executive for review and signature **no later than February 1st of each calendar year**.
- g. The letter certifies that based on the evaluations performed during the internal safety audit/review process at each Light Rail system during the previous year, the RTA is following its Agency Safety Plan and safety program related control documents/minimum standards for safety.
- h. Upon receipt of the Accountable Executive's signature, the (CSO) submits the Agency Annual Report & Letter of Certification (signed by the Accountable Executive) to the (NJDOT SSOA) **no later than February 12th of each calendar year**.



6.2 Management of Change

NJ TRANSIT and each mode covered under the (NJT PTASP) understands that change may affect the appropriateness or effectiveness of existing risk mitigation strategies. In addition, change may inadvertently introduce new hazards and safety risk into service modes. Therefore, each plan established a formal process for identifying and assessing changes that may introduce new hazards or impact safety performance. As a result of this process, if it is determined that change may impact safety performance, then such change(s) are evaluated through the Safety Risk Management (SRM) process.

6.3 Continuous Improvement

- a. NJ TRANSIT and each mode uses a continuous improvement process to monitor and improve the SMS process and safety performance. Periodically, each mode conducts a safety performance assessment typically at the beginning of each calendar year. If any deficiencies are identified as part of the safety performance assessment, a plan is developed and submitted to for implementation at the discretion of the Accountable Executive for each mode to address the identified safety deficiencies.
- b. The continuous improvement of the (SMS) is guided by the ability to achieve the defined safety objectives and safety performance targets. The Light Rail Safety Managers, in coordination with each department, will implement Light Rail's internal review process. This process allows Light Rail Operations to examine its own compliance continually and objectively with the requirements prescribed in this (NJT PTASP) as well as identify any deviations allowing the agency to meet its Safety Objectives, and Safety Goals. Internal reviews thus aim to determine the effectiveness of the (NJT PTASP), plus verify the need for implementing constituent program processes.
- c. In addition to the internal review process, Light Rail Operations will continuously monitor, track, and report on safety data in an effort to identify trends.

7. Safety Promotion

7.1 Competencies and Training

NJ TRANSIT and each mode ensures that all employees and contractors are aware of policies and procedures related to the safety of agency operations, and specifically as related to their areas of work. Comprehensive and continuing safety training programs outlined in each plan applies to all employees directly responsible for safety including, but not limited to, de-escalation training. (Refer to Bus Operations PTASP Revision 08-13-2024 Sections 7.1.7 (c.).



7.2 Safety Communication

In accordance with NJ TRANSIT's and each modes Statement of Safety Management Policy, active open sharing of information encourages on all safety issues throughout each organization. To ensure effective communication, each mode has established formal processes and activities to properly disseminate such safety performance information throughout the organizations.

8. Additional Requirements/Reference Documents

This plan, and each plan developed for all modes of service (Light Rail and Bus Operations) together are fully compliant with 49 CFR Part 673. This plan, and each Light Rail and the NJT Bus Operations plans outline specific activities unique to each mode but must coexist.

The following table includes the ASP's developed for each mode of service that are an extension of this NJ TRANSIT System-Wide Agency Safety Plan and additional reference documents:

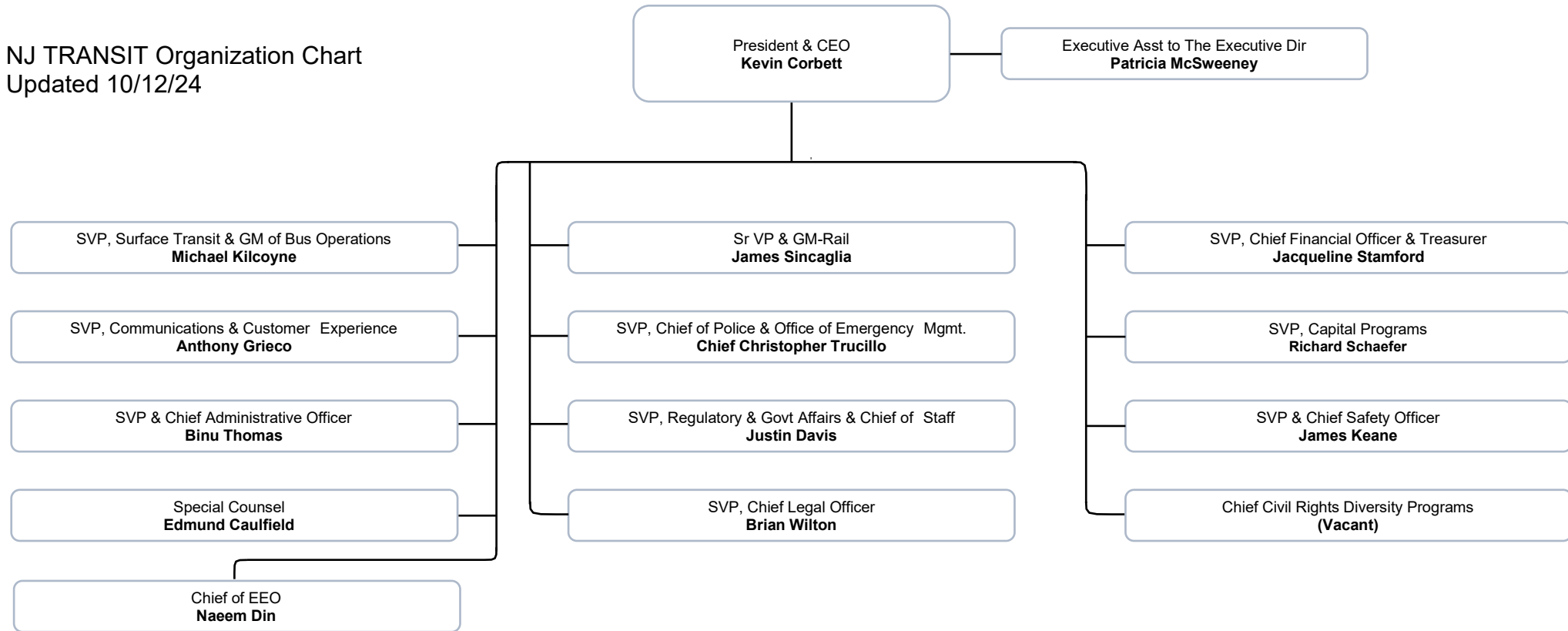
ASP by Mode of Service	
•	#1 NJ TRANSIT Bus Operations PTASP
•	#2 NJ TRANSIT - Newark Light Rail PTASP
•	#3 Hudson Bergen Light Rail Transit System PTASP
•	#4 Southern New Jersey Rail Group – Alstom (PTASP) – O&M
Additional Reference Documents	
•	#1 NJ TRANSIT Corporation Organizational Chart
•	#2 NJ TRANSIT System-Wide PTASP Safety Committee Agreement

9. Definitions of Special Terms Used in the Safety Plan

Refer to the attached PTASP's for terms used and definitions.

EXHIBIT A

NJ TRANSIT Organization Chart
Updated 10/12/24



**AGREEMENT FOR BIPARTISON INFRASTRUCTURE LAW
PUBLIC TRANSPORTATION AGENCY SAFETY PLAN COMMITTEE**

This Agreement is made effective this 25th day of July 2022, between New Jersey Transit Corporation ("Company" or "NJ TRANSIT") and the Amalgamated Transit Union, New Jersey State Council ("Union" or "ATU"), the duly appointed labor organization currently representing NJTBus employees in ATU Locals 540, 819, 820, 821, 822, 823, 824, 825 and 880.

WITNESSETH

WHEREAS, the Company and the Union desire to create an agency safety plan committee pursuant to the Bipartisan Infrastructure Law and 49 U.S.C. §5329(d); and

WHEREAS, the ATU represents the plurality of the frontline workforce employed by NJ TRANSIT; and

WHEREAS, NJ TRANSIT serves an urbanized area with a population of 200,000 or more.

NOW, THEREFORE, in consideration of the mutual promises exchanged by the parties as stated herein, the Company and the Union hereby covenant and agree as follows:

1. The Parties hereby create the Public Transportation Agency Safety Plan Committee ("PTASP Committee"). The purpose of the PTASP Committee is set forth in 49 U.S.C. § 5329(d)(5).
2. The PTASP Committee will be made up of three (3) representatives appointed by the Company who shall be senior management level employees of the Company and three (3) representatives appointed by the Union who shall be officers of the Union. Two (2) co-chairs shall be appointed from among the representatives, one from the Company and one from the Union.
3. The PTASP Committee shall meet once annually, on a date and time determined by the PTASP Committee co-chairs that is prior to November 1, for the purpose of reviewing and approving the agency safety plan or any updates thereto. If the PTASP Committee determines that additional meetings are necessary, they shall be scheduled by the PTASP Committee co-chairs to occur prior to December 1. In all instances, the Committee shall complete its work on a schedule that permits NJ TRANSIT to meet any deadlines imposed by law or other governmental entities.
4. Through its approval of the agency safety plan, the PTASP Committee shall satisfy the following responsibilities: (a) identify and recommend risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment; (b) identify mitigations or

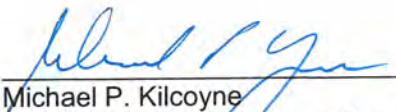
strategies that may be ineffective, inappropriate, or were not implemented as intended; and (c) identify safety deficiencies for purposes of continuous improvement.

5. It shall be the responsibility of the Company to provide the PTASP Committee with a draft agency safety plan or draft updates thereto.

IN WITNESS WHEREOF, the parties have signed this Agreement on the date first written above and have affirmed that each person signing this Agreement has been fully empowered and authorized by his respective body to execute this Agreement.

NJ TRANSIT CORPORATION

**AMALGAMATED TRANSIT UNION,
NEW JERSEY STATE COUNCIL**

By: 
Michael P. Kilcoyne
Sr. Vice President, Surface Transit
& General Manager of Bus Operations

By: 
Orlando Riley
Chairman / State Business Agent



Public Transportation Agency Safety Plan



(V4 – August 13, 2024)





Table of Contents

SECTION 1	4
1.1 AGENCY INFORMATION	4
1.2 AGENCY LEADERSHIP AND EXECUTIVE MANAGEMENT	4
1.3 ORGANIZATION CHART	5
1.4 SCOPE OF BUS OPERATIONS	6
SECTION 2	9
2.1 PLAN DEVELOPMENT AND APPROVAL	9
2.2 PLAN UPDATES AND REVIEW PROCESS	10
SECTION 3	17
3.1 COORDINATION WITH METROPOLITAN PLANNING ORGANIZATIONS (MPO'S) PROCESSES	17
3.2 SAFETY PERFORMANCE MEASURES/TARGETS	17
SECTION 4	20
STATEMENT OF SAFETY MANAGEMENT POLICY	20
SECTION 5	21
5.1 SAFETY HAZARD IDENTIFICATION AND ANALYSIS, EVALUATION, AND RESOLUTION	21
SECTION 6	31
6.1 SAFETY PERFORMANCE MONITORING AND MEASUREMENT	31
6.2 OPERATIONS MAINTENANCE	31
6.3 QUALITY ASSURANCE DEPARTMENT ACTIVITIES	32
6.4 OPERATOR PRE/POST TRIP INSPECTION PROCEDURES	33
6.6 BUS SHELTER AND BUS STOP INSPECTION AND TESTING	33
6.7 PARKING/STORAGE PROCEDURES	34
6.8 FOLLOW-UP AND UNDERCOVER RIDES	34
6.9 TRACKING SYSTEM FOR IDENTIFIED HAZARDS	34
6.10 REPORT OF FINDINGS	34



PUBLIC TRANSPORTATION AGENCY SAFETY PLAN – TABLE OF CONTENTS

6.11 RULES FOR INCORPORATING MODIFICATIONS INTO SYSTEM - MANAGEMENT OF CHANGE	35
6.12 SAFETY ANALYSIS REVIEWED OR UPGRADED	38
6.13 SAFETY ATTENDS/PARTICIPATES SAFETY MEETINGS	39
6.14 ACCIDENT/INCIDENT INVESTIGATIONS.....	38
6.15 ACCIDENT/INCIDENT INVESTIGATION - PANEL COMMITTEE	42
6.16 LIAISON COMMITTEE – LOCAL FIRE DEPARTMENTS.....	42
6.17 LIAISON COMMITTEE – LAW ENFORCEMENT	42
6.18 LIAISON COMMITTEE – FEDERAL/STATE EMERGENCY ORGANIZATIONS ...	42
6.19 LIAISON COMMITTEE – LOCAL DISABLED COMMUNITY	42
6.20 EMPLOYEE SAFETY REPORTING SYSTEM	42
6.21 REPORTS/RESPONSIBILITIES.....	43
6.22 CONTINUOUS IMPROVEMENT	43
SECTION 7	44
7.1 COMPETENCY AND TRAINING.....	44
7.2 SAFETY COMMUNICATION.....	56
SECTION 8	59
8.1 ACRONYMS.....	59
8.2 DEFINITIONS.....	60
APPENDIX	67



SECTION 1

TRANSIT AGENCY INFORMATION

1.1 AGENCY INFORMATION

Transit Agency Name

NEW JERSEY TRANSIT

Transit Agency Address

One Penn Plaza East, Newark, NJ 07105-2246

Name and Title of Accountable Executive

Kevin S. Corbett, President & CEO

Name of Chief Safety Officer or SMS Executive

James A. Keane, Sr. VP & Chief Safety Officer

Mode(s) of Service Covered by This Plan

Bus Operations

1.2 AGENCY LEADERSHIP AND EXECUTIVE MANAGEMENT

Kevin S. Corbett – **President & CEO & Accountable Executive**

James A. Keane – **Sr. VP & Chief Safety Officer & SMS Executive**

Michael P. Kilcoyne – **Sr. VP Surface Transit & GM of Bus Operations**

Justin P. Davis – **Sr. VP Regulatory & Govt. Affairs & Chief of Staff**

Christopher Lu -- **Chief Compliance Officer**

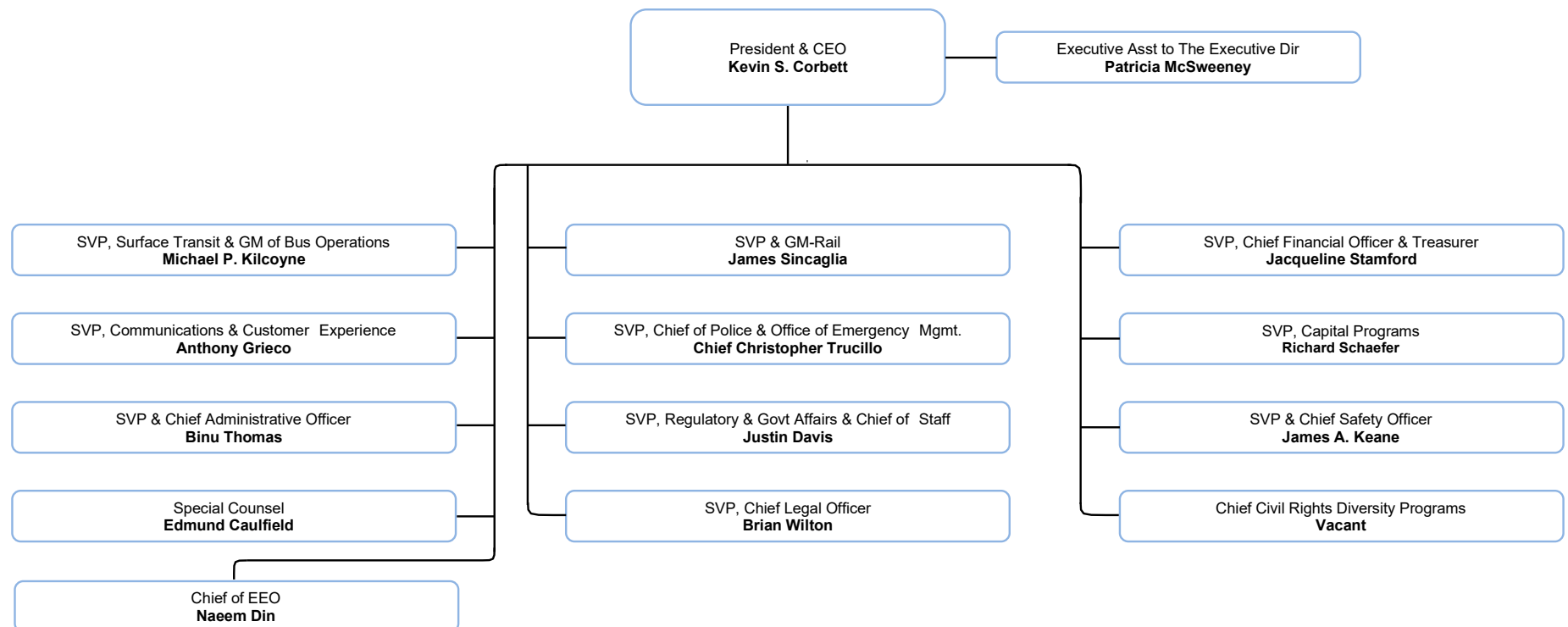
Binu Thomas – **Sr. VP & Chief Administrative Officer**

Jacqueline Stamford – **Sr. VP, Chief Financial Officer & Treasurer**

Anthony M. Grieco – **Sr. VP Communication & Customer Experience**

Christopher Trucillo – **Sr. VP Chief of Police & Office of Emergency Management**

Richard Schaefer – **Sr. VP Capital Program**





1.4 SCOPE OF NJT BUS OPERATIONS

1.4.1 History and Background

In 1979, the New Jersey State Legislature enacted the New Jersey Public Transportation Act establishing NJ TRANSIT, Inc. (Parent) as a successor to the NJ DOT Commuter Operating Agency and provided the organization with a mandate to 'acquire, operate, and contract transportation services in the interest of the public.' NJ TRANSIT Bus Operations was formed the following year in 1980. As legal entities, NJ TRANSIT, Inc. (Parent) and NJ TRANSIT Bus Operations, Inc. are quasi-public agencies of the state.

The NJ TRANSIT establishing act granted the organization sanction in salvaging private intrastate bus companies facing insolvency; the Maplewood Equipment Company and Transport of New Jersey (TNJ) were principally included in early acquisitions. Throughout the 1980's NJ TRANSIT proceeded to further incorporate private bus companies formerly servicing the North, Central, and South Jersey areas - notably including Mercer Metro, Somerset Bus Company, and Lincoln Transit. In 1983, the agency took over the commuter rail lines of Conrail and formed a separate entity known as NJ TRANSIT Rail Operations, Inc.

NJ TRANSIT Bus Operations provides local and commuter passenger service to the residents of New Jersey and Warwick, New York. Scheduled local service is primarily inter-urban serving the Newark-North Jersey area and the Camden-Philadelphia area. Commuter service includes operations from North and Central Jersey into New York City including service from Warwick, New York to New York City, as well as commuter service from South Jersey to Philadelphia.

1.4.2 Type of Operations

Company Name:	NJ TRANSIT Bus Operations Inc.
Type of Service:	Urban/Suburban/Highway
Annual # number of Passengers:	123.8 Million
Annual # number of Revenue Miles:	80.3 Million (Using 2023 NTD Miles)



1.4.3 Operating Schedule/Routes/Fleet Service

NJ TRANSIT Bus Operations operates local and commuter bus service for 19 of New Jersey's 21 counties via 225 separate lines, including 38 contracted lines using a total of 2,300 buses. NJT Newton Avenue Garage in Camden, NJ, has eight (8) electric buses that are currently operational. Patrons served include segments of the entire population including commuters, children, the elderly, and people with disabilities. Major cities that are serviced include: Camden, Atlantic City, Cape May, Newark, Paterson, and Neptune. Interstate service is provided into Philadelphia and New York City.

1.4.4 Additional Bus Lines Acquired

On April 24, 2023, NJ TRANSIT acquired four additional DeCamp Bus lines 191D, 192D, 195D, and 199D. On October 9, 2023, DeCamp lines were redesignated to 101, 102, 105, and 109. NJT also acquired three Coach USA and ONE Bus lines: (24, 31, and 44), On October 28, 2023, A&C lines 8, 9, and 14 became operational.

Beginning Saturday, August 17, 2024, NJ TRANSIT and Academy Bus will replace service in Bergen, Hudson and Passaic counties originally served by Coach USA. During this transition, customers should not expect any interruption in bus service.

Academy Bus will assume affected routes in Bergen and Passaic Counties, with NJ TRANSIT assuming affected routes in Hudson County.

The affected routes will be as follows:

Bergen County: 751, 752, 753, 755, 756, 762, 772, 780

Passaic County: 702, 705, 707, 709, 722, 744, 746, 748, 758

Hudson County: 2, 84, 88

1.4.5 Characteristics of Fleet

(Refer to Bus Location List) - ([V:\Bus_PTASP-2024\Bus_PTASP_Appendices\Bus Fleet\Bus Assignment 3-29-24.xlsx](V:\Bus_PTASP-2024\Bus_PTASP_Appendices\Bus Fleet\Bus Assignment 3-29-24.xlsx))



1.4.6 NJ TRANSIT Bus Operations Personnel as of 2/23/24

1.	Bus Operators (Full Time & Part Time)	3,688 & 101 Respectively
2.	Management	373
3.	Maintenance	1,169
4.	Clerks/Ticket Agents	39



SECTION 2

PLAN DEVELOPMENT, APPROVAL, AND UPDATES

2.1 PLAN DEVELOPMENT AND APPROVAL

NJ TRANSIT Bus Operations Public Transportation Agency Safety Plan (PTASP)

Michael P. Kilcoyne
Sr. VP Surface Transit & GM of Bus Operations

Date

James A. Keane
Sr. VP & Chief Safety Officer
SMS Executive

Date

Kevin S. Corbett
President & CEO
Accountable Executive

Date



2.2 PLAN UPDATES AND REVIEW PROCESS

2.2.1 Annual Public Transportation Agency Safety Plan (PTASP) Review Process

The NJT Public Transportation Agency Safety Plan is annually reviewed to:

- Incorporate modifications required by 49 CFR 673.11 (a) (5) [annual review and update] and 49 CFR 673.13 (b) [annual certification of compliance]
- Incorporate changes in management
- Incorporate new equipment
- Incorporate new or modified systems and facilities
- Incorporate extended or modified operations
- Incorporate newly added safety related topics
- Incorporate evaluations of safety performance targets

2.2.2 Annual Public Transportation Agency Safety Plan (PTASP) Internal Review Process – Defined

The NJ TRANSIT Public Transportation Agency Safety Plan (PTASP) analysis, review, revision, and publication process is the responsibility of NJ TRANSIT Agency Safety Management (NJT ASM). On or before January 1st of each year, review and input is solicited from the various divisions within NJ TRANSIT Bus Operations. If substantive changes in the content of the plan occur, the plan will be forwarded to the Sr. Vice-President & Chief Safety Officer & SMS Executive of NJT ASM and the Sr. Vice-President of Surface Transit – General Manager of Bus Operations for review and approval. Upon approval, the plan will be submitted to the Accountable Executive (President & CEO of NJ TRANSIT) for certification. An electronic copy of the PTASP will be posted annually on the NJ TRANSIT intranet for employee access.

2.2.3 Internal Review Policy Goals

NJ TRANSIT Bus Operations currently has an internal review process completed by various departments. All internal reviews and audits are performed to evaluate the organizations adherence to policies, procedures, and rules.

2.2.4 Procedures for Conducting Internal Reviews

Each department conducts reviews with checklists and schedules of criteria items to specifically measure the performed being reviewed.



2.2.5 Roles/Responsibilities of Participants

Roles and responsibilities of the selected participants will be defined at the onset of the criteria review process.

2.2.6 Reporting Requirements

Reports are analyzed to establish applicable recommendations and are circulated to accountable management for corrective action(s). Reports are filed and maintained by NJT ASM.

2.2.7 Internal Review Report Statistics

NJT ASM maintains a file and tracking system to identify deficiencies and corrective actions.

2.2.8 Process for Addressing Public Comments

NJ TRANSIT has a Public Information Office that is responsible for communicating public comments/problems to Bus Operations. Upon notification, NJT ASM provides safety oversight and guidance on corrective action as needed.

2.2.9 Internal Review by Organization

Bus Operations Training Instructors are periodically assigned to evaluate operator performance. Undercover rides are performed for selected operators of either part-time or full-time status at the request of garage management. NJT ASM Bus Safety personnel evaluate the operator and recommend training to improve areas of deficiency. (Refer to NJ TRANSIT Bus Operations Operational Training & Safety Performance Ride Report) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 9](#)).

2.2.10 Internal Review of Communications Activities

The Director of Service Supervision is responsible for the operation of the Control Center and controllers including periodic evaluation. Part of the evaluation is the replaying of recorded transmissions for the purpose of evaluating emergency operating procedures.



2.2.11 Maintenance Department Internal Reviews

Maintenance personnel conduct a daily post-trip inspection of all buses that receive nightly service. Items inspected include safety-related systems, fluid levels and specific campaign items. Maintenance personnel conduct periodic inspection and audits of heating and air conditioning and cleanliness of vehicles on a regular basis.

The Vehicle Maintenance Support and Quality Assurance Departments conduct audits on vehicle systems in accordance with the maintenance standard operating procedures manual, along with periodic review of mechanical systems with results forwarded to applicable management personnel.

2.2.12 Internal Review Administrative Managers

All administrative managers have been provided with a copy of this PTASP and have been advised of their on-going responsibilities as defined within this document. NJT ASM will conduct an annual evaluation of compliance with administrative activities and functions (including the PTASP review process) as part of on-going assessments of system safety responsibilities.

2.2.13 Internal Review Bus Station Cleanliness

Periodic inspections are conducted to ensure that physical hazards and cleanliness standards are maintained at all NJT bus stations.

2.2.14 External Reviews

As a public carrier, NJ TRANSIT Bus Operations is subject to external review processes conducted by various outside agencies, including:

- National Transportation Safety Board (NTSB)
- Federal Motor Carrier Safety Administration (FMCSA)
- Federal Transit Administration (FTA)
- Occupational Safety and Health Administration (OSHA)
- NY State Public Transportation Safety Board (NYSPTSB).
- NJ State Department of Transportation (NJSDOT)
- NY State Department of Transportation (NYSDOT)
- PA State Department of Transportation (PENNDOT)
- NJ Department of Labor (NJDOL)
- NJ Department of Health (NJDOH)
- NJ Department of Community Affairs (NJCA)



- NJ Public Employees Occupational Safety and Health (PEOSH)

2.2.15 Procedures for Implementation of External Audits

The policy of NJT ASM Bus is to completely cooperate with all external agencies regarding safety-related recommendations. NJT ASM is to authorized act as liaison for all issues relating to safety.

2.2.16 Recommendations/Findings by External Audits

All written requests from external agencies are reviewed by the NJT ASM Bus Safety Division that is responsible for coordination of an action plan and response.

2.2.17 Agency Safety Plan Review and Approval by the Oversight Agency

In accordance with the New York State Public Transportation Safety Board (NYSPTSB) oversight requirements, the NJT Bus System Safety Program Plan (SSPP) must be submitted biennially to the NYSPTSB for their review and approval on or before June 30th for recertification, or when changes in conditions require a modification of the SSPP. The PTASP has incorporated most of those elements contained in SSPP, however, the SSPP will remain a separate document requiring biennial submission to the NYSPTSB.

2.2.18 PTASP Documentation and Recordkeeping

All documents related to the PTASP including policies, procedures, reference sources, and changes to the plan are maintained by NJT ASM for a minimum of three years after they are created.

2.2.19 Tracking Versions/Date



Revision/Reviewed Date:			
Date	Section/Pages Affected	Reason for Change	Date Issued
8/17/2024	1.4.4	NJT acquired Hudson County Bus routes from COACH USA	V4-8/17/24
6/27/2024	3.1, Page 16	Updated Performance Measures/Targets for CY 2023	V4-8/13/24
4/4/2024	2.2.2. Page 9 & throughout the safety plan	The Office of System Safety (OSS) changed to NJ TRANSIT Agency Safety Management (NJT ASM)	V4-8/13/24
3/13/2024	1.4.E Page 7	NJT acquired four (4) additional lines from DeCamp & Coach USA, ONE.	V4-8/13/24
3/13/2024	1.4.4, Page 7	On October 9, 2023, DeCamp lines were changed to 101, 102, 105, and 109 and 24, 31, and 44) from Coach USA,	V4-8/13/24
3/14/2024	7.1.1, Page 42	18-day full time bus operator training has been created for Neptune City Garage	V4-8/13/24
3/14/2024	7.1.3, Page 42	A 2-Day, 5-day and 12-day training for retired Part Time Bus Operators.	V4-8/13/24
12/30/2023	15.1.18 b Page 29	Drivecam System replaced with Samsara Camera System for continues video recording of interior /exterior of buses	V4-8/13/24
8/2023	1.4 3 Page 6	Eight electric buses have been introduced and are operational in Newton Garage.	V4-8/13/24

Revision/Reviewed Date (Continued):			
Date	Section/Pages Affected	Reason for Change	Date Issued
1/2024	6.14.1, Page 39	NJT ASM Subdepartment-Accident Investigation Unit for Bus, Rail & Light Rail has been developed.	V4-8/13/24
1/2024	7.1.21, Page 53	New ASM Environmental Safety Training and Development Department	V4-8/13/24
4/10/23	3.1 Page 13	Updated Bus performance Measures/Targets for CY 2022	V3-5/01/23
4/10/23	1.4 D, Page 6	Updated personnel headcounts	V3-5/01/23
4/5/23	1.4 B, Page 6	Updated annual number of passengers and revenue miles	V3-5/01/23
4/5/23	1.2, Page 4	Updated Agency leadership	V3-5/01/23
4/5/23	1.4 C, Page 6	Fleet size decreased from 2,310 to 2,241	V3-5/01/23
4/3/23	7.1.1(a), Page 37	14-day Bus Operator Training program (CDL (A/B) endorsement was added	V3-5/01/23
4/3/23	7.1.2(c) – (g), Pages 37 & 38	14-day Bus Operator Training program (CDL (A/B) endorsement was added	V3-5/01/23
4/3/23	7.1.3, Pages 38-40	8-hr online Defensive Driving course was added.	V3-5/01/23
4/3/23	7.1.6, Page 40	“Working with the Public - Customer Service Skills” Bus Operator training was added	V3-5/01/23
5/20/22	3.2.2, Page 14	Bipartisan Infrastructure Law -Assault/Security Incident Events	V2 - 7/31/22
5/20/22	1.3 (B), Page 6 1.3 (D), Page 6	Updated Scope of Operations Employee Personnel	V2 - 7/31/22
5/20/22	7.1.1 (b), Page 36	New FMCSA requirement for training schools	V2 - 7/31/22
5/13/22	6;13.3, Page 33	Bipartisan infrastructure Law -Joint labor & Management Safety Committee Participation	V2 - 7/31/22
5/13/22	5.1.18(c), Page 24	Bipartisan Infrastructure Law -Infectious Disease Awareness & Training	V2- 7/31/22
5/12/22	6.11.2, Page 29	Bipartisan Infrastructure Law 5329 (d) (1) (i)(i)	V2- 7/31/22
5/13/22	7.1.7 (c), Page 39	De-escalation Training for Bus Operators	V2-7/31/22



5/05/22	5.1.1 (k,l,m), Page 17	Bipartisan Infrastructure Law -Joint labor and management -Medical reporting for infectious disease Assault incident events, NTD	V2 - 7/31/22
Reviewed 07/21/2021	3.2.12, Page 11	Update Performance Targets with 2020 data	07/21/2021
Reviewed 12/09/2020	3.2.12, Page 11	Update Performance Targets with 2019 data	12/09/2020



SECTION 3

SAFETY PERFORMANCE MEASURES

COORDINATION WITH METROPOLITAN PLANNING ORGANIZATION (MPO) PROCESSES

NJ TRANSIT will work closely with each MPO to ensure the following:

- Development and selection of the safety performance targets
- Annual submission of performance targets to each MPO

3.1 SAFETY PERFORMANCE MEASURES/TARGETS

*Safety Events											
Fatalities/Rate		Passenger Injuries/Rate		Collisions/Rate		Employee Injuries/Rate		Major Bus Fire Events/Rate		System Reliability	Assaults & Security Incidents/Rate
5	.064 /Mil. Miles	195	2.67/Mil. Miles	261	3.57/Mil. Miles	389	5.32/200K Hrs.	3	.04/Mil. Miles	6096/ MDBMF	4 .05/Mil. Miles

3.2.1 Methodology:

Data was extracted from the National Transit Database (NTD) SSTime Series dataset and an average was established for three consecutive calendar years (2021, 2022 and 2023).

The frequency rate was calculated using the following formula for each of the categories:

Note: The additional performance targets required under the April 5, 2024 National Public Transportation Safety Plan updated version (V2) will be incorporated into the CY25 targets. The targets below reflect the requirements under the previous plan version dated January 2017.

Frequency Rate =	$\frac{\text{Number of Events} \times 1,000,000 \text{ Miles}}{\text{Annual Mileage}}$
Employee Injury Rate =	$\frac{\text{Number of Recordable Injuries} \times 200,000 \text{ Employee Hours}}{\text{Total Employee Hours}}$



3.2.2 Definitions:

National Transit Database (NTD) – Established in 1974, the National Transit Database (NTD) is a federal reporting program for transit agencies receiving Federal Transit Administration (FTA) funding. It serves as a primary repository for all transit-related data including safety statistics in the United States. The performance data from the NTD is used to allocate FTA funding and to report on public transit performance to Congress and researchers.

NTD Reportable Event – An event (either planned or unplanned) occurring on transit right-of-way, in a transit revenue facility, in a transit maintenance facility, or involving a transit revenue vehicle that meets NTD reporting thresholds provided below: (Occupational safety events occurring in administrative buildings are excluded from NTD reportable events)

- Fatalities involving passengers, others (people waiting or leaving), bus operators, bicyclists, pedestrians, and occupants of other vehicles
- Injuries requiring transportation away from the scene for medical attention
- Total property damage greater than \$25,000
- Towaways of any motor vehicle
- Smoke, Fire Evacuations for life safety reasons

Fatalities – Total number of NTD reported fatalities and rate per total vehicle revenue miles.

Injuries – Total number of NTD reported injuries and rate per total vehicle revenue miles.

Safety Events – Total number of NTD reported events and rate per total revenue miles that occur during transit operations and the performance of regular supervisory or maintenance activities. Safety events include all NTD reportable collisions, employee injuries and major smoke conditions and/or fires during revenue service requiring evacuation for life safety reasons.

System Reliability (Mean distance between major mechanical failures) – The average distance between major mechanical failures that inhibit vehicle movement or prevents the start or completion of a scheduled revenue trip due to safety concerns. Examples of factors and/or components impacting System Reliability includes tires, brakes, doors, engine/transmission, cooling systems, steering, axles, and suspension. This data is represented as a total number of events and the rate per total revenue miles.



Assault/Security Incident Events

Event occurring on transit right-of-way or infrastructure, at a transit revenue facility, at a maintenance facility, during a transit related maintenance activity, or involving a transit revenue vehicle. Excluded from this event reporting requirement are: (assault, robbery, non-transit vehicle collisions, etc.) occurring at bus stops or shelters that **are not on transit-owned property** (unless boarding/alighting at the time).

NOTE: The thresholds for "reportable" fatalities, injuries, and safety events are defined in the National Transit Database Safety and Security Reporting Manual.

(Data as of CY 2023)

SECTION 4

STATEMENT OF SAFETY MANAGEMENT POLICY

The management of safety is one of our core business functions. NJ TRANSIT Bus Operations is committed to developing, implementing, maintaining, and continuously improving safety hazard assessment and risk management processes in order to ensure bus transit services operate with the highest practicable performance standards while maintaining a balanced allocation of organizational resources, and a strict adherence to state and federal regulatory standards. All levels of management and all employees are accountable for implementing and delivering the highest level of safety standards, starting with the President & CEO, Kevin S. Corbett. The following objectives are provided in support of NJ TRANSIT Bus Operations' safety performance goals and objectives:

- **Support** the management of safety through the provisioning of appropriate resources and cultivate an organizational culture that promotes safe practices, encourages effective employee safety reporting and communication, and actively manages safety performance objectives with the same attention to results as other management systems within the organization;
- **Integrate** safety management among the responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees alike their accountabilities and responsibilities with regards to delivering the organization's safety performance goals and their contributions to the overall performance of our safety management system;
- **Establish and implement** hazard identification, analysis, and safety risk evaluation activities (including an employee safety reporting program as a fundamental resource for addressing safety concerns), in order to eliminate or to mitigate the consequences of safety risks/hazards resulting from our operations - or to reduce hazardous activities to a point consistent with our acceptable safety performance levels;
- **Ensure** that no action will be taken against an employee who discloses a safety concern through the safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, negligence, or deliberate or willful disregard of regulations or procedures;
- **Comply** with, and whenever possible, exceed legislative and regulatory requirements and standards;
- **Ensure** that enough skilled and trained employees are available to implement safety management processes;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- **Continually improve** our safety performance through management processes and Safety Management System (SMS) principles that ensure appropriate safety management action is taken and that it is effective; and-
- **Ensure** that externally supplied systems and services necessary to support our operations and achieve our safety performance objectives are delivered meeting our safety performance standards.

 Kevin S. Corbett
President & CEO

 Michael P. Kilcoyne
Sr. VP. Surface Transit
GM Bus Operations

 James A. Keane
Sr. VP Chief Safety Officer
NJ TRANSIT, Agency Safety Management

SECTION 5

SAFETY RISK MANAGEMENT/RISK REDUCTION PROGRAM

5.1 SAFETY HAZARD IDENTIFICATION AND ANALYSIS, EVALUATION, AND RESOLUTION

This section describes the methods or processes integral in identifying, analyzing, and evaluating operational hazards and in achieving resolution. This section also describes the Risk Reduction Program (Bus PTASP R.R.P. Appendix 1) – ([V:\2024 Bus Risk Management Reduction Program Attachments\Bus Risk Management Risk Reduction Program \(V4.0 8-13-24\) DRAFT with links.pdf](#)), in place that includes applicable referenced sections within this document to reduce vehicle and pedestrian accidents and Operator Assaults provided in the performance targets established in section 3.2 above. The section activities are to ensure consistency with the requirements outlined under the Bipartisan Infrastructure Law Bill (5329(d)(1)(I)) to include but not limited to:

- A reduction of vehicular and pedestrian accidents involving buses that includes measures to reduce visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments (refer to sections 6.13.3 and 6.11.2)
- The mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators when a risk analysis performed by the safety committee determines that such barriers or other measures would reduce assaults on transit workers and injuries to transit workers (refer to sections 6.13.3 and 6.11.2)

The hazard management process is utilized to assess and to mitigate safety-related hazards associated with NJ TRANSIT activities, passengers, employees, vehicles, and facilities. The process requires the identification of system hazards, analyzing the probability and severity of occurrences, and developing actions required to reduce risks as low as reasonably practicable.

Hazard identification is the initial step in the hazard management process. It is a methodical approach in assessing risks via various methods involving all systems and personnel. This process uses SMS (Safety Management System) concepts including engineering and operations management. The process of hazard identification is further achieved through safety inspections and audits, safety reviews, accident investigations, and industrial hygiene and fire safety surveys. Data trend analyses focus on employee/passenger accidents, near miss incidents, fire incidents, and site-specific surveys.

System programs and procedures utilized in hazard identification and assessment, evaluation, and resolution are discussed as follows:

- Rules/policies regarding hazard identification are in place and included as a part of every employee's duties (Employee Safety Rule Book- Appendix 2) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 2\Safety Rule Book Master.pdf](#)).
- A systematic approach to ensure the NJ TRANSIT SMS processes are in place
- Establishment of the accountability and responsibilities for hazard identification and assessment, analysis, and resolution are identified within the safety risk management process

5.1.1 Internal Safety Data Sources Used for Hazard Identification and Analysis

The following sources of information are used in the hazard identification and analysis process:

- a. Safety analysis data, specifications, plans, and on-site surveys
- b. Evaluation of employee adherence to safety policies and procedures and materials
- c. Feedback from various evaluations and audits completed by Bus Operations, NJT ASM Bus Division, and Internal audits
- d. Quality Assurance and Preventative Maintenance Inspection reports
- e. Passenger complaint reports
- f. Accident/Incident Investigation reports and logs
- g. On-board camera system events
- h. Bus Operator Reports of Unsafe Conditions

- i. Bus Condition Reports
- j. Computer reporting systems such as Vehicle Maintenance Information Systems (VMIS) and fluids management tracking program
- k. Joint labor and management safety committee(s) feedback
- l. Periodic NJ TRANSIT Medical reporting for infectious disease activity throughout the agency
- m. NJ TRANSIT accidents/incidents data submitted to the National Transit Database (NTD)

5.1.2 External Safety Data Sources Used for Hazard Identification and Analysis

- a. External audits and inspections
- b. Contractor/vendor inspections of fixed facilities, equipment, operations, and safety procedures
- c. Vendor bulletins regarding defects and/or changes in maintenance intervals
- d. Industry trade organizations papers and newsletters
- e. Bulletins from government agencies, such as the Occupational Safety and Health Administration (OSHA) and Department of Transportation (DOT) Agencies
- f. Statistical data from the American Public Transportation Association (APTA), National Safety Council (NSC), and other safety organizations
- g. Chemical Safety Data Sheets (SDS)
- h. Internet and the World Wide Web

5.1.3 Internal Methods Used for Operational Systems Hazard Identification and Analysis

- a. Bus shelter designs and installations are evaluated for potential safety hazards



- b. Bus stops, park and rides, terminals, and adjacent areas are inspected and reviewed for potential safety hazards (Customer Facility Inspection Procedures- Appendix 3) – ([V:\Bus PTASP-2024\Bus PTASP- Appendices\Appendix 3](#)).
- c. Fixed routes and road conditions are evaluated for potential safety hazards

5.1.4 Fixed Facility Inspections and Audits Used for Hazard Identification and Analysis

a. Garage Self-Inspection Program:

The program is used to identify and resolve root hazards that could lead to employee or facility accidents. Additionally, it provides a mechanism to ensure that physical hazards will be identified and resolved prior to outside inspections by external agencies (Garage Self Inspection Procedures- Appendix 4) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 4\SELF INSPECTION FORMRev1 ATTACHMENT 1.DOC](#)).

b. Monthly Fire Protection Equipment (FPEI) Inspections:

Inspections are performed to ensure that fire protection equipment is functional during an emergency (Fire Equipment Inspection Procedures- Appendix 5) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 5](#)).

c. Annual Bus Safety Facility Audits:

Audits are performed at all Bus facilities using the Safety Audit Criteria based on OSHA Codes and Federal Regulations (CFR) (Annual Garage Audit Procedures- Appendix 6) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 6](#)).

d. Semi-Annual Environmental Compliance Audits:

The NJ TRANSIT Environmental Services Department performs two audits each year to determine whether the facility is operating in compliance with all applicable federal and state environmental regulations and permit conditions.

e. Storage and parking areas are periodically inspected.

f. Fleet maintenance equipment is periodically inspected.

- g. Personal protective equipment is periodically inspected and changes to equipment are incorporated into the Bus Operations Personal Protective Equipment Catalogue (Personal Protective Equipment Catalog) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\PPE Book EDITION 10 - Revised August 2022.pdf](#)).
- h. Shop maintenance equipment is regularly inspected.
- i. Fire detection and warning systems are regularly inspected and tested.
- j. Fire suppression systems (i.e. automatic sprinkler systems, Halon systems, and portable fire extinguishers) are inspected for hazards and serviced periodically.
- k. Fare collection equipment is periodically inspected for hazards to employees and customers.

5.1.5 Systems and Equipment Inspections Used for Hazard Identification and Analysis

- a. Inspection of Communication rooms and systems
- b. Inspection of Sub-stations
- c. Facility signs and lighting are inspected for proper operation
- d. Inspection of Control Center facilities and equipment

5.1.6 Operating and Maintenance Procedures Used for Hazard Identification and Analysis

Bus Operations Transportation and Maintenance procedures are reviewed as requested

5.1.7 Human Factors Hazard Identification and Analysis Processes

- a. Employees with multiple operational vehicle accidents are identified, counseled, and retrained by Bus Operations personnel
- b. The following series of activities involving employee and supervisory personnel are used to identify and mitigate hazards and unsafe behaviors are completed:
 - Behavioral safety reviews, including Bus Operator Performance Ride Observations and onboard video events

- Joint labor and management safety committee(s) participation in safety meetings and awareness programs. Location Safety Chairperson participation in safety meetings and awareness programs
- Bus Operator re-training and defensive driving programs

5.1.8 **Methodologies and Procedures Used for Hazard Evaluation**

- a. Hazards are identified and evaluated using the above activities and are assessed for potential risks to the system in accordance with established system safety principles outlined in Military Standard 882E (Refer to the **Hazard Analysis Chart** next page).
- b. NJT ASM is tasked with implementing the hazard evaluation process with input from NJ TRANSIT Bus Operations Senior Management.
- c. A Hazard Identification Risk Assessment Table (HIRA) is reviewed and maintained for changes in operational activities and hazards that may introduce risk to the Bus System.



Hazard Analysis Chart:

Description	Level	Specific Individual Item	Fleet or Inventory
Frequent	A	Likely to occur in the life of an item	Continuously experienced
Probable	B	Will occur several times in the life of an item	Will occur frequently
Occasional	C	Likely to occur sometime in the life of an item	Will occur several times
Remote	D	Unlikely but possible to occur in the life of an item	Unlikely, but can reasonably be expected to occur
Improbable	E	Unlikely, but possible, it can be assumed occurrence may not be experienced in the life of an item	Unlikely to occur, but possible
Eliminated	F	Incapable of occurrence - this level is used when potential hazards are identified and later eliminated	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated

Risk Assessment Matrix:

	SEVERITY			
	1 - Catastrophic	2 - Critical	3 - Marginal	4 - Negligible
PROBABILITY				
A-Frequent	High	High	Serious	Medium
B-Probable	High	High	Serious	Medium
C-Occasional	High	Serious	Medium	Low
D-Remote	Serious	Medium	Medium	Low
E-Improbable	Medium	Medium	Medium	Low
F-Eliminated	ELIMINATED			

Category 1: Catastrophic – Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$10M.

Category 2: Critical – Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$1M but less than \$10M.

Category 3: Marginal – Could result in one or more of the following: injury or occupational illness resulting in one or more lost workday(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100K but less than \$1M.

Category 4: Negligible – Could result in one or more of the following: injury or occupational illness not resulting in a lost workday, minimal environmental impact, or monetary loss less than \$100K

5.1.9 Tracking System for Identified Hazards

Representatives from NJT ASM Bus Safety conduct monthly inspections and annual audits at all Bus garages/facilities. Upon completion, all the hazards identified are entered into a Hazard Tracking Log Database. This information is consolidated to ensure that a process is in place to identify trends and corrective actions. NJT ASM Bus Safety analyzes trends and recommends actions taken to reduce hazards to as low as reasonably practicable.

5.1.10 Other Risk Assessment Methods

The NJT ASM Data Analysis group completes a trend analysis at various intervals to establish priorities in the hazard resolution process via database compilations.

5.1.11 Priority of Hazards

Identified hazards are prioritized and addressed based on an analysis of occurrence probability and severity. The most severe/imminent safety hazards are addressed first.

5.1.12 Acceptable Level of Risk

Hazards are identified and corrective actions are implemented to bring probability and severity as low as reasonably practicable.

5.1.13 Analysis Conducted as Required

As a result of the hazard identification process, an analysis is conducted to determine the acceptable level of risk.

5.1.14 Responsibility of Hazard Assessment and Analysis

NJT ASM has the principal responsibility for ensuring that a comprehensive hazard assessment and analysis is performed.

5.1.15 Staffing for Hazard Assessment and Analysis

NJT ASM is adequately staffed for its role in hazard assessment and analysis.

5.1.16 Deferred Status

- a. Hazards are placed in a deferred/retained status when alternative measures of control are in place and meet the requirements of NJT ASM.
- b. Alternative measures of controlling hazards are discussed and included as part of deferred status.



- c. Alternative measures for temporarily deferred items are used as a short-term measure only.
- d. NJT ASM and Bus Operations coordinate activities and solutions to resolve deferred action into permanent resolution.
- e. Documentation of rationale and signoffs are retained in files.

5.1.17 **Corrective Action/Hazard Resolution Implementation and Monitoring**

- a. Corrective action/hazard resolution follows the SMS principles and practices guided by the hierarchy of controls below:

Hierarchy of Hazard Controls	
Elimination	Remove the hazard from the workplace
Substitution	Replace hazardous material or equipment
Engineering Controls	Design or modify equipment or hazard to reduce the exposure
Administrative Controls	Warnings, labels, signs, alarms, training, monitoring, etc.
Personal Protective Equipment (PPE)	Equipment worn by employees to reduce exposure

- b. Recommended corrective actions pertaining to identified hazards are monitored for effectiveness.

5.1.18 **Security and Emergency Awareness**

a. **Vulnerability Self-Assessment**

Refer to the NJ TRANSIT Police Department Office of Emergency Management Emergency Preparedness Plan.

b. **Employee Awareness Training for Detection and Deterrence**

All Transportation and Maintenance employees have been trained on system safety and security using the National Transit Institute video, handouts and instructor's guide entitled "System Security Awareness for Transit Employees."

All NJ TRANSIT buses are equipped with two-way radios monitored by our Control Center. Messages are handled by their priority (e.g. emergency transmissions can be handled by pressing the “PRTT – priority request to talk” button), or in serious situations, an operator can press the emergency alarm that advises the Control Center of an emergency, changes the destination sign to “Emergency” Call Police,” and activates the Samsara camera system that continuously records events.

NJ TRANSIT uses the USDOT, NJDOT, and FTA websites, as well as others as a source of information on bus safety and security.

c. **Infectious Disease Awareness Training and Program Management**

Based on the hazard identification and evaluation process outlined above, the NJ TRANSIT Office of Emergency Management (NJT OEM) in coordination with Bus Operations, Medical Services and NJT ASM has developed strategies to minimize the exposure of the public, personnel, and property to hazards and unsafe conditions. All activities are reviewed to ensure they are consistent with guidelines of the Centers for Disease Control and Prevention or a State health authority, minimize exposure to infectious diseases. (Appendix 16) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 16\Communicable Disease in the Workplace Policy 6-3-24.pdf](#)).

d. **Proper Maintenance and Control of Security Sensitive Documents**

Accident/incident investigative reports, drug & alcohol records, and personnel records are properly stored in a secured space and maintained for a minimum of three-years as required by law.



SECTION 6

SAFETY ASSURANCE

6.1 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

This section describes the following activities:

- a. Monitoring the system for compliance with Bus Transportation and Maintenance and operations procedures
- b. Monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended
- c. Conducting investigations of safety events to identify causal factors
- d. Monitoring information reported through internal safety reporting programs

6.2 OPERATIONS MAINTENANCE

This subsection describes activities related to monitoring the system for compliance with maintenance and operations procedures:

6.2.1 Safety Related Maintenance Procedures

- a. Preventive maintenance procedures and intervals for vehicles are established based on the manufacturers' recommended maintenance intervals. In addition, each vehicle is inspected at 3,000 mile and 6,000-mile intervals (not to exceed 500 miles past inspection intervals). The grace period for preventative maintenance intervals shall not exceed 500 miles. Consequently, each vehicle must be inspected no more than 3,500 miles after the last 3,000-mile inspection and no more than 6,500 miles after each 6,000-mile inspection. Vehicles also receive semi-annual inspections completed by the State of New Jersey, Department of Transportation (NJ DOT).
- b. Bus Maintenance in-house Bulletins/SOP's are periodically published by Maintenance Support to provide garage maintenance, management, and employees' detailed information required to complete modifications or upgrades to bus/vehicle components as needed. Refer to Vehicle Maintenance Campaign Bulletin Binder and Maintenance SOP's Manual.



- c. Workforce size/qualifications are in place at all NJ TRANSIT Bus Operations locations. Workforce analysis showing shortages by job titles are published monthly and distributed to all bus locations. (Refer to Maintenance Job Descriptions – Labor Relations Department) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Maintenance Headcount Report-May 2024.pdf](#)). The following process calculates workforce distribution:
1. Number of buses at location.
 2. Number of miles operated.
 3. Number of inspections required as a result of mileage.
 4. Amount of cleaning and servicing based of buses.
 5. Amount of corrective demand maintenance anticipated.
- d. NJ TRANSIT Bus Operations has the following programs in place to track vehicle maintenance trends:
- **Fleetwatch Tracking System** - A computer system tracking daily vehicle fluid consumption. Maintenance staff analyze resulting data to identify specific trends, such as higher than average levels of fluid usage that may indicate mechanical problems.
 - **Vehicle Maintenance Information System (VMIS)** - A system that captures and provides historical information on **all** vehicle inspections and repairs. (Refer to System-wide Fleetwatch Tracking System VMIS program) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\VMIS User Guide - for bus type and inspection date lookups.pdf](#)).
 - **Automatic Vehicle Monitoring (AVM) System** – A system continuously monitoring bus electronic controls, reporting fault codes in real-time, and providing daily reports to the NJ TRANSIT Bus Operations Maintenance Department.

6.3 QUALITY ASSURANCE DEPARTMENT ACTIVITIES

The NJ TRANSIT Bus Operations Quality Assurance Department is responsible for the quality control for the maintenance of revenue vehicles. Responsibilities include, but are not limited to the following:

- Monitoring inspection intervals in accordance with FTA and NJ DOT requirements
- Monitoring customer comfort controls
- Inspection of safety equipment
- Fluid testing
- ADA equipment condition inspections
- Biocide compound treatment of fuel tanks



6.4 OPERATOR PRE/POST TRIP INSPECTION PROCEDURES

6.4.1 All NJ TRANSIT Bus Operators are required to conduct pre & post trip inspections in accordance with NJ DOT requirements. (Appendix 7- NJ TRANSIT Bus Operations Transportation Employees Service Guide and Bus Condition Report Procedures), – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 7\Transportation Service Guide .pdf](#)),

6.4.2 NJT ASM Bus Safety ensures compliance with pre/post trip inspection procedures and seat belt compliance.

6.5 GARAGE/MAINTENANCE FACILITY INSPECTIONS AND AUDITS

6.5.1 NJ TRANSIT Bus Operations uses a wide variety of inspections, audits, and PM procedures to ensure the safety and maintenance of the facility (Appendix 8) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 8](#))

6.5.2 Facility management at NJ TRANSIT Bus Operations facilities are required to conduct a monthly self-inspection to identify potential safety hazards. NJT ASM Bus Safety conduct monthly inspections to monitor corrective action.

6.6 BUS SHELTER AND BUS STOP INSPECTION AND TESTING

6.6.1 NJ TRANSIT Bus Operations provides service to over 16,100 signed and 2,154 unsigned bus stops and 30 customer terminals with most customer terminals being owned by cities or other agencies with NJ TRANSIT leasing space. Customer terminals are located to accommodate other forms of mass transit.

6.6.2 Stations are of brick, steel and glass, or other non-flammable construction and meet the building codes of the state operated in. (Refer to NJ TRANSIT Bus Shelter Program for construction materials/specifications for bus shelters) - ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\MANUAL UPDATED 2012 Bus Stops and Shelters.pdf](#)).

6.6.3 NJ TRANSIT bus stops are signed and marked according to standards of the NJ Department of Transportation. (Refer to NJ TRANSIT Bus Stop Sign Program) -([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\MANUAL UPDATED 2012 Bus Stops and Shelters.pdf](#)).

6.6.4 All bus stations that NJ TRANSIT owns and operates meet accessibility service standards, as will all future facilities. Actual access to the shelter depends on the degree of commitment local communities have to install accessible sidewalks.



6.7 PARKING/STORAGE PROCEDURES

Each NJ TRANSIT facility has specific parking and storage plans in effect. parking/storage procedures are audited by the ASM Bus Safety Division to ensure adequate access/egress and fire exit safety standards have been met. All facilities are striped to ensure aisle/fire lanes are maintained. “No parking” and “speed limit” signs are in place at all facilities as needed and have appropriate ADA designated parking.

6.8 FOLLOW-UP AND UNDERCOVER RIDES

6.8.1 Follow-up rides are completed randomly by Operational Training and Bus Safety staff to evaluate operator performance. Violations for unsafe behavior, inappropriate actions and/or rule violations are submitted to garage management for counseling or disciplinary action. Retraining is requested if performance is substandard (Refer to Appendix 9) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 9](#)).

6.8.2 Undercover rides are performed for selected operators of either part-time or full-time status at the request of garage management. Operational Training and NJT ASM Bus Safety Division personnel evaluate the operator and recommend training to improve areas of deficiency

6.9 TRACKING SYSTEM FOR IDENTIFIED HAZARDS

NJT ASM personnel conduct monthly inspections and annual audits at their assigned garages/facilities. Upon completion of the inspections/audits all the hazards/violations that were identified are entered into a Hazard Log Database. The log consolidates the information so that a tracking mechanism is in place to identify trends and implement corrective action. NJT ASM analyzed the trends to reduce the hazard to the lowest practical level or risk and/or develop engineering controls to eliminate.

6.10 REPORT OF FINDINGS

NJT ASM Bus Safety provides location management with documentation of inspections and audits that include findings and recommendations for corrective action.



6.11 RULES FOR INCORPORATING MODIFICATIONS INTO SYSTEM - MANAGEMENT OF CHANGE

6.11.1 New and Extended Routes/Lines

When a bus route/line is extended or added or altered, NJ TRANSIT Bus Operations Planning Department takes the lead role in communicating and documenting the management of change. Activities include the following:

- a. NJ TRANSIT Bus Operations Planning Department develops proposed routes/lines including route description and bus stops associated. This process involves a company-wide work plan to coordinate activities.
- b. NJ TRANSIT Bus Operations Transportation and Maintenance Departments perform a cost analysis to plan for additional equipment and personnel.
- c. Depending on the extent of the change, a route/line analysis team comprised of Bus Operations, Planning, Operational Training, and NJT ASM may evaluate, ride the line, survey environmental, traffic patterns, and driving hazards.
- d. During implementation, Bus Operations, Planning, Operational Training, NJ TRANSIT ASM, and/or Field Supervision Departments provide increased presence and assistance to support the extended/new service. NJT ASM monitors accident frequency for trends.

6.11.2 New/Upgraded Fleet

The following process is used for all new bus purchases:

- a. New bus specifications are developed and circulated to all NJ TRANSIT Bus Operations departments and NJT ASM for review and comment.
- b. Existing and new bus procurements include a review of improved bus equipment features to reduce the visibility impairments that may contribute to vehicle and pedestrian accidents.
- c. Operator protective barrier configuration and protective features are based on an assessment during existing pilot programs and new bus equipment purchases. Upgrades to new equipment are incorporated into new Bus purchases upon approval by NJ TRANSIT and the Original Equipment Manufacturer (OEM).
- d. New bus specification meetings are held during the review process to consolidate comments and finalize design specifications.



- e. Final specifications are developed, re-circulated, approved, and/or accepted by NJ TRANSIT Bus Operations and NJT ASM.
- f. Once the prototype bus is ordered, it is subsequently inspected and approved by all departments for an operational evaluation.
- g. NJ TRANSIT Bus Operational and Maintenance Training provides “Familiarization Training” to all Bus Operators, Mechanics, and management personnel.
- h. Upon placing the prototype bus into revenue service, the project management team monitors the bus for acceptable performance.
- i. Surveys are performed and evaluated by NJ TRANSIT Bus Operations based on criteria provided by customers, operations, and maintenance personnel concerning operational features.
- j. Project Management team meetings are held to review comments and feedback during the prototype bus evaluation.
- k. Changes to the prototype vehicle specifications are reviewed and forwarded to the manufacturer for final concurrence.
- l. All vehicles procured and received are inspected to ensure quality and adherence to manufacturers’ specifications.
- m. NJ TRANSIT Bus Operational Training provides “Qualification” training to all Bus Operators during the prototype evaluation and prior to utilizing the vehicle in revenue service.
- n. Bus Operations Maintenance Training provides technical training courses for all new vehicles.
- o. NJ TRANSIT Maintenance and Engineering departments manage material inventory and ensure the development and implementation of maintenance procedures and inspection intervals for all new vehicles.
- p. NJT ASM and NJ TRANSIT Claims department maintain accident data on all new bus purchases for potential trend analysis.

6.11.3 Operational Procedures for Incorporating New/Upgraded Facilities into the Bus System

- a. Pre-design meetings coordinated with NJ TRANSIT Engineering and Bus Operations departments to discuss location, objectives, and user needs.



- b. Facility design specifications are completed by NJ TRANSIT Engineering department and reviewed by Bus Operations departments and NJT ASM.
- c. Engineering plans developed for bid process.
- d. Contract awarded to successful contractor.
- e. Final design provided to contractor after internal concurrence.
- f. Project started with monitoring from NJ TRANSIT Engineering and NJT ASM personnel.
- g. As construction proceeds, a work team is formed comprising NJ TRANSIT Engineering & Project Management, NJT ASM, NJT Police (NJTPD) and Operations departments. The team monitors progress and develops plans to interface into the bus system.

6.11.4 Operational Procedures for Incorporating New/Upgraded Systems into the Bus System

- a. Pre-design meetings are coordinated with NJ TRANSIT Engineering and Bus Operations departments to discuss objectives and user needs.
- b. Design specifications completed by NJ TRANSIT Engineering and reviewed by Bus Operations departments and NJT ASM.
- c. Engineering plans are developed for bid process.
- d. Contract awarded to successful contractor/vendor.
- e. Prototype system installed and tested to ensure equipment conforms to specifications. NJ TRANSIT Engineering, Training, and NJT ASM evaluate and monitor performance criteria and the interface of the new system with the vehicle and/or facility.
- f. Upon concurrence, final design and implementation of the new system is accepted.
- g. Operating procedures/policies and training programs are designed and completed by NJ TRANSIT Bus Operations departments.
- h. Prior to implementation, NJ TRANSIT Bus Operations training personnel conduct management familiarization and training for Bus Operators and Maintenance personnel.



- i. During the new equipment phase in progress, NJ TRANSIT Bus Operations monitors new equipment performance to specified operational criteria.

6.11.5 Changes in Service/Operations

NJ TRANSIT Bus Operations Planning department coordinates changes in service and interfaces with all internal Bus Operations departments, NJT ASM Bus Safety and external agencies. Coordinated evaluations are completed and changes to equipment/operating personnel are implemented accordingly.

6.11.6 Procedures to Evaluate the Effect of Modifications/New Systems on Safety

- a. NJT ASM review is completed for changes in the design of bus systems that may impact customers, employees, public, and/or vehicle safety.
- b. NJT ASM becomes involved as needed in the review/input of procedures of a safety- related nature. In some cases, NJT ASM chairs a working group comprised of Operations, Training and Maintenance personnel to develop procedures.
- c. NJT ASM and NJ TRANSIT staff review contracts and proposals for procurement of safety sensitive items, such as chemicals, pest control contracts, or building modifications.
- d. A Safety review is required when changes have a safety related impact. In such cases, NJT Agency Safety Management may recommend changes in operating procedures.
- e. All safety review results are formalized and circulated for comment prior to system changes and tracked to ensure resolution and concurrence.

6.12 SAFETY ANALYSIS REVIEWED OR UPGRADED

6.12.1 A hazard assessment and an analysis are completed for the evaluation of system modifications including a comparative review to applicable code requirements/standards.

6.12.2 Results and recommendations of the evaluation are distributed to management for concurrence prior to implementing a system change.

6.12.3 Corrective actions for hazard resolution are validated prior to implementing system modifications.



6.13 SAFETY, MANAGEMENT AND LABOR ATTENDS/PARTICIPATES SAFETY COMMITTEE MEETINGS

6.13.1 Safety Meetings/Planned Topics

Monthly Safety Meetings are completed at all NJ TRANSIT Bus Operations locations for Transportation and Maintenance departments. The meetings include participation by both labor and management. Monthly safety topics including handouts, posters, and videos are planned and prepared by NJT ASM Bus Safety Division for topics related to each department. (Appendix 10) – [V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 10\SAFESOP_07.pdf](V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 10\SAFESOP_07.pdf).

6.13.2 Feedback Mechanism for Safety Meetings

Minutes for each safety meeting are prepared and distributed to NJT ASM Bus Safety and location operations management. Safety meeting minutes are reviewed to identify potential safety concerns and responsibility for corrective actions if required.

6.13.3 Joint Labor & Management Safety Committee Participation

Each location has established Joint Labor and Management Safety Chairperson Committees who participate in planned meetings for the purpose of identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and potential severity of consequences. The specific safety risk activities are outlined in the attached Safety Risk Management/Risk Reduction Program and the Safety Chairperson Program outlining roles and responsibilities. The Committee's responsibilities also include identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended and identifying safety deficiencies for purposes of continuous improvement.

6.14 ACCIDENT/INCIDENT INVESTIGATIONS

6.14.1 Plan and Procedures for Accident/Incident Investigation

NJ TRANSIT is deeply committed to the safety of all those served on our transportation network and our employees and contractors that work on our equipment each and every day. Because of our deep commitment to the safety of the traveling public and our employees, NJT Agency Safety Management has an independent Accident Investigation Unit (AIU) that is charged to thoroughly investigate, conduct comprehensive fact-finding and



time-sensitive investigations into accidents, incidents, near-miss occurrences, and /or hazard identification. (Appendix 11) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 11\Accident Investigation manual 2022 AIPP v2.pdf](#)).

6.14.2 Equipment for Accident Investigations

- a. All Bus Operators and supervisory personnel have accident investigation equipment, radios, and mobile data terminals (M.D.T.) to access reports and key information surrounding the event.
- b. NJT ASM Accident Investigation Unit (AIU) carry a complete accident investigation kit including a digital camera (GoPro), cell phone, handheld GPS, Inclinometer and drag sled are available and used if needed.

6.14.3 Previous Accident Investigation Records

a. Accidents/Incidents Classified According to Condition

- All accidents are classified by frequency and severity of the occurrence in accordance with the NJT Accident Grading and Discipline System (Appendix 12) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 12\AG Master 10-05.pdf](#)).
- Recommendations, when made, are provided to senior management for analysis and implementation.

b. Follow up on Effectiveness of Recommendations

NJT ASM tracks the effectiveness of all recommendations by analyzing the frequency and severity rate of reoccurrence.

c. Accident Investigation and Prevention

Accident data is collected and stored in a computer database program. Data is analyzed for trends used to develop targeted focus programs, bulletins, and safety meeting topics.

6.14.4 Accident Notification Procedures – Outside Agencies

1. The following accidents involving bus service in New York are reported to the NY State Public Transportation Board (NYSPTSB) by NJT Agency Safety Management Accident Investigation Unit (AIU) within 90 minutes of the event:



- All fatal accidents
 - All injury accidents involving five or more injuries
 - All accidents caused by mechanical failure, including, but not limited to all fires that occur in revenue service that require customer evacuation and response by the fire department (regardless of whether injuries occurred)
2. The following injuries involving NJ TRANSIT employees are reported to the Occupational Health Administration (OSHA) and the NJ Department of Labor Public Employees Occupational Safety and Health (PEOSH):
- Employee is fatality on the job or suffers a work-related hospitalization, amputation, or loss of an eye
 - A fatality (must be reported within 8 hours)
 - In-patient hospitalization, amputation, or loss of eye (must be reported within 24 hours)
3. The following accidents involving bus service in The Commonwealth of Pennsylvania are reported to the City of Philadelphia Police Department immediately by NJT Southern Bus Control in Camden, NJ, and reported to Pennsylvania Department of Transportation (PENNDOT) by NJT Agency Safety Management Accident Investigation Unit (AIU) within 90 minutes of the event:
- All fatal accidents
 - All injury accidents involving five or more injuries
 - All accidents caused by mechanical failure, including, but not limited to all fires that occur in revenue service that require customer evacuation and response by the fire department (regardless of whether injuries occurred)

6.14.5 Analysis and Reporting of Accident Data

- a. Reports on accident frequency and severity are circulated to NJT Management monthly, quarterly, and annually for review. Accident costs are provided by NJ TRANSIT Risk Management for review and analysis when requested.
- b. NJT Management reviews all accident investigations and takes corrective action on findings/recommendations on a case-by-case basis.
- c. All records pertaining to accident investigation are maintained by NJT ASM and/or the NJ TRANSIT Risk Management/Claims departments and saved for at least 10 years. Records are readily accessible.



6.15 ACCIDENT/INCIDENT INVESTIGATION - PANEL COMMITTEE

NJT ASM and NJ TRANSIT Bus Operations management convene an accident panel committee for serious accidents to review contributing factors and corrective action measures obtained through the accident investigation process.

6.16 LIAISON COMMITTEE – LOCAL FIRE DEPARTMENTS

NJT ASM and NJ TRANSIT Bus Operations participate in activities with local fire departments to educate and inform first responders on emergency procedures related to bus facilities and bus equipment features.

6.17 LIAISON COMMITTEE – LAW ENFORCEMENT

The NJ TRANSIT Police Department participate in local and regional training programs providing updated information on joint transportation safety and security activities.

6.18 LIAISON COMMITTEE – FEDERAL/STATE EMERGENCY ORGANIZATIONS

The NJ TRANSIT Police Department, Office of Emergency Management Division coordinates with local, state, and the Federal Emergency Management Agency (FEMA) to develop plans and procedures for potential state-wide emergencies.

6.19 LIAISON COMMITTEE – LOCAL DISABLED COMMUNITY

NJ TRANSIT has an Americans with Disabilities Act (ADA) Compliance Division under the NJT EEO Civil Rights and Diversity Programs Department. This department is authorized to oversee the agency's policies, procedures and to interface with the disabled persons community. Specific recommendations/problems identified are coordinated through the appropriate internal departments and outside agencies for resolution.

6.20 EMPLOYEE SAFETY REPORTING SYSTEM

The NJ TRANSIT "Safety Hotline" has been developed as an internal reporting system providing employees an accessible/anonymous process for reporting hazards, issues, concerns, occurrences, and incidents via email and/or dedicated telephone number to NJT ASM. The Hotline is available 24-hours a day, 7-days a week, and is internally disclosed to all employees within NJT ASM memos, handouts, bulletins, and routine safety alerts. The system ensures that no action will be taken against employees who disclose safety concerns through the safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, negligence, or deliberate or



willful disregard of regulations or procedures. Once NJT ASM receives notification of a report, appropriate investigation will occur and follow-up notification on the status of the issue of concern will be provided to the employee if enough contact is available.

6.21 REPORTS/RESPONSIBILITIES

Reports, bulletins, and meeting minutes are distributed to all appropriate internal departments and external agencies to establish a tracking mechanism for the responsible parties' corrective action and activities.

6.22 CONTINUOUS IMPROVEMENT

Continuous Improvement is described as the process for assessing safety performances and for developing and carrying out plans to address safety deficiencies on a consistent basis. The following activities detailed in previous sections of this plan are used to track continuous safety performance improvement:

1. Safety Committees/Safety Meetings
2. Data Collection & Hazard Tracking System
3. Employee Safety Reporting System
4. Accident/Injury Investigations and Cause Analysis Reporting
5. Inspections/Audits and Hazard Tracking System
6. Monthly Safety Reporting for Vehicle Related Accidents and Customer/Employee Injuries
7. NJ TRANSIT Board Safety Committee Reporting on Leading Indicators vs. Lagging Indicators



SECTION 7

SAFETY PROMOTION

7.1 COMPETENCY AND TRAINING

Competency and training pertaining to new bus operators, maintenance personnel, controllers, field salary and facility maintenance employees can be broken down into several parts. This includes refresher training for new or current personnel, specialized training on new equipment/bus systems, and professional development/qualification training applicable to all NJT ASM personnel.

7.1.1 Newly Hired Bus Operator Training - Commercial Driver's License (CDL)

All newly hired Bus Operators who have not yet acquired a Commercial Driver's License (CDL) undergo a 21-day training program for a 40-foot and 45-foot bus, or a 25-day training program for those who will operate the articulated 60-foot style bus. Part-time retiree Bus Operator program has been created with various training times based on the amount of time the retiree has been separated from the company.

- 2-Day training for operators retired for duration of 6 months - 2 years
- 5-Day training for operators retired for duration of 2 years – 9 years
- 12-Day training for operators retired for 10 years or more

Additionally, an 18-day full time bus operator training program has been created for Neptune City Garage. A 14-day program has been developed for individuals hired with a CDL and required endorsements/skills. The training program is designed to provide operators with basic driving skills, knowledge of accident causation factors, defensive driving principles/practices, and customer relation skills - including the ability to assist senior citizens and the disabled persons community (Appendix 13) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 13\OT Course Objectives - 2024 Update.pdf](#)). All Bus Operators are required to have a CDL (A/B) with required endorsements.

As of February 2022, the Federal Motor Carrier Safety Administration (FMCSA) requires all CDL training schools to certify entry level driver training using an online registry. Operational Training logs all classroom and field training provided to trainees prior to their CDL road test.



7.1.2 New Bus Operator Training Course Outline

New Bus Operator training includes the following elements:

- a. Orientation to NJ TRANSIT Bus Operations' core mission and the specific job activities.
- b. The orientation also includes a training overview and required criteria for students becoming Bus Operators.
- c. A two-hour module on the critical importance of safety to the organization, including a discussion and copies of the NJ TRANSIT Mission and Safety Policy Statements.
- d. All students are provided a copy of the Federal Motor Carrier Safety Rule Book (Bus Version), NJ Motor Vehicle Commission (MVC) Commercial Driver's License CDL Handbook, the NJT Employee Safety Rule Book, and the NJT Transportation Service Guide ([.V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 2\Safety Rule Book Master.pdf](#)). ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 7\Transportation Service Guide .pdf](#)).
- e. The function of safety in the organization, specifically a Bus Operator's role in maintaining safe operation and performance of their vehicles. These principles are reinforced during the 14-day, 18-day, 21-day, and 25-day training courses.
- f. Bus route/line training, including a detailed study of the company's bus route descriptions and maps.

7.1.3 Bus Operator Training

- a. All Bus Operators are trained using the "Doron Precision Systems, Inc." driving simulator equipment. Two new single seat and multi-seater training modules were developed specifically for NJ TRANSIT and installed at the Newark, NJ, and Camden, NJ, training facilities. Bus Operators are trained for competency in pedestrian awareness and practicing safe left-turn maneuvers. knowledge of accident causation and defensive driving skills along with customer relations skills and the ability to assist senior citizens and the disabled persons community.
- b. Additionally, an 8-hour online defensive driving course is available for Bus Operators focusing on enhancing safe driving practices and reinforcing the core principles of defensive driving.



7.1.4 Bus Operator Applied Training

The Bus Operator Training Program includes specific hands-on instructions and demonstrations of the following bus equipment:

- a. Proper door operation and door interlock procedures
- b. Fire prevention and evacuation procedures
- c. Proper operation of the accessibility-lift and kneeling system
- d. The securement and locking systems for various types of mobility devices
- e. Safe acceleration and deceleration procedures including brake systems operation.
- f. Proper driver's seat operation and adjustment
- g. Proper use and adjustment of mirrors, wipers, and glare reduction methods.
- h. Proper operation of radio communications and the "Emergency Alarm System"

7.1.5 Customer Safety/ADA Requirements

Bus Operators are instructed on the following customer safety procedures:

- a. Accessibility equipment activation and securement. All operators in training are also provided a copy of the Americans with Disabilities Act (ADA) manual applicable to all bus types.
- b. The causes and techniques to prevent on-board injuries to customers.
- c. Safe customer loading requirements, including standee policy covering the use/importance of the standee line.
- d. The impact of inclement weather (i.e., rain, snow, ice, etc.) on vehicle operation, accidents, and customer injuries during boarding and alighting.
- e. Physical limitations and special needs of transporting the elderly or disabled persons.

**7.1.6 Safety Operating Rules and Emergency Procedures.**

New Bus Operators are trained on the following safety rules and procedures (Appendix 2) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 2\Safety Rule Book Master.pdf](#)).

- a. Training course includes discussion on the enforcement of comfort rules (i.e. smoking, radios and cell phone/electronic equipment use), as well as company policy on air conditioning and heating use.
- b. The use of the bus driver simulators to develop skills and awareness of potential hazards associated with highway, urban, limited visibility, and night driving conditions.
- c. Railroad grade crossing procedures, including field skills and simulator demonstrations.
- d. Training includes proper procedures for driving over drawbridges and overhead clearances.
- e. Students are trained on procedures for traffic accidents with other vehicles and fixed objects to include crowd control, witness statements, evacuation, and communication.
- f. Students are trained on procedures to follow regarding bus fires or smoke on bus. Procedures include evacuation, communication, electrical system disconnect, and basic fire extinguisher use.
- g. Students are trained on how to handle on-board conflicts, such as thefts, assaults, fights, or improper behavior.
- h. Procedures for all unusual situations, such as flooding, fire, civil disturbance, vandalism, and severe weather.
- i. Students are trained in procedures regarding passenger illness while on board, including emergency call for medical transport.
- j. Students are provided five accident-reporting kits and are required to have them at all times during operation.



7.1.7 Specific Operator Reinstruction and Training

NJ TRANSIT Bus Operations, Operational Training Department provides Defensive Driving training and instruction: “Collision Reduction,” “Accident Grading,” “Pedestrian Awareness,” “Winning Combination Refresher Training” and “Working with the Public, (Appendix 13) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 13\OT Course Objectives - 2024 Update.pdf](#)).

7.1.8 Periodic Operator Training and Refresher

- a. Operators are trained on all **new** equipment and operational features when purchased and placed into revenue service.
- b. Refresher training is provided to improve Bus Operators’ fare collection activities, customer relations, ADA compliance, and emergency procedures (Appendix 13) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 13\OT Course Objectives - 2024 Update.pdf](#)).
- c. De-escalation Training for Bus Operators - All newly hired and existing Bus Operators receive de-escalation training to deal with a variety of scenarios facing anxious, hostile, or challenging behaviors during the course of their daily work assignments (Appendix 13 - Bus Operator Training Programs) ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 13\OT Course Objectives - 2024 Update.pdf](#)).

7.1.9 Training for Vehicle Maintenance Employees

- a. Maintenance and vehicle recovery employees receive training based on specific job tasks. The Operational Training Department provides all training to employees who, upon completion, must demonstrate adequate skills to the instructor before being qualified. Employees with CDL permits or a valid CDL receive eight-hours of driver training and become qualified to operate maintenance and/or revenue type vehicles on company property. Those employees with a CDL permit are provided with “In and Around Training,” (mirror usage, safe bus operation, backing and turning), but can only operate a Commercial Motor Vehicle (CMV) vehicle on company property if accompanied by a CDL holder. Employees driving on public roads, and require a Commercial Driver’s License (CDL), receive five days of additional “Field” training.
- b. Maintenance Training provides specific tow truck training and instruction for Repairman “A” and Mechanic “A” employees who are required to operate NJ TRANSIT towing equipment.



- c. Maintenance Employees are provided, initial, on-going and progressive training (Appendix 14) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 14\BMTR Class Catalog 2024 Updated.pdf](#)).
- d. A Learning Management System (LMS) for MCI type bus equipment is available to all garage Foremen, Repairmen and Mechanics.
- e. Industrial lift truck safety training and evaluations are provided as required to all Maintenance Employees and/or when new equipment is purchased. Retraining may be provided when a Maintenance Employee is recommended for skills enhancement or post-accident training.
- f. All mechanics receive task-specific equipment training.
- g. All Maintenance Employees are provided with the scope of the Maintenance Department's mission and objectives.
- h. Maintenance Employees receive introductory training on the role of safety management and its significance to the organization. This includes an open discussion and distribution of the NJ TRANSIT Mission and Safety Policy Statements.
- i. All Maintenance Employees are provided a copy of the "Employees Safety Rule Book" (Appendix 2) – ([V:\Bus_PTASP-2024\Bus_PTASP - Appendices\Appendix 2\Safety Rule Book Master.pdf](#)).
- j. All Maintenance Employees are trained on the use of vehicle maintenance manuals, Preventative Maintenance (PM) sheets, defect cards, etc. Training is vehicle/job specific based on classification.
- k. All new Bus Maintenance Employees are given a facility orientation covering all areas of their assigned location.

7.1.10 Maintenance Employee Training on Bus Safety Equipment

- a. Maintenance and safe operation of doors, interlock brakes, and proper vehicle securement.
- b. Maintenance and safe operation of all kneeling systems including testing and troubleshooting.
- c. Maintenance, troubleshooting, and safe operation of accessibility lifts and securement devices.



- d. Maintenance and safe operation of braking systems including proper use.
- e. Maintenance and safe operation of HVAC systems including proper charging, handling, and storage procedures of refrigerants.
- f. Proper maintenance, troubleshooting, and safe operation of electric systems.
- g. Proper maintenance, troubleshooting, and safe operation of engine and drive-train systems.
- h. Proper maintenance, troubleshooting, and safe operation of steering and suspension systems.
- i. Proper maintenance, troubleshooting, and safe operation of exterior and interior lights, wipers, mirrors, and other accessories.
- j. Proper maintenance, troubleshooting, and safe operation of hybrid propulsion systems including high-voltage safety, safe power-down procedures, and lockout/tagout.
- k. All newly hired Maintenance employees are provided the following training:
 - Hazard Communication, Globally Harmonized System (GHS), and Right-To-Know (RTK) training
 - Electrical Safety – Lock-out/Tag-out
 - Bloodborne Pathogens
 - Fatigue Management
 - Confined Space Awareness
 - Personal Protective Equipment
 - Respiratory Protection Hazards in the Workplace
 - Fire Safety
 - Walking Working Surfaces and Fall Protection
 - Drug and Alcohol Awareness

**7.1.11 Training for Facility Maintenance Employees**

Facility Maintenance employees are assigned to jobs by job title (e.g., electrical, plumbing, etc.). Most employees are graduates of accredited union or trade school apprenticeship programs. In addition to job requirements, all facility personnel undergo system specific training given by vendors on all new projects (e.g., building ventilation systems). Ongoing requirements include training for special skills and licenses such as boiler or wastewater treatment. Ongoing training, such as welding and electrical code updates, are given to specific employees as needed.

7.1.12 Training for Controllers and Regional Supervisors

- a. All Regional/Controllers receive 24 hours of in-house training from the Electronics and Communications Department on how to operate consoles and computers. New controllers are also given 170 hours of on-the-job training by an experienced controller. After training, the new controller is closely supervised by the Chief or Senior Controller on duty. Training includes familiarization with all procedures, SOP's, and EOP's.
- b. All Regional Supervisors/Road Supervisors receive initial training and orientation on the requirements of the job. Training includes customer service skills, computer systems, fatigue operator procedures, drug and alcohol, security awareness, bus equipment familiarization and accident investigation protocols. A safety rule book and company policies are also provided during training.

7.1.13 Training for Field Salary Employees

Field Salary employees receive classroom, field, and computer-based training to improve their skills in day-to-day garage bus operations and employee relations. The training focuses on developing employees core competencies and knowledge base. These programs are designed so that employees can easily identify and analyze workforce metrics (such as payroll, policy, discipline, and contract compliance) to reduce payroll errors, ensuring transportation standard operating and discipline policies are consistently followed, and work is properly assigned and filled.

**7.1.14 Safety Training Program Plan**

NJ TRANSIT Bus Operations utilizes interactive bus simulations and computer training programs that incorporate the organizational safety elements. These programs include risk-based safety management systems (SMS) and activities. To enhance training efforts, all courses are reviewed and revised annually, or as needed to ensure state and federal laws, NJ TRANSIT safety rules, policies, and procedures are updated.

7.1.15 Safety Integration into Training**a. Safety Input**

Safety input into courses is completed by NJT ASM staff or through joint efforts with training departments.

b. Instructor Standards

Both the Training and NJT ASM, Bus Safety Division are part of the same NJ TRANSIT parent organization. Selection criteria for instructors reflect the overall mission of this group.

c. Standardization of Lesson Plans

Both the Bus Operations Training and NJT ASM use standardized lesson plan formats and requirements.

7.1.16 Documentation of Safety Training Goals/Objectives**a. Safety Rules/Manuals**

As part of training students receive manuals, handouts, and an employee safety rulebook. (Appendix 2) - ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 2\Safety Rule Book Master.pdf](#)).

b. Testing/Evaluation

All students must pass a course competency exam that includes safety related questions.



c. Familiarity with Hazards

Part of all training includes job specific procedures to identify and evaluate hazards and reporting protocols. An evaluation of student's competency in this area is reflected in the course exams.

d. Training Feedback

Course evaluation sheets are provided at the conclusion of new-hire training to obtain feedback on training course goals, objectives, and instructional methods.

e. Training Records

Course attendance, evaluation, and test records are maintained at the conclusion of the training session to ensure the proper documentation of course activities.

f. Safety Audit of Training

NJT ASM reviews and attends segments of the courses offered to evaluate relevant safety content.

7.1.17 Interface with Maintenance Training/Vendors

NJ TRANSIT Bus Operations Maintenance Training reviews and evaluates new equipment and/or systems to determine training program elements.

7.1.18 Training for Outside Agencies

NJ TRANSIT's Bus Operational Training Department provides special or customized programs for outside agencies to improve their drivers' performance, enhance supervisory management skills and address other transportation related training including On Board Validation and PayGo Operation.

7.1.19 Training/Instruction for Management Personnel

Training and instruction are available for management and supervisory personnel to improve knowledge levels in the following areas:

a. PEOSH Hazard Recognition

Training provides participants with an understanding of hazard resolutions methods, how to identify hazards and reviews the NJT ASM self-inspection process to include how to handle inspections conducted by outside agencies.

b. Transportation Accident Investigation

This training provides location management and field supervisory personnel with fundamentals needed to collect, analyze, and record facts surrounding a vehicular or personal injury accident.

c. SMS Awareness

This management course provides participants with an understanding of basic safety concepts, and how to identify hazards and unsafe practices and the role of management and supervisors in the safety process.

d. Defensive Driving Course

Online Defensive Driving Course (DDC) is offered to all NJ TRANSIT employees. The six-hour course focuses on defensive driving principles and is intended to have employees enhance safe driving practices. After successfully passing the course, a certificate is issued to the employee that may provide NJ MVC-issued point reduction from their driver's abstract. The certificate may also qualify for a reduction in personal auto insurance premiums.

7.1.20 Contractor Training

The NJT ASM Bus Safety Division created a Contractor/Vendor and Visitor Safety Training Orientation program. The training provides safety information to contractors, vendors, and visitors who will be conducting business or working at NJT bus locations. The training provides safety information, including PPE, potential safety hazards, emergency evacuation procedures, and chemical safety. The first training class was implemented for the employees and or inspectors of Gannett Fleming and Sowinski Sullivan Associates Architects, Hill International and SJH Engineering for the NJ TRANSIT State of Good Repair Asset Management Inspection Program.



7.1.21 ASM Safety Training and Development

To enhance the agency's training program, NJT ASM has created the Safety Training and Development Unit to provide employee safety training for agreement and non-agreement employees across all modes (Bus, Rail & Light Rail). NJT Agency Safety Management is currently reviewing existing training materials and evaluating new training materials for forward staff deployment via the new Agency Electronic Learning Management System.

7.1.22 Training Development for Agency Safety Management Staff

- a. NJ TRANSIT is committed to the professional growth and development of all employees through on-going training. Because of the dynamic nature of the safety field, special diligence is followed in this area.

In addition to basic job qualifications, NJT ASM safety staff attends training courses offered by the US DOT Transportation Safety Institute (TSI) and other safety training schools. Several NJT ASM staff have earned their Transit Safety and Security Program (TSSP) Certificate and others are currently working towards their TSSP credential. NJT ASM Bus Safety staff have also applied for the World Safety Organization (WSO) designation and to date; numerous staff members have been approved. NJT ASM staff have participated in the following FTA sponsored courses:

TSI Courses:

- Transit Bus System Safety (FT00533)
- Transit Rail Safety and Security Audit (FT00547)
- Transit Rail System Safety (FT00543)
- Transit Rail Incident Investigation (FT00544)
- Transit System Security (FT00432)
- Effectively Managing Transit Emergencies (FT00456)
- Fundamentals of Bus Collision Investigation (FT00435)
- SMS Principles for Transit (FT00564)
- SMS Awareness
- SMS Safety Assurance (FT00561)

- b. Agency Safety Management Staff Participation in Outside Seminars

NJT ASM staff participate in various seminars and conferences related to transportation, passenger, and occupational safety best practices.

- c. Safety Memberships

NJT ASM is actively involved in safety organizations, such as the World Safety Organization (WSO), American Public Transportation Association (APTA),



American Society of Safety Professionals (ASSP), National Fire Protection Association (NFPA), and the NJ State Safety Council.

d. Safety Publications

NJT ASM has access to safety reference materials and publications to ensure most recent information is available and utilized.

7.1.23 Employee Assistance Program

All staff have equal access to the NJT EAP office for resolution of problems that an employee or employee family member may have.

7.2 SAFETY COMMUNICATION

The following processes and activities are used to communicate safety performance throughout the organization:

7.2.1 Monthly Safety Meetings

Safety meetings are held at all levels of the organization to share and discuss information related to accident/injury prevention activities, location specific trends, and new initiatives to improve overall safety performance (Appendix 10 – Monthly Safety Meeting Procedures) – ([V:\Bus PTASP-2024\Bus PTASP – Appendices\Appendix 10\SAFESOP_07.pdf](#)).

7.2.2 Quarterly Board Safety Committee Meetings

NJT ASM Sr. Vice President and Chief Safety Officer reports safety metrics and program updates to a Board Safety Committee comprised of NJ TRANSIT Senior Management and selected board committee members on a quarterly basis. Safety information discussed includes: performance indicators related to vehicle collisions and employee/customer injuries. Leading indicators related to facility inspections and audits, bus stops and routes, and Bus Operator performance evaluations are also reviewed. These committee meetings allow for an interactive discussion of key trends identified during each quarter and provides a top down communication approach throughout the organization.



7.2.3 June Safety Month

In June of each year, NJT ASM along with the NJ TRANSIT Marketing and Communications, Public Information, and Bus Operations Departments coordinate the “June Safety Month” awareness and outreach campaign. This program is shared with all NJ TRANSIT employees, Bus, Rail, and Light Rail customers, as well as the general public. Campaign activities include: Bus Rider Tip cards distributed to customers, safety slogans, fire safety and fire prevention tips and simulated exercises, displays via NJTV monitors throughout employee work locations, safety tips on employee paycheck stubs, and safety kit giveaways at designated transit locations

7.2.4 Safety Alerts, Bulletins, and Advisories

NJT ASM develops and distributes safety alerts, bulletins, and advisories to employees on various safety issues and topics. Information contained in these notices are discussed during employee safety meetings and job safety briefings.

7.2.5 Safety Recognition and Awards Program

Each year, NJ TRANSIT Bus Operations and NJT ASM recognizes exceptional Bus Operators with ten, twenty, and thirty-year track-records in which zero (0) preventable accidents occurred during these time periods. Also recognized are Bus locations/facilities that achieve the highest level of safety improvement and overall performance. In addition, maintenance employee's system-wide receive an annual safety award for having Zero (0) recordable injuries throughout the calendar year (Appendix 15) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\Appendix 15\SAFETY AWARDS RECOGNITION PROGRAMS_17.pdf](#)),

7.2.6 Administration of Drug and Alcohol Abuse Program

- a. All new employees must pass a drug and alcohol screen prior to employment. The Medical Services Department in conjunction with the Human Resources Department administers these tests.
- b. NJ TRANSIT has an Employee Assistance Program (EAP) for employees and is managed and directed by a separate NJ TRANSIT EAP Department.
- c. The NJ TRANSIT Medical Services group requires that a drug and alcohol test be completed on all employees holding a CDL as part of their bi-annual DOT physical.



- d. All employees who perform safety-sensitive functions are subject to random, unannounced drug and alcohol testing.
- e. An employee is required to submit to an alcohol and/or drug test when a supervisor has reasonable suspicion, based on specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the employee, to believe the employee has engaged in any of the behaviors prohibited by the policy concerning the use of alcohol and/or drugs (Refer to NJ TRANSIT Drug and Alcohol Policy) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\NJT Drug- Alcohol Policy](#)).
- f. An employee involved in a serious accident, fatality, or whose performance could have contributed to an accident, is subject to post-accident testing for drugs and alcohol (Refer to Corporate Wide Policy & Procedures Manual, Drug and Alcohol-Free Workplace Policy) – ([V:\Bus PTASP-2024\Bus PTASP - Appendices\NJT Drug- Alcohol Policy](#)).



SECTION 8

KEY TERMS & DEFINITIONS

8.1 ACRONYMS

Abbreviation	Description
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASM	Agency Safety Management
ASSP	American Society of Safety Professionals
AVM	Automatic Vehicle Monitoring
CDL	Commercial Driver's License
CMV	Commercial Motor Vehicle
CSO	Chief Safety Officer
DCA	NJ Department of Community Affairs
EAP	Employee Assistance Program
FEMA	Federal Emergency Management Agency
FMCSA	Federal Motor Carrier Safety Administration
FTA	Federal Transit Administration
GHS	Globally Harmonized System
LMS	Learning Management System
MPO	Metropolitan Planning Organization
MVC	Motor Vehicle Commission
NFPA	National Fire Protection Agency
NJDOH	NJ Department of Health
NJDOL	NJ Department of Labor
NSC	National Safety Council
NTD	National Transit Database
NTSB	National Transportation Safety Board
NSC	National Safety Council
NY/NJDOT	NY/NJ State Department of Transportation
NYSPTSB	New York State Public Transportation Safety Board
OSHA	Occupational Safety and Health Administration
PEOSH	Public Employees Occupational Safety and Health
PIO	Public Information Office
PTASP	Public Transportation Agency Safety Plan



PPE	Personal Protective Equipment
RTK	Right-to-Know
SDS	Safety Data Sheet
SMS	Safety Management System
SSPP	System Safety Program Plan
TSI	Transportation Safety Institute
TSSP	Transit Safety and Security Program
VMIS	Vehicle Maintenance Information System
WSO	World Safety Organization

8.2 DEFINITIONS

Accident

An event that involves any of the following:

- A loss of life
- A collision of public transportation vehicles
- A report of serious injury to a person
- An evacuation for life safety reasons

Accountable Executive

Identifies the person at a transit agency that has the responsibility and accountability for the implementation of SMS, control, and direction of the Public Transportation Agency Safety Plan, and the Transit Asset Management Plan.

(ADA) Americans with Disabilities Act

A federal law that establishes the comprehensive prohibition of discrimination based on disabilities – especially pertaining to employment, public accommodations, and transportation access. NJ TRANSIT operates an Americans with Disabilities Act (ADA) Compliance Division under the NJT EEO Civil Rights and Diversity Programs Department fully authorized to oversee the agency's policies, procedures, and interactions with disabled customers, and which coordinates recommendations and problem identification with appropriate internal departments and outside agencies.

(APTA) American Public Transportation Association

A nonprofit group of approximately 1,500 public and private sector member organizations that promotes and advocates for the interests of the public transportation industry in the United States.

(ASSP) American Society of Safety Professionals

A global organization of professional members who manage, supervise, research, and consult on work-related OSH concerns in all industries, government, and education. Note name organizational name change as of June 2018.

(AVM) Automatic Vehicle Monitoring



A system that continuously monitors electronic control systems on a bus and reports fault codes and daily reports in real-time to the NJ TRANSIT Bus Operations Maintenance Department.

(CSO) Chief Safety Officer

An adequately trained individual responsible for developing and coordinating the implementation of safety policies, and who reports directly to a transit agency's chief executive officer, general manager, president, or equivalent executive officer.

(CDL) Commercial Driver's License

A license requiring a higher level of knowledge, experience, skills, and physical abilities than that required to drive a non-commercial vehicle. An applicant must pass both skills and knowledge testing. A CDL holder is held to a higher standard when operating any type of motor vehicle on public roads.

(CMV) Commercial Motor Vehicle

A vehicle used to transport goods or customers for the profit of an individual or business. Examples are box trucks, semi-trucks, pickup trucks, trailers, buses, coaches, and taxicabs.

(DCA) Department of Community Affairs, NJ

A governmental agency of the U.S. State of New Jersey. The DCA establishes and enforces building codes, licensing code officials, and training to protect the health and safety of New Jersey residents.

(EAP) Employee Assistance Program

An employee assistance program that has been established and is available to all transit system employees who wish to receive counseling or aid related to personnel issues or problems at the workplace/home.

Event

Any accident, incident, or occurrence.

(FEMA) Federal Emergency Management Agency

A federal agency, operating within the United States Department of Homeland Security, that coordinates and supplements responses to disasters that overwhelm local/state authorities.

(FMCSA) Federal Motor Carrier Safety Administration

An agency in the U.S. Department of Transportation that regulates the trucking industry in the United States. The primary mission of the FMCSA is to reduce crashes, injuries, and fatalities involving large trucks and buses.

(FTA) Federal Transit Administration

An agency within the United States Department of Transportation.

**(GHS) Globally Harmonized System**

A classification and labeling compliance of chemicals. GHS defines and classifies the hazards of chemical products and communicates health and safety information on labels and Safety Data Sheets (SDS).

Hazard

Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a recipient's public transportation system; or damage to the environment.

Hazard Identification

Formal activities to identify hazards during operations related to provision of services

Hazard Identification and Risk Assessment (HIRA)

Hazard Identification and Risk Assessment (HIRA) is a systematic process for identifying and evaluating potential hazards to prevent injuries, accidents, and environmental damage.

Hazard Risk Assessment Table

An organized display classifying safety hazard probabilities on a graded frequency/severity scale for the purpose of implementing appropriate control methods and adequate resources to mitigate risks.

Incident

An event that involves any of the following

- A personal injury that is not a serious injury
- One or more injuries requiring medical transport
- Damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit system

(LMS) Learning Management System

A system software application for the administration, documentation, tracking, reporting, and delivery of educational courses, training programs, or learning and development programs.

(MPO) Metropolitan Planning Organization

A Metropolitan Planning Organization (MPO) is the policy board of an organization created and designated to carry out the metropolitan transportation planning process. MPOs are required to represent localities in all urbanized areas (UZAs) with populations over 50,000, as determined by the U.S. Census. MPOs are designated by agreement between the governor and local governments that together represent at least 75 percent of the affected population (including the largest



incorporated city, based on population) or in accordance with procedures established by applicable state or local law.

(MVC) Motor Vehicle Commission

A State of New Jersey Commission that is responsible for titling, registering, and inspecting automobiles, and licensing drivers in the U.S.

(NFPA) National Fire Protection Association

An international nonprofit organization devoted to eliminating death, injury, property/economic due to fire, electrical, and other related hazards.

(NSC) National Safety Council

A nonprofit service organization promoting health and safety in the U.S. The NSC's mission is to eliminate preventable deaths at work, in home and communities, and on the road through leadership, research, and education.

(NTD) National Transit Database

A federal reporting program for transit agencies receiving Federal Transit Administration (FTA) funding. It serves as a primary source for all transit-related data and statistics in the U.S.

(NTSB) National Transportation Safety Board

An independent Federal Agency responsible for civil transportation accident investigations; aviation and highway crashes, ship, marine, and railroad accidents, and pipeline ruptures.

Near Miss

A safety event where conditions with potential to generate an accident, incident, or occurrence existed, but where an accident, incident, or occurrence did not occur because conditions were contained by chance or by safety risk mitigations.

(NJDOH) NJ Department of Health

A state agency serving the U.S. State of New Jersey. The department oversees numerous types of health facilities, including: general hospitals, psychiatric, nursing homes, hospice care, etc.

(NJDOLE) NJ Department of Labor

A state agency serving the U.S. State of New Jersey. The agency provides worker protections, including: Workers' compensation, safety and health, wage and hourly compliance, the Equal Pay Act, and paid sick leave.

(NY/NJDOT) NY/NJ State Department of Transportation

The agency responsible for maintaining transportation systems and infrastructure in the States of New Jersey and New York. This includes maintaining and operating the states' highways and public road systems, and planning and developing transportation policies. It is headed by the Commissioner of Transportation.

**(OSHA) Occupational Safety and Health Administration**

An agency within the U.S. Department of Labor. OSHA's mission is to assure and healthy working conditions for working men and women by setting and enforcing safety standards, and by providing training outreach, education, and assistance.

Occurrence

An unforeseen event that causes or could potentially cause harm to an employee, customer, equipment, and/or physical property.

(NJT ASM/) NJ TRANSIT Agency Safety Management

A NJ TRANSIT organizational department which has Agency wide safety responsibilities led by the Senior Vice President – Chief Safety Officer. NJT ASM develops and communicates safety policies, implements, and monitors key safety performance metrics to mitigate onsite hazards and public safety risks, and is charged with managing, promoting, and overseeing comprehensive system safety throughout NJ TRANSIT.

(PPE) Personal Protective Equipment

Protective clothing, such as helmets, goggles, or other garments or equipment designed to protect the wearer's body from injury or infection. The hazards prevented by protective equipment include physical, electrical, heat, chemicals, biohazards, and airborne particulate matter.

(PEOSH) Public Employees Occupational Safety and Health

The New Jersey PEOSH Act is administered by the Department of Labor and Workforce Development (NJDLWD) and the Department of Health and responsible for all state and local government workers and enforcement of the New Jersey PEOSH Act.

(PIO) Public Information Office

An organizational department within NJ TRANSIT that disseminates information to the general public and generates press releases.

(PTASP) Public Transportation Agency Safety Plan

FTA final rule requires States and certain operators of public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53 to develop Public Transportation Agency Safety Plans based on the Safety Management System approach.

(RTK) Right-To-Know

A group of rules and regulations at the state and national levels that mandate that employers share scientific information with workers and local communities concerning toxicity and other characteristics of chemicals and materials used in business processes.

**Risk**

The composite of predicted severity and likelihood of the potential effect of a hazard.

(SDS) Safety Data Sheet

A document that provides information on chemicals/products that may be hazardous to employees working in an occupational setting.

(SMS) Safety Management System

An organization-wide data-driven approach to managing safety risk and assuring the effectiveness of a recipient's safety risk mitigations. SMS includes systemic procedures, practices, and policies for managing risks and hazards using the following four (4) safety components:

- **Safety Policy**

A transit agency's documented commitment to safety – which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees with regards to safety.

- **Safety Risk Management**

A process within a transit agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

- **Safety Assurance**

A process within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation.

- **Safety Promotion**

A combination of training and communication of safety information to support SMS as applied to the Transit Agency's Public Transportation System.

(SSPP) System Safety Program Plan

A document developed by the rail and bus transit agency, detailing its safety policies, objectives, responsibilities, and procedures. Currently the SSPP is required by the NYSPTS.

(TSSP) Transit Safety and Security Program Certificate

The US DOT Transportation Safety Institute (TSI), is responsible for managing and administering the Transit Safety and Security Certificate Program (TSSP). This certificate program recognizes the rail and bus transportation safety and security professionals who have successfully completed the required course work and core competencies to earn a TSSP Certificate of Completion. A transit professional that successfully completes the four (4) required courses within a consecutive three (3) year timeframe is eligible to apply. The Certificate of Completion indicates that the individual has a broad-based knowledge of safety and security principles applicable to transit system safety, operations, and management.



(TSI) Transportation Safety Institute

The U.S. Department of Transportation's (DOT) Transportation Safety Institute (TSI) assists the modal administrations and other leading transportation agencies and entities in fulfilling their mission-essential safety training requirements.

(VMIS) Vehicle Maintenance Information System

A system software application to capture all vehicle inspections, repairs, and tracking and fluids management. This system also provides historical information on all vehicle inspections and repairs.

(WSO) The World Safety Organization

An international professional association in safety.

DRAFT

APPENDIX

1	Bus Operations Safety Risk Management/ Risk Reduction Program
2	Employees Safety Rule Book
3	Customer Facility Inspection Procedures
4	Garage Self-Inspection Procedures
5	Facility Fire Inspection Procedures
6	Annual Garage Audit Procedures
7	Transportation Employees Service Guide
8	Garage Inspection and Audit Procedures
9	Performance Ride Program Procedures
10	Monthly Safety Meeting Procedures
11	Accident Investigation Procedures
12	Accident Grading and Discipline System
13	New-Hire Bus Operator Training Program
14	Maintenance Training Employee Course Outline
15	Bus Safety Awards Recognition Program
16	Infectious Disease Awareness Training and Program Management

EXHIBIT C



**Newark Light Rail
Public Transportation Agency Safety Plan**



DRAFT Revision 2.8 (January 2025)



NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Document Control

Revision No.	Revision Date	Pages Revised	Description
1	July 2020	All	Original - NJT Board Approved NLR PTASP
2	September 2021	All	Complete update and revision
2.1	December 2021	ii, viii, 2, 20-23, 24, 34, 39, 40-43, 45, 55, 60, 61, 65	Address NJDOT Comments and Concerns
2.2	January 2022	Cover Page, i, xxiii, 24, 39, 41, 42, 43, 49, 60, all Footers	Address NJDOT Comments and Concerns
2.3	June 2022	Cover Page, ii, vii, viii, 1, 6, 11, 12, 13, 25, 26, 27, 41-71, New Appendix G, all Footers	Personnel changes, and Inclusion of Bipartisan Infrastructure Law Requirements
2.4	July 2022	Cover Page, All Footers, Table of Contents, ii, vii, viii, 1, 11, 12, 13, 25, 26, 27, 28	Address NJDOT Comments and Concerns
2.5	July 2022	Cover Page, All Footers, 27, 28	Address required ASM changes
2.6	May 2023	Cover Page, all footers, I, iii, Table of Contents, viii, xxiv, 6, 11, 12, 13, 16, 25, 27, 35-41, 45-51, 64, 67, 68, 73,, 112, 118, Appendix I	Updates recommended by NJDOT during review of Version 2.5, Update of Safety Performance Targets, Update of Hazard Management Procedure and Update of Configuration Management, grammar, and spelling
2.7	October 2024	ALL	Annual review and updates, Revisions of Definitions, Referenced Documents, Update of Safety Performance Targets, Include Transit Worker Assaults in the Safety Performance Targets, Update Sections 8.2 and 8.3, Addition of Risk Base Inspection, Insertion of Role of ASM, Revisions to Management of Change, Revision to Table 11

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Revision No.	Revision Date	Pages Revised	Description
2.7	October 2024	ii, iv-vii	Title and Name Corrections, table of contents update to match document
2.7	October 2024	Throughout the Document	Replaced "OSS" with "ASM" and "Office of System Safety" with "Agency Safety Management"
2.7	October 2024	x, xviii	Removed "Accident" and replaced with "Safety Events"
2.7	October 2024	xix, xiv xix, xii	Removed "Injury" and definition and replaced with "Injury" Removed "Disabling damage" and replaced with "Disabling Damage"
2.7	October 2024	xxiii	Replaced "Office of System Safety" with "Agency Safety Management"
2.7	October 2024	xxv	Updated milestone chart to reflect correct and current plan versions
2.7	October 2024	1	Changed Transit Agency Address to "Two Gateway Center"
2.7	October 2024	5	Updated Section 4.1, Table 2: PTASP Management Schedule to reflect NJDOT's checklist comments
2.7	October 2024	9	Under Section 5.3 NLR System Map: Replaced current map with system map which captures Washington Station name change to "Harriett Tubman Square"

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

2.7	October 2024	11	Added item 6.1.1 "Safety Performance Measures / Targets – Quarterly Review"
2.7	October 2024	13	Under Figure 2: Goals and Objectives: replaced the 2023 target chart with 2024 YTD chart. Language also included at the bottom of the chart to summarize the process.
2.7	October 2024	14	Under Note 4: System Reliability, added "In-service" to the denominator. The in-service failures are the correct manner in which to calculate LRT System Reliability.
2.7	October 2024	27	Under Section 9.1. the Agency Safety Management has been added to the Safety Review Committee as a committee member.
2.7	October 2024	37	Removed language regarding NLR developing a program and incorporated language identifying NLR's process of reporting and documenting hazards through the JLM and SRM process.
2.7	October 2024	49	Table 18.1.2 replaced with a more legible version.
2.7	October 2024	52	Section 19.0: Revised references from "SRM" to "SRML" Entries related to input of information in the log should reference the revised acronym.
2.7	October 2024	54, 58, 62, 63	Section 21.2, 21.4.1, 21.5, 22.2.2, 22.2.3: Rephrased to the following: General Manager, or designee....

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

2.7	October 2024	62	Under Section 22.2.1 the following has been added: "The guidelines for the review and revision of SOPs are addressed in Newark Light Rail SOP-Admin 2 (Standard Operating Procedures Review).
2.7	October 2024	65	Paragraph 2: Deleted "Manager, LRT Technical Training" and replaced with "NLR Training Department" Added Section 23.1 defining Risk-Based Inspection Criteria
2.7	October 2024	82-83	Section 29.2 Safety Training: Revised training chart to reflect applicable training required for all employees, to include means of safety training, department being trained, and frequency. Operators will receive Fatigue Training during recertification in this revised version.
2.7	October 2024	Throughout document	Replaced reference to "LRV" to "LRT"
2.7	October 2024	85	Revised Tunnel Evacuation Training from Annually (unless a new hire) to every 2 years.
2.7	October 2024	108	NLR Organizational Chart updated to current status.
2.7	October 2024	Throughout Document	Formatting and grammatical corrections made. Footnote revised to reflect version 2.7 October 2024. Cover page reflects revision to version 2.7 October 2024.
2.8	January 2025	12-13	Remove Rolling Average Chart. Changed Figure 2 tile to "Performance Targets". Revised Performance Target Chart under Objective 1G from Major Safety Event target of ≤ 15 to ≤ 14

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**PTASP Approvals 673.11 (a)(1)**

As required by 49 U.S.C. 5329 (d), NJDOT-State Safety Oversight and NLR's Public Transportation Agency Safety Plan requirements, Newark Light – NLR Joint Labor / Management Committee Members and supporting members have continually participated in the System Safety Process and confirm that all issues brought to the Committee have been resolved satisfactorily. To this end, the Committee has reviewed Newark Light's (NLR's) Public Transportation Agency Safety Plan (PTASP) provided by the NLR Management and hereby certify that all System Safety and Security requirements have been successfully accomplished. As a result of this review, the Joint Labor / Management Committee confirm that the NLR provided PTASP is certifiable as safe and secure for implementation.

Carlos Ramos
Superintendent, Transportation

Date

James Hetem
Superintendent, MOE

Date

Ibrahim Tayfur
Assistant Superintendent ET & Signals

Date

Donnele McQuilla
LRT Technician

Date

Terrence Capers
MOW Trackman

Date

Duquesne Lindor
NLR Train Operator

Date

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

PTASP Approvals 673.11 (a)(1)

This Public Transportation Agency Safety Plan (PTASP) for the Newark Light Rail System has been reviewed and approved by the following individuals:

Gregory Woods
Chief, Light Rail

Date

Michael Kilcoyne
Sr. VP Surface Transit & GM of Bus Operations

Date

James A. Keane
Sr. VP Chief Safety Officer

Date

Kris Kolluri
President & Chief Executive Officer
Accountable Executive

Date

Approval by NJ TRANSIT Board of Directors

NJ TRANSIT Board of Directors - Approved

Date

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table of Contents

Document Control	i
PTASP Approvals 673.11 (a)(1).....	v
PTASP Approvals 673.11 (a)(1).....	vi
PTASP Certification 673.13(a)(b).....	viii
STATEMENT OF SAFETY MANAGEMENT POLICY	ix
Definitions – 673.5.....	ix
Acronyms and Abbreviations – 673.5	xxi
Referenced Documents - 673.11(a)(2) and 673.21	xxiv
PART A: PROGRAM OVERVIEW	1
1.0 Transit Agency Information – 673.11	1
2.0 Overview	2
2.1 Communicating the Policy Throughout the Agency – 673.23(c).....	2
3.0 Purpose and Scope.....	3
4.0 Program Administration.....	4
4.1 PTASP Schedule - 673.11(a)(5) and 674.29(b).	4
4.2 Document Control and Updates.....	5
4.2.1 Annual Revisions – 673.11 (a)(5).....	6
4.2.2 Ongoing Revisions	6
4.3 Authority.....	7
4.4 Federal Transit Act.....	7
4.5 State Safety Oversight Agency	7
5.0 System Overview.....	8
5.1 Newark City Subway History.....	8
5.2 Scope of Service.....	8
5.3 NLR System Map.....	9
PART B: SAFETY PERFORMANCE	10
6.0 Safety Performance Measures – 673.11(a)(3).....	10
6.1 Coordination with Metropolitan Planning Organizations (MPO's) Processes - 49 CFR 673.15(a)(b)	11
6.2 Safety Performance Measures / Targets - 673.11(a)(3).....	11
6.2.1 Safety Performance Measures / Targets – Quarterly Review.....	11
SAFETY MANAGEMENT SYSTEMS – 673 SUBPART C	15
PART C: SAFETY MANAGEMENT POLICY – 673.23	16
7.0 Safety Management Policy Statement – 673.23(a).....	16
7.1 Safety Goals and Objectives	17
8.0 Accountabilities and Responsibilities.....	18
8.1 Accountable Executive - 673.5, 673.23(d)(1),and 674.7	18
8.2 Chief Safety Officer - 673.5, 673.23(d)(2), and 674.29(b)	18
8.2.1 Role of NJT Agency Safety Management (ASM).....	19
8.3 Agency Leadership and Executive Management - 673.23(d)(3).....	20
8.4 Key Staff - 673.23(d)(4)	20
8.5 Front Line Employees.....	21
8.6 SMS Task Responsibility Matrix.....	21
9.0 Employee Safety Reporting Program - 673.23(b)	26
9.1 Safety Review Committee.....	26
9.2 NLR Joint Labor / Management Committee.....	28
9.3 NLR Joint Labor / Management Committee Representatives – Labor Organization Selection Process.....	29
9.4 T.I.G.E.R. Team (Accident / Incident Review Committee).....	30

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

10.0 Integration with Emergency Management & Public Safety - 673.11(a)(6)	30
10.1 Meetings with External Agencies - 673.11(a)(6)	31
10.2 Drills and Exercises	31
10.2.1 After Action Reports	32
10.3 Emergency Training	33
10.3.1 Familiarization Training	33
11.0 Safety Management Policy Communication	33
12.0 Hazardous Materials Program	33
13.0 Drug and Alcohol Program	34
14.0 Procurement	35
PART D: SAFETY RISK MANAGEMENT – 673.25	36
15.0 Hazard Identification 673.25(a), 673.25(b)(1), and 674.7	38
15.1 Hazard Tracking	40
15.2 Hazard Notification - 673.25(b)(2)	41
16.0 Safety Risk Analysis & Evaluation	42
16.1 Hazard Categorization - 673.7, 673.25(c), and 674.7	42
16.2 Hazard Prioritization - 673.25(c)(2)	45
17.0 Safety Risk Mitigation - 673.25(a) and 673.25(d)	45
18.0 Hazard Acceptance	46
18.1 Hazard Risk Index	47
18.2 Hazard Control Elimination	50
18.2.1 Hazard Risk Indices	50
18.2.2 Hazard Resolution and Control	50
19.0 Coordination with SSOA	52
20.0 Minimization of Infectious Disease Exposure	52
PART E: SAFETY ASSURANCE – 673.27	53
21.0 Investigations of Safety Events – 673.27(B)(3)	53
21.1 Investigations – 674.35(a) & (b)	53
21.1.1 Fatalities & Serious Injuries Unrelated to NLR	54
21.2 Investigator Qualifications – 673-35(c)	54
21.3 Accident Notifications	54
21.3.1 Internal Notifications – 673.27(b)(4)	55
21.3.2 Notification to NJDOT - 674.27(a)(6) and 674.33(a)	55
21.3.3 Notification to the FTA	56
21.3.4 Additional Notifications	56
21.4 Investigation Procedures	57
21.4.1 T.I.G.E.R. Team	58
21.5 Investigation Reports	58
21.6 Coordination with NJDOT	58
22.0 Safety Performance Monitoring & Measuring	59
22.1 Safety Data Acquisition and Analysis	59
22.1.1 Safety Performance Indicators	60
22.1.2 Access to Data	61
22.1.3 Data Analysis	61
22.2 Rules Compliance	61
22.2.1 Review of Rules and Procedures	61
22.2.2 Rules Compliance Program	62
22.2.3 Documentation	62
22.3 Safety Inspection Program	63
22.3.1 Checklists	64
22.3.2 Corrective Actions – 674.37(a)	64

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

22.4 Training and Certification Review	64
23.0 Local, State and Federal Requirements	64
23.1 Risk-Based Inspection Program.....	65
24.0 Management of Change – 673.27(c)(1)	67
24.1 Change Management	68
24.2 Configuration Management.....	69
24.3 Safety and Security Certification	70
24.4 Authority for the Management of Change	71
25.0 Continuous Improvement – 673.27(d)(1)	72
25.1 Internal Safety Audit Program.....	72
25.1.1 Program Objectives	73
25.1.2 Internal Review Checklists.....	73
25.1.3 Internal Review Schedule and Milestones.....	73
25.1.4 Coordination with NJDOT	78
25.1.4.1 Internal Review Schedule and Milestones.....	78
26.0 Corrective Action Plans – 674.37(a)	79
26.1 Notification	79
26.1.1 Immediate or Emergency CAPs.....	80
26.2 Monitoring and Tracking	80
26.3 Verification and Closure of CAPs	80
27.0 Hours of Service – NJDOT Requirement	81
28.0 Minimum Document Submission to the NJDOT-OSSO	82
PART F: SAFETY PROMOTION – 673.29.....	83
29.0 Competencies and Training – 673.29(a)	83
29.1 Designated Personnel	83
29.2 Safety Training.....	84
29.2.1 Contractor Safety Training	86
29.3 Roadway Worker Protection / On-Track Safety Protection.....	87
29.4 On-The Job Training (OJT).....	87
29.5 Training Records – Record Keeping.....	87
30.0 Safety Communication.....	88
APPENDICES	90
Appendix A – NLR History.	91
Appendix B – System Overview	97
Appendix C – Organization Chart.....	107
Appendix D – Sample Employee Reporting Form	112
Appendix F - NJDOT's EARS FORM.....	114
Appendix H - Employee Certification Checklists.....	117
Appendix I – NJ TRANSIT's Communicable Disease in the Workplace Policy	129

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**LIST OF TABLES**

Table 1: SMS Framework	3
Table 2: PTASP Management Schedule.....	5
Table 3: Integrated Safety Task Matrix Key	21
Table 4: SMS Task Responsibility Matrix.....	22
Table 5: Severity Categories	43
Table 6: Probability Categories	43
Table 7: NJDOT Hazard Coordination Timeline	52
Table 8: NJDOT Notification Information.....	55
Table 9: FTA Notification Information.....	56
Table 10: Federal Agency Notification Requirements.....	57
Table 11: Delegated Authority for Change	70
Table 12: Internal Review/Audit Milestones and Schedules	71
Table 13: ASP Element/Task Triennial Audit Schedule	72
Table 14: CAP Notification Requirements	77
Table 15: PTSCTP Required Curriculum	81

LIST OF FIGURES

Figure 1: NLR System Map	9
Figure 2: Goals and Objectives.....	13
Figure 3: Safety Management Systems	15
Figure 4: HSEEP Exercise Cycle.....	32
Figure 5: SRM 4-Step Process	36
Figure 6: Safety Risk Matrix.....	44
Figure 7: NIOSH Hierarchy of Controls.....	45

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**PTASP Certification 673.13(a)(b)**

This Light Rail Public Transportation Agency Safety Plan (PTASP) was drafted for NJ TRANSIT's Newark Light Rail system.

The following signatures provide certification that this PTASP complies with 49 CFR Part 673 as well as the State Safety Program Standard (SSPS) established by the New Jersey Department of Transportation's (NJDOT) State Safety Oversight Program.

1. Signature by the
Accountable Executive

Kris Kolluri
President & Chief Executive Officer

Date of Signature

2. Approval by the Board
of Directors

NJ TRANSIT Board of Directors
Approved

Date of Approval

3. Certification of
Compliance with 49
CFR Part 673 and
NJDOT SSPS

James A. Keane
Sr. VP Chief Safety Officer

Date of Certification

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**STATEMENT OF SAFETY MANAGEMENT POLICY**

The management of safety is one of our core business functions. NJ TRANSIT is committed to developing, implementing, maintaining, and continuously improving safety hazard assessment and risk management processes in order to ensure transit services operate with the highest practicable performance standards while maintaining a balanced allocation of organizational resources, and a strict adherence to state and federal regulatory standards. All levels of management and all employees are accountable for implementing and delivering the highest level of safety standards, starting with the President & CEO. The following objectives are provided in support of NJ TRANSIT's safety performance goals and objectives:

- **Support** the management of safety through the provisioning of appropriate resources and cultivate an organizational culture that promotes safe practices, encourages effective employee safety reporting and communication, and actively manages safety performance objectives with the same attention to results as other management systems within the organization.
- **Integrate** safety management among the responsibilities of all managers and employees.
- **Clearly define** for all staff, managers, and employees alike their accountabilities and responsibilities with regards to delivering the organization's safety performance goals and their contributions to the overall performance of our safety management system.
- **Establish and implement** hazard identification, analysis, and safety risk evaluation activities (including an employee safety reporting program as a fundamental resource for addressing safety concerns), in order to eliminate or to mitigate the consequences of safety risks/hazards resulting from our operations - or to reduce hazardous activities to a point consistent with our acceptable safety performance levels.
- **Ensure** that no action will be taken against an employee who discloses a safety concern through the safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.
- **Comply** with, and whenever possible, exceed legislative and regulatory requirements and standards.
- **Ensure** that enough skilled and trained employees are available to implement safety management processes.
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills.
- **Establish and measure** our safety performance against realistic and data-driven safety performance indicators and safety performance targets.
- **Continually improve** our safety performance through management processes and Safety Management System (SMS) principles that ensure appropriate safety management action is taken and that it is effective; and:
- **Ensure** that externally supplied systems and services necessary to support our operations and achieve our safety performance objectives are delivered meeting our safety performance standards.

Kris Kolluri
President & CEO
Accountable Executive

James A. Keane
Sr. VP - Chief Safety Officer /SMS Executive

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Definitions – 673.5

24 Hour Summary	A document supplied by the RTA/Rail Property to NJOFGSSO@dot.nj.gov in an editable format for safety events as per Procedure SSO-003.
Accountable Executive	A single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan accordance with 49 U.S.C. 5326.
Administrator	The Federal Transit Administrator or the Administrator's designee.
Advisory	A notice that informs or warns a recipient of hazards or risks to the recipient's public transportation system. An advisory may include recommendations for avoiding or mitigating the hazards or risks. [49 CFR Part 670]
Attempted Suicide	Refers to self-inflicted harm where death does not occur, but the intention of the person was to cause a fatal outcome. The intent can be determined by any reasonable method including police reports and eyewitness accounts. [NTD Glossary]
Audit	A review or analysis of records and related materials, including, but not limited to, those related to financial accounts. [49 CFR Part 670] See also Safety Audit.
Chief Safety Officer (CSO)	An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system. [49 CFR Part 673]
Collision	A vehicle/vessel accident in which there is an impact of a transit vehicle/Bessel with: [NTD Glossary] • Another transit vehicle • A non-transit vehicle

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- A fixed object
- A person(s) (suicide/attempted suicide included)
- An animal
- A rail vehicle
- A vessel
- A dock

Conditional Approval Approval given by the NJDOT SSO program to the RTA/rail property CSO indicating that a submission will be approved after specific conditions are met (e.g., RTA signatures, Board of Directors approval, etc.).

Configuration Management A process to assure that all documentation that describes a system and its various components is current and reflects the actual functional and physical characteristics of the system throughout its life cycle.

Contractor An entity that performs tasks on behalf of FTA, a State Safety Oversight Agency, or a Rail Transit Agency, through contract or other agreement.

Corrective Action Taken Actions taken by the Rail Transit Agency to minimize, control, correct, or eliminate risks and hazards, prior to NJDOT SSO program approval.

Corrective Action Plan (CAP) A plan developed by a Rail Transit Agency that describes the actions the Rail Transit Agency will take to; minimize, control, correct, or eliminate risks and hazards, the schedule for taking those actions and the individual(s) and department(s) responsible for implementation. A State Safety Oversight Agency or FTA may require a Rail Transit Agency to develop and carry out a corrective action plan.

Derailment A non-collision event in which one or more wheels of a rail transit vehicle unintentionally leaves the rails. [NTD Glossary]

Designated personnel Employees and contractors identified by a recipient whose job function is directly responsible for safety oversight of the public transportation system of the public transportation agency; or employees and contractors of a State Safety Oversight Agency whose job function requires them to conduct safety audits and examinations of the rail fixed guideway public transportation systems subject to the jurisdiction of the agency. [49 CFR Part 672]

Directive A written communication from FTA to a recipient that requires

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

the recipient to take one or more specific actions to ensure the safety of the recipient's public transportation system. [49 CFR Part 670]

Disabling Damage

Damage to any involved vehicles, facilities, equipment, rolling stock, or infrastructure that:

- Disrupts the operations of the rail transit agency, and
- Adversely affects the structural strength, performance, or operating characteristics of the vehicle, facility, equipment, rolling stock, or infrastructure, such that it requires towing, rescue, on-site maintenance, or immediate removal prior to safe operation.

Disabling damage excludes damage that is limited to:

- Cracked windows;
- Dents, bends, or small puncture holes in the body;
- Broken lights, mirrors; or
- Removal from service for minor repair or maintenance, inspection, testing, or video and event recorder download.

[NTD 2021 Safety & Security Reporting Manual]

Emergency

A situation, which is life threatening or which causes damage on or in any RTA facility, right-of-way or vehicle.

Employee

An individual who is compensated by the transit agency. Applies to Transit Employees and Contractors. [NTD Glossary]

Equivalent Authority

An entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.

**Evacuation,
reportable**

A condition that occurs when persons depart from transit vehicles or facilities for life safety reasons. Evacuations to a location that may put passengers or patrons in imminent danger (such as controlled rail right-of-way) must also be reported. [NTD Glossary]

Event

An Accident, Incident or Occurrence.

Examination

A process for gathering or analyzing facts or information related to the safety of a public transportation system. [49 CFR Part 670]

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

External Safety Audit/Review Findings Log	A document/log created and maintained by the RTA/rail property CSO to track through implementation all findings, recommendations, and corrective actions taken/plans developed as a result of the external safety audit/review process (Triennial, FTA, etc.). The log is to be provided to the SSOA in editable spreadsheet format.
Fatality	A death or suicide confirmed within 30 days of a reported event. Does not include deaths in or on transit property that are a result of illness or other natural causes. [NTD Glossary]
Fatality (Pursuant to 49 CFR Part 674)	A death or suicide occurring at the scene or within 30 days following the accident; excludes deaths resulting from illness or other natural causes and criminal homicides that are not related to collisions with a rail transit vehicle.
Federal Railroad Administration (FRA)	An agency within the United States Department of Transportation.
Federal Transit Administration (FTA)	An agency within the United States Department of Transportation.
Findings of Non-Compliance	Those instances where the RTA's SSPP, SSP/SEPP or supporting documents and manuals do not meet state or federal requirements, or in cases where internal practices do not follow the RTA's own plans or procedures.
Findings with Recommendation	Identify conditions, practices, or procedures that are undocumented, inconsistently applied, or are non-existent despite being important to safety and security of the transit system. Industry best practices and gaps or deficiencies in the RTA's policies, procedures, or in the implementation of policies and procedures may also be accounted for.
Grade Crossing	An intersection of a roadway and a rail right-of-way that cross each other at the same level (at grade). For street-running operations, each street intersection is considered a grade crossing (excludes driveways and parking lot entrances). [NTD Glossary]
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a rail fixed guideway public transportation system; or damage to the environment.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Hazard Analysis	A systematic analysis performed to identify hazards and establish requirements for their elimination or control.
Hazardous Condition	A condition that may endanger human life or property (formally called “unacceptable hazardous condition”)
Hazardous Material	Any commodity or product identified or regulated by the United States Department of Transportation in title 49 CFR Parts 171 - 179 which may be transported under restricted conditions.
Immediate Action	An action taken by transit or emergency responders to manage a safety- related event in the first few moments or hours for emergency response and securing the scene of the safety event.
Incident	An event that involves any of the following: A personal injury that is not an injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a rail transit agency. If a rail transit agency or State Safety Oversight Agency later determines that an Incident meets the definition of Accident, that event must be reported to the SSOA in accordance with the thresholds for notification and reporting set forth in 49 CFR Part 674 and NJDOT SSPS.
Incident and Occurrence Log	A document/log created and maintained by the RTA/rail property CSO to collect, track, and analyze data on Incidents/Occurrences to reduce the likelihood of recurrence and inform the practice of SMS. The log is to be provided to the SSOA in editable spreadsheet format.
Individual	A passenger; employee; contractor; other rail transit facility worker; pedestrian; trespasser; or any person on rail transit-controlled property.
Injury	Immediate medical transport away from the scene [Update to 49 CFR Part 674]
Inspection	A physical observation of equipment, facilities, rolling stock, operations, or records for the purpose of gathering or analyzing facts or information. [49 CFR Part 670]
Internal Safety and Security Audit	A formal, comprehensive, internal on-site examination by the RTA of all or part of a system safety and security practices conducted annually to determine whether they comply with the policies and procedures required under the system’s PTASP and SEPP.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Internal Safety Audit/Review Findings Log	A document/log created and maintained by the RTA/rail property CSO to track through implementation all findings, recommendations, and corrective actions taken/plans developed as a result of the internal safety audit/review process. The log is to be provided to the SSOA in editable spreadsheet format.
Investigation	The process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
Life Cycle	The course of developmental change, which a transit system passes through from its inception to its retirement and disposal
Life Safety Reason	A situation, such as a fire, the presence of smoke or noxious fumes, a fuel leak, a vehicle fuel leak, an electrical hazard, a bomb threat, a suspicious item, or other hazard that constitutes a real or potential danger to any person. [NTD Glossary]
Mainline	The primary rail over which rail transit vehicles travel between stations; it excludes: Yard and Siding track. [NTD Glossary]
Monthly Status Tracking Reports	Status tracking reports/logs that are required to be provided by the RTA/rail property CSO to the NJDOT SSO program by the 15 th of the month, unless that date falls on the weekend and then it is required by the following business day.
National Public Transportation Safety Plan	The plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
National Transportation Safety Board (NTSB)	An independent Federal agency.
Near Miss (or Mishap)	An Occurrence that did not involve personal injury or damage to equipment, but could have resulted in damage to equipment, injury, or death.
New Start	Any rail fixed guideway system funded under FTA's 49 U.S.C. 5309 discretionary construction program.
Occurrence	An Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a rail transit agency.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Office of Transit Safety and Oversight (TSO)	The FTA office that administers a national transit safety program and program compliance oversight process through adherence with legislative, policy and regulatory requirements as established by FTA.
Operator of a Public Transportation System	A provider of public transportation as defined under 49 U.S.C. 5302(14)
Passenger	An individual on board, boarding, or alighting from a revenue transit vehicle. Excludes operators, transit employees and contractors. [NTD Glossary]
Passenger Operations	The period of time when any aspect of the RTA rail, bus, and paratransit operations are initiated with the intent to carry passengers.
Patron	An individual on transit property such as a bus stop or transit facility. [NTD Glossary]
Pattern or Practice	Two or more findings by FTA of a recipient's violation of the requirements of 49 U.S.C. 5329 or the regulations there under. [49 CFR Part 670]
Pedestrian Grade Crossing	Location where one (1) or more fixed guideway system tracks cross a public sidewalk or pathway by pedestrians at a grade.
Performance Measure	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets. [49 CFR Part 673]
Performance Target	A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA. [49 CFR Part 673]
Person	A passenger, employee, contractor, pedestrian, trespasser, or any individual on the property of a rail fixed guideway public transportation system.
Public Transportation Agency Safety Plan (PTASP)	The comprehensive agency safety plan for a transit agency, including a Rail Transit Agency, that is required by 49 U.S.C. 5329(d) and based on a Safety Management System.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Public Transportation Safety Certification Training Program	Either the certification training program for Federal and State employees, or other designated personnel, who conduct safety audits and examinations of public transportation systems, and employees of public transportation agencies directly responsible for safety oversight, established through interim provisions in accordance with 49 U.S.C. 5329(c)(2), or the program authorized by 49 U.S.C.5329(c)(1).
Rail fixed guideway	Any fixed guideway system that uses rail, is operated for public transportation, is within the jurisdiction of a State, and is not subject to the jurisdiction of the Federal Railroad Administration, or any such system in engineering or construction. Rail fixed guideway public transportation systems include but are not limited to rapid rail, heavy rail, light rail, monorail, trolley, inclined plane, funicular, and automated guideway.
Rail/Highway Grade Crossing	A location where one (1) or more (railroad) fixed guideway system tracks cross a public highway, road, street, or private roadway.
Rail Transit Agency (RTA)	Any entity that provides services on a rail fixed guideway public transportation system.
Rail transit vehicle	Any revenue or non-revenue rail vehicle that is used on the rail system, including the mainline, yards, and non-mainline tracks.
Recipient	A State or local governmental authority, or any other operator of public transportation that receives financial assistance under 49 U.S.C. Chapter 53. The term "recipient" includes State Safety Oversight Agencies. [49 CFR Part 670]
Reportable Accident	Accidents which exceed the thresholds described in Section 7 and which are associated with the operation and maintenance of rail transit vehicles, other on-track equipment, signal systems, traction power systems, or the maintenance of track and other wayside equipment.
Right-of-Way	The area through which a train travels; a train's dynamic envelope, to include the track and the area around the track. [NTD Glossary]
Risk	The composite of predicted severity and likelihood of the potential effect of a hazard.
Risk-Based Inspection	A risk-based inspection program uses qualitative and quantitative data analysis to inform ongoing inspection activities. Risk-based inspection programs are designed to prioritize inspections to

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

address safety concerns and hazards associated with the highest levels of safety risk.

Risk mitigation	A method or methods to eliminate or reduce the effects of hazards.
Roadway or Right-of-way Worker Protection	Providing a safe work zone while minimizing the dangers and hazards of working on the right-of way, including moving rail vehicles and other hazards on the right-of-way such as traction power delivery (overhead or third rail).
Rolling Stock	A wheeled vehicle operating on RTA tracks, as well as any bus or paratransit vehicle, including those used for non-revenue service.
Runaway Train	A train which is no longer under the control of a driver regardless of whether the operator's physically on the vehicle at the time. [NTD Glossary]
Safety	Freedom from harm resulting from unintentional acts or circumstances.
Safety Assurance	Processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information. [49 CFR Part 673]
Safety Audit	A review or analysis of safety records and related materials, including but not limited to, those related to financial accounts. [49 CFR Part 672]
Safety Events	An Event that involves any of the following: 1. a loss of life; 2. a report of an injury to a person; 3. a collision involving a rail transit vehicle; 4. a runaway train; 5. an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause. A safety event must be reported in accordance with the thresholds for notification and reporting set forth in 49 CFR Part 674 and NJDOT's SSPS.
Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety. [49 CFR Part 673]

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

SMS Executive	A Chief Safety Officer or equivalent. [49 CFR Part 673]
Safety Performance Target	A Performance Target related to safety management activities. [49 CFR Part673]
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system. [49 CFR Part 673]
Safety Related Activities	An activity that is performed in a prescribed manner to assure that the RTA meets its stated safety goals and objectives. Typical examples include designing, acquiring, constructing, inspecting, testing, operating, maintaining, repairing, modifying, or extending those elements of the public transit guideway that are important to preventing or mitigating accidents.
Safety Risk Assessment	The formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks. [49 CFR Par 673]
Safety Risk Management	A process within a Transit Agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk. [49CFR Part 673]
Security	Freedom from harm resulting from intentional acts or circumstances.
SSOA/FTA – 2 Hour Notification	An email must be sent to both the designated New Jersey Department of Transportation (NJDOT) State Safety Oversight Program Manager at NJOFGSSO@dot.nj.gov and to the FTA at TOC-01@dot.gov within two hours of the safety event that reaches the FTA reportable threshold for Accidents. Additionally, a phone call must be made to the NJDOT SSO program as per Procedure SSO-003.
State	A State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

State Safety Oversight (SSO) Program	The division or department within the established State Safety Oversight Agency responsible for management of the State's responsibilities defined in 49 CFR Part 674 and 49 CFR Part 673 for Rail Fixed Guideway Public Transportation Systems in the State.
State Safety Oversight Agency (SSOA)	An agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and the regulations set forth in this part.
State Safety Program Standard (SSPS)	A document developed and adopted by the oversight agency, describing the State Safety Oversight program policies, objectives, responsibilities, and procedures to provide rail transit agency safety and security oversight.
Suicide	Refers to self-inflicted harm where the intention of the person was to cause a fatal outcome and death occurs. The intent can be determined by any reasonable method including police reports and eyewitness account. [NTD Glossary]
Testing	An assessment of equipment, facilities, rolling stock or operations of are recipient's public transportation system [49 CFR Part 670]
Tow-Away	Tow-away from the scene for a transit roadway vehicle or other non- transit roadway vehicle that incurred disabling damage as a result of a collision. [NTD Glossary]
Transit Agency	An operator of a public transportation system.
Transit Asset Management Plan	The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625. [49 CFR Part 673]
Transit Worker	Any employee, contractor, or volunteer working on behalf of the transit agency. [NTD Glossary]
Trespasser	A person in an area of transit property not intended for public use (i.e., an unauthorized area). [NTD Glossary]
Vehicle	Any rolling stock used on a rail fixed guideway public transportation system, including but not limited to passenger and maintenance vehicles. Same as Rail Transit Vehicle [NTD Glossary]

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Acronyms and Abbreviations – 673.5

A

AAR	After-Action Reports
AC	Alternating Current
ACID	Accident/Incident Database
ADA	Americans with Disabilities Act
AE	Accountable Executive
ALARP	As Low As Reasonably Practicable
APTA	American Public Transportation Association
AREMA	American of Railway Engineering and Maintenance of Way Association
ASP	Agency Safety Plan

C

CAP	Corrective Action Plan
CFR	Code of Federal Regulations
CMP	Configuration Management Plan
COI	Conflict of Interest
CSO	Chief Safety Officer

E

EAP	Employee Assistance Program
EAR	Electronic Accident and Incident Reporting Database
EMP	Emergency Management Plan
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESRP	Employee Safety Reporting Program

F

FAST	Fixing America's Surface Transportation Act
FSR	Full Scale Exercise
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FTE	Full Time Equivalent

H

HAZCOM	Hazardous Communications
HBLR	Hudson Bergen Light Rail
HR	Human Resources
HSEEP	Homeland Security Exercise and Evaluation Program

I

IFR	Interim Final Rule
ISA	Internal Safety Audit

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

IT Information Technology
ITP Individual Training Program

M

MAP-21 Moving Ahead for Progress in the 21st Century
MIL-STD Military Standard
MOU Memorandum of Understanding
MPO Metropolitan Planning Organization

N

N/A Not Applicable
NFPA National Fire Protection Association
NIOSH National Institute for Occupational Safety and Health
N.J.A.C. New Jersey Administrative Code
NJDOT New Jersey Department of Transportation
N.J.S.A. New Jersey Statutes Amended
NJ Transit New Jersey Transit
NLR Newark Light Rail
NPTSP National Public Transportation Safety Plan
NSP National Safety Plan *also see NPTSP*
NTD National Transit Database
NTSB National Transportation Safety Board

O

OC Operations Control
OCS Overhead Catenary (or Contact) System
OHA Operational Hazard Assessment
OSHA Occupational Safety and Health Administration
OPRA Open Public Records Act
ASM Agency Safety Management

P

PM Preventative Maintenance
PPE Personal Protective Equipment
PSR Annual Public Rail Transit Safety Report
PTASP Public Transportation Agency Safety Plan
PTSCTP Public Transportation Safety Certification Training Program

R

RFAI Request For Additional Information
RFGPTS Rail Fixed Guideway Public Transportation System
RFGS Rail Fixed Guideway System
RFI Request For Information
ROW Right-Of-Way
RTA Rail Transit Agency
RWP ROW or Roadway Worker Protection

S

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

S&S	Safety and Security
SA	Safety Assurance
SDS	Safety Data Sheet
SEPP	Security and Emergency Preparedness Plan
SGR	State of Good Repair
SME	Subject Matter Expert
SMS	Safety Management System
SOP	Standard Operating Procedure
SPI	Safety Performance Indicators
SPT	Safety Performance Targets
SRA	Safety Risk Analysis
SRCP	Rules Compliance Program
SRL	Safety Risk Log
SRM	Safety Risk Management
SSCP	Safety and Security Certification Plan
SSO	State Safety Oversight
SSOA	State Safety Oversight Agency
SSOR	State Safety Oversight Reporting
SSP	System Security Plan
SSPS	System Safety Program Standard

T

TAM	Transit Asset Management
TSA	Transportation Security Administration
TSI	Transportation Safety Institute
TTP	Technical Training Plan
TTX	Tabletop Exercise
TVA	Threat and Vulnerability Assessment

U

U.S.C.	United States Code
USDOT	United States Department of Transportation
USCG	United States Coast Guard

V

VRM	Vehicle Revenue Miles

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Referenced Documents - 673.11(a)(2) and 673.21

	Document Name	Version	Date
1	NJ DOT State Safety Program Standard (SSPS)	2	10/2021
2	Accident-Incident Investigation Manual	2	03/2022
3	System Security and Emergency Preparedness Plan (SSEPP) – NJ Transit Police / Office of Emergency Management	Current	01/21/20
4	Environmental Compliance Policy	2.22	11/01/2006
5	NJ TRANSIT 's Drug and Alcohol Policy	3.25A	08/15/2019
6	Transit Asset Management Plan	1.2	2/25/2020
7	Standard Operating Procedures	4	12/15/2022
8	Emergency Operating Procedures	4	12/15/2022
9	NLR Training Program	1	09/12/2006
10	NLR Safety Management Manual (OSHA Related Programs)	1	5/20/2023
11	Newark Light Rails Rules for Operation and Maintenance	3	01/01/2021
12	Rules Efficiency Check Program	2	2018
13	NLR Roadway Worker Protection (RWP) Program	10	03/10/2023
14	Configuration Management Plan	1	4/18/2023
15	Safety and Security Certification Plan	0	12/1/2021

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

PART A: PROGRAM OVERVIEW

1.0 Transit Agency Information – 673.11

Transit Agency Name

NJ TRANSIT

Transit Agency Address

One Penn Plaza East, Newark, NJ 07105-2246

Name and Title of Accountable Executive

Kevin S. Corbett, President & CEO

Name of Chief Safety Officer or SMS Executive

James A. Keane, Sr. VP & Chief Safety Officer

Mode(s) of Service Covered by This Plan

Light Rail – Newark Light Rail

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

2.0 Overview

NJ TRANSIT's Newark Light Rail's Public Transportation Agency Safety Plan (PTASP) has been developed in accordance with Federal Regulation (49CFR Part 673) and has been submitted for approval to NJ Transit's Agency Safety Management and the accountable executive at NJ Transit. Upon approval, the PTASP is then submitted to the NJ Department of Transportation (NJDOT) State Safety Oversight Agency (SSOA).

This PTASP is intended to comply with all relevant state safety requirements and to comply with relevant local public safety regulations, industry accepted standards, and with applicable federal regulations promulgated by the FTA, FRA, NTSB & OSHA.

NJ TRANSIT is committed to ensuring the safety of our customers, personnel, and operations. Part of that commitment is developing an SMS and an agency wide safety culture that reduces agency risk to the lowest level possible. The first step in developing a full SMS and safety culture is communicating our Safety Management Policy (SMP) (listed above) throughout our agency. Newark Light Rail will provide Instruction – NLR Training to all employees and contractors so that they can be familiar with our SMP and where they can find it. It will be posted at all Department bulletin boards.

This Public Transportation Agency Safety Plan has been written as a stand-alone model PTASP for the Newark Light Rail System, which is a department within the NJ TRANSIT Bus Operations, Inc. (NJBOI).

2.1 Communicating the Policy Throughout the Agency – 673.23(c)

The SMP and safety objectives are at the forefront of all communications. This communication strategy will include posting the policy in prominent work locations for existing employees and adding the policy statement to the material for all new employees. In addition, the policy statement will become part of Newark Light Rail's regular safety meetings and other safety communications efforts. The policy is signed by the President and Chief Executive Officer / Accountable Executive so that all employees know that the policy is supported by management.

Possible methods of communicating the NJ TRANSIT Safety Management Policy to employees include, but are not limited to, the following:

- New Employee Orientation
- Operator Training
- Driver's Training
- Instructor-Led Training
- Safety Meetings
- Newark Light Rail Toolbox Talk / Job Briefing (Safety Bulletin)
- Safety Planning Advisory Committee
- Staff Meetings
- Department Bulletin Boards
- Employee Handbooks

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

3.0 Purpose and Scope

This PTASP has been developed for NJ TRANSIT's Newark Light Rail.

SMS is a formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards. This process offers a means to reduce the potential for public transportation accidents by integrating safety into all aspects of a transit system's activities, including planning, design, construction, operations, and maintenance.

SMS builds on the U.S. public transportation industry's three (3) decades of experience with system safety by bringing management processes, integrated data analysis, and organizational culture more squarely into the industry's overall risk management framework. SMS is a management approach that provides processes that ensure each public transportation agency, no matter its size or service environment, has the necessary organizational structures, accountabilities, and policies and procedures in place to direct and control resources to manage safety optimally. When systematically applied, the SMS approach provides a set of decision-making tools that allow transit agencies to prioritize safety and sound transit asset management when making informed operating and capital investment decisions.

NJ TRANSIT's SMS processes, defined in this PTASP, are designed, and scaled to the size and complexity of the Agency, while identifying accountabilities, structures, and processes to manage safety of the system and encouraging employee and contractor safety reporting of safety risks and hazards. SMS combines established system safety engineering principles with advanced organizational management techniques, and supports continuous improvement in safety performance through a positive safety culture founded on four (4) key components and 11 sub-components:

Table 1: SMS Framework

1.0	Safety Management Policy
1.1	Safety Management Policy Statement
1.2	Safety Accountabilities and Responsibilities
1.3	Integration with Public Safety and Emergency Management
1.4	SMS Documentation and Record
2.0	Safety Risk Management
2.1	Hazard Identification and Analysis
2.2	Safety Risk Evaluation
3.0	Safety Assurance
3.1	Safety Performance Monitoring and Measurement
3.2	Management of Change
3.3	Continuous Improvement
4.0	Safety Promotion
4.1	Safety Communications
4.2	Competencies and Training

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Requirements for an agency to adopt an SMS were effective on July 19, 2019, when the prior regulation, 49 CFR 659 was superseded by 49 CFR 673: Public Transportation Agency Safety Plan. The new rule requires public transit agencies to develop and implement a PTASP using the four (4) components of SMS. Through 49 CFR 673 and section 5329(d)(1) of title 49, U.S.C., requires each transit agency that receives certain FTA funding to certify that it has established a comprehensive PTASP. Additionally, the FTA published 49 CFR 674 which grants greater authority to the States to oversee an RTA's safety program, including its SMS.

4.0 Program Administration

The following section will describe how NJ TRANSIT will maintain SMS documentation and ensure all SMS documentation will be maintained for no less than three (3) years after this PTASP has been approved. NJ TRANSIT will ensure that the FTA and other federal entities, as applicable, as well as NJDOT have access to review and approve the PTASP. Other critical processes supporting the SMS, but not specific to the PTASP, are included within those process specific documents.

4.1 PTASP Schedule - 673.11(a)(5) and 674.29(b)

The PTASP will be reviewed on an annual basis and revised as needed within one year as required to reflect any changes to Newark Light Rail that impact the PTASP. The reviewed document shall be formally revised and submitted for approval within the time-frame parameters as directed by the FTA and NJDOT as outlined in the schedule listed in Table 2 below. The approved PTASP will be republished and distributed to all departments.

The schedule following page will be used to ensure that the Newark Light Rail PTASP is implemented, reviewed, and maintained in accordance with federal and state requirements.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table 2: PTASP Management Schedule

Milestones		Schedule	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
PTASP Initial Certification	Completed July 2020													
Annual PTASP Review	March 30 th													
Notification to NJDOT that the annual review has been completed and whether or not the ASP will be updated	April 30 th													
Submit draft PTASP revision to NJDOT for Review & Approval along with JLM (Joint Labor Management) approval	July 1 st													
NJDOT to Provide Written Conditional Approval or required changes	August 1 st or 30 days after receipt of draft ASP													
Submit PTASP to NJ TRANSIT Agency Safety Management, to allow ASM to Submit its standalone Agency PTASP to the Board of Directors for Approval	November 30 th													
Update Version No., Adopt & Certify Plan Compliance														
Final Approved PTASP Submitted to NJDOT	December 31 st													
Pre-Revenue, Capital Projects ¹	180 Days Prior to Revenue Service													

4.2 Document Control and Updates

Based on NJDOT's SSPS requirements as well as the requirements of 49 CFR Parts 673 and part 674, NJ TRANSIT is required to submit an initial PTASP, and any subsequent revision of the PTASP, and an annual review and update to NJDOT for review and approval. All operating rules, procedures, and materials referenced in the PTASP should also be submitted to NJDOT along with the PTASP to ensure an efficient and complete review of the safety program.

The CSO has the authority under the Accountable Executive to sign off on any revisions or changes to this PTASP in coordination with other safety and security staff members as well as other departments. It will be the CSO's responsibility to ensure proposed changes from the findings and recommendations of internal safety audits, incident, accident and hazard investigations, corrective action plans, changes in regulations, system modifications and expansions, transit industry advancements, technology advancements and changes in operating

¹ A Capital Project, or Major Capital Project is one that meets the requirements of 49 CFR 633 "Project Management Oversight" that generally costs in excess of \$100 million to build.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

conditions are incorporated, as needed. Revisions made to this document will be reviewed to ensure they do not create hazards that will affect the safety of the system or conflict with or adversely impact any other Newark Light Rail documents and processes. Revisions are deemed approved when signed by the SMS Executive/CSO, Accountable Executive/President and Chairperson of the Board, then approved by NJDOT.

At all times, NJ TRANSIT will maintain documents that set forth our ASP, including those documents related to the implementation of NJ TRANSIT's SMS and those documents related to the results from SMS processes and activities. NJ TRANSIT will also maintain documents that are included in whole, or by reference, that describe the programs, policies, and procedures that our agency uses to carry out our ASP and all iterations of those documents. These documents will be made available upon request to the FTA, other Federal entity, or NJDOT. NJ TRANSIT will maintain these documents for a minimum of three years after the documents are created. These additional supporting documents are cataloged in the section Reference Documents above and the list will be kept current as a part of the annual ASP review and update.

All PTASP Updates, Revisions and Annual Reviews will be reviewed and approved by the NLR Safety Review Committee and the NLR Joint Labor / Management Committee prior to being submitted to the NJ TRANSIT Agency Safety Management. The NJ TRANSIT Agency Safety Management will then submit the NJ TRANSIT Agency standalone PTASP to be approved by NJDOT SSOA and NJ TRANSIT's Board of Directors.

4.2.1 Annual Revisions – 673.11 (a)(5)

NJ TRANSIT will review this PTASP at least annually, in accordance with the schedule above, and make any modifications as needed to ensure that the plan is current and accurate. NJ TRANSIT will submit a Final Draft PTASP to NJDOT for review and approval by the end of every year on December 31st. Each final draft PTASP submitted to NJDOT should include a summary identifying and explaining the changes. It should also be indicated in the review and approval process if no changes have been made to the document.

This PTASP will be reviewed and updated as relevant organizational, or process changes occur and at a minimum annually as required by 49 CFR 673.11(a)(5). In addition, NJ TRANSIT will maintain its PTASP in accordance with the recordkeeping requirements of 49 CFR 673.11(c) and will maintain its relevant SMS documents and those referenced herein for a minimum of three (3) years after they are created in accordance with 49 CFR 673.31.

4.2.2 Ongoing Revisions

The PTASP is a living document that governs safety compliance for NJ TRANSIT's Newark Light Rail system including meeting all internal and external requirements. As such, changes to the operating system may require changes to the PTASP. Changes may also be required from external audit findings, internal reviews, investigations, or changing trends in safety and security data and information analysis.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Revisions to the PTASP initiated by NJ TRANSIT will be submitted to NJDOT for review and approval within thirty (30) calendar days of the effective date of the change. If changes are requested from NJDOT, NJ TRANSIT will coordinate with SSOA representatives to negotiate a timeframe and set a deadline for completing the revision.

4.3 Authority

NJ TRANSIT is the public transportation provider for the State of New Jersey. NJ TRANSIT's Newark Light Rail provides light rail service to the Cities of Newark, Bloomfield, and Belleville.

4.4 Federal Transit Act(s)

In response to congressional concerns regarding the potential for catastrophic accidents and security incidents on rail transit systems, the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) added Section 28 to the Federal Transit Act (codified at 49 U.S.C. Section 5330). This section requires the FTA to issue a rule creating the state-managed oversight program for rail transit safety and security.

The FTA published the revised Rail Fixed Guideway Systems: State Safety Oversight Rule on April 29, 2005, codified as 49 CFR Part 659, subsequently referred to as State Safety Oversight Rule. Only those states with RFGPTS meeting the definition specified in Part 659 are required to comply with the FTA's State Oversight Rule revisions. On March 16, 2016, the FTA published a new State Safety Oversight Rule, 49 CFR 674, which went into effect on April 15, 2016. Three (3) years after this date, on April 15, 2019, Part 674 took effect, superseding 49 CFR 659.

Under 49 CFR 674, NLR is required to produce an agency approved PTASP, which must then be submitted to the State Safety Oversight Agency (SSOA) for review and certification, at least annually. It is also the obligation of the SSOA to enforce the execution of the PTASP, through order of Corrective Action Plans (CAP) or any other means. Other requirements include investigating accidents which are defined in the SSOA program standards.

Further requirements are defined in 49 CFR 673, requiring NLR to develop a PTASP by July 20, 2020, which requires the Rail Transit Agency (RTA) to establish and implement an SMS. The PTASP, and any subsequent updates are to be signed by the Accountable Executive and Chief Safety Officer. The NJ TRANSIT Agency Safety Management will submit the standalone Agency PTASP to be approved by the Board of Directors, and subsequently certified annually by the SSOA. Further requirements of Part 673 require compliance with the minimum safety performance standards authorized under 49 U.S.C. 5329(b)(2)(C).

4.5 State Safety Oversight Agency

Moving Ahead for Progress in the 21st Century (MAP-21), enacted as 49 U.S.C. 5329, set in motion a process whereby SSOA must enhance their standards and practices and become certified by FTA. The law called for FTA to develop and issue a new State Safety Oversight Rule, codified as 49 CFR 674, which became a final rule in 2016. The rule requires that states with a RFGPTS identify an agency to hold oversight responsibilities of the rail transit system.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Through New Jersey Administrative Code (N.J.A.C) 16:53E, the New Jersey General Assembly assigned the NJDOT Office of Multimodal Transportation Division as the agency responsible for rail transit safety oversight in the state. As such, NJDOT was designated as the SSOA responsible for safety oversight of the NLR system. To implement these responsibilities, the SSOA has established its SSPS, which outlines the SMS requirements NLR must implement under provisions of the State Safety and Security Oversight Program under 49 CFR 674.

NJDOT's SSPS defines the requirements for the NLR system to create and maintain a PTASP that specifies the adoption of an SMS program in accordance with 49 CFR 673. It is further specified that RTA shall prepare and submit the PTASP to the NJDOT SSO program for review and written approval based on compliance with the NJDOT SSPS, at least on an annual basis. To ensure an on-going involvement in RTA's SMS programs, agency personnel will continue to coordinate with NJDOT to foster an ongoing safety performance improvement process.

In accordance with 49 CFR 673 and 674 NLR will coordinate with the SSOA to ensure that the rules, policies, and procedures provided within this PTASP, and implemented by NLR, comply with the SSPS.

5.0 System Overview

5.1 Newark City Subway History

The Newark City Subway was, for the most part, constructed in the bed of the Morris canal, which itself was built between Jersey City and Phillipsburg, NJ in the period 1825-1837. At its peak it was over 100 miles long and barges took five days to traverse its entire length. But, by the early 1900's, the railroads across New Jersey (specifically the Lackawanna and Jersey Central Railroad) and the New Jersey state legislature pushed for the draining and filling of the Morris canal bed for construction of street cars and subways. In 1927, the Newark portion of the canal was authorized to become a right-of-way for streetcars, and construction began on this new subway.

The Newark City Subway (which was 'rebranded' Newark Light Rail, (NLR) in July 2006) was constructed between 1929 and 1935 on the bed of the former Morris Canal. When the system opened in 1935, it was a rapid transit service link to downtown Newark that was directly connected to four (4) different surface trolley lines. The system right of way is still owned by the City of Newark while the vehicles, track and infrastructure are owned by NJ TRANSIT Bus Operations Inc., an instrumentality of the State of New Jersey. The system is operated and maintained by the NJ Transit's Newark Light Rail System, which is under the umbrella of NJ Transit's Surface Transit and Bus Operations.

An abstract of the major events that resulted in the present-day NJ Transit ownership and operation of the NLR by NJ TRANSIT is located in Appendix A.

5.2 Scope of Service

The Newark Light Rail system provides light rail service to the cities of Newark, Bellevue, and Bloomfield. The system is comprised of a double track mainline that operates between the

terminuses of Grove Street in Bloomfield, NJ, and Penn Station Newark. A second double track line operates between Newark Penn Station and the Broad Street Station in Newark, NJ.

NLR uses a fleet of twenty-one (21) bi-directional LRVs for revenue service. Eleven LRVs consist of three (3) sections and the remaining ten LRVs consist of five (5) sections. NLR operates daily from 4:10am with the last trip at 1:15am.

Additional information regarding the system, infrastructure, stations, and systems can be found in Appendix B.

The NLR system map on the right, from Wikipedia, illustrates the present configuration of the NLR alignment. Detailed physical characteristics are illustrated on the linear route profile diagrams included in the Newark Light Rail Rules for Operations and Maintenance (Rule Book).

Figure 1: NLR System Map



**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****PART B: SAFETY PERFORMANCE**

MAP-21 transformed how transit agencies monitor and improve their overall performance by establishing safety management structures and asset management programs. Through the establishment of goals, measures, targets and plans, performance management refocuses the attention of agency leadership on accountability and transparency, which improves decision-making capabilities through performance-based planning. By defining attainable Safety Performance Targets (SPT), NLR will increase its capacity to monitor and evaluate its safety performance, which will facilitate more effective resource investments.

6.0 Safety Performance Measures – 673.11(a)(3)

The goals of this PTASP are to implement a program that maximizes the highest reasonable level of operational safety for employees of Newark Light Rail (NLR), the employees of NJ TRANSIT and its contractors, customers, and the general public, to minimize unsafe and criminal acts, and to maximize community involvement regarding the safety and security of Newark Light Rail.

A safety summary report is submitted to NJDOT-OSSO as part of the annual report (utilizing the FTA Standard Template). The report contains injury rate data regarding passengers, NLR personnel, and public accidents and incidents. The report is the basis for the formulation of safety performance goals and objectives for the coming year. The report outlines the strategies for the achievement of the stated safety objectives.

Annual performance goals and objectives for Employee Injury reduction and Passenger Injury reduction have been incorporated into the NJ TRANSIT-wide performance goals process. These goals will be applied to each NLR department. This will include key safety and security goals and objectives, milestones, and methods / accomplishments.

Newark Light Rail has established current year performance measurement goals based on annual Critical Element Lagging Indicators from the previous year's data. The performance goals are established by review of events reported during the calendar year, which resulted in collision, fire, and customer injury and employee injury/ASM time, etc. as defined, by FTA, NTD or OSHA reporting criteria. Occurrences are reviewed annually to establish new goals.

In accordance with 49 U.S.C. 5329, FTA requires each Public Transportation Agency Safety Plan to include safety performance targets based on the safety performance measures established by FTA in the National Public Transportation Safety Plan (NPTSP). In the NPTSP, 49 CFR 673.11 (a) (4), FTA is adopting four initial safety performance measures: (1) Fatalities, (2) Injuries, (3) Safety Events, and (4) System Reliability. These measures are intended to focus transit agencies on the development of specific and reliable targets, as well as the actions each agency would implement to improve their own safety outcomes. Through the SMS process, FTA expects transit agencies to develop their own performance indicators and regularly monitor the performance of their systems to ensure that they are meeting their targets and improving safety outcomes. FTA expects transit agencies to evaluate their safety performances and determine whether they should

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

change their safety performance targets at least annually when the transit agencies are reviewing and updating their Public Transportation Agency Safety Plans.

NJT Agency Safety Management and NJ TRANSIT Surface Transportation - Light Rail Department will coordinate with the State and MPOs in selecting realistic safety performance targets.

Reference **Figure 2** for the Goals and Objectives that are reviewed annually.

US DOT-FTA's National Public Transportation Safety Plan provides (and explains) four Safety Performance Measures and an explanation of each of them.

6.1 Coordination with Metropolitan Planning Organizations (MPO's) Processes - 49 CFR 673.15(a)(b)

NJ TRANSIT will work closely with each MPO to ensure the following:

- Coordination with each MPO in the development and selection of safety performance targets
- Safety performance targets are provided to each MPO

6.2 Safety Performance Measures / Targets - 673.11(a)(3)

The PTASP Final Rule, 49 CFR Part 673.11(a)(3), requires that all public transportation providers must develop an ASP (Agency Safety Plan) to include safety performance targets (SPTs) based on the safety performance measures established under the NSP. The safety performance measures outlined in the NSP were developed to ensure that the measures can be applied to all modes of public transportation and are based on data currently being submitted to the NTD. The safety performance measures included in the NSP are fatalities, injuries, safety events, and system reliability (State of Good Repair as developed and tracked in the TAM (Transit Asset Management) Plan).

The Bipartisan Infrastructure Law required that Safety Performance Measures be determined utilizing a 3-year rolling average based on the data submitted to the National Transit Database (NTD) under section 5335, for accidents and injuries. These Safety Performance Targets will also have to include assaults on transit workers once the FTA updates the National Public Transportation Safety Plan. As such, Performance Targets for Assaults on Transit Workers are not included in this PTASP. The Table on the following page demonstrates how the Safety Performance Targets were developed for 2023.

6.2.1 Safety Performance Measures / Targets – Quarterly Review

Newark Light Rail and NJT ASM will review Safety Performance Targets on the last Thursday of each quarter of the calendar year to discuss targets that are exceeding the designated threshold. For targets that are not in line with the objectives Newark Light Rail will provide mitigations and corrective actions to assist in the reduction of the negative performance trend and submit formal actions to ASM no later than thirty (30) calendar days from the review date.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

INTENTIONALLY LEFT BLANK

Figure 2: Performance Targets

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

APPENDIX C

2025 ESTABLISHED SAFETY PERFORMANCE TARGETS- NEWARK LIGHT RAIL (NLR)			
Target #1	Reportable Major Safety Events (NTD) - Reduce the number of Accidents events and rate per total vehicle revenue miles:	2025 Performance Targets	2025 SPT Rate
Objective 1.A	Reducing the Number of Collisions to ≤ 2 per 1 million revenue Miles	2	$2 * 1000000/549735$ 3.63
Objective 1.B	Reducing the Number of Pedestrian Collisions to ≤ 1 per 1 million revenue Miles	1	$1 * 1000000/549735$ 1.81
Objective 1.C	Reducing the Number of Derailments to ≤ 3 per 1 million revenue Miles	3	$3 * 1000000/549735$ 5.43
Objective 1.D	Reducing the Number of Fire Occurrences to ≤ 1 per 1 million revenue Miles	1	$1 * 1000000/549735$ 1.81
Objective 1.E	Reducing the Number of Evacuations for Life Safety Reasons to 0 per million revenue miles	0	$0 * 1000000/549735$ 0.00
Objective 1.F	Reducing the Number of Runaway Train Incidents to 0 per million revenue miles	0	$0 * 1000000/549735$ 0.00
*Objective 1G	Reduce Total Major Safety Events to ≤ 14 per 1 million revenue Miles	14	$14 * 1000000/549735$ 25.34
Target #2	Fatalities - Reduce the Number of Fatalities and rate per total vehicle revenue miles:		
Objective 2	Reduce the Number of Trespasser fatalities to 0 per 1 million Revenue Miles	0	$0 * 1000000/549735$ 0.00
Objective 2.A	Reduce the Number of Transit Worker fatalities to 0 per 1 million Revenue Miles	0	$0 * 1000000/549735$ 0.00
Target #3	Injuries - Reduce the Number of Reportable Injuries and rate per total vehicle revenue miles:		
Objective 3.A	Reducing the Number of Passenger Injuries to ≤ 3 per 1 million Revenue Miles	3	$3 * 1000000/549735$ 5.43
Objective 3.B	Reducing the Number of Transit Worker Injuries to ≤ 3 per 1 million Revenue Miles	3	$3 * 1000000/549735$ 5.43
Objective 3.C	Reducing the Number of Transit Worker Assaults to ≤ 1 per 1 million Revenue Miles	1	$1 * 1000000/549735$ 1.81
Target #4	System Reliability – Mean Distance Between Major Mechanical LRT Failures		
Objective 4	(Annual Average miles 5584) Improvement in System Reliability 2% (112 miles) MDBSF (based on previous year's NTD data 3 year average)	N/A	Revenue Miles operated/ Number of mechanical failures
Target #5	Efficiency Check Program		
Objective 5	Establish non-compliance goal of $\leq 3\%$ to Rules and Safety-Work Practices		N/A
Target #6	Reportable Safety Events-Other (SSOA) Reduce the number of Incident & Occurrence		
Objective 6A	Reducing the Number of Stop Signal violations to ≤ 4 per 1 million Revenue Miles	4	$4 * 1000000/549735$ 7.24
Objective 6B	Reducing the Number of Miss-Routes to ≤ 3 per 1 million Revenue Miles	3	$3 * 1000000/549735$ 5.43

*Total Major Safety Events (1G)=Objectives 1, 2 & 3

NJT Agency Safety Management and Light Rail Operations Department will coordinate with the State and MPOs in selecting realistic safety performance targets and will make them available to Metropolitan Planning Organization (MPO) to aid the States and MPOs in the selection of their own performance targets and planning process.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- **Note 1: SAFETY EVENTS** - A Safety Event, also referred to as an Event, is defined as any Accident, Incident, or Occurrence.
- **Note 2: FATALITY** - A reportable fatality² is a death due to a:
 1. Collision, including suicides
 2. Derailment
 3. Fire
 4. Hazardous Materials Spill
 5. Act of God (i.e., hurricane, earthquake)
 6. Other safety events

Fatalities that occur because of illnesses or other natural causes - including individuals who are found deceased, are not reportable and thus are not required to be measured as part of the Safety Performance criteria.

- **Note 3: INJURY RATE** - An Injury is defined as harm to a person, requiring that person to be transported from the scene of an incident to a hospital or medical facility for treatment. This includes any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event must be reported as an injury. Reportable events further require monitoring of injuries as well as injuries where an individual seeks medical care several hours after an event, or in the days following an event. The Injury Rate is thus based on National Transit Database (NTD) Reporting Criteria.
- **Note 4: SYSTEM RELIABILITY** - Safety and performance of NLR are collectively dependent, in part, on the condition of its assets. When transit assets are in a state of disrepair, the likelihood of consequential event occurring increases, as well as the likely impact against the system. Therefore, system reliability metrics illustrates the relationship between safety and the asset condition. The data collected for system reliability should support and provide input into NLR's TAM.

System Reliability is thus calculated through the following equation:

$$\text{System Reliability} = \frac{\text{Revenue Miles Operated}}{\text{Number of Major In-Service Mechanical Failures}}$$

² NTD Major Event Threshold

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**SAFETY MANAGEMENT SYSTEMS – 673 SUBPART C**

The Federal Transit Administration has adopted SMS as the basis for improving safety across the public transportation industry. In compliance with the National Public Transportation Safety Plan, and 49 CFR Part 673, NJ TRANSIT Newark Light Rail is adopting SMS as the basis for directing and managing safety and risk at Newark Light Rail. NJ TRANSIT has always viewed safety as a core business function. All levels of management and employees are accountable for appropriately identifying and effectively managing risk in all activities and operations in order to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

SMS is comprised of four basic components: Safety Management Policy (SMP), Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP). The SMP and SP are the enablers that provide structure and supporting activities that make SRM and SA possible and sustainable. The SRM and SA are the processes and activities for effectively managing safety as presented in Figure 3.

Figure 3: Safety Management Systems



**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****PART C: SAFETY MANAGEMENT POLICY – 673.23**

Component 1 of the SMS structure is the Safety Management Policy. The Safety Management Policy is the keystone of NLR's SMS and provides direction for effective Safety Risk Management, Safety Assurance, and Safety Promotion. Per 49 CFR 673, NLR must establish the following sub-components of the Safety Management Policy:

- 673.23(a) Safety Management Policy Statement;
- 673.23(a) Organizational Accountabilities and Responsibilities;
- 673.23(b) Employee Reporting Program
- 673.11(6)(b) Integration with Public Safety and Emergency Management
- 673.23(d) Accountabilities and Responsibilities
- 673.31 Documentation and Recordkeeping

The Safety Management Policy thus assists in assuring management's involvement and commitment to the SMS and agency-wide safety improvement, by laying out the policies and procedures required to carry about the SMS. This is only accomplished through a clearly defined statement that defines the organizational structures, effectively identifies accountabilities, and SMS planning efforts.

NJ TRANSIT's Safety Management policy will be communicated throughout the organization.

7.0 Safety Management Policy Statement – 673.23(a)

NJ TRANSIT's mission is to move New Jersey and the region by providing safe, reliable, and affordable public transportation that connects people to their everyday lives, one trip at a time.

NJ TRANSIT and NLR are committed to providing safe working conditions for all employees, and complying with all applicable Federal, State, and local laws and regulations. This policy expresses our intention to institute an SMS to provide our customers a safe transportation service, maintain a strong safety culture, and provide a working environment that ensures the safety and health of its employees, passengers, contractors, and the general public. NLR is further committed to developing, implementing, maintaining, and continuously improving its processes to ensure that all transit service delivery activities occur under a balanced allocation of organizational resources, aimed at achieving the highest level of safety performance and meeting the established standards. As such, NLR is placing the management of safety as one of the core business functions of the organization.

All levels of management and all employees are accountable for the delivery of this highest level of safety performance, beginning with the Accountable Executive/President and CEO. This policy statement will be reviewed and updated to align SMS processes with ongoing and evolving safety performance goals and objectives. The full and signed Safety Management Policy Statement can be found on page viii of this PTASP.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****7.1 Safety Goals and Objectives**

The goal of this PTASP is to establish processes and procedures of the SMS that will support the efforts of the organization to provide reliable service. The processes defined in the PTASP will ensure programs effectively address, manage, and monitor safety performance efforts throughout the four (4) components of SMS.

NLR has identified twelve goals and objectives to optimally strategize the SMS and manage its safety risks across all modes of transportation. These goals and objectives are aimed to certify compliance with the Safety Performance Targets. As the SMS programs mature, the goals and objectives of the Agency may change to accommodate the changing environment.

- Support the SMS and the management of safety by providing appropriate resources to support an organizational culture that fosters safe operational practices, encourages effective safety reporting and communication, and actively manages safety with the same attention to results as that given to the other management systems of the organization
- Integrate the management of safety as part of the primary responsibilities of all NLR managers and employees
- Clearly Define accountabilities and responsibilities of all employees and managers alike, to uphold the organization's safety performance goals and performance of the SMS
- Establish and Operate a Safety Risk Management (SRM) process that allows for hazard identification, analysis, and risk evaluation utilizing an employee reporting program as a principal source for information gathering
- Prioritize the elimination or mitigation of calculated identified safety risks created by operating conditions or activities, to a level consistent with the agency's acceptable level of safety performance
- Ensure that no action will be taken against any employee who discloses a safety concern through an employee safety reporting program, unless disclosure indicates through the investigative process and beyond a reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of NJ TRANSIT or NLR policies, procedures or regulations was committed
- Comply with, or exceeding, when possible, legislative, and regulatory requirements and standards
- Ensure sufficiently trained and knowledgeable human resources are available to implement the various SMS processes
- Ensure all employees are provided with adequate and appropriate safety-related information and training, competent in safety management processes, and allocated only tasks commensurate with their skills
- Establish and Measure safety performance against data-driven safety performance indicators and targets
- Continuously Improve safety performance and the SMS through management processes that ensure appropriate safety risk management, assurance, and promotion activities are identified, implemented, and is effective
- Ensure externally supplied systems and services to support NLR operations are delivered in a manner to meet safety performance standards

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

8.0 Accountabilities and Responsibilities

This section describes the integration of safety throughout Newark Light Rail.

This section will also describe the accountabilities and responsibilities of the Accountable Executive, CSO, the agency's executive management team, and key staff, for their respective departments/divisions. Ultimately, the management of safety is an agency-wide function that encompasses all departments and is supported by the Agency Safety Management. All employees play a part in safety, including executive management and front-line employees.

The organizational chart is located in Appendix C.

8.1 Accountable Executive - 673.5, 673.23(d)(1), and 674.7

The Accountable Executive for NLR is the President and Chief Executive Officer of NJ TRANSIT and is the single identifiable person who:

- Has ultimate responsibility for carrying out the PTASP of a public transportation agency.
- Has responsibility for carrying out the agency's Transit Asset Management Plan; and
- Has control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP and TAM

In addition to these responsibilities, the Accountable Executive is responsible for ensuring that the agency's SMS is effectively implemented. Additionally, the Accountable Executive must ensure action is taken, when necessary, to address substandard safety performance of the agency. The Accountable Executive may delegate specific safety responsibilities; however, they are ultimately accountable for the agency's safety performance.

8.2 Chief Safety Officer - 673.5, 673.23(d)(2), and 674.29(b)

NJ TRANSIT's CSO is designated by the Accountable Executive as the SMS Executive and holds a direct line of reporting to the Accountable Executive. Overall, the SMS Executive has the authority and responsibility for the day-to-day implementation and operations of the SMS program and does not serve in other operational or maintenance capacities. The CSO is adequately trained, and the CSO is supported by NJ TRANSIT's Agency Safety Management..

Roles and responsibilities of the CSO include, but are not limited to:

- Overseeing the safety risk management process
- Overseeing accident/incident investigations
- Coordination with NJDOT during all applicable program processes, including, but not limited to triennial audits, annual plan certification, CAP
- Communicate and coordinate with other NJ TRANSIT and NLR's Executive Leaders and the Board of Directors to ensure continuous safety improvement
- Overseeing safety and security certifications
- Exercise the authority to suspend unsafe operations, as necessary

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

During the implementation of the SMS, the SMS Executive will hold the following responsibilities:

- Coordinate Key Staff to support SMS implementation
- Facilitate the development, implementation, and continuous improvement of SMS processes and activities
- Procure technical resources for SMS implementation
- Socialize SMS activities with agency executives and staff as necessary
- Communicate SMS implementation progress and challenges

The CSO will rely on the NJ TRANSIT's Agency Safety Management and Subject Matter Experts (SME) of each NJ TRANSIT light rail property to support the development and integration of SMS into the agency that is appropriately scaled and sized to meet the needs of the organization.

8.2.1 Role of NJT Agency Safety Management

The Rail Transit Agency Safety Plan (ASP) consists of the management organization, activities, rules, procedures, and coordination efforts dedicated to a proactive program of safety and security initiatives in the conduct of operations, maintenance, design, construction and integration of all light rail elements and systems.

The Agency Safety Management monitors the safety performance of RTA through evaluating data from events - accidents, injuries, occurrences, unacceptable hazardous conditions, threats, rules, and procedure violations. The data is obtained from various RTA reporting mechanisms.

The Agency Safety Management consults and acts as a catalyst to ensure that employees are working to achieve the safest working environment possible. Safety strategies are created by working from the traditional safety by compliance to a concept of prevention through planning which involves operational personnel in the identification of hazards and risks with program focus on influencing workforce behaviors and providing real-time safety analysis.

The Agency Safety Management reviews specifications to ensure compliance, through involvement in system/design changes that may have impact on customers, employees, general public, facilities, or vehicle safety as associated with the System Safety Certification, Configuration/ Change Management Processes.

It is the responsibility of the Agency Safety Management to perform internal audits, inspection, and reporting as prescribed by the New Jersey Department of Transportation (NJDOT) State Safety Oversight Program Standard (SSOPS). Oversight of safety audits to include coordination of information and requests submittals to the State Oversight Agency (SOA) office while maintaining an independent nature of the audit process.

Hazard Management tracking systems provide a description of analysis/findings, frequency/severity assessments and corrective action(s) to be taken to mitigate hazards based on consequence of hazard. Reporting is provided to NJT senior management for formal (top-down) Safety Management System (SMS) philosophy of risk mitigation implementation. Those practices are monitored to evaluate mitigation effectiveness and to ensure continuous improvement.

Third party (external) audits are conducted to evaluate System Safety performance in adhering to and appropriately responding to RTA Agency Safety Plan (ASP) and NJDOT Program Standard.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The Agency Safety Management interfaces with SSOA, NJTPD, local PD/FD and emergency services to develop lines of communication through participation in RTA Emergency Preparedness Exercises, Fire Life Safety Committees (FLSC), Safety Review Committee Meetings (SRCM) and Incident Investigation analysis teams where there are consensus efforts to conduct hazard analysis and manage system safety programs.

As part of Safety Assurance, the Agency Safety Management monitors Operations and Maintenance activities to measure if safety performance is in line with established objectives and performance targets.

8.3 Agency Leadership and Executive Management - 673.23(d)(3)

Executive Management includes members of its leadership or executive management, other than an Accountable Executive, Chief Safety Officer, or SMS Executive, who have authorities or responsibilities for day-to-day implementation and operation of an agency's SMS³.

Executive Management will ensure the incorporation of safety management practices in their operational area. Agency leadership and executive management will take ownership of the SMS and ensure staff understand the benefits of effective safety management and their impact on functional processes. This includes maintaining accountability for safety performance of their divisions as well as establishing and maintaining clear lines of safety communication to front line staff by means of the SMS Key Staff identified below. The responsibility of the Executive Management team further includes reasonably designating representatives from operations, maintenance, and other revenue service support functions to serve as SMS Key Staff. Doing so depicts management's implementation of the safety management process, which will entice greater support and training opportunities for staff.

NLR Executive Management is comprised of the following individuals:

1. Chief, Light Rail Operations
2. Deputy Chief, Light Rail Operations
3. General Manager – Light Rail Operations
4. AGM, Light Rail Operations

8.4 Key Staff - 673.23(d)(4)

SMS requires a multi-disciplinary approach involving representatives from the various divisions of NLR that are familiar with their department's processes and practices. SMS Key Staff will serve as the SME representing their individual departments during the SMS implementation. Their responsibilities include providing insight on how to adapt existing departmental practices to work with the SMS.

³ 49 CFR 673(d3)

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Key Staff includes managers and supervisors, who are expected to show leadership of the SMS. Their responsibilities/accountabilities include their need to actively support and promote the SMS, ensure that they and their staff comply with the SMS processes and procedures, ensure resources are made available to achieve the outcomes of the SMS, and continually monitor their area of SMS responsibility. This will include identifying departmental data and information resources to support the SMS Implementation objectives, as well as ongoing SMS decision making processes. Ultimately, their responsibility will be to identify and provide concerns and solutions for the SMS that ensure NLR is adhering to its safety performance targets and the SMS is functioning in tandem with organizational practices.

Key Staff include:

- NLR General Superintendent
- NLR Safety Manager
- NLR Supt. Transportation
- NLR Supt. MOE
- NLR Supt. MOW
- NLR Training Manager
- NLR Director of Light Rail QA & QC

8.5 Front Line Employees

Front Line Employees perform the daily tasks and activities where hazards can be readily identified so the identified hazards can be addressed before the hazards become adverse events. These employees are critical to SMS success through each employee's respective role in reporting safety hazards, which is where an effective SMS and a positive safety culture begins.

8.6 SMS Task Responsibility Matrix

The following safety task responsibility matrix shows the interfaces among the system safety functions and other rail transit departments for identified safety responsibilities and the key reports or actions required. The integrated task matrix depicts the roles and responsibilities of the Accountable Executive, SMS Executive, NLR Executive Management, and Key Staff.

Table 3: Integrated Safety Task Matrix Key

P	Primary Responsibility	The identified participant(s) is (are) responsible for the preparation of the specified documentation.
S	Secondary Responsibility	The identified participant(s) is (are) to provide the necessary support to accomplish and document the task.
R	Review/Comment Responsibility	The identified participant(s) may review and provide comment on the task or requirement.
A	Approval Responsibility	The identified participant is to review, comment, and subsequently approve the task or requirement.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table 4: SMS Task Responsibility Matrix

Task/Activity		Accountable Executive	SMS Executive	NLR Management	Key Staff							NJT Engineering (CP&P)	NJT Police Dept. / OEM	Front Line Staff
					NLR General Superintendent	NLR Safety Manager	NLR Supt. Transportation	NLR Supt. MOE	Supt. MOW	NLR Training Manager	NLR Director of LR QA/QC			
	Development / Maintenance of the PTASP													
Document Control and Updates		A	P	S	S									
Documentation of Key Processes and Procedures		A	S	P	S	S								
Goals and Objectives		P	S	R	R									
SMS Implementation		P	S	R	R									
Carrying Out the PTASP		P	S	R	R	R								
Carry out the TAM		P	R	S	S	S								
Control/Direction Over Human and Capital Resources		P	S	S	S									
Daily Implementation and Operations of the SMS Program		A	P	S	S	S								
Oversight Activities		S	P											
	PTASP Part C: Safety Management Policy													
Safety Management Policy Statement		A	P	P	P									
Employee Reporting Program		A	P	P	P	P								
Safety Communication		P	P	P	p	P	P	P	P	P	P			

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Task/Activity	Accountable Executive	SMS Executive	NLR Management	Key Staff							NJT Engineering (CP&P)	NJT Police Dept. / OEM	Front Line Staff
				NLR General Superintendent	NLR Safety Manager	NLR Supt. Transportation	NLR Supt. MOE	Supt. MOW	NLR Training Manager	NLR Director of LR QA/QC			
Interagency Coordination	P	P	P	P	S	S	S	S	S	S			S
Safety & Security Committees	A	P	S	S	P	S	S	S	S				
Organizational Structure	A	P	P	P	S	S	S	S	S	S			
Drug and Alcohol Abuse Program/Policy	A	P	P	P	S	S	S	S	S	S			
Coordination with Emergency Management & First Responders	R	P	P	P	S	S	S	S	S	S		P	S
Emergency Management Plan	A	P	S	S	S	S	S	S	S	S		P	
PTASP Part D: Safety Risk Management													
Hazard Identification		P	P	P	P	P	P	P	P	P	P	P	P
Hazard Analysis		P	R	R	P	S	S	S	S	S	S		
Hazard Management		S	P	P	P	S	S	S	S	S	S		
PTASP Part E: Safety Assurance													
Management of Change	A	R	P	P	P	S	S	S	S	S	S		
Continuous Improvement	P	P	P	P	P	S	S	S	S	S	S		R
Safety Performance Monitoring	A	P	R	R	S	S	S	S	S	S	S		S

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Task/Activity	Accountable Executive	SMS Executive	NLR Management (Chief / GM – Light Rail)	Key Staff							NJT Engineering (CP&P)	NJT Police Dept. / OEM	Front Line Staff
				NLR General Superintendent	NLR Safety Manager	NLR Supt. Transportation	NLR Supt. MOE	Supt. MOW	NLR Training Manager	NLR Director of LR QA/QC			
Monitoring Procedures for Compliance with the SMS	A	P	R	R	S	S	S	S	S	S			S
Management of CAPs		A	R	R	P	S	S	S	S	S			S
Accident / Incident Investigation		A	R	R	P	S	S	S	S	S			
SSOA Notifications			A	A	S	P	S	S	S	S			
FTA Notification			A	A	S	P	S	S	S	S			
National Transportation Safety Board (NTSB) Notification	A	P	S	S	S	S	S	S					
Safety and Security Certification Program	A	P	S	S	S	S	S	S	S	S	S		
Acceptance Testing and Inspections		A	P	P	P	S	S	S	S	S	S		
Computer Software Configuration Management		A	P	P	P	S	S	S	S	S	S		
Safety Inspection		A	P	P	P	S	S	S	S	S			
Operations Safety		A	P	P	P	S	S	S	S	S			
Hazardous Material Program		A	P	P	P	S	S	S	S	S			
Occupational Health and Safety		A	P	P	P	S	S	S	S	S			
Construction Safety		A	P	P	P	S	S	S	S	S			
Safety Data Acquisition		A	P	P	P	S	S	S	S	S			

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Task/Activity	Accountable Executive	SMS Executive	NLR Management (Chief / GM – Light Rail)	Key Staff							NJT Engineering (CP&P)	NJT Police Dept. / OEM	Front Line Staff
				NLR General Superintendent	NLR Safety Manager	NLR Supt. Transportation	NLR Supt. MOE	Supt. MOW	NLR Training Manager	NLR Director of LR QA/QC			
Data Analysis & Tracking		A	P	P	P	S	S	S	S	S			
Internal auditing / Review	A	P	P	P	P	S	S	S	S	S			
Coordination of External Audits / Reviews	A	P	P	P	P	S	S	S	S	S			
Emergency Drills and Exercises	R	P	S	S	S	S	S	S	S	S	S	P	S
PTASP Part F: Safety Promotion													
Safety Training and Refresher Training		R	A	A	S	S	S	S	P				
Communications of Safety Performance Information		P	R	R	R	S	S	S	S	S			
Safety Risk Management Communications		P	R	R	S	S	S	S	S	S			
Ongoing Communications with Employees	P	P	P	P	P	P	P	P	P				
Public Awareness		P	S	S	S	S	S	S	S	S	S	S	S

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

9.0 Employee Safety Reporting Program - 673.23(b)

Employees can report unsafe conditions, either anonymously or with contact information, using three (3) existing methods:

- Notification to the employee's supervisor
- Safety Hotline
- Safety Mailbox (anonymous or identified – employees can provide contact information on the Employee Safety Reporting Form)

NLR's Employee Safety Reporting programs allows all employees, including relevant contract employees, more opportunities to report safety conditions to NLR executive management. The program is intended to help the Accountable Executive, CSO, and Senior Managers obtain important safety information throughout the agency. The Employee Safety Reporting Program (ESRP) is aimed at building a greater level of trust, which will improve NLR's ability to learn about safety conditions and make meaningful changes in collaboration with frontline staff.

The program shows NLRs management team is committed to ensuring that no action is taken against an employee who discloses a safety concern through an employee safety reporting program, unless disclosure indicates through the investigative process and beyond a reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures was committed.

A Sample Employee Safety Reporting Form can be found in Appendix D.

9.1 Safety Review Committee

The Safety Review Committee is a multi-disciplinary committee responsible for the review of all safety issues.

The NLR's Safety Review Committee reviews and manages the following:

- Review and Approval of the NLR Public Transportation Agency Safety Plan
- Identified and/or Potentially Hazardous Conditions
 - o Identifies and recommends risk-based mitigations/strategies to reduce likelihood and severity of consequences through Safety Risk Assessment Process
 - o Identifies mitigations/strategies that may be ineffective, inappropriate or were not implemented as intended
 - o Recommendation risk-based mitigations/strategies will be forward to the Joint Labor / Management Committee for its review and comment
- Reviews Safety and Security Certification Processes
- Reviews Change Modification Requests
 - o Change Modification that has a potential risk or hazard must be submitted to the Joint Labor / Management Committee review and comment
- Reviews Accidents / Incidents / Events

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- o Mitigations developed from Accidents / Incidents / Events must be sent to the Joint Labor / Management Committee From review and comment
- Review the Hazard Tracking Log
 - o Review the status of each log item
 - o Forward the Hazard Tracking Log and the status of each log item to the Joint Labor / Management Committee for its review and comment
- Review Established Performance Targets for:
 - o Accidents
 - o Injuries
 - o These targets must be sent to the Joint Labor / Management Committee for review and comment

Assaults on Transit Workers – Once the FTA publishes the applicable performance targets in the National Public Transportation Safety Plan

- Once the FTA published the applicable performance targets in the National Public Transportation Safety Plan for Assaults on Transit Workers all data must be submitted to the Joint Labor / Management Committee for review and comment.

The committee's members are as follows:

- NLR Safety Manager – Chair
- General Manager – Light Rail Operations
- AGM, Light Rail Operations
- General Superintendent – NLR
- Superintendent of Transportation
- Superintendent of MOE
- Superintendent of MOW
- Assistant Superintendent of Transportation
- Director of Light Rail QA/QC
- Director – NLR Training
- Agency Safety Management

Invited Guests:

- NJDOT SSOA

The Committee will effectively lead, direct, measure, and promote the functional day-to-day aspects of safety and security as NLR's top priority and comply with this PTASP. It will be the responsibility of this committee to review any concerns raised by employees.

Additionally, the Safety Review Committee will manage change throughout the system. This requires the committee to review proposed deviations from design criteria and construction

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

change orders as well as any proposed changes to the operating configuration of the system, including all the system documentation, training programs, timetables, and organizational changes. Recommendations that are part of the risk management / risk reduction program will be sent to the Joint Labor / Management Committee for review and approval. All safety management changes also will be sent to the Joint Labor / Management Committee for review and comment.

The Safety Review Committee meets regularly, typically meetings occur on the 3rd Tuesday of each month. Additional meetings are held as required. Meeting minutes are developed for each meeting and distributed to the committee for comment and/or correction and will be forwarded to the Joint Labor / Management Committee for their review.

All PTASP Updates, Revisions and Annual Reviews will be reviewed and approved by the NLR Safety Review Committee and the NLR Joint Labor / Management Committee prior to being approved by NJDOT SSOA and the NJ TRANSIT Agency Safety Management submitting the standalone Agency PTASP to the NJ TRANSIT's Board of Directors for approval.

9.2 NLR Joint Labor / Management Committee

The NLR Joint Labor / Management Committee will meet monthly, and the meetings will be separate from the NLR Safety Review Committee. Meeting minutes are developed for each meeting and distributed to the committee for comment and/or correction. Additionally, the minutes from the Joint Labor / Management Committee will be submitted to the Safety Review Committee for review.

The members of the Joint Labor / Management Committee will be of equal numbers 3 Labor representatives and 3 NLR Management representatives with a primary and alternate member for each. A Quorum must exist at these meetings, for the Joint Labor / Management Committee to meet a quorum, at least 6 voting members, of equal parts Labor and Management, must be present.

The Joint Labor / Management Committee is responsible for reviewing Safety Management, Risk Management / Risk Reduction and for reviewing the Public Transportation Agency Safety Plan. This may include the reviewing and commenting the following, which may include but not limited to:

- Review and Approval of the NLR Public Transportation Agency Safety Plan
- Identified and/or Potentially Hazardous Conditions
 - o Risk-based mitigations/strategies to reduce likelihood and severity of consequences through Safety Risk Assessment Process
 - o Mitigations/strategies that may be ineffective, inappropriate or were not implemented as intended
- Reviews Change Modification Requests
 - o Change Modification that has a potential risk or hazard
- Reviews Accidents / Incidents / Events
 - o Mitigations developed from Accidents / Incidents / Events
- Reviews the Hazard Tracking Log and the status of each log item

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- Review Established Performance Targets for:
 - o Accidents
 - o Injuries
- Assaults on Transit Workers – Once the FTA publishes the applicable performance targets in the National Public Transportation Safety Plan

Once the FTA published the applicable performance targets in the National Public Transportation Safety Plan for Assaults on Transit Workers all data must be submit to the Joint Labor / Management Committee for review and comments.

Meeting minutes are developed for each meeting and distributed to the committee for comment and/or correction and will be forwarded to the Safety Review Committee.

The committee's members are as follows:

Voting Members:

- NLR Safety Manager – Chair
- Superintendent of Transportation / or designee
- Superintendent of MOE / or designee
- Labor – Transportation
- Labor – MOW
- Labor – MOE

Members (Non-Voting):

- Assistant Superintendent of Transportation¹
- Assistant Superintendent of MOE²
- Director of Light Rail QA/QC³
- Labor – Transportation⁴
- Labor – MOW⁵
- Labor – MOE⁶

Invited Guests:

- NJT Agency Safety Management
- NJDOT SSOA

¹ Alternate Voting Member for the Superintendent of Transportation

² Alternate Voting Member for the Superintendent of MOE

³ Alternate for Safety Manager

⁴ Alternate for Labor – Transportation

⁵ Alternate for Labor – MOW

⁶ Alternate for Labor – MOE

**9.3 NLR Joint Labor / Management Committee Representatives – Labor Organization
Selection Process**

The labor representatives are selected to serve on a two-year basis. The Labor Organization submits three names for each position, which ae reviewed by NLR Executive management. The proposed candidate's records are reviewed, and one primary and one alternate candidate from

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

each discipline is selected, based on their safety and job performance as well as their disciplinary record.

9.4 T.I.G.E.R. Team (Accident / Incident Review Committee)

When an accident or serious incident occurs at NLR, the accident investigation process (including TIGER Team) is initiated to determine possible causes, failures, if any, within the NLR Rules and system, the reasons therefor and to generate the necessary corrective actions and countermeasures to prevent recurrence. Thus, in NLR's safety management environment, the accident/incident investigation process has a distinct role, being an essential process that deploys when safety defenses, training, barriers, efficiency checks, etc. and counterbalances in the system have not worked as designed.

Being an important element of NLR's SMS and ASP frameworks, accident/incident investigations and implementation of appropriate corrective actions contribute to the continuous improvement of NLR system by providing the root causes of accidents/incidents and lessons learned from the analysis of events. Detailed accident/incident investigations support decisions regarding the development of corrective actions and corresponding allocation of resources and may identify necessary improvements to the NLR system including SMS, NLR ASP as well as the accident/incident investigation process.

At NLR, in addition to determining findings and the root causes of accidents/incidents, the investigation process also uncovers hazards/risks (and associated threats). NLR's Accident/Incident investigation and analyses process includes determination of and discrimination between an ultimate consequence, an unsafe event and hazards/risks/threats that contributed to the accident/incident. This may include any systemic, latent, or other (example: organizational) factors in the NLR operating system framework. NLR's accident/Incident investigation process considers both accident/incident investigation process and hazard reporting/identification process.

The full NLR's T.I.G.E.R. Team investigations procedure is currently under development and is incorporated by reference and can be reviewed upon request to the NLR Manager of Safety, at NLR's Bloomfield, NJ Offices.

10.0 Integration with Emergency Management & Public Safety - 673.11(a)(6)

This section describes the process used by NLR to coordinate emergency management activities, including meetings with external agencies as well as emergency planning processes. The CSO in coordination with the NJ TRANSIT Chief of Police will ensure this section of the PTASP and the System Security and Emergency Preparedness Plan (SSEPP) (Office of Emergency Management responsibility) are effectively implemented, monitored, and updated throughout the Agency. Integration with the SSEPP, SOPs, and other emergency plans or programs will be completed in a manner that will not diminish the safety and security of NLR's passengers, employees, and assets.

Detailed information concerning NLR's emergency management and security program can be found in the SSEPP. The SSEPP will be revised to identify all security and emergency management activities across NJ TRANSIT.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

NJ TRANSIT's SSEPP is incorporated by reference and available for review by authorized entities at NJ TRANSIT's Headquarters, at the Office of Emergency Management. NJ TRANSIT's SSEPP addresses an integrated working relationship with the various New Jersey, and Federal agencies. Also, it describes NJ TRANSIT's emergency relationships with utility and private partners.

10.1 Meetings with External Agencies - 673.11(a)(6)

Periodic meetings with Emergency Management Services of Newark, Bellevue and Bloomfield will be planned and coordinated by the Office of Emergency Management. Coordination is also be fulfilled with the appropriate fire, police, and emergency management departments throughout NLR's service area. Meetings with Federal, State and Regional officials for the purposes of determining roles and responsibilities for emergency preparedness will be coordinated by the Office of Emergency Management as required.

10.2 Drills and Exercises

The Office of Emergency Management is responsible for NJ TRANSIT's agency-wide emergency exercise program and its implementation. This section shall support the internal audit process, which contains provisions for assuring that emergency exercises are conducted and properly documented to show the specific goals, objectives and procedures utilized during the exercise. Information collected during an exercise will be used to incorporate into an After-Action Reports (AAR), to analyze existing procedures, and enhance emergency processes.

NLR evaluates its emergency management function by implementing a comprehensive drills and exercise program and is considering using the Homeland Security Exercise and Evaluation Program (HSEEP) model as a baseline. The program will organize various emergency response agencies to critique emergency preparedness activities by simulating scenarios involving various system components, including infrastructure, vehicles, facilities, and equipment. Drills and exercises will incorporate, but are not limited to, the following:

1. **Tabletop Exercise (TTX):** A TTX is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident. Generally, TTXs are aimed at facilitating conceptual understanding, identifying strengths and areas for improvement, and/or achieving changes in perceptions.
2. **Drills:** A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills. For example, drills may be appropriate for establishing a community-designated disaster, receiving center, or shelter. Drills can also be used to determine if plans can be executed as designed, to assess whether more training is required, or to reinforce best practices. A drill is useful as a stand-alone tool, but a series of drills can be used to prepare several organizations to collaborate in a Full-Scale Exercise (FSE).

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

3. **Full-Scale Exercise (FSE):** FSEs are typically the most complex and resource-intensive type of exercise. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command (UC). In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level.

NLR may implement other drills and exercises defined in the HSEEP framework and will utilize the exercise methodology illustrated below.

Figure 4: HSEEP Exercise Cycle



10.2.1 After Action Reports

An evaluation will be completed after each exercise to allow NJ TRANSIT and NLR the opportunity to assess the capabilities needed to accomplish a mission, function, or objective. This will be completed through an After-Action Report (AAR), which will document key information related to evaluation. The length, format, and development timeframe of the AAR depend on the exercise type and scope. The primary focus of the AAR is the analysis of core capabilities and will include the following sections:

- Exercise name
- Type of exercise
- Date of the exercise
- Location(s) of the exercise
- Participating organizations
- Mission area(s)
- Specific threat or hazard
- A brief scenario description

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- The name of the exercise sponsor and Point of Contact.
- Analysis of Core Capabilities
- CAP(s), as necessary

CAPs will be developed and monitored in accordance with Section 25 of this PTASP.

10.3 Emergency Training

The Manager of Safety will coordinate the responsibility of managing and implementing Emergency Management Training programs with the Manager of Training. Training may consist of, but is not limited to:

1. Workplace awareness campaigns such as postings, newsletters, and memos
2. Publication distribution
3. Formal classroom training

At a minimum, emergency response training will be conducted annually, dependent upon emergency personnel's availability.

10.3.1 Familiarization Training

Periodic informational updates will be planned and coordinated with the appropriate fire, police, and emergency management departments by the Manager of Training. These meetings provide local emergency responders with an overview of the Newark Light Rail systems. At a minimum, emergency response training shall be conducted annually dependent upon emergency personnel's availability.

11.0 Safety Management Policy Communication

In accordance with 49 CFR 673.29(b), NJ TRANSIT's Accountable Executive and SMS Executive, through coordination with the Executive Staff will ensure that all employees are aware of any policies, activities, and procedures that are associated with their safety-related roles and responsibilities. Safety communications may include information on hazards and safety risks that are relevant to the employee's role and responsibilities; explain reasons that a transit agency introduces or changes policies, activities, or procedures; and explain to an employee when actions are taken in response to reports submitted by the employee or contract employee through the employee safety reporting program. Means of communications include but are not limited to discussion in NLR meetings, training, posting at conspicuous locations for employee viewing, via email, and the NJ TRANSIT website.

12.0 Hazardous Materials Program

To support employee chemical safety programs and the duty to comply with legally mandated hazardous materials rules and regulations, NLR's Procurement Manager diligently monitors and controls the chemicals used by employees to keep hazardous materials to a minimum. A complete listing is available from the manager of Budget & Stockroom. Controlled items would include used gearcase oil for example.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

The NJ TRANSIT Environmental Compliance Policy is incorporated by reference and can be reviewed upon request to the NJ TRANSIT Environmental Department, in NJ TRANSIT Headquarters located in Newark, NJ.

13.0 Drug and Alcohol Program

To prevent accidents/incidents in system operations and to assure safe operations under all conditions, testing for alcohol and substance abuse must be a mandatory requirement for employee certification. NJ TRANSIT recognizes that employees are its most valuable resource. To protect this resource and further NJ TRANSIT's ability to provide safe and dependable service, requires that NJ TRANSIT:

1. Engage in the necessary action to ensure that employees can perform assigned duties in a safe, healthy, and productive manner.
2. Create a workplace environment free from the adverse effects of drug and alcohol substance abuse or misuse.
3. Prohibit the unlawful manufacture, distribution, dispensation, possession or use of controlled substances.
4. To encourage employees to seek professional assistance any time personal problems, including alcohol and/or drug dependency, adversely affect an employee's ability to perform assigned duties.

NJ TRANSIT's Substance Abuse Policy, which is incorporated by reference to this PTASP and available for review by contacting NJ TRANSIT Human Resources (HR) was created to ensure worker's fitness for duty and to protect employees, passengers and the public from risk posed by the use of alcohol and prohibited drugs. This policy is also intended to comply with all applicable FTA and United States Department of Transportation (USDOT) regulations governing workplace anti-drug programs in the transit industry.

NJ TRANSIT's Substance Abuse Policy includes FTA and USDOT requirements (49 CFR Parts 40 and 655) which mandate urine drug testing and breathalyzer alcohol testing for safety-sensitive positions and prohibit performance of safety-sensitive functions when there is a positive test result. Also, the FTA has promulgated 49 CFR Parts 40 and 655 establishing standards for the collection and testing of urine and breath specimens.

The Drug Free Workplace Act of 1988 and regulations promulgated in 49 CFR Part 29 require the establishment of drug-free workplace policies and the reporting of certain drug related offenses to FTA. NJ TRANSIT's Substance Abuse Policy includes all of these requirements for employees defined as safety-sensitive and for other employees as noted.

The requirements of these regulations do not restrict NJ TRANSIT from adopting and enforcing additional or more stringent requirements. The rules shall apply during the time period just before, during, or just after duty hours only. Individuals testing positive for alcohol and substance abuse just before duty, on duty or just after duty must be immediately removed from duty and shall be subject to discipline up to and including discharged.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

In addition to post-accident or reasonable suspicion testing, the testing program includes random unannounced testing of individuals performing safety-sensitive functions. To assist these employees, NJ TRANSIT has in place an Employee Assistance Program (EAP) administered by the Human Resources Director in coordination with the various department managers. Through these programs, NJ TRANSIT provides an opportunity for employees to deal with drug and alcohol-related problems. Any employee who voluntarily requests assistance in dealing with a personal drug and/or alcohol problem may do so through the EAP in complete confidence and without jeopardizing his/her employment with NJ TRANSIT solely because of the request for assistance. Although employees are encouraged to receive help for drug or alcohol problems, participation in an EAP will not excuse an individual's failure to comply with the requirements of the Policy.

14.0 Procurement

It is the policy of NJ TRANSIT's Procurement procedures and NLR's Manager of Procurement, that after consulting with the appropriate Key Staff and NLR Executive Managers, to obtain supplies and materials or equipment that meet or exceed generally accepted standards through informal and formal bid processes. Any items that have the potential of impacting safety shall be assessed for compatibility with the system, and assurance that all safety risks have been minimized to the lowest practical level.

For outside contract work, contracts stipulate quality specifications of all materials, services, and equipment used in the project shall be subject to adequate inspection and testing in accordance with generally accepted standards and that the contractor shall provide the necessary testing and inspection services required by the contract.

It is also the policy of the NLR Manager of Procurement to obtain Safety Data Sheets for all samples and products for prior approval before samples or products are accepted for review and/or use by NLR. The NLR Manager of Procurement makes every effort to preclude the introduction of unauthorized, hazardous materials and supplies, as well as defective or deficient equipment. The Purchaser works to ensure that the use of permissible hazardous materials or supplies is kept at a bare minimum and only used when no alternative non-hazardous alternatives are available.

NLR will provide a copy of this PTASP to all contractors and/or sub-contractors. All contractors and their sub-contractors are required to adhere to the PTASP during all stages of construction and rehabilitation.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

PART D: SAFETY RISK MANAGEMENT – 673.25

49 CFR 673 provides NJDOT the authority to require NLR to document, within its PTASP or supporting procedures, the following:

- NLR's overall approach to implementing an integrated system-wide hazard resolution process (i.e., address operational hazards, hazards from extensions/modifications, operational changes, or other changes within the rail transit environment)
- Sources and mechanisms used by NLR to identify hazards (i.e., Customer Assistance Forms (CAF), employee reports, review of near-miss incidents and control center logs, analysis of maintenance records, accident investigations, formal hazard analysis, etc.)
- Processes used by NLR to evaluate and prioritize hazards (i.e., formal hazard analysis, informal assessment based on experience and technical recommendations, testing analysis, consultant reviews, manufacturer's recommendations, etc.)
- Any required investigation reports or other documents to be provided by NLR to the NJDOT, as specified in the NJDOT SSPS, regarding any hazard that triggers the hazard identification threshold.
- The process used by NLR for reporting ongoing hazard management program activities to the NJDOT (i.e., monthly, or quarterly logs, monthly or quarterly meetings, etc.)

Safety Risk Management (SRM) is an essential process within NLR's SMS for identifying hazards and analyzing, assessing, and mitigating safety risk. The SRM component has two (2) sub-components

1. Hazard Identification and Analysis, and
2. Safety Risk Evaluation and Mitigation

The SRM process and its sub-components provides a formal process to systematically identify, evaluate, and mitigate potential hazards associated with the construction, maintenance, and operation of NLR's operating systems for patrons, employees, and the general public. Known hazards are categorized as to their potential severity and probability, analyzed for potential impact, and resolved by design, procedure, warning device, or other methods so they fall within a level of risk acceptable to NLR. This process provides NLR's executive management team and mid-level managers the necessary information to prioritize decision making efforts.

The following figure provides an illustration of steps used in the Safety Risk Management process:

Figure 5: SRM 4-Step Process



**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The proceeding sections document the risk management process and NLR's approach to hazard investigations, including the notification and investigation requirements specified by NJDOT in the SSPS.

The SRM process is the primary tool used by NLR to ensure the safety of its passengers, employees, facilities, and vehicles. This process is accessible to all levels of the organization and is how hazards are identified, analyzed for potential impacts on the transit system, and resolved in a manner acceptable to management. This process will follow the guidelines listed in the proceeding sections.

NJDOT (SSO) requires NLR to implement a system-wide process to identify, investigate, analyze, and resolve hazards for New Starts projects, extensions, or modifications of existing systems, operational or environmental changes, or from hazards discovered during reviews, audits, inspections, and investigations.

The hazard management process delineated in Section 1.3 must, at a minimum:

- Define NLR's approach to hazard management and the implementation of an integrated system-wide hazard resolution process.
- Specify the sources of, and the mechanisms to support, the on-going identification of hazards.
- Define the process by which identified hazards will be evaluated and prioritized for elimination and control.
- Identify the mechanism used to track through resolution the identified hazard(s).
- Define the minimum thresholds for the notification and reporting of hazards to the SSO.
- Specify the process by which NLR will provide on-going reporting of hazard resolution activities to the SSO.

The NJDOT requires notification of hazards (for Light Rail Operations) on a prescribed timeframe delineated in NJDOT's SSPS.

NLR will track all safety hazard reports from employees through the Safety Risk Management Log submitted to NJDOT monthly. The Joint Labor Management Committee will discuss all safety hazard reports from employees during the monthly JLM meeting with details recorded in NLR's SRM Log to include the safety risk index and corrective action. The meeting minutes will be initially submitted to the Agency Safety Management (ASM) to review findings.

Hazard identification and resolution is a core element of the PTASP emphasizing timely correction of unsafe conditions -- ideally, anticipated and reconciled before serious accident, injury, or damage occurs. The methodology outlined for the formal process of hazard identification and resolution is based on the resource toolkit from the Federal Transit Administration.

To ensure NLR provides safe and reliable transportation services, NLR has established a process by which hazards are identified, analyzed for potential impact on the operating system, and resolved in a manner acceptable to NLR management and applicable regulatory agencies.

All NLR management, staff, contractors, and suppliers are required to implement high standards of safety and system assurance throughout the design, construction, testing, and operational

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

phases of NLR's projects. Hazards which cannot be eliminated in the design are to be controlled by safety devices, warning devices, training, and/or written procedures to prevent mishaps.

Every NLR employee is required to report any unsafe condition to his or her supervisor or Department Manager. The NLR Safety Manager works with employees to facilitate the reporting of hazards. NLR utilizes Safety Suggestion Boxes, the Agency Safety Management hotline, Local Safety Committees, Supervisor Reports from the Operations/Maintenance department as well as encourages employees to directly report any hazards to the NLR Safety Manager.

Most hazards in the system are identified in the field and reported to the OCC controller and entered on special occurrence reports. These hazards are addressed by the responsible departments or units through routine corrective measures and do not require the special attention indicated in this procedure. Accidents and changes to operating procedures, maintenance procedures, and training programs are reviewed and discussed relative to their impact on safety in the Safety Review Committee (SRC) and/or Joint Labor/Management Safety Committee meetings, and other staff meetings. When hazards are identified during the review of plans and specifications for equipment or facility modifications, the NLR Safety Manager and the Project Manager (PM) in charge of the project are notified immediately and options for resolving the hazards are discussed and implemented.

15.0 Hazard Identification 673.25(a), 673.25(b)(1), and 674.7

49 CFR Part 673 requires NLR to establish methods or processes to identify hazards and consequences of hazards. A hazard will let the agency know that something is wrong, while a consequence identifies what could happen. When NLR properly identifies and clearly defines hazards, the organization can more easily identify potential consequences that will help management allocate safety resources based on safety risk.

All employees and contract employees are charged with the responsibility of identifying and reporting conditions that have the potential to cause a consequential event. Hazards can also be identified through various outputs of Safety Assurance (SA) activities, such as employee safety reporting programs, event investigations, monitoring of operations and maintenance procedures, or system changes, as sources for hazard and consequence information. Potentially hazardous conditions may also be identified through other means, including those listed below:

- FTA triennial reviews
- FTA bulletins or other industry recommendations
- SSOA internal reviews and audits
- SSOA findings from investigations
- Reports from passengers and other individuals
- Reports from operators and other personnel
- Reports from maintenance personnel or contractors
- Investigation and review of accidents and incidents
- Collection and analysis of accident statistics and risk management information system data regarding safety, accident rates, and claims reports, including trend analysis.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- Checklist audits performed by transit agency supervision.
- Information, experiences, and ideas from support departments.
- Observations of facilities and operations hazards, by administrative personnel.
- Results from drills, exercises, and emergency response to accidents and incidents.

Hazard identification and resolution is a system safety process managed by the NLR Safety Manager. The NLR Safety Manager will determine, on a case-by-case basis, those hazards for which formal analyses are to be prepared. Hazards that require follow up will be included in a **Corrective Action Plan Log (located in Appendix E)**. All other hazards that do not meet the thresholds stipulated on Appendix E will be tracked independently for trending purposes. All NLR staff and committee meetings are forums for identifying potential hazards.

To address hazards resulting from system extensions or modifications, operational and other changes, safety analysis included in design and procurement contracts will provide for:

- Identification of potential hazards
- Assessment of the severity and probability of occurrence of each potential hazard
- Timely awareness of hazards for those who must resolve them
- Tractability and control of hazards through all phases of a project's life cycle

Hazards will be logged on the **Corrective Action Plan Log** by using the following methods:

- Formal analyses prepared and submitted by employee/contractors
- Design reviews conducted as part of the design process
- Preliminary field observations during project construction and testing
- Operating experience
- Review of control center logs, and maintenance records
- Rule Compliance observations
- Employee/passenger observations/complaints
- Employee reports
- Employee safety suggestions
- Accident investigation findings
- Inspections and audits
- Outside agencies complaints/recommendations
- Recommendations of other transit properties
- Critical rule violations

Hazard identification and resolution is a system safety process managed by the NLR Safety Manager. The NLR Safety Manager will determine, on a case-by-case basis, those hazards for which formal analyses are to be prepared. Hazards that require follow up will

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

be included in a **Corrective Action Plan Log (located in Appendix B)**. All other hazards that do not meet the thresholds stipulated on Appendix E will be tracked independently for trending purposes. All NLR staff and committee meetings are forums for identifying potential hazards.

To address hazards resulting from system extensions or modifications, operational and other changes, safety analysis included in design and procurement contracts will provide for:

- Identification of potential hazards
- Assessment of the severity and probability of occurrence of each potential hazard
- Timely awareness of hazards for those who must resolve them
- Tractability and control of hazards through all phases of a project's life cycle

Hazards will be logged on the **Corrective Action Plan Log (Appendix G)** by using the following methods:

- Formal analyses prepared and submitted by employee/contractors
- Design reviews conducted as part of the design process
- Preliminary field observations during project construction and testing
- Operating experience
- Review of control center logs, and maintenance records
- Rule Compliance observations
- Employee/passenger observations/complaints
- Employee reports
- Employee safety suggestions
- Accident investigation findings
- Inspections and audits
- Outside agencies complaints/recommendations
- Recommendations of other transit properties
- Critical rule violations

15.1 Hazard Tracking

When a potential hazard is identified, it will be added to NLR's Safety Risk Log (SRL). NLR will submit the SRL monthly or make the log available upon request from the SSO Program Manager.

The tracking log will contain, at a minimum:

- Safety risk description
- Immediate mitigation (if needed)
- Origin of safety risk
- Date safety risk was identified

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- Responsible investigator or committee leader
- Safety risk analysis results
- Proposed CAP(s) including all relevant information
- Date safety risk closed

The SRL template can be found in Appendix E of this PTASP. Further, NLR's SRL may be reviewed regularly by NJDOT.

15.2 Hazard Notification - 673.25(b)(2)

Unacceptable, or High, hazardous conditions must be reported to NJDOT within 2 hours of discovery of an unacceptable/significant hazard, which is identified as a state reportable "Incident" (See Program Standard SSO-003. In the event NLR determines that the final risk assessment of the hazard is "Unacceptable" using the criteria and assessment process in its PTASP, NLR will notify NJDOT by 5:00 p.m. on the next regular working day following the determination of the Unacceptable condition.

Additional hazards identified by NLR may also be reportable to NJDOT under the direction of the CSO and Safety Review Committee.

Hazard severity categories are defined to provide a qualitative measure of the worst credible mishap resulting from personnel error; environmental conditions; design inadequacies; and procedural deficiencies for a system, subsystem, or component failure or malfunction.

The probability a hazard will occur during the planned life expectancy of the system element, subsystem, or component can be described subjectively in potential occurrences per unit of time, event, population, items, or activity. A qualitative hazard probability may be derived from research, analysis, and evaluation of historical safety data from the same or similar systems. Supporting rationale for assigning a hazard probability will be documented in hazard analysis reports.

The objective of hazard identification and analysis is to identify and define as many hazardous conditions as possible and enter them into the Hazard Resolution process before those conditions or associated actions cause or contribute to an accident. Although it is virtually impossible to identify every hazard, there are two basic time-tested methods for orderly identification of hazards: inductive and deductive.

The inductive hazard identification method consists of an analysis of system components to identify their respective failure modes and the effects they will have on the total system. This method assumes the failure of single elements or events and, through analysis, determines the potential consequential effects on the system or subsystem. The techniques commonly used for inductive hazard identification include:

- **Preliminary Hazard Analysis (PHA)** – is a semi-quantitative analysis that is performed to:

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

1. Identify all potential hazards and accidental events that may lead to an accident
 2. Rank the identified accidental events according to their severity
 3. Identify required hazard controls and follow-up actions
- **Sub-System Hazard Analysis (SSHA)** – Is a safety analysis tool for identifying hazards, their associating causal factors, effects, level of risk, and mitigation design measures
 - **Operating Hazard Analysis (OHA)** - is performed to determine all applicable operational safety requirements for personnel, procedures, and equipment throughout all phases of the system life cycle. Engineering data, procedures, and instructions developed from other safety analyses, the engineering design, and initial test programs are all used to support this analysis. Operating hazards are generally resolved in preparation for operations by way of training, developing operating procedures, and developing emergency operating procedures

The deductive hazard identification method involves defining an undesired effect or event (e.g., collision, derailment, or fire) and then deducing the possible conditions or system component faults (or combinations thereof) which are necessary to cause the undesired effect or event. The technique most commonly used for deductive hazard identification is Fault Tree Analysis. Other light rail system's accident experience over their years of operation will be a source of input information to aid both the inductive and deductive processes.

16.0 Safety Risk Analysis & Evaluation

Hazards which are not resolved at the operating, maintenance, or other front-line department levels are appropriately investigated by NLR's Safety Manager and NLR management and assisted by the responsible operations and maintenance department. Investigation findings are documented and reported during the Safety Review Committee meeting.

16.1 Hazard Categorization - 673.7, 673.25(c), and 674.7

This involves categorizing identified hazards in terms of each one's severity or consequence and its probability of occurrence. The United States Department of Defense (DoD) Standard Practice for System Safety, Military Standard (MIL-STD) 882 Version E, establishes system safety criteria guidelines for determining hazard severity and probability.

The hazard severity categories listed on the following pages provide the qualitative indication of the relative severity of the possible consequences of the hazardous conditions.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table 5: Severity Categories

Description	Score	Mishap Result Criteria
Catastrophic	1	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$1 Million.
Critical	2	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$500,000 but less than \$1 Million.
Marginal	3	Could result in one or more of the following: injury or occupational illness resulting in one or more lost workday(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100,000 but less than \$500,000.
Negligible	4	Could result in one or more of the following: injury or occupational illness not resulting in a lost workday, minimal environmental impact, or monetary loss less than \$100,000.

Once a hazard's severity has been determined, the analysis will consider the probability, or likelihood that the consequences will exist if the hazard is not corrected or controlled. The susceptibility of a location to a hazard occurring is measured using the following table.

Table 6: Probability Categories

Description	Score	Specific Individual Item	Fleet or Inventory
Frequent	A	Likely to occur often in the life of an item.	Continuously experienced
Probable	B	Will occur several times in the life of an item.	Will occur frequently
Occasional	C	Likely to occur sometime in the life of an item.	Will occur several times
Remote	D	Unlikely, but possible to occur in the life of an item.	Unlikely, but can reasonably be expected to occur
Improbable	E	So unlikely, it can be assumed occurrence may not be experienced in the life of an item.	Unlikely to occur, but possible
Eliminated	F	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.

Together, the hazard severity and probability properties measure the Safety Risk Score and the priority for applying control measures. Using this scale, the members of the Safety Review Committee can examine, quantify, and resolve the hazards based on the severity of a potential outcome and the likelihood that such an outcome will occur.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Figure 6: Safety Risk Matrix

Severity Probability	Catastrophic 1	Critical 2	Marginal 3	Negligible 4
A - Frequent	1A	2A	3A	4A
B - Probable	1B	2B	3B	4B
C - Occasional	1C	2C	3C	4C
D - Remote	1D	2D	3D	4D
E - Improbable	1E	2E	3E	4E
F - Eliminated	Eliminated			

1A, 1B, 1C, 2A, 2B

1D, 2C, 3A, 3B

1E, 2D, 2E, 3C, 3D, 3E, 4A, 4B

4C, 4D, 4E

F

High	Unacceptable
Serious	Undesirable, management's decision is required
Medium	Acceptable, with review by the SRC
Low	Acceptable, without review by the SRC
Eliminated	Eliminated

The results from using the Safety Risk Matrix will then be used to determine whether a hazardous condition should be eliminated, controlled, or accepted. Hazards rated as "High" must be addressed to control or eliminate the risk to the lowest practical level through the processes defined in Section 17.0 below. Hazards classified as "Serious" may be tolerable if it can be demonstrated that its occurrence is highly improbable.

High / Unacceptable: The risk cannot remain and must be mitigated through the Safety Review Committee. The Safety Risk Analysis (SRA) and subsequent analyses will present options for elimination or reductions of high risks.

Serious / Undesirable: The risk should be reduced if at all practical to do so with support from the Safety Review Committee. The Safety Risk Analysis (SRA) and subsequent hazard analysis will provide options, where possible, to reduce risks.

Medium / Acceptable, With Review: The risk can be acceptable after review by management and the Safety Review Committee. The Safety Risk Analysis will recommend either that the hazard be left as is or be acted upon to further reduce risk. The Safety Review Committee makes the final determination.

Low / Acceptable: The risk is acceptable as is and does not require further review. The Safety Risk Analysis will not recommend any action be taken to address a low risk. Final determination is made by the NLR Safety Manager.

Eliminated: The risk no longer exists.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

16.2 Hazard Prioritization - 673.25(c)(2)

All hazards will be prioritized based on the Safety Risk Score calculated during the Analysis and Evaluation process. The score is achieved by combining the Severity rating with its Probability. The greater the score, the higher the hazard's prioritization. Hazards ranked as High/Unacceptable or Serious/Undesirable should be mitigated first, with High/Unacceptable ranking as the greatest. Prioritizing risks will support management in the decision-making process by elevating the hazards and vulnerabilities that need immediate attention to the forefront for action.

17.0 Safety Risk Mitigation - 673.25(a) and 673.25(d)

49 CFR 673 requires NLR to establish methods or processes to identify mitigations or strategies necessary, as a result of the agencies' safety risk assessment, to reduce the likelihood and/or severity of the consequences. The goal of risk mitigation is to reduce the assessed risk rating to an acceptable level; however, mitigations do not typically eliminate the risk entirely. NLR will consider input from SMEs from different departments to ensure that the selected safety risk mitigation is appropriate. Input from multiple sources can help prevent unintended effects, including new hazards.

Hazard control processes will follow the Hierarchy of Controls as defined by the National Institute of Occupational Safety and Health (NIOSH).

Figure 7: NIOSH Hierarchy of Controls⁴



A combination of controls may be used when no single method fully protects the system or components of the system.

⁴ OSHA Hazard Prevention and Control

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Elimination or Substitution: While most effective at reducing hazards, these methods tend to be the most difficult to implement in an existing process. The core methodology between elimination and substitution is the separation of the hazard from the system or sub-system either by means of removal or modification/replacement. These steps are most effectively implemented at the early stages of a project/process, and if the project/process is still at the design or development stage. Elimination and substitution of hazards may be inexpensive and simple to implement.

Where some hazards are inherent and cannot be eliminated completely through design, they should be substituted, if possible, to reduce the risk to the lowest acceptable level. This can be accomplished by incorporating, as necessary, fail-safe devices and principles in design, incorporating high-reliability system components, and using redundant or backup hardware and software devices.

Engineering Controls: This methodology is designed to remove the hazard at the source before it comes in contact with the worker. Well-designed engineering controls can be highly effective in protecting workers and will typically be independent of worker interactions to provide this high level of protection. The initial cost of engineering controls can be higher than the cost of administrative controls or Personal Protective Equipment (PPE), but over the longer term, operating costs are frequently lower, and in some instances, can provide a cost savings in other areas of the process. Examples include reducing exposure to noise through redesigning equipment or infrastructure or increasing air circulation to eliminate heat related stress of workers and patrons.

Administrative Controls and PPE: Administrative controls and PPE are frequently used with existing processes where hazards are not particularly well controlled. Administrative controls and PPE programs may be relatively inexpensive to establish but, over the long term, can be very costly to sustain. Administrative controls essentially change the way people work. This method limits exposure to the hazard rather than removing it. Similarly, PPE does not eliminate hazards and may result in workers being exposed if the equipment fails.

Therefore, these methods for protecting workers have also proven to be less effective than other measures, requiring significant effort by the affected workers. As such, Administrative Controls and PPE should be used as a last resort if the other methodologies are not feasible

18.0 Hazard Acceptance

If it is not possible to reduce a hazard by any means, a decision must be made to accept the hazard or implement a hazard mitigation plan. This decision is made by the Safety Review Committee. The Accountable Executive has final signatory authority for hazard acceptance or implementing a hazard mitigation plan. Hazard management documentation, including the acceptance of hazards will be managed and maintained by NLR's Safety Manager.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

18.1 Hazard Risk Index

NLR assesses the level of risk for each identified hazard to determine what action(s) must be taken to correct or document the hazard risk. This risk assessment system is incorporated into the formal analysis which enables the SRC (and President/CEO if concurrence is necessary) to understand the amount of risk involved in accepting the hazard in relation to the cost (schedule, dollars, operations, etc.) to reduce the hazard to an acceptable level.

The Hazard Risk assesses the risk based upon hazard category and probability and the criteria for defining further actions based upon the index.

Table 18.1.1a Hazard Risk Index

Severity Probability	Catastrophic ¹	Critical ²	Marginal ³	Negligible 4
A - Frequent	1A	2A	3A	4A
B - Probable	1B	2B	3B	4B
C - Occasional	1C	2C	3C	4C
D - Remote	1D	2D	3D	4D
E - Improbable	1E	2E	3E	4E
F - Eliminated	Eliminated			

When the Hazard Severity Index is combined with the Hazard Probability Index, the result is the Hazard Risk Index. Each Hazard Risk Index requires a specific level of action. Actions will be taken to eliminate identified hazards or reduce the associated risk. A hazard with a risk index of "Unacceptable" is not permitted and must be redesigned or modified to eliminate or minimize and control the hazard to a more acceptable level.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table 18.1.1b Hazard Acceptance Criteria

HAZARD ACCEPTANCE CRITERIA		
Hazard Risk Index	Decision Authority	Special Conditions
1A, 1B, 1C, 2A, 2B	Unacceptable	Requires review by SRC and Chief Safety Officer and concurrence from the President/CEO
1D, 2C, 3A, 3B	Undesirable	Requires review by SRC and Chief Safety Officer
1E, 2D, 2E, 3C, 3D, 3E, 4A, 4B	Acceptable with Review	Requires review by SRC and General Manager
4C, 4D, 4E	Acceptable	Requires review by SRC
1F, 2F, 3F, 4F	Eliminated	Eliminated

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Table 18.1.2 Sample Hazard Evaluation, Analysis, and Resolution Matrix

Form Completed by:		Updated Analysis Date:		NLR Hazard ID:	
Location/Car No.:		- MOE - MOW - TRANSPORTATION - Efficiency Checks - Training/Emergency Exercise or Drill		Date Identified:	
Affected Aspect: Operations Control TPSS SCADA (Remote Use)				Initial Hazard Classification:	
Corrective Action Implementation Date:				Consequences: Electrocution	
Hazard To Be Evaluated (<i>Inspection Failure, Defect, Training Failure, Efficiency Check Failure, Operations Incident, Safety Event</i>):		Hazard Mitigation/Corrective Action:			
CONSIDERATIONS					
HAZARD CLASSIFICATION					
HAZARD SEVERITY: 1:		CATASTROPHIC - death or system IASM. CRITICAL - severe injury, illness, or system damage. MARGINAL - minor injury, illness, or system damage.			Hazard Severity Rating:
2:					
3:					
4:		NEGLIGIBLE - less than minor injury, illness, or system damage.			
HAZARD PROBABILITY:					Hazard Probability Rating:
A:					
B:		FREQUENT - Likely to Occur frequently			
C:		PROBABLE - Will occur several times in the life of an item			
D:		OCCASIONAL - Likely to occur sometime in the life of an item			
E:		REMOTE - Unlikely to occur sometime in the life of an item			
F:		IMPROBABLE - So unlikely it can be assumed occurrence will not occur			
		ELIMINATED			
INITIAL HAZARD RESOLUTION MATRIX – TO BE COMPLETED BY SAFETY MANAGER					
	SEVERITY				
PROBABILITY	1	2	3	4	INITIAL RISK RATING:
A	UN	UN	UD	AC/WR	(TO BE COMPLETED BY SAFETY MANAGER)
B	UN	UN	UD	AC/WR	
C	UD	UD	AC/WR	AC/	
D	UD	AC/WR	AC/WR	AC	
E	AC/WR	AC/WR	AC/WR	AC	
F	Eliminated	Eliminated	Eliminated	Eliminated	
Codes:					
UN = Unacceptable		- Requires review by SRC, CSO and concurrence from the CEO			
UD = Undesirable		- Requires review by SRC and concurrence from the CSO			
AC/ WR = Acceptable with Review		- Requires review by SRC			
AC= Acceptable		- Requires review by NLR Safety Manager			
RECOMMENDATION					
Reviewed By (Foreman/Supervisor): Date:					
Approved by (Superintendent/Director): Date:					
Date Received by NLR Safety Manager:					

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

18.2 Hazard Control and Elimination

Before implementation of any corrective action, system safety analyses establish a hazard severity category (I through IV) and a probability ranking (A through E) which are combined to form a Risk Index, reflecting both severity and probability of occurrence for each identified hazard. The range of possible Risk Indices is shown in the above Sample Hazard Evaluation, Analysis, and Resolution Matrix.

18.2.1 Hazard Risk Indices

Risk assessment criteria will be applied to the identified hazards based on their estimated severity and probability of occurrence to determine acceptance of the risk or the need for corrective action to further reduce the risk. The risk assessment and acceptance criteria will assist decision-makers in understanding the amount of risk involved by accepting the hazard relative to the costs (schedule, dollars, operations, etc.) to reduce the hazard to an acceptable level.

Action will be taken to eliminate identified hazards or reduce the associated risk. Catastrophic and critical hazards will be eliminated, or their associated risk reduced to an acceptable level. If this is impossible or impractical, alternatives will be recommended for the appropriate decision making.

18.2.2 Hazard Resolution and Control

NLR uses the Hazard Resolution and Control process as described below. The process involves the analysis and corrective action taken to reduce the risk associated with an identified hazard to the lowest practical level. The order of precedence for satisfying the Safety Security Department requirements and resolving identified hazards is as follows:

- **Design for Minimum Risk.** Design new facilities and equipment to eliminate hazards. If an identified hazard cannot be eliminated, its associated risks must be reduced to an acceptable level (see Risk Assessment Criteria) through the design selection.
- **Utilization of Safety Devices.** In the event that an identified hazard cannot be eliminated, or its associated risk cannot be reduced through design selection, that risk must be reduced to an acceptable level through the use of protective safety features or devices. Provision is made and procedure is issued for periodic inspection and functional checks of safety devices.
- **Warning Devices.** When neither design nor safety devices can

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

effectively eliminate identified hazards or reduce risk to an acceptable level, warning devices are used to detect the condition and produce an adequate warning signal to alert individuals to the hazard. Warning devices are standardized to minimize the probability of incorrect reaction of personnel to these warning signals.

- **Develop Special Procedures and Training.** When it is impossible or impractical to eliminate hazards through design selection or adequately reduce its associated risks through safety or warning devices, then approved procedures and special training programs are used. Procedures may include the use of personal protective equipment. Precautionary notations and warning signs are standardized. NLR employees who perform critical tasks require certification of personal proficiency.

Warning, caution, and other forms of written advisories cannot be used as the only method of risk reduction for Category 1 (Catastrophic) and Category 2 (Critical) hazards.

Facility and system contract documents require that contractors/suppliers solve hazards in accordance with this list, in order of precedence. Specifications include the requirement for contractors/suppliers who provide system, subsystem, or equipment during construction to establish and maintain a safety program. These programs, at a minimum, define objectives, tasks, procedures, schedules, and data submittal for the safety activities that are performed by the contractor/supplier. The safety program and supporting documentation are subject to review and approval by NLR.

Hazards identified within the system are evaluated by the SRC and/or Fire Life Safety and Security Committee (FLSSC), appropriate staff and eliminated and controlled to a level acceptable to NLR. As part of the hazard resolution process, reports summarizing status of safety issues and concerns are prepared and distributed to NLR management and other project participants for review and comment.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

19.0 Coordination with SSOA

The following table provides an overview of key dates and timelines associated with coordination responsibilities of the Safety Risk Management process with NJDOT for hazards identified by NLR. More detailed information is provided in the table below.

Table 7: NJDOT Hazard Coordination Timeline

Activity	Date
Submit Updated SRML	Monthly
SRML Review with NJDOT	Monthly
Initial Investigation Report	24 Hours via EAR
Investigation Updates – Progress updates for all open events are provided to NJDOT SSOA via the monthly report by the CSO/ASM.	Monthly, until completed

NLR will track the progress on addressing hazards through entries onto the SRML and provide updated copies to the CSO/ASM for submittal to the SSO monthly. NLR will have quarterly meetings with the SSO to review the SRML and other activities associated with the SRM process.

After the initial notification, NLR will submit the investigation report to the SSOA via NJDOT's EAR System. The sample forms can be found in Appendix F of this PTASP. NLR will also submit to the SSO the initial report of its investigation of the reportable hazardous conditions within 24 Hours of the hazard being reported to the SSO. NLR may transmit an electronic copy via email or a hard copy via mail or fax. Reports will be provided on the hazard investigation monthly until the investigation is completed. These reports may also be transmitted electronically via email or as hard copy via mail or fax.

NLR will prepare and submit to NJDOT for review and approval a final report that includes a description of activities, findings, identified causal factors, and a corrective action plan. NLR will submit via EAR to the CSO/ASM, who subsequently reviews, concurs, and submits the investigation (and all supporting documentation) to the NJDOT SSOA. Within thirty (30) calendar days of receiving a report designated as final, NJDOT will review the report. Within thirty (30) calendar days of acceptance of the investigation report, NJDOT will issue NLR a written approval of the report. In the event that NJDOT does not accept a report, NJDOT will communicate in writing the area(s) of disagreement or concern. The report shall not be considered final until all conditions are met, and the report is agreed upon by NLR and NJDOT.

20.0 Minimization of Infectious Disease Exposure

NJ TRANSIT has established procedures, practices, and guidelines as they pertain to communicable disease of significant risk found in the general population, which can be transmitted by air, object or through casual contact and which would put the employee population and the riding public at risk. These policies can be found in Appendix I of this document.

NJ TRANSIT continues to follow the guidance issued by the Centers for Disease Control and Prevention (CDC). Since CDC guidance is constantly evolving, employees can obtain the most current CDC guidance at <https://www.cdc.gov>.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****PART E: SAFETY ASSURANCE – 673.27**

Safety Assurance is Component three (3) of the SMS framework. It is the process within NLR's SMS that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that NLR meets or exceeds its safety objectives through the collection, analysis, and assessment of information. This section will describe the activities NLR will use to monitor its system for compliance with, and sufficiency of, the agency's procedures for operations and maintenance. Furthermore, NLR will review system functions to identify safety risk mitigations that may require further improvements or are functioning as intended. The results of these reviews will be submitted to the CSO/ASM for review and concurrence, and for the CSO/ASM to submit to the SSO.

Safety Assurance means processes within the NLR Safety Management System that function to ensure a) the implementation and effectiveness of safety risk mitigation, and b) NLR meets or exceeds our safety objectives through the collection, measurement, analysis, and assessment of information.

SA helps to ensure early identification of potential safety issues. SA also ensures that safeguards are in place and are effective in meeting critical NLR safety objectives and contribute towards SPTs.

21.0 Investigations of Safety Events – 673.27(B)(3)

NLR currently conducts investigations of safety events. From an SA perspective, the objective of the investigation is to identify causal factors of the event and to identify actionable strategies that NLR can employ to address any identifiable organizational, technical, or environmental hazard at the root cause of the safety event.

The investigation process is a critical component of the Safety Assurance function of the SMS and is one indicator to measure safety performance success. When conducted appropriately, the investigation will determine the need for revisions to existing safety risk controls, implementation of new or additional safety risk controls, or review any changes needed to Safety Promotion activities, existing training programs, and/or policies, or procedures. The investigation should aim to identify new or previously unrecognized hazards that require evaluation, analysis, and assessment of safety risk to develop effective mitigations following the SRM process. NLR will investigate any accident or unacceptable hazardous condition or safety event that occurs in the system. Investigations will be documented in a final report that includes a description of investigation activities, findings, identified causal factors, and CAP(s) as necessary. It will not be the intention of the investigation to affix blame, or subject persons to liability for their actions, or to recommend disciplinary action.

21.1 Investigations – 674.35(a) & (b)

NLR will investigate any accident or unacceptable hazardous condition, as well as other safety events on NLR as deemed necessary by the agency or NJDOT. Each investigation conducted on behalf of the SSO will be led in accordance with the reporting procedure outlined in the SSPS.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The investigation will be documented in a final report that includes a description of investigation activities, findings, identified causal factors, and CAP(s) as necessary.

Additionally, NJDOT reserves the right to conduct independent investigations on its own behalf of any reportable event involving NLR, in accordance with the SSPS. NJDOT will inform the CSO of its intention to investigate or participate in an investigation of a reported event. NLR Staff and support personnel will cooperate with the SSO representatives during any investigation. Upon arrival at an incident scene or facility SSO representatives will notify NLR personal of their presence and their anticipated activities regarding the incident. SSO representatives will have access to all information, reports, and records pertinent to the incident under investigation. Following NJDOT's investigation, NJDOT will provide the CSO with a copy of its investigation report to review and provide comments. NLR reserves the right to disagree with the findings of NJDOT's investigation. In the event of a disagreement, The CSO will provide NJDOT with its disagreements with NJDOT's investigation, to include but not limited to, records, reports, analysis related to the incident. In the event that a mutual resolution cannot be negotiated, then the CSO will forward the information to the Accountable Executive to forward and discuss with NJDOT's Assistant Commissioner.

21.1.1 Fatalities & Serious Injuries Unrelated to NLR

In accordance with the FTA Two-Hour Accident Notification Guide (February 2018), NJDOT will not treat certain fatalities and serious injuries as reportable Accidents under the Part 674 event reporting criteria. Instead, such fatalities and serious injuries shall be treated as Unacceptable hazards, to be reported to NJDOT within one (1) business day of discovery. Examples include:

- Death resulting from illness, drugs, or natural causes occurring on rail transit property
- Criminal homicide occurring on rail transit property
- Injury resulting from illness, drugs, or natural causes occurring on RTA property
- Injury resulting from criminal assault occurring on rail transit property

NLR will perform an investigation of details and serious injuries occurring on rail transit property, in accordance with its existing rules and practices. Following initial notification of a death or injury, NJDOT may request additional information from NJDOT, may request to participate in the investigation, and/or may launch a NJDOT investigation.

21.2 Investigator Qualifications – 673-35(c)

The CSO as well as the General Manager are trained on basic investigation processes and procedures for NLR. The General Manager, or designee, will coordinate with Key Staff to perform investigations.

21.3 Accident Notifications

The following section describes the notification process NLR will follow when a report of a safety event is received. Only those events that meet the definition of an Accident, require notification to NJDOT and/or the FTA within two (2) hours.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

21.3.1 Internal Notifications – 673.27(b)(4)

Employees are required to report all Accidents, Incidents, and Occurrences as soon as possible. Reports are investigated by the appropriate management personnel. The type of event dictates who investigates the accident or incident, what forms are used and who is notified. In the event of a major Event, copies of accident forms shall be submitted to the NLR Safety Manager for further review and analysis. Sample NJDOT Reporting Safety Event forms are in Appendix F. The forms represent sample documents. Additional forms are being developed or modified for each mode of transportation.

21.3.2 Notification to NJDOT - 674.27(a)(6) and 674.33(a)

NLR will notify NJDOT of an Accident within two (2) hours by telephone, and via email. This includes an event that involves any of the following:

1. A loss of life;
2. Report of a injury to a person;
3. A collision of a rail transit vehicle (based on 49 CFR Appendix & FTA Two-Hour Accident Notification Guide);
4. A runaway train;
5. An evacuation for life safety reasons; or
6. Any derailment of a rail transit vehicle, at any location, at any time, whatever the cause

NLR will notify NJDOT's SSO via telephone number (609) 273-5169 after the event occurred to provide any known facts about the Accident that has occurred. During NLR's notification to NJDOT, NJDOT will as needed provide guidance as to whether NJDOT has determine if the Accident requires notification, investigation, and reporting to the FTA or other meets other reporting requirements. In some cases, the notification ends with this phone call if it is deemed not required either by FTA or the state.

The table below provides contact information for NLR's NJDOT representatives.

Table 8: NJDOT Notification Information

Primary NJDOT Contact	
Telephone	(609) 273-5169
Email	NJOFGSSO@dot.nj.gov

NLR will provide a follow-up email with an Initial Notification Form to NJDOT within two (2) hours of the incident or event. The following information will be provided by NLR in the initial notification of the event.

- Name and job title of person reporting and name of the RTA
- Event type (fatality, injuries, property damage, evacuation, derailment or other)
- Location, time, and date
- Notification time for NJDOT SSO program

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- Number of Fatalities
- Number of Injuries
- Rail transit vehicle(s) involved (type, number)
- Other vehicle(s) involved (type, number)
- Property damage estimate
- NTSB, Transportation Security Administration (TSA) reportable:
 - o NJ TRANSIT ASM primary point of contact conducting the investigation, including:
 - Name
 - Title
 - Phone and fax numbers
 - Email address
 - o Provide brief description of the event generating notification

If the information is not pertinent to the event, then identify it as such on the Initial Notification Form as “not applicable” (N/A).

The Initial Notification Form can be found in Appendix F.

Within 24 hours of the incident or event NLR will submit the 24-hours summary form to NJDOT via EAR.

21.3.3 Notification to the FTA

The responding NLR investigating supervisor, with Operations Control (OC) acting as a back-up, will notify the FTA Office of Safety and Security of major accidents, as specified in the 2021 NJDOT Program Standard Procedure SSO-003, and service in accordance with its requirements. Current requirements include telephone notification and/or e-mail notification.

Table 9: FTA Notification Information

Agency	Timeline	Criteria Reference	Contact Info.
FTA	Within Two (2) Hours	49 CFR 674.33	TOC-01@dot.gov Or (202) 366-1863 (800) 424-0201 (202) 366-7951 (Fax)

21.3.4 Additional Notifications

The CSO will notify the NTSB at the earliest practical time following any one of the following accidents:

- No later than two (2) hours after an accident that results in:
 - o A passenger or employee fatality or injury to two or more crew members or passengers requiring admission to a hospital
 - o The evacuation of a passenger train
 - o A fatality at a grade crossing

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- No later than four (4) hours after an accident which does not involve any of the circumstances enumerated in bullet one above, but which results in:
 - o Damage (based upon a preliminary gross estimate) of \$150,000 or more for repairs, or the current replacement cost, to railroad and non-railroad property
- Damage of \$25,000 or more to a passenger train and railroad and non-railroad property

In addition to the NTSB requirements, NLR will notify the Department of Homeland Security (DHS) Freedom Center immediately of any security threats and significant security concerns as defined in 49 CFR 1580.203 associated with NLR.

Lastly, safety and security events that meet the criteria of 49 CFR 630 will be reported to the National Transit Database (NTD) for all modes of transportation.

The following table provides additional notification requirements for NLR.

Table 10: Federal Agency Notification Requirements

Agency	Timeline	Criteria Reference	Contact Info.
NTSB	Within Two (2) Hours	49 CFR 840.3(a)	National Response Center 1 (800) 424-0201
	Within Four (4) Hours	49 CFR 840.3(b)	
TSA	Immediately	49 CFR 1580.203	DHS Freedom Center (866) 615-5150
NTD	Within Thirty (30) days of the Event	S&S-40 Major Event Report	Online
	End of the Following Month	S&S-50 Non-Major Monthly Summary	

21.4 Investigation Procedures

Investigation procedures aim to guide investigators to identify facts relative to the root and contributory causes of the event to improve safety and efficiency as well as prevent reoccurrence. The accident investigation must determine the facts relative to the cause of the accident and to document specific actions that shall be taken to prevent future occurrences. Specific procedures for the investigation of safety events on NLR are outlined in the Accident Investigation Guide for NJ Transit – Newark Light Rail Professionals. In general, the following processes will be followed:

- Conduct interviews
- Conduct visual inspections
- Take measurements
- Provide sketches and/or photographs
- Perform operational reenactments, as necessary
- Identify underlying risk
- Perform Drug & Alcohol Testing, as necessary
- Review all pertinent records

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The investigation shall be conducted by appropriate management personnel. This effort will be further supported by Key Staff and front-line employees.

NLR accident investigations are to be completed within thirty (30) calendar days of the event's occurrence. If an investigation continues beyond thirty (30) calendar days, a status report shall be submitted monthly by the CSO to NJDOT until the investigation has been completed.

21.4.1 T.I.G.E.R. Team

The T.I.G.E.R Team consists of NLR's senior management staff – General Manager or designee, NLR Safety Manager (Chairperson), Supt. Of Transportation, Supt. MOE, Supt. MOW, and other key staff members as required.

21.5 Investigation Reports

The T.I.G.E.R. Team will be responsible for generating the investigation report, under the direction and authority of the General Manager or designee. Upon completion of an Accident Investigation, NLR will prepare and submit to NJ TRANSIT'S ASM for submittal to NJDOT a draft final report that includes the following information, at a minimum:

- 1. Investigation Report General Outline**
 - a. Event description
 - b. Notification, Incident Response, and Incident Command
 - c. Initiating Event
 - d. Immediate Corrective Actions
 - e. Operator Information – Fatigue Evaluation and Training
 - f. Investigation
 - g. Operator event report
 - h. Field supervision report
 - i. Employee record/history
- 2. Post-Accident Safety Inspection**
 - a. Video analysis
 - b. Communications analysis
 - c. Findings, Potential Causal Factors, Potential Contributing Factors and Recommendations (CAPs)
 - d. Investigator
 - e. Date of Report
 - f. Distribution

21.6 Coordination with NJDOT

NJDOT has delegated NLR investigations to NLR through the SSPS. NLR will coordinate with NJDOT during investigations of any Accident, Unacceptable hazardous conditions, and any other condition or event as deemed necessary. For all NLR investigations led by NLR, NJDOT will review and approve all accompanying reports before finalizing the investigation and adopted. Under certain circumstances, NJDOT may determine the need to conduct an independent

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

investigation, separate and apart from NLR's. NLR will continue to conduct its own concurrent investigation, while supporting the independent investigation, as necessary.

NLR shall submit an investigation report to the ASM for review prior to ASM submitting the investigation report to NJDOT for review and approval. Once an investigation report is submitted, NJDOT will review the report within thirty (30) calendar days and issue a written reply either accepting or rejecting the report. If NJDOT does not accept a report, NJDOT will communicate, in writing, the area(s) of disagreement or concern. NLR will coordinate with NJDOT to ensure all concerns and comments have been addressed prior to finalizing the report. The report shall not be considered final until all conditions are met, and the report is approved and adopted by NJDOT in writing.

Additional coordination and communication efforts with NJDOT regarding safety events or related matters will be made via phone (for reporting of incidents) and by fax, email, or hardcopy for reports.

22.0 Safety Performance Monitoring & Measuring

Safety Performance Monitoring and Measuring activities are aimed at the quantification of NLR's safety effectiveness and efficiency during service delivery operations. This is accomplished through a combination of defining and tracking SPI to measure NLR's ability to meet its SPTs. This is a continuous process that aims to provide feedback to the SMS on how well safety performance targets are being met. The data used to monitor and measure the SPT will be supplemented by information collected from SMEs and data input from this process will be reviewed, monitored, and analyzed for trends through various lenses of NLR's operations (i.e., by mode, department, location, line, day of the week, time of day, employee, etc.) Reports will then be developed as necessary and provided to the Safety Review Committee and management staff for review and identification of mitigation if required. Specific SPTs are defined in Part B, Section 6 of this PTASP.

22.1 Safety Data Acquisition and Analysis

An on-going requirement of an effective SMS is to collect, maintain, and store data relevant to continued safety improvements. The NLR Safety Manager will coordinate with NLR Management and Key Staff to acquire, maintain, and distribute retrievable data including accident statistics, safety performance data, safety inspections and audits, hazard reports and safety documents. This data is useful in auditing compliance with NLR's rules, regulations, and procedures.

It is critical to safety assurance at NLR that safety-related data is acquired from various sources. Furthermore, analysis and distribution of that data to NLR management and staff is also critical to ensuring safe operation and performance. In some instances, the acquired data is used to meet external reporting requirements for NJDOT or the FTA. Trend analysis is performed on the acquired data as a means of identifying trends in accidents and occupational injuries to develop and implement corrective action to predict and prevent further occurrences.

Numerous sources are utilized to obtain data relevant to the safe operations of the system. Sources include but are not limited to the following:

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Accident Statistics	NTSB Reports
Accident/Incident Reports	Occupational Injury Reports
Claims Reports	Public Comment / Concerns
Customer Feedback	Rules Compliance Program
Drills and Exercises	Safety Meetings and Committees
Drug & Alcohol Testing	Security Reports
Employee Reporting Program	SSOA Reviews
First Responders	Supervisor Logs
Inspection Reports	Internal Audits
Maintenance Records	

Safety data analysis also involves obtaining technical information from external sources for use in identifying trends and developing and implementing corrective actions. Sources for such data include but are not limited to the following:

- Peer agencies
- American National Standards Institute (ANSI)
- American Public Transportation Association (APTA)
- American Society for Testing and Materials (ASTM)
- Department of Homeland Security (DHS)
- Environmental Protection Agency (EPA)
- Federal Transit Administration (FTA)
- Municipal Statutes and Public Laws
- Safety Data Sheets (SDS)
- National Fire Protection Association (NFPA)
- National Transportation Institute (NTI)
- Occupational Safety and Health Administration (OSHA)
- Transportation Security Administration (TSA)
- Other transit systems

Other data sources, standards and guidelines will be identified, as they are applicable to the analysis being conducted. The NLR Safety Manager is responsible for ensuring that appropriate and adequate safety data collection is maintained for the operations and maintenance activities and adequate analysis is performed on the data, shared appropriate system-wide and acted upon to predict and prevent adverse events for safety assurance purposes.

22.1.1 Safety Performance Indicators

SPI are quantifiable parameters used for monitoring and assessing safety performance and SPT. SPIs should be clearly defined with input on what the indicators are based on data and information provided by the SMEs. More importantly, SPIs should be quantifiable, and measured by using the data provided in Section 17.1. There are two (2) common types of indicators:

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Lagging Indicators: Data related to things that have already happened. NLR will define lagging SPIs using historical data of negative outcomes, such as accidents, incidents, and occurrences.

Leading Indicators: Measure conditions that have the potential to become or contribute to a negative outcome before the outcome occurs. Leading indicators can be very valuable and will allow NLR to monitor precursors to events and offer the opportunity to act before something bad happens.

NLR will use both lagging and leading indicators to measure and monitor its safety performance and feed the SPTs.

22.1.2 Access to Data

The NLR Safety Manager and the CSO retain records of all events and hazardous conditions and is responsible to distribute that information to the Safety Review Committee. All recommendations will be developed and reviewed by the Safety Review Committee and implemented as deemed necessary. It is the CSO's responsibility to ensure recommendations are implemented.

22.1.3 Data Analysis

The CSO, with support of the Safety Review Committee will track safety-related data to identify trends, including those related to hazards. The data analysis process will involve collaborating with SMEs. Identified trends for all data are then analyzed and/or investigated by the designate of the CSO with the cooperation of the appropriate department(s) to determine causal factors.

22.2 Rules Compliance

The purpose of Rules Compliance or Efficiency Check Program is to ensure safety-related operating and maintenance rules are monitored for compliance. The program will also promote safety culture ideals from this PTASP and NLR's SMS framework, while stressing the importance of safety to public transportation. Specific to this process is the ability to monitor complex and diverse activities associated with public transportation, that may result in Practical Drift.

NLR's Rules Efficiency Check Program is incorporated by reference and can be reviewed with the NLR Safety Manager.

22.2.1 Review of Rules and Procedures

The NLR Management team is responsible for ensuring the day-to-day operations are consistent with the rules and procedures, while the NLR Safety Manager supports their efforts to ensure processes provide a safe and secure system. Therefore, the NLR Safety Manager will coordinate the review of rules and procedures with the executive team from each mode of transportation. Any new rules or procedures created that affects safety will be posted and dated by General Manager. Depending on the severity of the procedural change, all employees may be required to acknowledge in writing receipt of information regarding new safety rules and procedures. NLR

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

utilizes the APTA Standards as its methodology for conducting its review of the NLR Operating Rulebook and conducts this review on not less than a 3-year time period. The guidelines for the review and revision of SOPs is addressed in Newark Light Rail SOP-Admin 2 (Standard Operating Procedures Review).

22.2.2 Rules Compliance Program

NLR is currently in the process of reviewing, revising, and updating its Rules Compliance Program (RCP). The RCP will be designed to develop, maintain, and ensure compliance with rules and procedures having a safety impact. Compliance with rules and procedures shall be reviewed at least annually or as necessary, with periodic reviews completed following a safety event, upon request, and at random under the direction of the General Manager or designee. Reviews, inspections, and audits of rules and procedures to determine compliance will be documented by each department, with all findings submitted to the Safety Review Committee.

The purpose of the RCP will be to identify operating, safety and maintenance rules and procedures that may require modification or improvement to meet safety performance standards. The program will include techniques used to assess the:

- a. Implementation of operating and maintenance rules and procedures by employees
- b. Effectiveness of supervision relating to the implementation of operating and maintenance rules

The program will also provide a process for documenting results and incorporating them into the hazard management program. Observations will be performed in a methodical, objective manner. The means of collecting data (i.e., forms, electronic, other) shall be standardized along with specific instructions for conducting the compliance checks. Observers must be trained in the methods of collection and proper documentation of the observations.

The NLR Safety Manager will be responsible for the management of the rule compliance process, including monitoring the compliance program to verify if it is being followed according to established policies and standards. Similarly, the NLR Management Team will support the administration of the program, by assigning Key Personnel to complete rules compliance processes. To ensure supervisory personnel are also reviewed for rules compliance, the NLR Safety Manager will work with the NLR management team for periodic reviews utilizing the methods outlined in the oversight rules and procedures for maintenance, operations and/or contract personnel. Additional evaluations may be performed by personnel trained in the safe operations and maintenance of NLR.

Although ongoing compliance checks occur, the frequency of the compliance checks will be determined by the General Manager or designee. At a minimum, compliance testing will be performed monthly.

For additional information the NLR Efficiency Check Program is include by reference and can be reviewed with the NLR Safety Manager.

22.2.3 Documentation

Documentation is maintained by the NLR Safety Manager and NJ TRANSIT ASM, through collaboration with Key Staff. Supervisory personnel are primarily responsible for formally

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

documenting procedures and rules observed. Violation(s) are to be documented and brought to the attention of managers and the General Manager or designee who will ensure that appropriate documentation is maintained. Records of rules and procedures violations are maintained by each department and copies will be submitted to the Safety Review Committee for continued review and monitoring. All records shall be kept on file for a minimum of three (3) years.

22.3 Safety Inspection Program

All facilities, equipment, and maintenance activities incorporated in the operation of NLR are subject to regular safety-related inspection and testing. The purpose of Safety Inspection Program is to detect and correct unsafe conditions and deteriorating facilities and equipment, as well as ensuring NLR is compliant with maintenance processes and procedures as they relate to safety.

The objectives of the Safety Inspection Program are to:

- Ensure the safety of all transit vehicles
- Regularly inspect all stations and facilities
- Verify that routine maintenance of vehicles, facilities and infrastructure is occurring at regular intervals as prescribed by manufacturer recommendations, industry best practices, and federal and state regulations
- Document, track, and resolve all safety-related findings
- Enhance safety within the work environment for employees, contractors, and visitors
- Minimize unnecessary disruptions to revenue service
- Ensure and continuously monitor compliance with policies and procedures, state requirements, federal regulations, and industry best practices
- Ensure compliance with federal, state, and local environmental regulations as well as manufacturer recommendations

Results of safety inspections will be accounted for, and discussed at the Safety Review Committee, as part of the safety risk management process. Facilities, infrastructure, and equipment subject to inspection include, but are not limited to the following:

- Stations
- Maintenance Facilities
- Vehicles (Revenue and Non-Revenue)
- Infrastructure
- Parking lots

Similarly, a review of NLR's maintenance program will monitor and evaluate the overall safety of vehicle, facility, and infrastructure maintenance practices, both preventive and corrective. These reviews will be used to evaluate:

1. Compliance with safety requirements, standards, regulations, and best practices
2. Knowledge and implementation of safety rules and procedures
3. Adherence to required routine maintenance schedules
4. Effectiveness of established routine maintenance schedules

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

22.3.1 Checklists

The General Manager, with support of the Safety Review Committee, assigns the appropriate employees to conduct the various inspection tasks. Inspections and reviews of facilities, and equipment will be documented using a series of checklists, while maintenance reviews will verify inspection reports and checklists used to maintain the system.

All records shall be kept on file for a minimum of three (3) years.

22.3.2 Corrective Actions – 674.37(a)

Findings identified during maintenance audits/inspections are recorded and monitored until resolved and closed in accordance with the SRM and CAP processes. Hazards that require coordination across departments or additional resources are addressed by the NLR Safety Manager and the Safety Review Committee. In addition, the departmental managers will formally notify the NLR Safety Manager upon identification of a hazardous condition. Unresolved hazardous conditions may be submitted to the Safety Review Committee for review, analysis, and resolution.

22.4 Training and Certification Review

Compliance with training requirements is assessed by the NLR Training Manager on an on-going basis. Assessments of compliance are based on student course evaluations, instructor course evaluations, and a management review of courses for content and relevance as needed at a minimum triennially. All recommendations for changes in course content or delivery mechanism will be approved by the NLR Training Manager and appropriate division manager as appropriate prior to any substantial changes.

23.0 Local, State and Federal Requirements

NLR employees and contractors are required to comply with all applicable local, state, and federal requirements and PEOSH standards for the safety of their own employees as well as to safeguard NLR employees, customers, and the public. These are described in NLR's safety management program manual. NJ TRANSIT's Agency Safety Management (ASM), as the corporate safety office of NJ TRANSIT Bus Operation, Inc, which Newark Light Rail is a department of, is responsible for the development and distribution of all OSHA/PEOSH compliant workplace safety programs. Newark Light Rail makes sure that the programs provided by ASM are utilized and enforced.

All contracts for services have a safety element built in to ensure the safety of employees and NLR property. NLR personnel have the authority to stop any work which may cause damage to property or compromise the safety of employees, customers, or the public.

All contractor employees are required to attend a safety orientation prior to working on the NLR system. These are described in NLR's safety management program manual. NLR LRT Technical Training Programs maintains all training records. The briefing includes a review of NLR guidelines for Roadway Worker Protection and Contractor Safety with the principles working on the assigned project. Personal protective equipment and clothing requirements, protection against moving equipment, the electric traction system, general safety rules, fire safety requirements, and injury

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

reporting is discussed.

Whenever contracted work is being done on the tracks, right of way, or in the tunnel, NLR provides a flagman to alert contractor employees of the approach of moving equipment and to monitor their proximity to the active track and/or the overhead catenary system. When necessary, the catenary system is de-energized, or track is taken out of service by qualified NLR personnel.

The Contractor Safety Orientation is reviewed annually by the Safety Manager and NLR Training Department and revised as needed with concurrence from NLR Staff.

The safety program for NLR employees and contractors (and visitors) that incorporates the applicable local, state, and federal requirements, including (i) safety requirements that NLR employees and contractors must follow when working on, or in close proximity to, NLR controlled property; and (ii) processes for ensuring the employees and contractors know and follow the requirements.

NLR safety program includes a description of how employee's and contractor's safety requirements are assessed during audit and rules compliance activities.

This section includes a description of the employee safety program that incorporates the applicable NJ PEOSH Act (N.J.S.A.34: 6A-25 et. seq.), Safety and Health Standards for Public Employees (N.J.A.C.12: 100) and Federal OSHA requirements.

These requirements include the elements of: Employee Right to Know; Personal Protective Equipment (PPE); Work in Confined Spaces; Lockout and Tag out; Materials Handling, Storage, Use, and Disposal; Hazardous Materials, etc. Safety Data Sheets (SDS) for all chemical and other hazardous materials that are being considered for purchase and use must be reviewed and evaluated by the NLR System Safety Function for approval, prior to use.

23.1 Risk-Based Inspection Program (Special Directive 22-38)

NJDOT updated the New Jersey Administrative Code (NJAC) 16:53 and developed a comprehensive set of risk-based inspection procedures, **in consultation with** the Transit Agency.

The update to **N.J.A.C. 16:53E**, which is included in Appendix B of the NJDOT Program Standard, provides the NJDOT SSOA the authority and capability to enter and perform inspections, both with and without advance notice, at each rail fixed guideway public transportation system. This updated administrative code grants authority for the NJDOT SSOA to access each transit agency to inspect a wide range of activities, including infrastructure, equipment, records, personnel, and data. In addition, the changes establish that access to entries shall be provided by the fixed guideway public transportation system which may include but are not limited to keys, codes, data cards or remotes.

The **procedures** encompass various key aspects related to inspection activities within the rail fixed guideway public transportation systems, reporting requirements, as well as data collection activities. These procedures address critical elements such as the 1) Scheduling of inspections, 2) Inspection reports, 3) Handling immediate safety concerns (and defects), and the various inspection activities, including 4) Inspections specifically tailored to the equipment, infrastructure, and practices of each rail system, 5) Event verification, 6) Ongoing monitoring, 7) Defects and corrective or remedial action, and 8) Tracking of implementation of corrective or remedial actions.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The Transit Agency will **adopt** the risk-based inspection procedures in the NJDOT Program Standard Appendix D as follows:

- **Procedure SSO-014** - RBI - Inspection Activities, Scheduling and Coordination with Transit Agencies
- **Procedure SSO-015** - RBI - Inspection, Report Development & Distribution
- **Procedure SSO-016** - RBI - Tracking & Resolution of Inspection Findings
- **Procedure SSO-017** - RBI - Data Sharing & Collection
- **Procedure SSO-018** - RBI - Data Management System

In addition, the transit agency will provide the NJDOT SSOA with the data that is collected when identifying hazards and assessing and mitigating safety risk, as well as Safety Program Data, Maintenance Data & Inspection Data. The data will be electronically submitted via the approved file share service to the NJDOT SSOA monthly and follow the required format.

For announced inspections, the NJDOT Inspector will notify the transit agency prior to the inspection and notify and/or meet with their designated point-of-contact upon arrival. The inspector must present their credentials, including an identification/badge, and sign in when applicable.

For unannounced inspections at unrestricted access locations, NJDOT Inspectors will have unsupervised access. This includes all public spaces and most rail facilities that do not present a safety concern.

For unannounced inspections to areas identified as restricted (ROW, substations, control rooms, or other areas due to safety or security reasons), the NJDOT Inspectors will notify Operations Control (OC), (973) 566-6770, upon their arrival. Upon receiving notification, the OC will acknowledge the NJDOT's presence and coordinate an escort.

During normal business hours (07:00-17:00), the transit agency will provide an escort within sixty (60) minutes and within one hundred twenty (120) minutes during non-typical business hours (17:01-06:59).

The transit agency will provide thirty-minute updates as to when an escort will arrive. In the event the transit agency cannot provide an escort within the allotted timeframes, the transit agency will provide an explanation and updates as to when an escort will arrive.

The point of contact for announced inspections, or the assigned escort for unannounced inspections, will verify that the NJDOT Inspector(s) has the necessary personal protective equipment, certifications, and training.

The results of the NJDOT Inspections are documented in inspection reports that are shared with the transit agency within thirty (30) calendar days of the inspection. The NJDOT Inspector will report all immediate safety concerns (threat of death or serious physical harm) immediately upon discovery. The transit agency will respond to all Findings, including Safety Concerns, Clarification Requests, and Recommendations. All Findings will be tracked by the transit agency to closure.

Hazards and risks identified through the NJDOT inspection process are assessed using the transit agency's safety risk management process. The transit agency will provide a monthly RBI Report to NJDOT, which will be utilized by the NJDOT for risk-based inspection monitoring and prioritizing inspection activities.

Collectively, NJAC 16:53 and these procedures establish the NJDOT SSOA's authority and a comprehensive framework for the effective implementation and management of the NJDOT's RBI program.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

24.0 Management of Change – 673.27(c)(1)

Change Management is the process through which NLR will ensure that any changes or proposed changes do not introduce new hazards or vulnerabilities. All changes or modifications within NLR's system must be controlled to ensure that safety and security are managed throughout the process. The purpose is thus to ensure that a process is in place for the control of changes and/or system modifications to NLR owned and operated equipment, facilities, and/or operational policies. This process will ensure that changes and/or modifications to any aspect of the system have been systematically planned, evaluated, and approved by all appropriate departments and/or personnel. It ensures all modifications are systematically reviewed for compliance with established system safety and security requirements and verified prior to implementation of revenue service. This includes, but is not limited to, modifications to:

- a. Systems
- b. Vehicles
- c. Equipment
- d. Facilities
- e. Plans
- f. Procedures
- g. Training

If changes have introduced newly identified risks, NLR will measure the risks to mitigate their potential consequences are implemented.

NLR may experience change due to the following reasons:

- Modifications to programs and services
- Introduction of new equipment or facilities
- Financial considerations
- Introduction of new codes, standards, or regulations
- Expansion of Service
- Improving performance or efficiency

Hazards may inadvertently be introduced into the system whenever change occurs. Changes can also impact the appropriateness and or effectiveness of existing safety risk mitigation strategies. Changes may be external to the organization, or internal; however, NLR will ensure that all changes are evaluated through the SRM process. The process requires the review of all system documentation by the Safety Review Committee for compliance with the PTASP and the inclusion of proper safety and security requirements where appropriate.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The NLR Safety Manager, through the Safety Review Committee is responsible for ensuring that all departments have appropriate processes for documenting their configuration, including, but not limited to:

- Specifications, drawings, and diagrams
- Procedures, policies, and guidelines
- Equipment and vehicles
- Facilities and structures, infrastructure
- Administrative, quality, security, and emergency processes,

The NLR Safety Manager, through the Safety Review Committee is responsible for ensuring that all Safety Related documents, plan, and procedures, to include but not limited to Rulebooks, SOPs & EOPs, training programs, etc., will be reviewed on a triennial basis. This review is to be conducted to ensure that the material in those documents is current and accurate or in need of improvement and address the current safety standards. If changes are required, the revision document needs to be evaluated through the SRM process. If need documentation is developed it has to follow this same process, reviewed through the SRM process, reviewed by the Safety Manager through the Safety Review Committee, and if approved reviewed on a triennial basis.

In lieu of a Change Control Board (CCB) to review, consider, and approve/disapprove/modify all requested System changes, any proposed changes will be reviewed by the Safety Review Committee. Hence, the Safety Review Committee will serve as the CCB.

24.1 Change Management

The following review and approval process will be followed if any proposed change is determined to have the potential of affecting safety or security.

1. The person or department seeking implementation of the change must clearly identify, in written format, reasons for the change, how and when the change would be implemented.
 - a. Effect this change has on safety and/or security
 - b. How any associated risks are minimized
 - c. Enhancement to safety and/or security
2. The NLR Safety Manager, in conjunction with the Safety Review Committee will
 - a. Review documentation
 - b. Analyze effects of the change on the system
 - c. Perform a hazard safety risk assessment,
 - d. Document recommendations on proposed changes
3. The NLR Safety Manager, through agreement with the Safety Review Committee will submit any final recommendations on the system modification review and approval process.
 - a. All departments affected by the change will have the opportunity to comment on design specifics and that all conflicts are resolved if not done through the Committee.
 - b. Management will be responsible for oversight of the project to ensure all hazards

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

are mitigated to the lowest practical level through the Safety Risk Management process and no new hazards are created.

4. When applicable, develop specific procedures to isolate construction from operations if sections of the system are removed from service temporarily
5. Develop specific procedures for monitoring construction activities and mitigations

When the change could critically impact the safety or security of the system, the Review Certification process shall be followed.

All Change Management activities will be documented and distributed to the applicable parties prior to implementing any change for continuous monitoring and improvement. The NLR Safety Manager, through coordination with the project's manager, will maintain safety related records, drawings, change orders, photos, and other applicable documents.

Drawings and specifications will be updated by the appropriate Architectural/Engineering firm and approved by the Safety Review Committee to reflect changes from the design conditions. In addition, the appropriate NLR Executive manager will incorporate any procedural changes into appropriate Standard Operating Procedures (SOP). Final installed configurations will be reflected within drawings and specifications, which then become as built project record documents. Copies of these project record documents shall be stored at NLR main facility accessible through the NLR Safety Manager.

24.2 Configuration Management

Configuration Management is a critical element to the Change Management program, where processes are implemented to ensure that all documentation that describes a system and its various components is current and reflects the actual functional and physical characteristics of the system throughout its life cycle. NLR is developing a system wide program for Configuration management.

This Configuration Management Plan for Newark Light Rail established procedures to control changes made to the existing configuration of NJ TRANSIT's Newark Light Rail and its systems, existing "Record" or "As Built" documentation, document enhancement or improvements, as well as Newark Light Rail information and technical data that has been modified or altered from its original configuration.

All new systems additions or any modifications made to the existing configuration of Newark Light Rail shall follow this policy. Any temporary test or evaluation effort of those system additions or modifications must also follow the methods established by this policy. Prior to testing or evaluating items to be accepted for permanent installation or system wide implementation, the package must be submitted to the Configuration Control Board through the Configuration Manager (CM).

The configuration management process involves the Change Control Board, managed by the CM, and the Safety Certification Review Committee (SCRC), when applicable,

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

(during the design, construction, testing, commissioning, upgrading, retrofitting and operations phases of a project) reviewing and documenting approvals and modifications to all initiated and current baseline documents.

If an emergency change is needed and unavoidable, due to an imminent safety issue or given an extraordinary emergency circumstance, the initiator shall notify the CM via e-mail. Imminent safety issues will be addressed immediately in order to mitigate or eliminate the identified hazard which may preempt a meeting of the Change Control Board. In these instances, any items that require Change Control Board review will go through the review process post-haste.

The Configuration Management of Newark Light Rail information, technical data, and documentation, including but not limited to policies, procedures, guidelines, rulebooks, training materials, drawings, schematics, as-built drawings, manuals, forms, checklists, bulletins, notices, general orders, brochures, and pamphlets, etc. is of vital importance. As such Newark Light Rail should take appropriate steps to ensure that all new information, technical data, and documentation, as well as revisions to such information, technical data and documentation have been through a thorough review and approval process and that the most current version of each is available for access to the appropriate staff, and the general public as needed.

It is the responsibility of those directors or department heads to maintain, review, update, and Issue Newark Light Rail information, technical data and documentation that has been modified or altered from its original configuration to Records Management.

24.3 Safety and Security Certification

Safety and Security Certification (SSC) is a process applied to project development that ensures all practical steps have been taken to integrate operational Safety and Security requirements into the project lifecycle, program, or activity through the SRM program. When applicable, NLR will implement the SSC process for major capital projects.⁵ The program is a formal process that provides documented verification that all project components comply with safety and security standards, criteria, and requirements. The SSC establishes program requirements for capital projects and describes how all safety and security components are reviewed, analyzed, and verified throughout all phases of a project's life cycle.

To implement this program, NLR's certification process will follow the FTA's 10-step methodology, however modifications to the process can be made depending on the scope of the work. This determination will be made by the NLR Safety Manager through coordination with the Safety Review Committee as well as identified consultants. The SSC thus will be accomplished through a formal process that will begin early in design and continue until revenue operations begin. The steps in the process will be implemented by application of procedures that ensure consistency in the certification of each element. The steps in the process are:

1. Identify Certifiable Elements
2. Develop Safety and Security Design Criteria
3. Develop and Complete Design Criteria Conformance Checklist

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

4. Perform Construction Specification Conformance
5. Identify Additional Safety and Security Test Requirements
6. Perform Testing and Validation in Support of the SSC Program
7. Manage Integrated Tests for the SSC Program
8. Manage “pen Items” in the SSC Program
9. Verify Operational Readiness
10. Conduct Final Determination of Project Readiness and Issue Safety and Security Certification

Detailed processes will be identified in project specific Safety and Security Certification Plans (SSCP) using the Safety Risk Management process.

NLR’s Safety Certification Plan which will be used as the baseline for all Safety and Security Certification Plans is currently under development and Environmental Compliance Policy is incorporated in reference.

24.4 Authority for the Management of Change

All authority for change is the responsibility of the Accountable Executive. However, this authority can be delegated to the responsible executive team member, which includes the CSO/SMS Executive, depending on the criticality of the change. Delegated authority may include:

⁵ Per 49 CFR 633

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Table 11: Delegated Authority for Change

Proposed Change	Delegate Authority
Changes to the original design	General Manager – Light Rail General Superintendent NLR Safety Manager
Change to maintenance activities	General Manager – Light Rail General Superintendent Supt. MOW Supt. MOE NLR Safety Manager
Change to Operations	General Manager – Light Rail General Superintendent Supt. Transportation NLR Safety Manager

25.0 Continuous Improvement – 673.27(d)(1)

The continuous improvement of the SMS is guided by the ability to achieve the defined safety objectives and safety performance targets. The NLR Safety Manager, in coordination with each department, will implement NLR's internal review process. This process allows NLR to examine its own compliance continually and objectively with the requirements prescribed in this PTASP as well as identify any deviations allowing the agency to meet the SPTs, Safety Objectives, and Safety Goals. Internal reviews thus aim to determine the effectiveness of the PTASP, plus verify the need for implementing constituent program processes.

In addition to the internal review process, NLR will continuously monitor, track, and report on safety data in effort to identify trends towards achieving SPTs.

25.1 Internal Safety Audit Program

The Internal Safety and Security Review Program is intended to evaluate the implementation of the PTASP. Reviews will be conducted by individuals independent from the function being audited and free from any conflict of interest and/or appearance of a conflict of interest. The purpose of the program will be to provide NLR with a mechanism for assuring the Agency is meeting its own requirements, as well as the requirements of NJDOT and the FTA.

The NLR Safety Manager will be responsible for developing, implementing, and reporting the Internal Safety Audit Program (ISA). As part of this procedure, checklists will be developed for conducting each of the required reviews. Once a review is completed, a written report will be developed documenting any findings, recommendations, and corrective actions. An Internal Safety Audit Findings Log will be used to track the implementation of all developed CAPs.

At the end of each calendar year, NLR will develop an Annual Internal Review Report, documenting all internal audit activities from the preceding calendar year. The report will be accompanied by a formal certification signed by the Accountable Executive.

All records shall be kept on file for a minimum of three (3) years.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

25.1.1 Program Objectives

The ISA Program is intended to assist NLR's Safety Manager with the implementation of an internal review process in a logical and organized manner. The objectives of the program are to:

- Verify that safety and security programs have been developed/implemented in accordance with PTASP, NJDOT, and FTA requirements
- Evaluate the effectiveness of NLR's SMS and security programs
- Identify potential hazards in the operational system and weaknesses in the SMS
- Verify CAPs are being developed, implemented, tracked, and monitored
- Provide recommendations to improve to the agency's SMS and security programs
- Assure continuing evaluation of safety and security programs

All departments are included under the review process.

It is NLR's intent to utilize 3rd party SMEs to assist with the ISA program.

25.1.2 Internal Review Checklists

NLR's Safety Manager or their designee will develop checklists to collect applicable information during an internal review. The NLR Safety Manager will use departmental SOPs and other pertinent process documents as a basis for preparing the internal audit checklists. The checklists will provide sufficient criteria to determine if all audited criteria are performing as intended. Referenced documents may include:

- System operating rule books
- Maintenance manuals and procedures
- Preventive maintenance inspection (PMI) processes
- Employee training programs
- Environmental compliance procedures
- Other documents deemed by the NLR Safety Manager
- Previous internal and external audits, including FTA and SSOA audit reports
- CAPs for safety and security events,
- CAPs for Unacceptable Hazards
- NTSB accident investigation reports and other agency peer review reports

25.1.3 Internal Review Schedule and Milestones

The Table 12 summarizes key milestones for the ISA process and coordination with NJDOT.

Table 12: Internal Review/Audit Milestones and Schedules

No.	Milestone to NJDOT	Frequency	Timeline
1.	Triennial Review Schedule (NJDOT provided)	Triennially	January 31st
2.	Update Audit Schedule	Annually	January 31st
3.	Notification of Upcoming Audits	◆ 30 Days	As Needed, prior

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

4.	Scheduled Audits	◆ 30 Days	As Needed, prior
5.	Internal Audit Checklists	◆ 30 Days	As Needed, prior
6.	Internal Audit Report(s)	:5 60 Days	As Needed, prior
7.	Internal Audit Report	Annually	February 14th
8.	Certification of Compliance	Annually	February 14th

Audits are scheduled and announced to have minimum disruption of activities. All audits will have concurrence of NLR Management (both Chief, Light Rail Operations and the General Manager, Light Rail Operations).

NLR maintains a three-year audit schedule to ensure that all ASP elements and activities are reviewed during the audit cycle. The audited departments will be informed in advance of the audits, and the audits will be scheduled to be unobtrusive. Unannounced audits or spot checks may also be performed as part of the overall audit process with concurrence of NLR management.

Required NLR ASP audit elements (and projected audit schedules) are listed in Table 13 below:

Table 13: ASP Element/Task Triennial Audit Schedule

ASP Element/Task	Schedule		
	Year 1	Year 2	Year 3
Grouping 1. ASP/SMS Implementation			
• Review records and recordkeeping for the SMS and its implementation	✓		
• Also use the results of the remaining audit groups to assess the SMS implementation	✓		
• Annual ASP Review and Update - o Certification of Compliance - o Element 4. Plan Review and Modification	✓		
• Documentation and Tracking of Minimum Standards for Safety	✓		
• Integration with Public Safety and Emergency Management - o Element 11. Emergency Management Program - o SEPP All Elements/Topics - o Emergency Operations/Management Plan(s) and Related Training for RTA staff and Emergency Responders - o Drills and Exercises Program - o Most Recent TSA BASE Review	✓		
• Assuring Integration of the Safety Department in Policy and Procedure Development and Changes	✓		
Grouping 2. Safety Management Policy			
• Safety Management Policy documentation, signed/endorsed by the Accountable Executive	✓		
• Agency's safety objectives	✓		
• Organizational Accountabilities and Responsibilities	✓		
• Employee Safety Reporting System	✓		

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

• Policy Communication Throughout Transit Agency	✓		
• Safety Program Definition and Administration	✓		
o Element 1. Policy Statement			
o Element 2. Purpose, Goals, and Objectives			
o Element 3. Management Structure			
o Element 4. Plan Review and Modification			
o Element 5. Plan Implementation			
Grouping 3. Safety Risk Management			
• Hazard Identification		✓	
• Risk Assessment and then Prioritization		✓	
• Selection and Implementation of Mitigations		✓	
• Element 6. Hazard Management Process		✓	
• Element 7. Safety Certification Process – for the formal hazard analyses		✓	
• Element 8. System Modifications – for the formal hazard analyses		✓	
• Other sources of formal risk assessment, safety and public safety related		✓	
Grouping 4. Safety Assurance – Safety Performance Measures and Targets for Improvement			
• Element 9. Safety Data Acquisition		✓	
• Safety Performance Criteria, Targets, and Measures	✓	✓	✓
o National Safety Plan			
o FTA Guidance on Safety Performance Measures and Targets			
o Coordination with the State and MPO for Safety Performance Measures and Targets			
• SSO Program Standard Requirements/Procedures for Hazard/Risk Identification, Data Collection, and Analyses/Assessments		✓	
• Hazard Log, Risk Register, and Corrective Actions/Mitigations Tracking and Status		✓	
• CAPs definition, tracking, closure process		✓	
• Element 24. Minimum Document Submission to the NJDOT SSO Program		✓	
Grouping 5. Safety Assurance – Notifications and Investigations of Safety Events			
• Element 10. Reportable Event Notification, Investigation, and Reporting		✓	
• Element 11. Emergency Management Program	✓		
• Element 23. Roadway Worker Protection			✓
• RTA/RFGPTS Investigation Procedure(s)		✓	
• SSO Program Standard Requirements/Procedures for Safety Event notifications and investigations		✓	
• Emergency Response/Operations Procedures	✓		
• Rail Operating Rule Book and Required Training		✓	

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training			✓
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training		✓	
• Field Supervision SOPs and Required Training		✓	
Grouping 6. Safety Assurance – Compliance with Operations Rules/Procedures			
• Element 13. Rules Compliance		✓	
• Element 22. Hours of Service			✓
• Rail Operating Rule Book and Required Training		✓	
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training		✓	
• Field Supervision SOPs and Required Training		✓	
• Inclement Weather Procedures and Refresher Training		✓	
• Operator Certification/Refresher Training and Record-Keeping		✓	
• Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency			✓
Grouping 7. Safety Assurance – Compliance with Inspection and Maintenance (I&M) Requirements			
• Element 14. Facilities and Equipment Inspections			✓
• Element 15. Maintenance Audit and Inspection Program			✓
• Element 23. Roadway Worker Protection			✓
• Transit Asset Management (TAM) Plan			✓
• Inspection and Maintenance (I&M) Manuals, SOPs, Standards, Supervision, Training, and Competency			✓
• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training			✓
• Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training			✓
Grouping 8. Safety Assurance – Compliance with Local, State, and Federal Safety Requirements			
• Element 18. Compliance with Local, State, and Federal Safety Requirements, includes OSHA-Related Requirements at the state, local, and/or transit agency level			✓
• Element 19. Hazardous Materials Program			✓
• Element 20. Drug and Alcohol Program			✓
Grouping 9. Safety Assurance – Management of Change			
• Element 7. Safety Certification Process		✓	
• Element 8. System Modifications		✓	
• Element 17. Configuration Management		✓	
• Element 21. Procurement			✓
• Configuration Management Plan (CMP)		✓	
• Safety Certification Plan (SCP)		✓	

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

• Tracking of Significant Capital Projects		✓	
• Safety-Related Procurement Specifications/Requirements			✓
Grouping 10. Safety Assurance – Continuous Improvement			
• Element 12. Internal Safety Audit Program		✓	
• Tracking the Three-Year Cycle of ISAs		✓	
• Element 9. Safety Data Acquisition – includes results from investigations, internal audits, emergency management		✓	
• Assuring Integration of the Safety Department in Policy and Procedure Development and Changes	✓		
• Element 4. Plan Review and Modification	✓		
Grouping 11. Safety Promotion – Training			
• Element 16. Training and Certification Program		✓	
• Rail Operating Rule Book and Required Training		✓	
• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training			✓
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training		✓	
• Field Supervision SOPs and Required Training		✓	
• Inclement Weather Procedures and Refresher Training		✓	
• Operator Certification/Refresher Training and Record-Keeping		✓	
• Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training		✓	
• Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency			✓
Grouping 12. Safety Promotion – Communication			
• Policy Communication Throughout Transit Agency	✓		
• Element 9. Safety Data Acquisition – data analysis results for investigations, internal audits, hazard management, emergency response, rules/procedures compliance		✓	
• Safety Performance Criteria, Targets, and Measures	✓	✓	✓
• Employee Safety Reporting System	✓		

This is a projected schedule, subject to change. NJDOT-OSSO will be notified by NLR Safety Manager, as required by the NJDOT's State Safety Program Standards (SSPS) in advance of the audit. Audit of all the NLR ASP elements will be completed in three-year cycle.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

25.1.4 Coordination with NJDOT

Coordination with NJDOT will be applicable to NLR's internal safety reviews.

NLR will submit its three-year internal safety and security review schedule to NJDOT that shows a review of all components of this PTASP. The schedule will be submitted by January 31st of the year starting the three-year cycle with a schedule of each of the three (3) years of audits for the safety program. This schedule of internal review can change as needed so long as the overall three (3) year requirements of completing all elements are met.

Not less than thirty (30) days prior to conducting the review, NLR's Safety Manager shall notify NJ TRANSIT's ASM and NJDOT point of contact in writing of the time and location of the audit. NJDOT, at its discretion, may participate in all or any part of the audit. At the time of the notification, NLR will submit to NJDOT all checklists and procedures relevant to the review, a minimum of thirty (30) days prior to the start of the ISA.

Once the review is completed, an Audit Report will be submitted to NJDOT, not more than sixty (60) days following the completion of the review. This report will help address any issues with the review findings and CAPs developed to streamline the approval of the RTA's annual report.

Corrective actions recommended in the audit report must be approved by management and then tracked for compliance. The schedule and progress of internal safety audits each year is tracked as part of the monthly status tracking of CAPs.

25.1.4.1 Internal Review Schedule and Milestones

NLR will develop and submit to NJDOT an Annual Report that documents all internal review activities from the preceding calendar year. The report will summarize the results of the reviews performed, including the status of findings and CAPs associated with the completed reviews. At a minimum, the Annual Report will include:

1. A list of the internal safety and security audits conducted for that year
2. Internally developed checklists used to conduct the reviews
3. A discussion of where NLR is meeting its three-year internal audit schedule, including the identification of any obstacles in meeting the schedule and any proposed mitigation measures.
4. An updated schedule for the next year's audits.
5. The status of all findings, recommendations and corrective actions resulting from the audits conducted that year.
6. Any challenges or issues experienced by NLR's safety function in obtaining action from/compliance with the findings, recommendations, and corrective actions during that year

The Annual Report will be accompanied by a formal certification signed by the Accountable Executive indicating that NLR is compliant with the PTASP. If CAPs are developed due to findings of non-compliance, the Accountable Executive will identify the actions NLR will take to achieve compliance.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

This report will be submitted electronically in the FTA format via e-mail or in hard copy through fax or mail.

All records shall be kept on file for a minimum of three (3) years.

26.0 Corrective Action Plans – 674.37(a)

CAPs will be developed under four (4) conditions:

1. During the investigation of a Safety Event to avoid or minimize the reoccurrence of the investigated event or address a related, systemic problem
2. To correct identified safety risks
3. When it is determined by NLR, NJDOT, the FTA, or other regulatory or investigative agency that a CAP is required to avoid or minimize the reoccurrence of the unsafe condition or address a related, systemic problem.
4. Also, as a result of audit findings, inspections, hazard identification, etc.

NLR will develop a formal CAP to correct those elements or activities identified as deficient. Included in the CAP will be the following information:

- The hazard or programmatic deficiency.
- Action taken to correct the hazard
- An implementation schedule(s)
- The individual(s) and department(s) responsible for the implementation
- Interim/short-term steps taken while awaiting implementations of long-term mitigations

Corrective Actions will be developed using the guidance provided in Part D, Section 17.0 Safety Risk Mitigation for the Hierarchy of Controls. When properly designed and implemented, the corrective action should minimize the risk to the lowest practical level.

Corrective Actions will be submitted via EAR to CSO/ASM, who subsequently reviews, concurs and submits the report to the NJDOT SSOA.

26.1 Notification

The following table illustrates notification requirements for a CAP to NJDOT for their review and approval prior to implementation:

Table 14: CAP Notification Requirements

Scenario	Timeline
Normal Condition	30-days
Emergency / Immediate	24 Hours

Thirty (30) days after submitting a CAP, NJDOT will review and provide to NLR, in writing, approval or rejection of the CAP. If the CAP is rejected, NJDOT will provide an explanation for its

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

rejection, at which point NLR will submit the revised CAP to NJDOT no later than thirty (30) after noted deficiencies.

26.1.1 Immediate or Emergency CAPs

Certain conditions require NLR to begin implementing a CAP prior to obtaining approval from NJDOT to commence the correction. Under these conditions, an exception to NJDOT's pre-approval may be made for immediate or emergency corrective actions that must be taken to ensure immediate safety. NLR will continue to submit the CAP(s) to the CSO/ASM for review and submission to NJDOT for review and approval.

26.2 Monitoring and Tracking

NLR maintains a CAP tracking log that provides pertinent information on specific CAPs. The log contains the following information:

- Identify noted deficiency/finding/hazard
- Date corrective action plan was opened
- Process, plan, or mechanism to address and resolve deficiency
- Timeframe for implementation of each part of the plan
- Department(s) and person(s) who will be responsible for implementation
- Source of the CAP
- CAP tracking ID
- Line for SSO Program Manager approval and date of approval
- Proposed implementation date, including interim milestone date(s) as appropriate
- Actual implementation date (once approved and completed)
- Issues preventing resolution
- SSO verification that CAP was implemented
- Other critical information, as appropriate

The content/scope, person responsible, or due date of each CAP associated with NLR cannot be changed once approved without formal agreement with NJDOT.

NLR will submit its CAP log to NJDOT monthly, and shall provide information regarding the progress towards closure of the CAP. The CAP Log are sent to the CSO/ASM for review and submission electronically, or via other means agreed upon with the NJDOT SSO Program Manager. All open or recently closed CAPs will also be discussed at monthly meetings with NJDOT.

The CAP Tracking Log can be found in Appendix G of this PTASP.

26.3 Verification and Closure of CAPs

NLR will submit verification to the ASM for review and submittal to NJDOT for any CAP proposed completion. Information regarding the completion must be included in the CAP Log and include

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

any additional actions that were implemented to complete the CAP. Verification documentation may include:

- Photographs
- Receipt of new or revised document
- Work order or similar document showing full completion

Per the SSPS, only NJDOT has the authority to close a CAP. Any dispute of closure by NJDOT will follow the CAP Dispute Resolution Process as well as the Verification and Closure of CAPs process defined in the SSPS.

27.0 Hours of Service – NJDOT Requirement

In order to protect the safety of Operators, NLR Employees and the passengers, NJ Transit follows the hours-of-service regulations contained in Part 395 of the Federal Motor carrier's safety Regulations handbook and Rule 'P' in the NLR Rules Book.

These regulations limit an NLR operator to:

- no more than 10 hours driving time (as defined below-see Note: (i)) following 8 consecutive hours off duty, and
- no more than 15 hours of on duty time following 8 consecutive hours off duty, and
- no more than 70 hours on duty time during any period of 8 consecutive days, and
- no more than 60 hours on duty time during any period of 7 consecutive days*

(Note: (i) Driving time is defined as "all time spent at the driving controls of a vehicle in operation".

(ii) On duty time is defined as "all time from the time a driver begins to work or is required to be in readiness to work until the time they are relieved from work and all responsibilities for performing work")

The above hours of service guidelines are followed for all operating employees at NLR.

During emergency and snow removal duties, the rest periods may be shortened to allow for expediting work activities until the time when situation is restored or adequately mitigated. However, the 16 hour/day limit shall not be exceeded. NLR's "Tele driver" system pre-calculates hours of service and alerts the management, preventing any potential violation on the hours-of-service rule.

Those employees holding a CDL and operate commercial vehicles are required to follow the hours-of-service guidelines as stated under the NJ State Commercial Drivers' Manual and/or federal Motor Carriers Safety Regulations.

The NLR Track and Line Department personnel shall be governed by the FRA standard for hours of service for on duty time. "Kronos" timekeeper system maintains track of Line and Track Department employee's hours.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

NLR's hours of service policy is monitored to ensure employees are familiar with the policy and know their responsibility towards compliance with policy.

28.0 Minimum Document Submission to the NJDOT-OSSO

The following is the minimum documentation required for submission to the State of New Jersey, Office of Fixed Guideway Safety & Security Oversight (NJDOT-OSSO) programs.

- Annual report of Safety & Security Reviews no later than February 12th of each year, including NJ Transit Accountable Executive certification.
- NLR's Monthly Reports, due by the 15th of each month including.
 - o Internal/External Audit Logs
 - o Incident & Occurrence Logs
 - o Hazard Log
 - o CAP Monitoring Process & Log
 - o Internal Safety and Security Audits
 - o Status of Safety Certification
 - o Annual Review/Update of NLR's ASP
- Updates to NLR's Plans and Procedures as required by the NLR ASP.
- NLR's Accident/Incident Report(s) submitted within 30 day of the Accident/Incident(s) or a status update of the Accident/Incident(s) if the report cannot be completed, including Corrective Action Plan(s) for each Accident/Incident (if required).
- Internal Audit Check Lists.
- Copies of all monthly/ annual reports and correspondence submitted to the Federal Railroad Administration (FRA) from NLR (which operates with a Federal Railroad Administration Shared Use Waiver).
- Copies of all inspection reports received from the Federal Railroad Administration for NLR (which operates with a Federal Railroad Administration Shared Use Waiver).
- Copies of all correspondence from/or to the Federal Railroad Administration regarding NLR's Shared Use Waiver.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

PART F: SAFETY PROMOTION – 673.29

Part F of this ASP outlines the processes in which NLR will promote both SMS practices and safety throughout the light rail system. As part of 49 CFR Part 673, this section will discuss the following two (2) sub-components of Safety Promotion:

- Competencies and training
- Safety communication

29.0 Competencies and Training – 673.29(a)

New NLR employees must successfully complete the in-service training program prior to being certified. Additional training shall be required to maintain certification when new equipment, system and operational procedures are instituted. After completing the 90-day probation period, a new employee is certified when they show proficiency in the requirements as set forth the employee training certification program. Annual re-testing is also required of NLR employees to maintain certification.

NLR employee certification checklists can be found in Appendix H.

29.1 Designated Personnel

NLR designated personnel are required by 49 CFR Part 672 to attend courses to complete Individual Training Program (ITP), also referred to as the Public Transportation Safety Certification Training Program (PTSCTP). NLR designated personnel include employees and contractors whose job function is directly responsible for safety oversight of the agency. More specifically, this includes personnel whose primary job functions include the development, implementation, and review of this PTASP, and/or the NJDOT requirements for the agency pursuant to 49 CFR parts 674. These individuals include:

- NLR Safety Manager
- 3rd Party SMEs hired to assist with System Safety Support and the ISA Program.

Additional designated personnel may be identified as the SMS continues to mature. Required courses for designated personnel include:

Table 15: PTSCTP Required Curriculum

Course Name	Methodology	Duration
SMS Awareness Training	e-Learning	1 Hour
Safety Assurance	Virtual Classroom	2 Hours
SMS Principles for Transit	Classroom	20 Hours
Rail System Safety	Classroom	36 Hours
Effectively Managing Transit Emergencies	Classroom	32 Hours
Rail Incident Investigation	Classroom	36 Hours

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

ITPs are only valid for a period of three years, at which time refresher training is required to maintain the ITP. NLR's current refresher training has been classified as its Contractors Safety Training class, which consists of a minimum of one hour of safety training. Additional information regarding the Contractor Safety Training is located below in section 28.2.1.

29.2 Safety Training

NLR's standard operating procedures for daily operations are set out in the Emergency Response Plan and Standard Operating Procedures that is a part of this document by reference.

Training provided includes but is not limited to the following:

- Initial LRT Operating Training/Certification
- Annual LRT Operator Re-Certification
- LRT Operating Re-Certification
- LRT Operator De-Certification – this training could result f violation of any of the following:
 - o NJ TRANSIT Drug & Alcohol Policy
 - o Avoidable Derailment
 - o Failing to stop for a RED signal
 - o Running through a switch
 - o Failing to avoid a collision with a fixed object
 - o Failing to follow blue signal protection procedures
 - o Failing to follow flagging procedures
- Return to Work Training (after 30-day absence other than vacation) – as requested by the Superintendent
- All employees receive de-escalation training on an annual basis.
- Employee Safety Training in the following areas are provided:

Required Employee Training-Categorized by Training Means	Means of Training		Department			
Required Training	Conducted by		Trans	MOW	MOE	Frequency
	Training Dept	On-Line				
Powered Industrial Trucks	X			✓	✓	Tri-Annual
Fall Protection Awareness (<i>part of annual rules recertification</i>)	Review ESP-10 with employees			✓	✓	Annually
Blood Borne Pathogens (<i>part of annual rules recertification</i>)	Review ESP-5 with employees & Conduct In-person Training		✓	✓	✓	Annually
Fire Extinguisher Operation (<i>part of annual rules recertification</i>)	X		✓	✓	✓	Annually
Hearing Conservation (<i>part of annual rules recertification</i>)	Review ESP-7 with employees		✓	✓	✓	Annually

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Fatigue Awareness (<i>part of annual rules recertification</i>)	X		✓	✓	✓	Annually
Confined Space Awareness (<i>part of annual rules recertification</i>)	Review ESP-2 with employees			✓	✓	Annually
Roadway Worker Safety	X		✓	✓	✓	Annually
Facility Emergency Evacuation Procedures (<i>part of annual rules recertification</i>)	X		✓	✓	✓	Annually
Drug and Alcohol Program	X		✓	✓	✓	Annually
NJ Worker & Community Right-To-Know Act-(<i>part of annual rules recertification</i>)	Review ESP-1 with employees		✓	✓	✓	Annually
Use of Bells in the Shop-part of LOTO	X		✓	✓	✓	Annually
Blue Flag Training-Equipment Only (<i>part of annual rules recertification</i>)	X		✓	✓	✓	Annually
Lock out/Tag Out	X			✓	✓	Annually
Tunnel Evacuation Training (Conducted in the field, followed by a written test). The training indicates all emergency exits, tunnel column markings, exhaust fans and provides for general walking surface information	X		✓	✓	✓	Every 2 Years for Existing Employees. New Hires Mandatory
Bus Certification	X		✓			Annually
De-escalation Training	X		✓	✓	✓	Annually

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

All new employees at NLR receive the following training:

- o initial safety orientation and training
- o chemical safety awareness
- o Drug and Alcohol prevention
- o working in confined spaces
- o using respirators.
- o New Hires are also provided with appropriate manuals, supplemental reference materials, and rulebooks

Training is also provided to First Responders, as well as Contractor Safety Training and Roadway Worker Safety.

Technical Training for both MOE and MOW is typically conducted through one of the following methods:

- o Apprentice Training Program
- o On the Job Training
- o Technical Training through Bus Training at the Ferry Street Training Facility
- o Outside Vendors

29.2.1 Contractor Safety Training

Contractors will receive safety awareness training by the NLR Training Department and are required to sign an acknowledgement of receipt of this training. They are required to ensure that their employees are instructed to follow all safety procedures referenced in this PTASP. Additionally, NLR managers will hold daily safety briefings before work begins each day and will require that no contractors be allowed on the right-of-way without a NLR escort.

The training provides a minimum of one hour of safety instruction in the following areas:

- General Safety NJ TRANSIT & Newark Light Rail
- Personal Protective Equipment
- Railway Worker Protection Training
- Track Safety (on & near tracks)
- Catenary / High Voltage Safety Training
- Job Briefing requirements
- Good Faith Challenges

Contractors are required to take a Contractors Safety Training refresher course on an annual basis.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****29.3 Roadway Worker Protection / On-Track Safety Protection**

Newark Light Rail has established a Roadway Worker Protection policy for all Operations and Maintenance personnel and a training program to ensure that all Roadway Workers have knowledge of NLR's policy. These are rules relating to protecting personnel working on or near active track along the NLR Right-of-way. Employees are annually trained and qualified to provide appropriate protection for work groups performing work activities along the alignment. All NLR Staff, Operators, and Maintenance personnel are required to attend the training program. Additionally, on-track safety requirements are included in the NLR Contractor Safety Training Program.

NLR's Roadway Worker Protection (RWP) Program is designed to protect all Roadway Workers conducting work on or near NLR's rights-of-way. The RWP Program requires adherence to clear rules and procedures. The RWP Program also requires appropriate training, certification, and retraining. The RWP Program also requires regular monitoring of right-of-way safety compliance of NLR employees and Contractors. NLR staff (Flagman or Employee-in-Charge or Supervisors) oversee the Roadway Workers to assure safety compliance. The RWP also requires reporting of Near Misses or other hazards to Operations Control (OC), and these are discussed at the Safety Review Committee and TIGER Team meetings.

The RWP Training Class covers: RWP Regulations (FRA Rules: 49 CFR 214, APTA Standards; and NLR Rules) and requires all Roadway Workers to attend the RWP training / recertification. Training addresses the responsibility of all Roadway Workers. It identifies the dangers on the roadway, including moving trains, the traction power system and known hazardous conditions.

NLR's Operating Rules prohibit lone Roadway Workers on the Right of Way.

NLR's Roadway Worker Protection (RWP) Program is incorporated by reference and can be reviewed at the office of the NLR Training Manager.

29.4 On-The Job Training (OJT)

OJT includes classroom instruction, hands-on field training and impromptu instruction that is an unstructured exchange between experienced and inexperienced employees, which can be on an instructor-to-employee basis, supervisor-to-employee basis, or employee-to-employee basis. Outside of OJT, most of NLR's training programs are formalized with lesson plans as defined in the LRT Technical Training Programs.

29.5 Training Records – Record Keeping

The NLR Training Manager is responsible for the on-site storage of training records and reports. All training records are maintained for a minimum of three years.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

30.0 Safety Communication

Communicating with frontline employees about safety and security is crucial in establishing a positive safety culture. Effective safety communication makes personnel aware of safety priorities and initiatives and ensures that feedback is captured and acted upon as appropriate.

NLR will focus on relaying safety-related information on a regular basis, focusing on raising awareness of potential safety risks and the progress of the agency's safety programs. Accomplishing this will encourage employees to report concerns and demonstrates management's commitment to both the employees and the agency's safety performance objectives. In accordance with 673.29(b), NLR will ensure that all employees are aware of any policies, activities, and procedures that are related to their safety-related roles and responsibilities. Communication of safety programs, including SMS initiatives and achievement of SPTs, Goals and Objectives will be led by NJ TRANSIT's ASM, in coordination with department NLR Department Managers and Supervisors. Mechanisms for communication include, but are not limited to:

- Employee Reporting Program
- Safety Committees
- Training
- Policies and Procedures

Safety communications will include information on safety risks that are relevant to the employee's role and responsibilities, explain reasons that a transit agency introduces or changes policies, activities, or procedures, and explain to an employee when actions are taken in response to reports submitted by the employee through the employee safety reporting program.

Communicating with frontline employees about safety and security is crucial in establishing a positive safety culture. Effective safety communication makes personnel aware of safety priorities and initiatives and ensures that feedback is captured and acted upon as appropriate.

NLR will focus on relaying safety-related information on a regular basis, focusing on raising awareness of potential safety risks and the progress of the agency's safety programs. Accomplishing this will encourage employees to report concerns and demonstrates management's commitment to both the employees and the agency's safety performance objectives. In accordance with 673.29(b), NLR will ensure that all employees are aware of any policies, activities, and procedures that are related to their safety-related roles and responsibilities. Communication of safety programs, including SMS initiatives and achievement of SPTs, Goals and Objectives will be led by NJ TRANSIT's ASM, in coordination with department NLR Department Managers and Supervisors. Mechanisms for communication include, but are not limited to:

- Employee Reporting Program
- Safety Committees
- Training
- Policies and Procedures

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Safety communications will include information on safety risks that are relevant to the employee's role and responsibilities, explain reasons that a transit agency introduces or changes policies, activities, or procedures, and explain to an employee when actions are taken in response to reports submitted by the employee through the employee safety reporting program.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

APPENDICES

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Appendix A – NLR History

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

In 1979, the New Jersey State Legislature enacted the New Jersey Public Transportation Act establishing NJ TRANSIT, Inc. (Parent) as a successor to the NJDOT Commuter Operating Agency and provided the organization with a mandate to acquire, operate, and contract transportation services in the interest of the public. NJ TRANSIT Bus Operations was formed the following year in 1980. As legal entities, NJ TRANSIT, Inc. (Parent) and NJ TRANSIT Bus Operations, Inc. are quasi-public agencies of the state.

NJ TRANSIT's establishing act granted the organization sanction in salvaging private intrastate bus companies facing insolvency; the Maplewood Equipment Company and Transport of New Jersey (TNJ) were principally included in early acquisitions. Throughout the 1980's NJ TRANSIT proceeded to further incorporate private bus companies formerly serving the North, Central and South Jersey areas – notably including Mercer Metro, Somerset Bus Company, and Lincoln Transit.

NJ TRANSIT Bus Operations presently provides local and commuter passenger service to the residents of New Jersey, New York, and Pennsylvania. Scheduled local service is primarily inter-urban, serving the Newark-North Jersey area and the Camden-Philadelphia area. Commuter service includes operations from North and Central Jersey into New York City including service from Warwick, New York, to New York City, as well as commuter service from South Jersey to Philadelphia, Pennsylvania.

The following is an abstract of the major events that resulted in the present-day NJ Transit ownership and operation of the NLR by NJ TRANSIT.

Synopsis:

As a result of *RAILROAD COMPANIES'* (The United New Jersey Railroad and Canal Company and The Pennsylvania Railroad Company, its lessee) intention to construct a new railroad station (later known as Penn Station) together with additional tracks, platforms and other appurtenances, the City of Newark and Public Service Coordinated Transport agreed to facilitate the building and use of the new station and the additional tracks to be constructed by Railroad Companies and provided for the layout of a new street railway station partly beneath the new station.

As part of a prior agreement, the City of Newark agreed to facilitate the building and use of the new station and the additional tracks to be constructed by Railroad Companies and provided for the layout of a new street railway station partly beneath the new station.

- **January 9, 1929** - The City of Newark and Public Service Coordinated Transport (a corporation of New Jersey) agreed to lay out, construct and complete a double track electric railway without grade crossings in, on and along the canal property that was acquired for public use and other property acquired in connection with the new railroad station (later called Penn Station).
The electric railway system, with turnaround loops at both ends, was to be constructed between the new railroad station to or near the Town of Belleville.
- **July 15, 1930** - For saving considerable expenditures, the City of Newark and Public Service Coordinated Transport agreed to defer the construction of an underpass at Orange Street. The change included a layout and construction for the electric railway to crossing Orange Street at grade.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

- **August 21, 1939** -The agreement between the City of Newark and Public Service Coordinated Transport was modified to limit the construction of the electric railway system to a point north of Heller Parkway at the southerly line of Erie Railroad right of way at North Sixth Street, with terminal facilities including a loop for the operation of buses to the terminal station.
- **June 19, 1937** - Starting at midnight, Public Service Coordinated Transport operated the completed portion of City Light Rail from Heller Parkway to the Pennsylvania Station, Newark.
- **December 31, 1969** - The original agreement, for the term of fifty (50) years, between the City of Newark and Public Service Coordinated Transport, which contained a termination clause that either party could terminate the Agreement after thirty (30) years providing there was a two (2) year advance written notice, was amended. The new agreement amended paragraph three of the January 9, 1929, Agreement, to provide; that at any time after the expiration of thirty years from the beginning of the term of fifty (50) years, either party may give at least six (6) months' written notice to terminate the agreement.
- **April 17, 1978**- Memorandum from Ann Summer, Attorney General, to Martin E. Robbins, Exec. Assistant to the Assistant Commissioner for Public Transportation identifies the Public Service Coordinated Transport as now being called TNJ. The Memorandum refers to TNJ (Transport of New Jersey) in the same context as Public Service Coordinated Transport as part of the 1929 agreement addressing the construction and operation of the Light Rail system.
- **July 17, 1979** - The New Jersey Transit Corporation was created under the Public Transportation Act of 1979. The Act created a public corporation within the Department of Transportation powered to acquire, operate, and contract for the operation of public transportation services and facilities. As part of the Act, the Corporation was empowered to establish one or more operating divisions as deemed necessary.
- **October 14, 1980** - The New Jersey Transit Corporation, under the powers created by the Public Transportation Act of 1979 to establish one or more operating divisions, acquired the Transport of New Jersey (TNJ) and its wholly owned subsidiary, the Maplewood Equipment Company (MEC).
It was also determined that the public would be confused with the names of the new companies and therefore initiated all actions to change the name of TNJ to NJ TRANSIT Bus Operations Inc. ("NJ TRANSIT Bus Operations Inc." referred to herein as "NJ TRANSIT Bus Operations" and "NJ TRANSIT Bus and Light Rail Transit Operations")
- **November 4, 1993** - Ordinance of the City of Newark authorized the execution of a lease agreement between NJ TRANSIT for the leasing and continued operation of the Light Rail and right-of-way as a transportation facility.
- **June 1, 1994** - Ordinance of the City of Newark amended the lease agreement and Ordinance of November 4, 1993, to include the addition of a stipulation of dismissal and a stipulation of settlement. The amendment did not alter the agreement as it relates to operation of the Light Rail and right-of-way as a transportation facility.
- **February 1, 1995** - The City of Newark and NJ TRANSIT entered into a renewed agreement for the lease of right-of-way for the Light Rail and to continue operations as a transportation facility. The lease term is fifty (50) years commencing November 1, 1993, and ending October 31, 2043. Also, part of the agreement is an option to renew, six (6) months prior to the expiration of the agreement, for an additional twenty-five (25) years to commence at the

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

end of the termination of the first term.

- **February 1, 1999** - Newark Light Rail commences a major modernization project to accommodate projected ridership increases and a new fleet of modern light rail cars (LRTs). The modernization program consists of replacing the current overhead catenary system, signal system, track structure, improving access to stations to meet ADA requirements, replacement of the aging PCC Cars with modern LRTs, construction of a vehicle maintenance facility, and adding a one-mile extension to the existing Light Rail system.
- **February 10, 2000** - Newark Light Rail accepts delivery of sixteen (16) new modern Kinkisharyo Light Rail Cars (LRTs) to replace the existing revenue fleet of PCC Cars.
- **March 16, 2001** - Newark Light Rail Operations & Maintenance activities are relocated to the new Vehicle Maintenance Facility (VBF) in Bloomfield, NJ.
- **August 24, 2001** - Newark Light Rail retires the fleet of PCC Cars. The official retirement ceremony was conducted at the Branch Brook Park Station. Commemorative trips were made after the conclusion of revenue service and the PCC Car fleet was moved to the new maintenance facility in Bloomfield, NJ for storage until final arrangements are made for the disposition of the fleet.
- **August 27, 2001** - Newark Light Rail places sixteen (16) new Kinkisharyo Light Rail Cars into revenue service with a modern Train Control System, including automatic train protection. New stations (Orange Street and Branch Brook Park) are opened.
- **September 05, 2001** - Newark Light Rail begins the Penn Station - Newark (PSNWK) Rehabilitation Project. This project will modernize the major transfer point on the system. Station enhancements will include new platforms, improved station lighting, new stairs and escalators, and the installation of new elevators to make the station accessible in accordance with the provisions of the Americans with Disabilities Act (ADA).
- **December 15, 2001** - NJ TRANSIT commences the Broad Street Extension project. This one-mile extension of the NLR system to the commuter rail station on Broad Street in Newark, NJ will provide additional service to downtown Newark and will serve major venues in the arts and entertainment district including the NJ Performing Arts Center and the minor league baseball stadium. The project includes the construction of a new extension of the existing tunnel system, four (4) stations, and one mile of right-of-way. Revenue service is anticipated to commence during the spring of 2006.
- **February 1, 2002** - Newark Light Rail commences utility relocation in preparation for mainline tunnel extension portion of the Broad Street Extension project. The project includes the construction of a one-mile extension of the City Light Rail system, including track, OCS, Train Control system, track structure, improving access to stations to meet ADA requirements, replacement of the aging PCC Cars with modern LRVs, construction of a vehicle maintenance facility, and adding a one-mile extension to the existing Light Rail system.
- **June 22, 2002** - Newark Light Rail commences revenue service on the new northern extension. Two new passenger stations, Silver Lake, and Grove Street are opened to provide system access to Belleville and Bloomfield residents.
- **May 30, 2003** - Washington Street Station Rehabilitation Project is completed and the entire station is opened for revenue service. Station improvements include new platforms, station lighting, stairs, and the installation of elevators to make the station accessible in accordance with the provisions of the Americans with Disabilities Act (ADA).
- **June 03, 2004** - Newark Light Rail accepts delivery of three (3) additional new modern

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Kinkisharyo Light Rail Cars (LRTs) for service on the Broad Street Extension.

- **October 03, 2005** - NJ TRANSIT creates a Light Rail Operations division within the Capital Improvements Department. The Light Rail Operations division includes the Newark Light Rail, the Hudson-Bergen Light Rail Transit System, and the Southern NJ Light Rail RIVER Line.
- **May 01, 2006** -The Penn Station Rehabilitation Project was completed, and the entire station is opened for revenue service. Station improvements include new platforms, Call-For-Aid boxes, CCTV cameras, Customer amenities, station lighting, stairs, replacement of escalators, and the installation of elevators to make the station accessible in accordance with the provisions of the Americans with Disabilities Act (ADA).
- **July 17, 2006** - Newark Light Rail commences revenue service on the Broad Street Extension. This segment includes five (5) new stations: NJPAC/Center Street, Atlantic Street, River Front Stadium, Broad Street Station, and Washington Park.
- **May 01, 2017-Five (5) Section LRV Extension Program-** At Newark Light Rail, ridership is always near capacity during peak hours resulting in full vehicles and a scarcity of seats. NJT/NLR took the 'Best Value" approach to increase passenger capacity by retrofitting a portion of each of the ten (10) LRTs with an additional two sections and a second trailer truck, making 3 section vehicles into 5 section vehicles.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Appendix B – System Overview

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

NLR System Operations - The NLR is a 6.5-mile light rail line that operates as a rapid transit link between terminal stations at Newark Broad Street Station through Newark Penn Station located in Newark (Pennsylvania Railroad Station or Penn Station - Newark) to the Grove Street Station in Bloomfield, NJ. The line is in an underground tunnel for 1.7 miles and either at grade or depressed cut for 3.8 miles and approximately one mile of street running territory. The patronage is derived from pedestrian traffic, bus and rail transfers, and park/ride commuters. The fleet of twenty-one (21) modern Light Rail Cars (LRT) and seventeen (17) stations serve 6.0 million passengers annually. Approximately two-thirds of the riders travel the system during the morning and evening peak periods. With nearly around the clock operation, the service is curtailed at 1:35 A.M. and resumes 4:10 A.M. The LRTs operates at asymmetrical intervals during peak periods (every three to four minutes on the base main line system-AM peak hours start at 6:30 A.M. to 9:30 A.M., and PM peak hours, 3:30 P.M. to 7:00pm).

Off-peak midday weekday service runs every ten minutes; post PM peak service decreases gradually from every ten minutes at 7:00pm to every 30 minutes after 10:00pm until closing.

Penn Station - Newark is the eastern terminus of the NLR system and serves as a major transfer point for NJ TRANSIT's commuter rail and bus service, as well as, providing access to Greyhound Bus lines, PATH service and Amtrak train routes. The NLR has five (5) tracks and two (2) controlled interlockings to route LRTs through the station. Interlocks are automatically aligned for inbound movements by the Train Control system and aligned for outbound movements using Train to Wayside Communication (TWC) devices initiated by the LRT operator with permission from the Operations Control. Electro-pneumatic switches are used to align the track.

Branch Brook Park (BBP) Station in Newark, NJ, is the western terminus of the NLR trunk system and is a major transfer point to NJ TRANSIT Bus lines. The BBP Station has platforms adjacent to the Bus Plaza, an island platform that serves two (2) tracks, and a pedestrian ramp to provide access from the bus stops on Heller Parkway. The BBP Station has two (2) controlled interlockings to route LRTs through the station for the turn back operation. Interlockings are automatically aligned for movements into the station and pocket track by the Train Control system and aligned for movements out of the pocket track and station through the use of TWC devices initiated by the LRT operator with permission from the Operations Control Center or BBP Depot Master. Electro-pneumatic switches are used to align the track.

Grove Street Station in Bloomfield, NJ, is the western terminus of the NLR system and is a transfer point to NJ TRANSIT Bus lines and includes a commuter park & ride facility. Grove Street Station has an island platform that serves two (2) tracks. Interlockings are automatically aligned for movements into the station via the Train Control system and aligned for movements out of the station similarly or using TWC devices initiated by the LRT operator with permission from the Operations Control. Electro-pneumatic switches are used to align the track.

Broad Street Station in Newark, NJ, is the northern terminus of the NLR street-running branch and is a major transfer point to NJ TRANSIT Commuter and Bus lines. The Broad Street Station has an island platform that serves two (2) tracks and a pedestrian crossing to provide access to NJ TRANSIT's adjacent commuter rail station. The Broad Street Station has two (2) controlled interlockings to route LRTs through the station for the turn back operation. Interlocking is

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

automatically aligned for movements into the station and pocket track by the Train Control system and aligned for movements out of the pocket track and station through the use of TWC devices initiated by the LRT operator with permission from the Operations Control Center. Electric switches are used to align the track.

NLR/LRT Division's Operations & Maintenance offices are located at the Vehicle Base Facility (VBF), Bloomfield, NJ. Administrative, operational, and maintenance functions of the NLR are performed, monitored, and controlled from this facility.

Procedures for the safe and efficient operation of the NLR are detailed in the Newark Light Rail Light Rail Transit Division *Safety Rules & Procedures* manual. Standard Operating Procedures for typical service and Emergency Procedures for incidents and evacuations occurring on the NLR are detailed in the *Manual of Standard and Emergency Operating Procedures*.

An emergency notification guide is maintained at the NLR Operations Control (OC) located in Bloomfield, NJ. This guide is designed to expedite critical notifications to key internal personnel and to local emergency forces. The guide contains an index of possible incidents and appropriate notification priorities.

Description of Line - The double-tracked light rail line includes 1.7 miles in underground Light Rail with four stations and 4.8 miles above ground or in depressed open cut right-of-way and twelve stations. The Light Rail stations within the underground tunnel proceeding outbound are located at Penn Station, Military Park, Washington Street, and Warren Street. Continuing outbound, the stations in open cut and at grade are Norfolk Street, Orange Street, Park Avenue,

Bloomfield Avenue, Davenport Avenue, Branch Brook Park, Silver Lake, and Grove Street. The stations proceeding outbound in the street-running segment are NJ PAC, Atlantic Street, Broad Street, and Washington Park on the inbound alignment. A special event stop is provided at the Riverfront Stadium, a raised sidewalk provides accessibility to the LRTs. Embedded tracks are used in the street-running segment and the critical curves are protected with girder rail.

Bridges - There are ten overhead crossings of the NLR right-of-way. The ten crossings are auto crossing. Fencing and screening have been added to all crossings to reduce the possibilities of a person throwing or discarding objects onto the vehicles or right-of-way. The NLR system crosses over the NJ TRANSIT Morris & Essex commuter rail lines at Orange Street in Newark. The two bridges are equipped with high fencing to minimize trespassing and throwing objects on to the commuter rail right-of-way. Iron rod, fluted panels, steel plates and concrete parapet walls have been used as fencing. Wire mesh is used to supplement the fencing in areas where there is a high rate of incidents.

The 750-volt DC overhead contact system (OCS) wire is insulated from the bridge structure using K&M arms mounted on either wood or inverted fiberglass U-channel. The channel is continuous for the length of the OCS and extends on both sides of the crossings to reduce the chances of objects hitting or contacting the wire.

Electrification - The purpose of the electrification system is to supply and distribute electric traction power for the NLR system. The electrification provides all related functions including conversion and switching of traction power, negative return, and auxiliary power. Critical physical components of the electrification system include sub-station connections to incoming utility (PSE&G) power, connections at the rail to impedance bond leads and traction power bonding,

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

and connections to the auxiliary power equipment located in train control, station, and shop systems as well as line feed switches and jumpers. Traction Power substations are protected with a fire detection system and security intrusion alarms. Overhead Catenary isolation switches are located along the right-of-way to control power to sections of the power distribution system.

The major components within the electrification system include but are not limited to:

Substation and power distribution – This includes all traction power feeder cables to the OCS as well as the return cables.

Overhead Catenary System - including catenary poles, overhead wire, and sectionalized bypass switches, pole mounted disconnect switches, pole mounted surge arresters, and cast-in-place foundations. The overhead catenary wire is installed within the dynamic outline of the tracks with a vertical height from top of rail between 12.3 to 22 feet.

Stray current mitigation - including bonding and isolation equipment (which includes rail bonding)

Traction Power Substations (TPSS) are spaced along the right-of-way at approximately 1½-mile intervals. The NLR system has a total of ten (10) substations – six (6) for traction power and four (4) for tunnel ventilation. The substations have traction power rectification equipment and switch gear to supply 750 vDC to the OCS. Normal operations can be maintained with one TPS inoperative and/or out of service. All Traction Power Stations are equipped with an internal fire detection system and an intrusion alarm system that is monitored by the NLR OC through the SCADA network. SCADA/Supervisory System is remotely connected to train control, traction, and ventilation systems. It allows OC to monitor, in real-time, the status of system including the train movements. Certain remote-control functionalities of the system are allowed if they do not violate the fail-safe principle configured in each system. The supervisory system is considered “non-vital” because it cannot override the vital systems in the field.

The Penn Station and Grove TPSS are equipped with two (2) power feeds from separate circuits from the local power supplier. All other TPSS have a single power supply from the local power company.

Each TPS is equipped with an automatic trip reset feature. Tripped circuit breakers will automatically reset, after a brief interval, two (2) times before they must be manually reset.

The power distribution system conducts current from the traction power substation to the vehicle pantograph. The track system forms the return side of the circuit back to the substation due to its role in the interaction between the pantograph and the contact wire.

All metallic system elements that support the OCS are grounded and provide protection against the buildup of electrical ground faults.

Emergency Trip Stations (ETS) are located at each traction power substation and at the rail entrances to the Shop Building and LRT Storage Shed at the VBF. At the substations, the ETS are mounted on the building wall adjacent to the entrance door and are secured in a locked box. When the button is pushed, the track current to the catenary is de-energized. The ETS for the Shop Building and LRT Storage Shed act only on the single DC breaker supplying the catenary in the respective building. ETS are intended for the rapid de-Energization of the OCS by maintenance or possibly emergency response personnel.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

with best industry practice. The NLR Superintendent of MOW is directly responsible for inspection and testing activities as well as preventative maintenance of the electrification system.

Train Control - The train control system provides the primary functions of train routing at the five (5) interlockings and the power operated crossovers on the NLR system as well as train separation at all locations other than in the yard. The system also provides the functions of on-board speed enforcement through the cab signaling system acting on the LRT's traction power and braking control systems. The train control system is an audio frequency track circuit-controlled system which displays the necessary commands in the vehicle cab. The vehicle is manually controlled by an operator who must comply with the displayed commands. If the operator does not comply with the displayed commands, an audible warning is sounded to alert the operator to take appropriate action. Further disregard of the displayed command results in the system bringing the train to a safe condition automatically.

This *Automatic Train Protection* (ATP) provides full train 'stop' protection and speed control in either direction on either track. The NLR operation is bi-directional with reverse signaling. The available speeds for operation are in increments between 5 and 55 MPH.

The train control system also ensures that conflicting routes cannot be set, either manually or automatically. Once a train is routed, all other conflicting moves are prevented by the automated system. These features are provided at all controlled track switches where conflicting train movements could be initiated, otherwise known as interlockings. These interlocked locations are also equipped with wayside signals which provide additional visual directions to the operator.

Noncompliance with a wayside signal will result in activation of the ATP.

The train control system also includes *Train-to-Wayside* (TWC) communications which provides routing requests at interlockings and supplemental information regarding train location.

A functional check of the operation of all signaling and train control equipment and verification of software integrity is performed as required to meet safety and service availability requirements. The NLR Superintendent of MOW is responsible for the inspection and verification of train control equipment.

Traffic Operating System - This system includes all traffic control software, computer hardware, and devices which control the movement of LRTs and motor vehicles at highway and track intersections. The Traffic Operating System (TOS) interrupts the normal motor vehicle traffic control device cycle (via use of pre-emption or priority) upon approach of an LRT. The traffic control device is cycled to stop motor vehicle traffic to allow passage of the LRT. LRT movements are governed by a separate bar signal system that is displayed perpendicular to the motor vehicle traffic control devices. All NLR LRTs and special purpose vehicles stop at all highway/track intersections and proceed after visual verification that all motor vehicles have stopped clear of the intersection.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Track - The primary purpose of the fixed guideway is to provide support and guidance to trains. NLR utilizes three types of tracks which are:

Ballasted Track - consisting of 115 lb. AREA rail installed on wood ties fastened with a spring-loaded pandrol clip.

Slab (Direct fixation) Track - consisting of 115 lb. AREA rail fastened directly to cast-in-place track plinths. The rail rests on resilient plates which are in turn bolted to the plinths. Special effort is made to provide electrical isolation of the rail from the concrete.

Embedded Track - consisting of 115 lb. AREA rail implanted into the guideway so that it is flush with the roadbed.

Switches/Crossovers - Power operated crossovers are strategically located throughout the system to provide operational flexibility. These crossovers are controlled by electro-pneumatic switch machines. LRT movements through these power operated crossovers are automatically routed from normal operations through the Train Control System. Wayside home signals are present to provide the LRT Operators with color aspects that indicate stop and wait as well as aspects for turn-out and through moves. Train to Wayside (TWC) equipment on board the LRT and antennae receivers near the crossovers allow the LRV Operator to align the switches for either turn-out or through movements. An Automatic Train Protection (ATP) system, with positive train stop, prevents conflicting LRT movements at interlockings and crossovers.

Maintenance and Storage Area -The Vehicle Base Facility (VBF), located in Bloomfield, NJ, is the primary maintenance facility for the LRT fleet. The VBF site includes the LRT Maintenance Shop, the LRT Storage Building, an electrical substation, and three (3) Central Instrument Houses (CIHs). The LRT Maintenance Shop is a one-story building with a mezzanine. The main shop contains four (4) tracks and all the necessary shop equipment and service pits to accomplish all maintenance and repairs of the LRT fleet, including a paint preparation/Car body repair area, a paint booth, an automated car wash, a car inspection/repair area, a heavy repair area with car lifts, a wheel truer, and a parts/supplies warehouse.

Since the major components are located on the roof of the LRTs, raised platforms have been installed to provide access to the roof. Additionally, an electric hoist, on a fixed guideway, has been installed to transport components from the LRT roof to the repair area. OCS isolation switches are provided to control power to the individual shop tracks. Lock Out/Tag Out procedures are established to ensure employee safety when working near the high voltage catenary wires.

The Mezzanine contains employee areas such as locker rooms, break rooms, and restrooms, administrative offices, the Operations Control (OC), and support areas. The LRT Maintenance Shop meets the accessibility requirements of the Americans with Disabilities Act.

The LRT Storage Building provides weather protection for the fleet. This building has three (3) tracks and is open at either end to allow the free movement of LRTs through the building. Peak service pulls outs typically occur from the storage building. Additionally, off-peak interior cleaning and pre- trip inspections are performed in this area.

The electrical substation is sized to supply power for the yard catenary, yard lighting, and building requirements. *The safety and security features of the VBF include, but are not limited to, the*

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

following:

- Automatic sprinkler systems are installed throughout the building.
- The LRT Storage Building is equipped with a dry sprinkler system.
- An automatic fire alarm system is installed in the building and substation.
- Emergency lighting is provided throughout the building and substation.
- Fire hydrants are provided throughout the site.
- Protective guards and shields are provided for all rotating machinery.
- CCTV surveillance of the VBF property and building storage areas.
- Warning signs, devices, and barriers are provided at all LRT maintenance areas.
- A Public Address system is provided for communicating emergency messages.
- Emergency trip stations are located at the ends of the Shop tracks and in the LRV Storage Building.

Light Rail Cars (LRV) - NLR uses a fleet of twenty-one (21) bi-directional LRTs for revenue service. Eleven (11) LRVs consist of three (3) sections and the remaining ten (10) LRTs consist of five sections. The three section LRTs are 70% low floor double articulated vehicles approximately 90 feet in length, 9 feet wide, and 12 feet high. The LRTs are equipped with four doors on each side of the vehicle to allow passenger access/egress and one door on each side to the Operator's compartment. The LRTs can accommodate 68 seated passengers and a total of approximately 240 passengers under crush load conditions. The vehicle has spaces for wheelchairs and is compliant with the accessibility provisions of the Americans with Disabilities Act (ADA).

The LRTs consists of three sections and three (3) trucks. The outer trucks are equipped with traction motors and through axles while the center truck is not. The LRT may be operated individually or as multiple units consists. The vehicle may operate at speeds up to 55 MPH and is powered by 750 volts DC by means of a pantograph contacting the overhead catenary system. The vehicles are equipped with several braking systems. At higher speeds, the braking action is achieved by the dynamic brakes which use the resistance of the traction motors to slow the vehicle. The dynamic brakes are blended with mechanical disc (friction) brakes as low speeds are reached until all braking is supplied by the disc brakes as the train comes to a full stop. In the event of an emergency requiring maximum braking effort, the dynamic and disc brakes are supplemented by the track brakes. The track brake (is magnetic iron core) can be magnetically applied to the running rail surface by the console push button.

At Newark Light Rail, ridership is always near capacity during peak hours resulting in full vehicles and a scarcity of seats. In 2017, NJT/NLR took the 'Best Value' approach to increase passenger capacity by retrofitting a portion of ten (10) LRTs with an additional two sections and a second trailer truck, making 3 section vehicles into 5-section vehicles. These ten 5-section vehicles would have 34 more seats and room for an additional 159 standees. This represents a 50% increase in the number of seats and an overall 40% increase in passenger carrying capacity. In addition, the extended vehicle would have the same braking rates as the existing 3 section vehicle as demonstrated during testing of the first extended vehicle. The acceleration rate would be lower, dropping from 1.34m/s^2 to 1.15m/s^2 as demonstrated. Extending 10 vehicles at NLR would allow peak hour trains to provide additional seating capacity as well as the associated standing room. This addresses a perception of seat shortages at the NLR as well and helps ease the burden of full passenger loads during peak hours (Details of Five- Section Cars can be found in NLR ASP Revision 11 A- February 2017).

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

The safety and security features of the LRTs include, but are not limited to, the following:

- Fire extinguisher located in the Operator's compartments.
- Operator's compartments equipped with alarms & fire extinguishers.
- Door's interlock (NO-MOTION) system to prevent train movement when a door is open.
- Emergency intercom for passenger communication with the Operator.
- Passenger doors equipped with manual release mechanisms (exterior and interior) for emergency situations.
- Event recorders to document vital train functions, commands, and faults.
- Automatic Train Protection (ATP) system linked to the cab signaling.
- Closed Circuit Television in lieu of side view mirrors.

Special Purpose Vehicles – NLR utilizes several non-revenue rail vehicles to support the maintenance operation of the system. These vehicles include:

Line Car (5420) - This vehicle is used for catenary maintenance, inspection, and repair. Built in 1996, the diesel hydraulic drive car can be operated from the cab or by radio remote control. The Line Car is equipped with hydraulic attachments for a variety of tools, a 110-volt AC alternator, a scissor lift with an insulated deck expandable to 30 feet in height, and a pull bar to tow a line cart with a drum of trolley wire and other materials.

Track Mobile (4500 TM) - This vehicle, built in 1986, is used to transfer LRTs through non-powered sections of the system. The diesel drive Track mobile can be moved over city streets or on the fixed guideway using hi-rail equipment. The Track mobile is equipped with air over hydraulic disc brakes actuated on all four rail wheels.

Bucket Truck - This vehicle is used for catenary maintenance, inspection, and repair. Built in 2000, this is a standard diesel-powered truck equipped with high-rail pony wheels and an extendable articulated boom with a work platform on a turntable.

Tunnel Safety Features -The underground tunnel, built of concrete and steel, is approximately 1.7 miles in length starting at Penn Station, Newark proceeding to Warren Street, Newark. An 800' section of tunnel was added as part of the Broad Street alignment extension with the portal located at Center Street in Newark.

A dry standpipe system has been installed in the tunnel for use by the Fire Department for fire suppression activities. The standpipe system is not connected to a water source and must be supplied by fire apparatus. Six (6) Fire Department connections are strategically located to charge the standpipe system. Standard 2½" outlets are provided in the tunnel at approximately 300' intervals for Fire Department hose connections. The outlets are equipped with pressure reducers to provide safe operating pressure for Fire Department personnel.

The tunnel is equipped with a mechanical ventilation system designed to aid in fire and smoke control. The system has an environmental mode for routine ventilation. The system incorporates 115 bi-directional axial fans and 10 bi-directional jet fans to achieve optimal flexibility and air flow management. Critical system components are hardened to withstand high temperatures for a minimum of one hour. Materials for electrical conduits, raceways, ducts, equipment enclosures, and their surface finish materials can withstand elevated temperatures for a minimum of one hour and will not support or contribute to combustion.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Power for the ventilation system is provided from two separate and distinct utility sources fed from different power grids. The primary power source is from the Warren Street sub-station and a secondary feed from the Mulberry Street sub-station is totally isolated from the main system feeds to provide a reliable redundant power supply.

Thirty-three (33) of the axial fans have two-speed capability. These fans may be used for routine environmental ventilation as well as smoke control and extraction.

Fluorescent lighting is provided throughout the tunnel and station areas. Each light fixture contains two fluorescent tubes normally powered by the auxiliary AC power distribution system. One tube in each fixture is powered from a battery back-up for emergency lighting in the event of a power outage.

Right-Of-Way Safety Features – From Warren Street to the VBF, the track way is located either in depressed open-cut or at grade right of way. The entire mainline segment is fenced to deter access to the right of way and secure non-operating sections of the platforms, except where the line crosses city streets at grade. A locked gate is in the vicinity of the Bloomfield Avenue Station for maintenance and emergency access.

The Broad Street Extension (BSE) is a mixed street-running segment where automobile traffic operates parallel to the guideway. The guideway is separated from the traffic lanes by a mountable granite curb 6" high. The extension alignment has fourteen grade and pedestrian crossings. These intersections are protected by traffic control devices that are integrated with the train control system to give priority to the LRTs and to prevent conflicting signals and unsafe vehicular movement. Each intersection is marked in accordance with the provisions of the US Department of Transportation *Manual of Uniform Traffic Control Devices* and the NJ Department of Transportation diagnostic team recommendations.

The Vehicle Base Facility is completely fenced and has lockable gates to secure track access to the facility maintenance yards. Security officers monitor activities at the maintenance facility and always provide an enhanced security presence.

Overhead bridges have either fencing and steel panels or a combination of both to offer protection to the LRTs against thrown or discarded objects. The protection also serves as a barrier to deter intruders from encountering the overhead contact wire or in some cases high-tension distribution cables.

Closed Circuit Television (CCTV) units are used to monitor activity on the station platforms. CCTV transmissions are monitored at the NJ TRANSIT Police Central Communications Center and the NLR Operations Control.

Each station platform edge is identified by a high-visibility safety line or with a tactile surface. Frequent automated public address announcements are made to remind customers of safety-related advisories. Additionally, warning signs and *No Trespassing* signs are located at the ends of each station platform and at pedestrian crossings to deter unauthorized access onto the right-of-way.

The safety and security features of the Stations, Right-of-Way and Tunnel include, but are not

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

limited to, the following:

- An approved Agency Safety Program Plan and Safety Rules & Procedures Manual.
- Tunnel is equipped with a dry standpipe system and mechanical ventilation system.
- The Center Street tunnel portal is equipped with an enhanced CCTV system for Intrusion detection
- Station platforms are monitored by Closed Circuit Television (CCTV).
- Station platforms have tactile surface to warn visually impaired customers of platform edge.
- Right-of-Way is either grade separated or fenced to deter unauthorized access and vandalism.
- Stations and right-of-way regularly patrolled by NJT Police.
- Station platforms and critical right-of-way locations have posted *No Trespassing* signs.
- Penn Station - Newark and VBF are equipped with automatic fire detection, automatic fire suppression, and standpipe systems.
- The VBF has contracted Security Officer on-duty.

Fare Collection – NLR uses a Proof of Payment system to collect fares for passenger service. Customers are required to purchase tickets prior to boarding the LRT. Tickets may be purchased from Ticket Vending Machines (TVM) located at each station, or monthly passes by mail. Other than monthly passes, all tickets must be validated before boarding the LRT. Validators are located at each station. Customers are required to present a validated ticket or monthly pass to NJT Fare Enforcement Officers (FEO) who routinely patrols the LRTs and the stations to ensure compliance with the fare policy. Customers without valid proof of payment are issued a summons and are

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

subject to a fine.

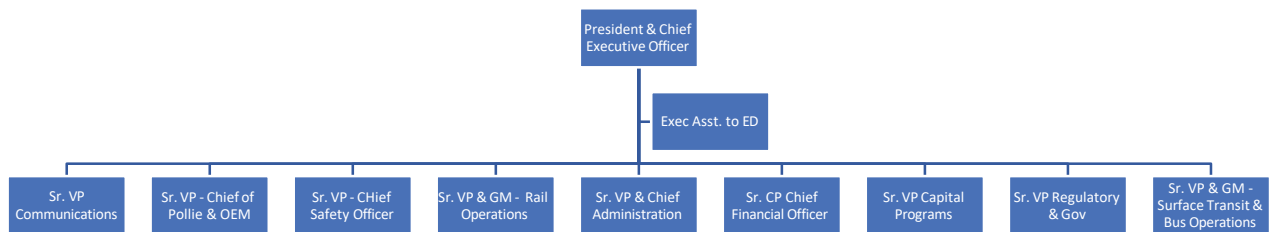
Maintenance and repair of TVMs, as well as revenue collection is performed by vendors hired by NJ TRANSIT. All TVMs are equipped with intrusion and vibration alarms that sound an audible alarm when attempts of abuse or unauthorized entry into the equipment are detected. Additionally, TVMs are equipped with remotely monitored alarms and revenue/ticket stock status.

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Appendix C – Organization Chart

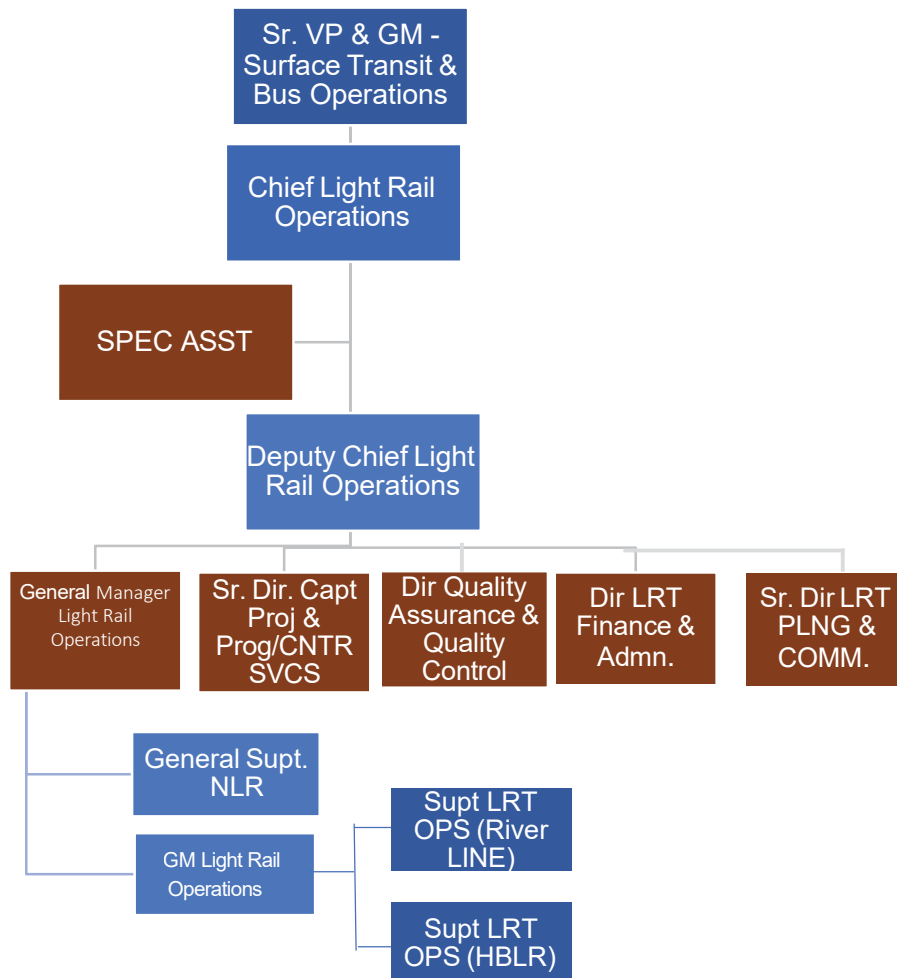
NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

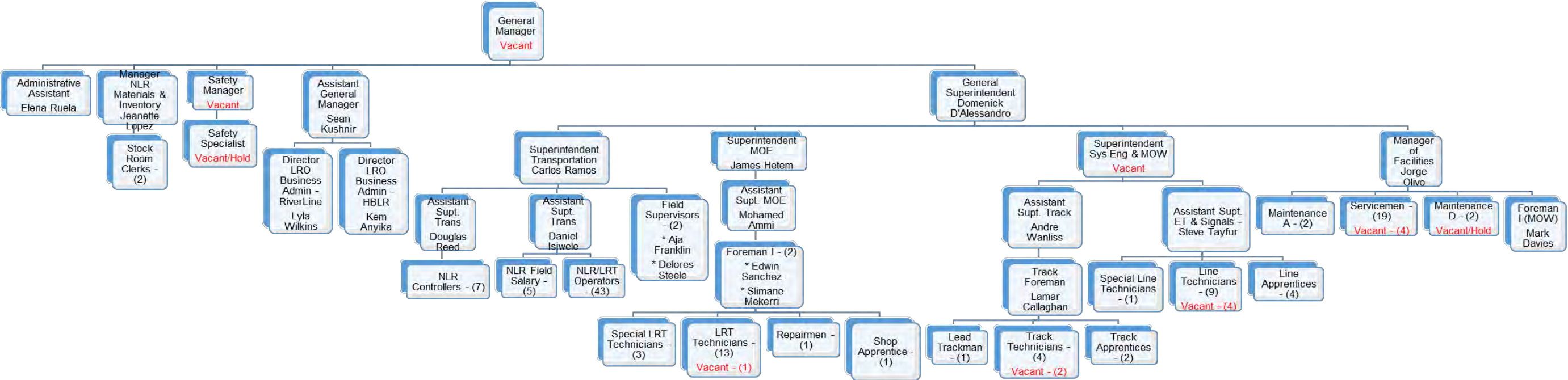
NJ TRANSIT Executive Level Organizational Chart



NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Light Rail Organizational Chart





**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Appendix D – Sample Employee Reporting Form

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

Appendix F - NJDOT's EARS FORM

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

State of New Jersey SSO

☐ Reviewed by The Office of System Safety

EAR Number

PD Case Number

ACID Number

NTD Report Number

Property Tracking Number

NTSB Report Number

24 HR SUMMARY OF ACCIDENT/INCIDENT AND HAZARDOUS CONDITION

☐ 2-HR Call Time Met☐ Reported to FTA

Reported by

Title

Service/ Line

Incident Date

Event Type

Incident Time

☐ Grade Crossing

Probable Cause

☐ Tow Required

Station

Serious Injury

Fatalities

Injury [Evac. to Hosp.]

Emergency Evac. from RV

Minor Injury

Other [Specify]

Location Details

Estimated Property Damage

Revenue Vehicles

Nonrevenue Vehicles

TOTAL ESTIMATED DAMAGE

☐ Substantial Damage

Vehicle ID

Track

Direction

#1

#2

#3

Trains Delayed

Description of Incident

Temperature

Environmental Conditions

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan



State of New Jersey SSO

☐ Reviewed by The Office of System Safety

EAR Number

PD Case Number

ACID Number

NTD Report Number

Property Tracking Number

NTSB Report Number

24 HR SUMMARY OF ACCIDENT/INCIDENT AND HAZARDOUS CONDITION

☐ 2-HR Call Time Met

☐ Reported to FTA

☐ Immediate Actions - for SSOA Review

SSO Reviewer

Review Date

Involved Employee(s):

#1	
Title	
ID	
#2	
Title	
ID	
#3	
Title	
ID	
#4	
Title	
ID	
#5	
Title	
ID	

24 Hr Summary Reported to SSO:

Investigator Name / Title

Investigator Signature

Investigator Contact Information

Email

Phone

Fax

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Appendix H - Employee Certification Checklists

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety PlanLIGHT RAIL QUALIFICATION RECORDNJ TRANSIT LIGHT RAIL OPERATIONS
LIGHT RAIL TRAINING
LIGHT RAIL BACK TO WORK - LONG TERM SICKNESS CERTIFICATION TRAINING

Training Start Date ____/____/____

LAST NAME FIRST MIDDLE INITIAL

EMPLOYEE NUMBER

CDL DRIVER'S LICENSE

MEDICAL CERTIFICATE EXPIRATION DATE

JOB TITLE**TYPE OF TRAINING**

- () OPERATOR
 () SUPERVISOR
 () ASST. SUPERVISOR
 () FIELD SALARY
 () INSTRUCTOR
 ()
 ()
 ()

DAY CERTIFICATION

GRADE	Definition
PASS	Indicating satisfactory performance in category or course
FAIL	To be unsuccessful in the performance or completion in a category or course

Comments:**TRAINING DAYS**

Date ____/____/____	Hours	On Time	In Uniform	Vehicle No.	Training Covered	GRADE	Instructor's Signature
Day 1 ____/____/____					RULES		
Day 2 ____/____/____					RULES		
Day 3 ____/____/____					RULES		
Day 4 ____/____/____					RULES		
Day 5 ____/____/____					RULES		

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety PlanLIGHT RAIL QUALIFICATION RECORD

Date	Hours	On Time	In Uniform	Vehicle No.	Training Covered	GRADE	Instructor's Signature
Day 6 _/_/_					YARD		
Day 7 _/_/_					YARD		
Day 8 _/_/_					YARD		
Day 9 _/_/_					YARD		
Day 10 _/_/_					YARD		
Day 11 _/_/_					ABNORMAL OP		
Day 12 _/_/_					ABNORMAL OP		
Day 13 _/_/_					ABNORMAL OP		
Day 14 _/_/_					MU TRAINING		
Day 15 _/_/_					MAINLINE TRAINING		
Day 16 _/_/_					MAINLINE TRAINING		
Day 17 _/_/_					MAINLINE TRAINING		
Day 18 _/_/_					MAINLINE TRAINING		

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety PlanLIGHT RAIL QUALIFICATION RECORD

Date	Hours	On Time	In Uniform	Vehicle No.	Training Covered	GRADE	Instructor's Signature
Day 19 _/_/_					MAINLINE TRAINING		
Day 20 _/_/_					MAINLINE TRAINING		
Day 21 _/_/_					MAINLINE TRAINING		
Day 22 _/_/_					MAINLINE TRAINING		
Day 23 _/_/_					MAINLINE TRAINING		
Day 24 _/_/_					MAINLINE TRAINING		
Day 25 _/_/_					SIMULATION		
Day 26 _/_/_					SIMULATION		
Day 27 _/_/_					WILDCATting		
Day 28 _/_/_					WILDCATting		
Day 29 _/_/_					WILDCATting		
Day 30 _/_/_					FINAL DAY ASSESSMENT		

EXHIBIT C

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

STUDENT ASSESSMENT

Grades = PASS/FAIL	VBF YARD TRAINING					INSTRUCTOR
DATE: _____	Day 6	Day 7	Day 8	Day 9	Day 10 Assessment	
BAR SIGNAL/PROCEDURES						
BELL HORN USAGE						
CAB SIGNAL PROCEDURES						
CAR STORAGE						
CAR PREP FOR SERVICE/CONDITION REPORT						
CAR OPERATION / YARD						
COMMUNICATION						
DOOR OPERATION						
EMERGENCY PROCEDURES						
FOLLOWING SAFETY PROCEDURES						
GRADE CROSSING PROCEDURES						
MONITOR USE						
OCC COMMUNICATION PROCEDURES						
PEDESTRIAN CROSSWALK						
PULL IN/OUT YARD						
READING SWITCH TRACK POINTS						
RULES AND REGULATIONS						
SIGNALS YARD / PROCEDURES						
TERMS AND DEFINITIONS						
TRAILING SWITCH MOVEMENT						
TROUBLESHOOTING CAR						
TWC PROCEDURES						
WAYSIDE SIGNALS						
X						
X						
X						
X						
Student Name _____	Student Signature _____				Counseling: _____	

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

STUDENT ASSESSMENT

Grades PASS/FAIL	MAIN LINE TRAINING								INSTRUCTOR
DATE: _____	Day 11	Day 12	Day 13	Day 14	Day 15	Day 16	Day 17	Day 18	
ADA ANNOUNCEMENT POLICY AND PROCEDURES									
BAR SIGNAL/PROCEDURES									
BELL HORN USAGE									
CAB SIGNAL PROCEDURES									
CAR STORAGE									
CAR OPERATION / MAIN LINE									
CAR PREP FOR SERVICE/CONDITION REPORT									
CAR OPERATION / YARD									
COMMUNICATION									
DOOR OPERATION									
EMERGENCY PROCEDURES									
FOLLOWING SAFETY PROCEDURES									
GRADE CRASMING PROCEDURES									
MONITOR USE									
OCC COMMUNICATION PROCEDURES									
PEDESTRIAN CRASMWALK									
PULL IN/OUT YARD									
READING SWITCH TRACK POINTS									
RULES AND REGULATIONS									
SIGNALS YARD / PROCEDURES									
SIGNALS MAINLINE/PROCEDURES									
SIMULATION SERVICE									
TERMS AND DEFINITIONS									
TRAILING SWITCH MOVEMENT									
TROUBLESHOOTING CAR									
TWC PROCEDURES									
WAYSIDE SIGNALS									
Student Name _____	Student Signature _____							Counseling:	

EXHIBIT C

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

STUDENT ASSESSMENT

Grades PASS/FAIL	MU			ABNORMAL			SIM		WILDCATTING			FINAL	INSTRUCTOR
DATE: _____	Day 19	Day 20	Day 21	Day 22	Day 23	Day 24	Day 25	Day 26	Day 27	Day 28	Day 29	Day 30	Instructor
ADA ANNOUNCEMENT POLICY AND PROCEDURES													
BAR SIGNAL/PROCEDURES													
BELL HORN USAGE													
CAB SIGNAL PROCEDURES													
CAR STORAGE													
CAR OPERATION / MAIN LINE													
CAR PREP FOR SERVICE/CONDITION REPORT													
CAR OPERATION / YARD													
COMMUNICATION													
DOOR OPERATION													
EMERGENCY PROCEDURES													
FOLLOWING SAFETY PROCEDURES													
GRADE CROSSING PROCEDURES													
MONITOR USE													
OCC COMMUNICATION PROCEDURES													
PEDESTRIAN CROSSWALK													
PULL IN/OUT YARD													
READING SWITCH TRACK POINTS													
RULES AND REGULATIONS													
SIGNALS YARD / PROCEDURES													
SIGNALS MAINLINE/PROCEDURES													
SIMULATION SERVICE													
TERMS AND DEFINITIONS													
TRAILING SWITCH MOVEMENT													
TROUBLESHOOTING CAR													
TWC PROCEDURES													
WAYSIDE SIGNALS													
Student Name _____		Student Signature _____							Counseling: _____				

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

**NJ TRANSIT LIGHT RAIL OPERATIONS
LIGHT RAIL TRAINING**

LIGHT RAIL OPERATOR RECERTIFICATION TRAINING

Employee Name _____	GRADE	Definition
Employee No. _____ Job Title: _____	PASS	Indicating satisfactory performance in a category or course
Final Assessment Date: _____	FAIL	To be unsuccessful in the performance or completion in a category or course
Reason for Certification / Recertification		
☐ Initial Certification		
☐ Other (Explain) _____		
<i>Comments</i>		
<i>For additional comments use comment page</i>		

EVALUATION GRADES	PASS	FAIL		

OPERATOR

ADA Policy and Procedures - For People with Disabilities				
Attitude Toward Work Positive				
Automatic/Manual ADA Announcement Procedures Followed.				
Bulletin Summary (Weekly)				
Cab changing Procedures.				
Communication to Central Control. OCC Communication Procedures observed.				
Door Enable Operation. Trouble-shooting procedures comprehended.				
Emergency Operation / Emergency Response Procedures observed and comprehended.				
Grove Street procedures.				
Penn Station procedures				
Pocket Track Operation.				
Public Address Internal/External procedures followed.				
Radio procedures.				
Reading Track Points.				
Report to Work Procedures. Operator understands and complies with all orders in effect.				
Revenue Service Administrative Procedures. POP announcements complied.				
Review of Basic LRC Operation. (Operator comprehension.)				
Seasonal Operation i.e., Sagging Catenary wires - Leaves, Ice, Snow, Extreme heat.				
Signal/Signs and their meaning.				
Terms and Definitions. (Overall comprehension).				
TOP "Transit on Patrol"				
Troubleshooting - Circuit Breakers and Cutout/bypass Seals -Central Control Permission Procedures.				
Uniform Neat in Appearance				
EVALUATION GRADES	PASS	FAIL		

EXHIBIT C**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan****SAFETY/OPERATIONS**

Backing Car Procedures.				
Bell/Gong/Horn Request Hand Signal - Emergency procedures				
Bell/Gong/Horn - Proper usage - Forward/Reverse Grade Crossing				
Cab Signal - Proper Speed Adjustment				
Cab Door Closed While Operating				
Car operation - Wayside Signals - Station Procedures - Diverging Procedures.				
Car operation - Carborne Signals				
Construction Workers / Police on or near Track Procedures.				
Coupling Procedures - on Curve and on Straight Track.				
Dead Car Towing				
Door Out of Service Procedures.				
Emergencies Procedures LRC Communication.				
Emergencies Procedures LRC (Incidents/operational).				
Grade Crossing procedures Mainline				
Grade Crossing Procedures Yard				
Intruders on track procedures				
Light Rail Car Pull-out Procedures.				
Light Rail Car operation. (Overall Operation).				
Light Rail Car Pull-in Procedures				
Loading/Unloading - Door Operation - Left/Right Door - Station Accommodation Procedures.				
Mainline Wayside/Bar Signals and Their Procedures.				
Mainline Operation/Single Track & Grove Street Terminal Procedures.				
Maintenance Shop VBF/PENN Station procedures.				
Operation through switches Yard/Mainline				
Pedestrians Crosswalk - Yard/Mainline				
Prep Car for Service - Walk-a-round & Self-Test Procedures.				
Reading Track Points Yard - Switch Points				
Reading Track Points on Mainline				
Safety Comprehension/Awareness.				
Scanning Stations / Right of Way / Etc. for Potential Hazards.				
Signs - Speed Restrictions/Spots/Resume/Restrictions/Stop/Yard Limits/				
Silver Lake Pull-in Procedures.				
Station Accommodations.				
Stops Brakes Properly				
Storage Shed communication and procedures.				
Verification of the Alignment of Tracks.				
Yard layout.				
Yard Operation Trailing				
Yard Switch Machine operation and procedures.				
Yard Operation - Maintenance				
Yard Operation East/west Loop.				

NJ TRANSIT - Newark Light Rail Public Transportation Agency Safety Plan

EMP. NAME	EMP. #	DATE:
DATE EMPLOYED	LOCATION	
STATE DRIVER'S LICENSE: _____	MEDICAL CERTIFICATION YES NO	
CDL LICENSE W/P ENDORSEMENT YES NO EXP: _____	EXPIRATION DATE _____	

Certification Instructor	Recertification Supervisor Operator Maintenance

THIS IS TO CERTIFY THAT THE EMPLOYEE WHO'S NAME APPEARS ABOVE HAS COMPLETED THE LIGHT-RAIL CAR OPERATOR CERTIFICATION PROGRAM. THEIR INITIALS BELOW INDICATE THAT THEY UNDERSTAND AND WILL COMPLY WITH ALL RULES AND REGULATIONS OF NJ TRANSIT, THE FEDERAL AND STATE GOVERNMENT THAT GOVERN THE SAFE OPERATION OF LIGHT RAIL CARS.

Student Initials

_____ Rules and regulations.

_____ Summary Bulletin Order

_____ Term and definitions.

_____ Prep Car for Service - Self Test Procedures.

_____ Signals and their procedures.

_____ Intruders, employees, construction workers and Police on or near track procedures.

_____ Knowledge and understanding of Central Control responsibilities.

_____ All types of emergencies and their procedures (incidents/operational).

_____ ADA procedures & compliance.

_____ Reading track points on Mainline and Yard switch points and verification of the alignment of tracks.

_____ Yard trailing switch movements and their procedures.

_____ Signals on Mainline and Yard and their indication and procedures.

_____ Backing car procedures.

_____ Changing Cab procedures.

_____ Grade Crossing Procedures - Mainline & Yard

_____ LRC pull-out / pull-in / relief procedures.

_____ Silver Lake Pull-in procedures.

_____ LRC operation in Yard and on Mainline.

_____ Car operation - Carborne Signals - Waysides Signals - Station Procedures - Diverging Procedures.

_____ Door Operation - Left/Right Door - Station Accommodation Procedures.

_____ Bell/Gong & Horn - Proper usage - Forward/Reverse Grade Crossing - Request Hand Signal - Emergency.

_____ Coupling.

_____ Dead Car Towing.

_____ LRC troubleshooting procedures - Circuit breakers and Cutout/Bypass Central Control Permission Procedures

_____ Door Out of Service Procedures.

_____ Examination.

_____ Proper Speed Limits - Cab Signal - Yard - Storage Shed - Maintenance - East/West Loop - Diverting.

_____ Pedestrians Crosswalk - Yard/Mainline

_____ Single Track Procedures

_____ Pocket Track Procedures

_____ Penn Station Approach/Departure Procedures

_____ Bar Signals

_____ Other (Explain) _____

STUDENT SIGNATURE _____ Date _____

INSTRUCTOR SIGNATURE _____ Date _____

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

DATE: _____

[illegible]

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

[illegible]

Date _____

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Copy: Manager of Training & Safety

Instructor will counsel student during training for sub-standard skills. 2 counsels for same substandard skill will result in disqualification from training, certification, or recertification.

[Appendix I – NJ TRANSIT’s Communicable Disease in the Workplace Policy](#)

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

3.36

Policy Number	Supersedes	Effective Date
3.36		Fri, 03/13/2020 - 12:00
Manual	Source	Key Subject
Human Resources	Human Resources	Communicable Disease
Title		
Communicable Disease in the Workplace Policy		
Applies to		
All Non-Agreement NJ TRANSIT Employees		

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

I. PURPOSE

The purpose of this document is to establish procedures, practices, and guidelines as they pertain to communicable diseases of significant risk found in the general population, which can be transmitted by air, object or through casual contact and which would put the employee population and riding public at risk.

Excluded from this policy are common communicable diseases, such as strep throat and the common colds, and those transmitted through sexual contact or through needle use, such as Hepatitis Band HIV.

This policy is a statement of NJ TRANSIT'S official policy and, as such, supersedes all prior policy statements, directives and memoranda of NJ TRANSIT, NJ TRANSIT Bus Operations, NJ TRANSIT Mercer, NJ TRANSIT Morris and NJ TRANSIT Rail Operations dealing with this subject.

I. DEFINITIONS:

The following definitions pertain to this policy:

Communicable Disease - A communicable disease is an illness due to a specific infectious agent or its toxic produces which can be transmitted from one individual to another. A communicable disease may be transmitted directly from one body to another through actions such as kissing, sexual contact, or droplet spray from sneezing, coughing, spitting, singing, or talking as well as indirectly when an object transmits the organism. Objects of transmission may be clothing, linens, hard surfaces, utensils, food, water, milk, air, soil, or insects.

Communicable Period - The communicable period is that period of time or times during which the infectious agent may be transferred directly or indirectly from an infected person to another person.

Isolation - The physical separation and confinement of individual(s) who are infected or reasonably believed to be infected, based on signs, symptoms, or laboratory analysis, with a contagious or possibly contagious disease from non-isolated individuals, to prevent or limit the transmission of the disease to non-isolated individuals.

Quarantine - A restriction on the movement of those who may have been exposed to a



EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

communicable disease but do not have a confirmed medical diagnosis in order to prevent spread to others.

Significant Risk - High probability that the contagious disease is likely to create an impact of some consequence and increase the chances of developing serious consequences for one's health and the health of others (Active Tuberculosis, MERS, SARS, Measles, Ebola, COVID-19, etc.).

III. POLICY

Workplace Health and Safety Standard

NJ TRANSIT has an obligation to provide a safe environment for its customers and employees. Therefore, if an employee has been diagnosed with having a communicable disease as defined in this policy, the employee is directed to stay home and notify their supervisor or manager and NJ TRANSIT's Medical Services Department as soon as possible. This notification should be made by speaking directly to their supervisor or manager. However, if that is not possible, the employee may leave a voice, text, or email message with their supervisor or manager explaining why they are unable to report to work and leave a contact number where the employee can be reached.

The employee must make the same notification to the Medical Services Department. Upon notification by the employee, the Supervisor will immediately contact the Director of Medical Services for coordination and guidance.

If the employee is under quarantine, whether voluntary or involuntary, and the employee's job functions can be performed away from their normal work location, and the employee is able to work, with or without an accommodation, and has the appropriate equipment and/or materials available, such as a home computer or laptop, NJ TRANSIT may allow the employee to work from home or at an offsite location. All such requests to work from home or at an offsite will be evaluated on a case-by-case basis. Employees may use leave and/or sick time in accordance with NJ TRANSIT policy, other relevant law, regulation, or directive. When an employee with a communicable disease is in the workplace, it is the responsibility of the Director of Medical Services to ensure that the employee's medical condition does not



EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

pose a significant risk to the employee, co-workers, or other individuals in the workplace. Employees who have a communicable disease pursuant to this policy must be restricted from the workplace until such time as the employee no longer poses a risk to others. Employees returning to work after being quarantined or isolated and/or treated for a communicable disease, must provide a written statement from their physician indicating that the employee is no longer infectious and, as of a specified date, is able to return to work.

NJ TRANSIT respects the right to privacy of any employee who has a communicable disease. All employee records or information regarding communicable diseases will be confidentially maintained in the Medical Services Department, Employee Health File, apart from the employee's personnel file. The employee's medical condition will be disclosed only to the extent necessary to minimize the health risks to co-workers, individuals, and others. NJ TRANSIT will comply with all federal and state laws regarding confidentiality and privacy requirements.

Communicable Disease Reporting

According to the NJ Administrative Code on Communicable Diseases (N.J.A.C. 8:57-1, Appx. B), specific diseases are reportable to local or state health departments. Timely reporting ensures that cases of communicable disease can be investigated quickly, public health control measures can be implemented to prevent further disease spread, allows public health agencies to understand the burden of disease among New Jersey residents, and assists public health agencies to develop appropriate education, guidance, and infection control recommendations based on disease trends. Check the NJDOH website for any changes in the disease reporting rule:

https://www.nj.gov/health/cd/documents/reportable_disease_magnet.pdf

IV. RESPONSIBILITIES

It is the responsibility of all affected parties to report infection with a communicable disease to the Medical Services Department. The responsibility for coordination of the implementation of the Communicable Disease policy shall be shared among the following groups, and the directors of these offices shall implement plans to maintain a safe and orderly work environment.

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**



Medical Services Department Responsibilities:

- A. Assess employees suspected of having a communicable disease for significant risk.
Medical Services Department staff will advise the employee to seek healthcare from a medical care provider, as appropriate.
- B. If an employee is unable to immediately leave NJ TRANSIT property, the Director of Medical Services (or their designee) shall work with the affected employee and management to ensure containment of the communicable disease and the safety of all other NJ TRANSIT's employees in the workplace. Such measures may include isolation of the affected employee, until such time as the employee can be safely transported to the employee's home or medical provider.
- C. The Medical Services Department will notify all appropriate parties of a suspected/verified case of communicable disease in the workplace.
- D. It is the responsibility of the Medical Services Department to report specific communicable diseases to the appropriate public health agencies, in accordance with New Jersey laws and regulations. Medical Services will work with local public health officials to identify any potential exposures of others in the workplace.
- E. Before an employee may return to work, the employee must provide a statement of non-communicability from their primary care physician. The physician shall certify that the employee is no longer infectious to others and that the employee presents no risk to the community. The employee must then be evaluated by a Medical Services Department staff physician before being deemed medically qualified to return to work.
- F. The Medical Services Department shall notify all appropriate parties that the employee has been released from care and may return to work.

Agency Safety Management Responsibilities:

- 1. Arrange for routine and special custodial services for the area in which the employee is isolated.
- 2. With the assistance of the Medical Services Department, inform maintenance and trades persons who are assigned, or may be assigned, of the area in which the infected person is convalescing and of the recommended methods of self-protection should maintenance and trades persons come into contact with the infected person.

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**



3. Ensure that eligible and/or affected employees have access to required or recommended applicable safety training, such as but not limited to OSHA Blood Borne Pathogens training, OSHA HazCom training, training in the use of personal protective equipment as well as job specific trainings.

Environment, Energy & Sustainability Department Responsibilities:

1. Maintain current list of NJ TRANSIT Medical Waste facilities and ensure that those facilities and any additional facilities are properly registered with the NJ Department of Environmental Protection.
2. Maintain business relationship (Contracts/PO's) with licensed medical waste transportation and disposal providers.
3. Serve as Point-of-Contact for NJ TRANSIT employees and medical waste transportation and disposal providers.

Facilities Maintenance Department Responsibilities:

1. Inform all housekeeping staff who are assigned to the isolation area of the diagnosis and mode of transmission of the disease.
2. With the assistance of the Medical Services Department and the Agency Safety Management, inform the custodial staff of the recommended methods of self-protection and cleansing that should be used in carrying out routine and special custodial service.

New Jersey Transit Police Department Responsibilities:

1. With the assistance of the Medical Services Department, inform officers that a person with a communicable disease is on NJ TRANSIT premises.
2. With the assistance of the Medical Services Department and the Agency Safety Management, provide the officers with information about the disease, the location of the isolated employee, and the recommended methods of self-protection should the officers come into contact with the infected person.

NJT Office of Emergency Management:

1. Provide internal coordination across NJ TRANSIT.

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

2. Provide external coordination across local, county, state, and federal offices of emergency management.
3. Activate NJ TRANSIT's Comprehensive Emergency Management Plan, if applicable.



Human Resources Department Responsibilities:

1. Notify the Office of the President & CEO of the incident and request that appropriate staff be advised.
2. Mediate employee relations issues that may arise as a result employee concerns regarding exposure to a communicable disease
3. Coordinate with Medical Services and Communications Departments to keep employees informed of the situation.
4. Respond to questions concerning use of sick, leaves, and other benefit time.

V. **EXCEPTIONS** There may times when NJ TRANSIT receives directions from federal, State, and/or local authorities that may supersede this policy. In such cases, all employees must follow the directions given by those agencies. In addition, the provisions of this policy may be modified under the authority of NJ TRANSIT'S Comprehensive Emergency Management Plan (CEMP) (Policy 2.25) in response to a declared public health emergency or state of emergency. Other exceptions to this policy may be approved by the Chief, Human Resources after consultation with and approval by the President & CEO.

VI. CROSS REFERENCES

1. Corporate-wide Policies

3.06A Family and Medical Leave

3.06 C Family Leave Insurance Program

3.07 Reasonable Accommodation for Disabilities

3.12 Attendance & Hours of Work 3.12A

Flexible Work Arrangements

3.16 Employee Discipline

3.19 Sick Leave

3.19A NJ Earned Sick Leave

3.24 Salary Continuation for Absences Due to Occupational Illness/Injury

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

2. Exhibits

Exhibit 1 - Report of Personal Injury (TRO-75) - Rail only

Exhibit 2 - Workers' Compensation Initial Application for Benefits - Bus only

Exhibit 3 - Initial Medical Record

Exhibit 4 - NJ TRANSIT Medical Facilities

Exhibit 5- Medical Services Form (MD-40)

Exhibit 6 - Workers' Compensation & Disability Department Application for
Payment of Disability Benefits

Exhibit 7 - Medical Certificate

Exhibit 8 - NJ TRANSIT Insurance Carrier Facilities



EXHIBIT C**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

3.36A

Policy Number	Supersedes	Effective Date
3.36A	Supplements Policy	Thu, 02/25/2021 - 12:00
Manual	3.36 Source	
		Key Subject
Title		COVID-19
Supplement to Communicable Disease in the Workplace Policy		

Applies to

Signed by

The provisions in this Policy supersede
and/or supplement certain provisions in
Policy 3.36



NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety PlanI. **PURPOSE**

The purpose of this Supplement to Policy 3.36 is to provide revised Employee, Supervisor, and Manager responsibilities and procedures for personal protective equipment (PPE) compliance, reporting instances of COVID-19, and to set forth procedures for returning to the workplace **i n addition, this Supplement provides operational provisions, in accordance with Governor Murphy s** applicable Executive Orders, including but not limited to E.O. Nos. 125, 165, and 192 (2020) as well as Transportation Security Administration Security Directive SD 1582/84-21-01, implementing President Biden's Executive Order Promoting COVID-19 Safety in Domestic and International Travel (January 21, 2021). Nothing in this policy prevents the Incident Commander from issuing additional directives as necessary to ensure health and safety of employees and customers. This policy will be activated/de-activated by the Incident Commander overseeing the pandemic response in accordance with the Governor's Executive Order(s)..

II. CROSS-REFERENCES:

- Governor's Executive Orders, including but not limited to 125, 165, 192 (2020)
- Transportation Security Administration Security Directive SD 1582/84-21-01
- Center for Disease Control and Prevention (CDC) Guidance (See CDC.gov)
- NJ TRANSIT Policies 3.36 and 3.16

III. EMPLOYEE RESPONSIBILITIESA. Entry to Buildings

Until directed otherwise, all employees, contractors and visitors of employees who intend to go to the Newark Headquarters office (HQ), the General Office Building (GOB) in Maplewood, and other NJ TRANSIT buildings and properties determined to be operationally feasible for such procedures, must complete a COVID Self-Screening Questionnaire no more than 24-hours before the intended visit. The form should be completed before the employee leaves their residence for the office. Upon completion and submission of the questionnaire, a green- or red-colored email will immediately be sent to the employee. If the employee receives a green-colored email, the employee will be permitted to enter the building after displaying the green-colored email to the security guard or swiping the QR Code against the reader. If the employee receives a red-



EXHIBIT C

NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan

colored email, the employee must contact the **NJTRANSIT hotline at (888) 890-0729 to report the email and open a case.** Thereafter, a representative from NJ TRANSIT's Medical Department may contact the employee to go over the questionnaire to determine if the employee will be permitted to enter the building or if the employee will be advised to get tested for COVID-19 and/or to quarantine.

If an employee forgets or neglects to complete the COVID self-screening questionnaire before arriving at any of the locations that require completion of this form, the employee will be denied entry until the form is completed.

At all other NJ TRANSIT properties and locations where a self-screening questionnaire is not practical due to operational impact and inability to ensure compliance at points of entry, Supervisors are required to continue visual symptom checks and ensure that employees are not displaying signs and symptoms consistent with COVID-19.

B. Calling the NJ Transit Hotline

Until cleared by NJ TRANSIT Medical Services, employees must not come to work if they have tested positive for COVID-19, are experiencing symptoms consistent with COVID-19 or if they have been ordered to quarantine by a health care professional. In addition, employees who are caring for a close family member who has tested positive for COVID-19, and/or are caring for a child due to a school closure as a result of COVID-19 and cannot come to work must report their absence to the NJ TRANSIT hotline.

In all such cases set forth above, the employee must notify Medical Services as soon as possible via **the 24-hour NJ TRANSIT hotline at (888) 890-0729. After the call is taken,** the employee may then email test results, quarantine orders and doctor's notes to **Medical@NJTransit.com.** The following information is required in every employee email to ensure proper processing:

- Name
- Employee ID
- Job title
- Business line (Bus/Rail/Access Link/Light Rail/Corporate/Police)
- Agreement position or in a non-Agreement position
- Employee's first date out of work.



EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

Diagnosed employees who have been ordered not to come to work, should follow medical direction regarding treatment and absence from work. Clearance from Medical Services will be required in order to return to the workplace. The employee should then notify their supervisor or Manager that they will be out of work and the expected duration of their leave. Agreement employees must follow rules of their contract regarding notification of absence.

Employees who have questions concerning how they will be paid or how they have been paid must contact their timekeeper and/or Supervisor with their questions.

C. Returning to Work after a Leave for COVID-19

If the employee was out of work because they tested positive or was diagnosed symptomatically positive, Medical Services will need a note from the employee's Health Care Provider clearing them to return to work. The employee must first **call the NJ TRANSIT 24- hour hotline at (888) 890-0729** and advise of their upcoming return to work, at least 3-days before the anticipated return to work date. After checking in on the hotline, the employee should then email the note from the employee's Health Care Provider, remembering to include of all the identifying information set forth above, and then notify their supervisor or Manager to confirm their date to return to work.

If an employee was out for school closure reasons, or to care for a close family member who had COVID-19, or was out of work for precautionary measures only---they were exposed, but did not develop symptoms and the initial quarantine period expired, the employee must **contact NJ TRANSIT's 24-hour coronavirus hotline at (888) 890-0729** and advise of their return to work date at least 3 days in advance of their return date in order to obtain an MD-40 (Work Status Form).

D. Facemasks and Social Distancing

As long as the COVID-19 pandemic continues to impact the health of our customers and employees, NJ TRANSIT will continue its enhanced cleaning regimen and disinfection protocols throughout its facilities.

NJ TRANSIT has provided face masks to all its employees and requires that these face masks be worn at all times while on any NJ TRANSIT bus, rail, light rail, access link



vehicle, as well as in or around its transportation facilities, bus terminals, rail yards,

EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

garages, office buildings, and any other properties under NJ TRANSIT control.

Employees who do not have a NJ TRANSIT face mask will be provided with a disposable one. Face masks must completely cover the nose and mouth of the wearer. The mask should be secured to the head and ties, or ear loops should fit snugly and comfortably. Masks do not include face shields, which are not a substitute for a proper mask.

While face masks must be worn at all times while on NJ TRANSIT property, employees may remove face masks if they are alone in a walled office, or eating, drinking, or taking oral medications, however, prolonged periods of mask removal are not permitted for eating or drinking. In addition, employees may remove face masks if experiencing difficulty breathing or shortness of breath. In that case, the individual may remove the mask temporarily until they are able to resume normal breathing. Any employee who has a medical condition for which they are unable to wear a mask may request a reasonable accommodation. Forms to request a reasonable accommodation may be found on @transit and may be submitted to Medical Services for review upon completion.

Employees are required to comply with all rules, policies, and directives that have been put in place to protect our customers, and colleagues during this pandemic. This includes but is not limited to ensuring social distancing in elevators, conference rooms, offices, hallways, stairways, bus garages, and rail yards. Markers have been placed on floors to assist employees in keeping a safe distance from one another and employees are required to follow these guidelines.

Compliance with the face mask requirements is now a requirement of federal law, which may subject the employee to federal penalties for failure to comply. Failure to comply with NJ TRANSIT rules, policies, and directives may subject employees to disciplinary action, up to and including termination, in addition to any federal penalties that may be assessed.

It is the responsibility of all NJ TRANSIT personnel who bring vendors/contractors or visitors onto NJ TRANSIT property to ensure that they are also in compliance with this Policy.



EXHIBIT C

**NJ TRANSIT - Newark Light Rail
Public Transportation Agency Safety Plan**

E. Compliance

Employees are required to follow all the provisions of this Policy, including but not limited to social distancing and wearing face masks while on NJ TRANSIT property and on its vehicles. Failure to do so may result in disciplinary action, up to and including termination.

All employees are required to complete the COVID Self-Screening Questionnaire *prior* to arriving at any of the buildings where it is required, preferably before the employee leaves home to come to work. Employees are strongly discouraged from coming to the workplace without having already completed the COVID Self-Screening Questionnaire prior to arrival. This questionnaire is not intended to be completed upon arrival and alternative means of completing the questionnaire may be provided solely as a courtesy to the employee.

IV SUPERVISORY RESPONSIBILITIES

1. Supervisors and Managers should not contact Medical Services to report an employee quarantine or positive test unless the employee is unable to contact the hotline themselves. (This supersedes NJ TRANSIT Policy 3.36).
2. In the event an employee passes away from COVID-19 complications, a supervisor or Manager must report this information to their Executive Management Team member. It will be the responsibility of the Executive Management Team member to notify Medical Services.
3. Supervisors and Managers are required to continue visual symptom checks and ensure that employees are not displaying signs and symptoms consistent with COVID-19. If the Supervisor and/or Manager believes the employee is exhibiting signs and symptoms consistent with COVID-19, the Supervisor or Manager must contact Medical Services for further advice.
4. If an employee tests positive for COVID-19 and the employee has been on NJ TRANSIT property or facilities immediately prior to testing positive, the Supervisor or **Manager must immediately contact the 24-hour NJ TRANSIT hotline at (888) 890-0729** to ensure the case has been opened and reported, and that the proper chain of events take place. Medical Services will contact the appropriate individuals within the Incident Command Structure and if enhanced cleaning is needed, the



Operations section will arrange for it through the Environmental Team and/or Organizational Services.

5. Notifications of COVID-19 positive cases will be issued by the Incident Command by disseminating notice to geographic locations where an employee has received a confirmed positive diagnosis of COVID-19 that has been officially reported to NJ TRANSIT.
6. NJ TRANSIT Management reserves the right to contact the employee from time to time while the employee is on leave to check on the status of the employee and confirm the employee's anticipated return to work date.
7. Supervisors who have questions concerning timekeeping may contact Human Resources or Payroll, as appropriate.
8. Supervisors are required to enforce the provisions of this Policy, including but not limited to the social distancing and face mask requirements set forth, above. Supervisors are required to immediately contact Employee Relations or Bus/Rail Labor Relations, whichever is applicable, for the purpose of bringing disciplinary action against any employee who violates the social distancing and face mask requirements.

V. **CDC GUIDANCE**

NJ TRANSIT continues to follow the guidance issued by the Centers for Disease Control and Prevention (CDC). Since CDC guidance is constantly evolving, employees can obtain the most current CDC guidance at <https://www.cdc.gov>.

VI. **OPERATIONAL PROVISIONS IN ACCORDANCE WITH EXECUTIVE ORDERS**

In accordance with E.O. 125, the NJ TRANSIT Coronavirus Task force will issue directives to ensure the safety, security, and privacy of all NJT employees and customers. Operational directives will be made in accordance with the Governor's Executive Orders as they are issued, including but not limited to E.O. 125, 165, 192 (2020), as well as Transportation Security Administration Security Directive SD 1582/84-21-01 implementing President Biden's Executive Order Promoting COVID-19 Safety in Domestic and International Travel (January 21, 2021), in addition to all relevant CDC guidelines.





HUDSON-BERGEN LIGHT RAIL TRANSIT SYSTEM

Public Transportation Agency

Safety Plan



REVISION 2.2
January 2025



FOREWORD

This Hudson-Bergen Light Rail Transit (HBLRT) Public Transportation Agency Safety Plan has been prepared to fulfill the requirements of the contract between the 21st Century Rail Corp (TFCRC) and NJ Transit (NJT). NJT required TFCRC to prepare and implement a Safety Plan for the Hudson Bergen Light Rail Transit System (HBLRTS) that complies with FTA 49CFR, Part 673 and 674 the State of New Jersey Administrative Code 16:53E, (NJAC16:53E), and NJ Transit Agency Safety Plan. Further, it is based on the four FTA principles of a “*Safety Management System*.”

This agency safety plan is an extension of the NJ TRANSIT System-Wide Public Transportation Agency Safety Plan and must coexist. This plan and the NJ TRANSIT System-Wide Public Transportation Agency Safety Plan together are fully compliant with 49 CFR Part 673.



HUDSON-BERGEN LIGHT RAIL TRANSIT SYSTEM
Public Transportation Agency Safety Plan
RECORD OF REVISIONS

Title	Pages Revised	Rev.	Rev. Date	Author	Description
Safety Plan	Original. This document supersedes all previous editions of the SSPP.	0	July 2018	Steven Vecerina	Complete restructuring to comply with new FTA Safety Management and Performance Measurement Requirements and revised NJDOT-ASM Standards and Procedures. New Original Based on 49CFR, Part 673 – This Replaces SSPP-TFC-SAF-1, which was based on 49CFR, Part 659.
Safety Plan	Multiple	1	September 2018	Steven Vecerina	Added Comments and Corrections pertaining to Appendix J – Exhibit B – Detailed Conformance Checklist
Safety Plan	Numerous Changes	2	February 2019	Steven Vecerina	Several Changes made to incorporate comments from the 2018 Internal Safety Review
Safety Plan	Final Compliance with 49 CFR 673 and MIL-STD-882E	3	April 2019	Steven Vecerina	Final changes to comply with 49 CFR 673
ASP	Front matter; pages 5-6 Goals and Objectives; page 8 Safety Plan Activity & Responsibility Matrix; pages 29-36; Training pages 47-48	Draft	July 2019	Steven Vecerina	Changes made to comply with NJT from meeting held at NJT on Friday July 26, 2019
ASP	Sections 5 and 8.	Draft	March 2020	Steven Vecerina	Added comments from NJT Review of 2/28/2020
PTASP	NJT Signature Page added.	Rev. 0	July 2020	Steven Vecerina	Final Board Approval received.
PTASP	Multiple	Rev. 01	August 2021	Steven Vecerina	Updated to comply with Internal Audit Findings.
Safety Plan	Complete Revision to restructure and format the Safety Plan with multiple changes	Rev.1	September 2021	Steven Vecerina	Safety plan restructured to condense and more readily reflect FTA ASP guidance based on lessons learned, and incorporate NJDOT _ASM Triennial Review Comments
HBLRTS Safety Plan	Revision to the HBLRTS Rail Safety Plan and incorporation of comments from NJDOT-ASM	Revision 0	January 2022	Steven Vecerina	Annual Update of the HBLRTS Rail Safety Plan and incorporation of comments from NJT.NJDOT-ASM dated December 20, 2021
HBLRTS PTASP	Multiple	Rev. 1	May 2022	Steven Vecerina	Incorporated comment from the NJT-ASM
HBLRTS PTASP	Multiple	Rev. 1.1	July 2022	Steven Vecerina	Incorporated comment from the NJT-ASM
HBLRTS PTASP	Multiple	Rev. 1.2	Aug 2022	Steven Vecerina	Incorporated comment from the NJT-ASM and NJDOT
HBLRTS PTASP	Multiple	Rev. 1.3	Aug 2022	Steven Vecerina	Incorporated comment from the NJT-ASM and NJDOT
HBLRTS PTASP	Multiple	Rev. 1.4	March 2023	Steven Vecerina	Annual Update
HBLRTS PTASP	Page ii	Rev 1.5	August 2023	Emmanuel Isons	Annual Update
HBLRTS PTASP	Multiple	Rev 1.5.1	October 2023	Emmanuel Isons	Sections 5.3, 8.2.2, 8.11.5 Updated as per SSOA comments
HBLRTS PTASP	Multiple	Rev 2.0	April 2024	Emmanuel Isons	Annual Update
HBLRTS PTASP	Multiple	Rev 2.1	December 2024	Emmanuel Isons	Annual Update. Sections updated as per SSOA comments.
HBLRTS PTASP	Pages 25, 56-58 and 62	Rev 2.2	January 2025	Emmanuel Isons	Updated Performance Targets, Audit schedule as per NJSSOA comments and included missing portion of FTA approved language.



NJT Approval and PTASP Certification under 673.11, 673.13, 674.29

This Light Rail Public Transportation Agency Safety Plan (PTASP) was drafted for NJ TRANSIT's Hudson Bergen Light Rail system.

The following signatures provide certification that this PTASP complies with 49 CFR Part 673 as well as the State Safety Program Standard (SSPS) established by the New Jersey Department of Transportation's (NJDOT) State Safety Oversight Program.

1. Signature by the Accountable Executive

Kevin S. Corbett
President & Chief Executive Officer

Date of Signature

2. Certification of Compliance with 49 CFR Part 673 and NJDOT SSPS

James Keane
Sr. VP Chief Safety Officer

Date of Certification



Approval and Certification of Compliance (§673.11)

By signature below, the individuals confirm that this Hudson Bergen Light Rail Transit System (HBLRTS) Public Transportation Agency Safety Plan is submitted in accordance with the requirements of the NJ Administrative Code 16:53E, 49CFR, Part 673 and 674, and NJ. Transit.

Approval of this Safety Plan also affirms that the safety management process has conformed to the requirements of 49CFR, Part 673, 674, NJAC 16:53E and 21st Century Rail Corp Contractual requirements of NJ Transit.

Patrick Harrison
President, CEO

Date _____

Emmanuel Isons
Manager, System Safety

Date _____



Cross-Walk Matrix
49 CFR Part 673 Requirements / NJ DOT Program Standard & Procedures/HBLRTS
Safety Plan

49 CFR Part 673 Rail Fixed Guideway Systems; State Safety Oversight; Final Rule	State of New Jersey Safety Oversight Program – Fixed Guideway Systems New Jersey Administrative Code 16:53E	Hudson Bergen Light Rail Transit system Safety Plan	
Par Description	Par Description	Par Description	Page
Sub-Part A – General	Introduction and Background	1.0 Applicability	
§673.1 – Applicability	4.2.2 Purpose	4.2 Purpose	7
§673.3 – Policy	4.2.1 Policy	2.0 Safety Policy	2
§673.5 – Definitions	Page viii Definitions	3.0 Definitions	3
Sub-Part B – Safety Plans			
§673.General requirements	4.2 Required Content of the RTA ASP	1.0 Applicability	1
§673.11(a)(1) Accountable Executive		6.0 Chief Executive Officer	13
§673.13 Certification of compliance	4.2.1 Element 1. Policy Statement and Authority for ASP	6.2 Safety Policy	2+15
§673.21 General Requirements – establish and implement a Safety Management System 2	4.2.2 Element 2. Purpose, Goals and Objectives	1.0 Authority	1
		4.2 Safety Plan Purpose	7
	4.2.3 Element 3. Overview of Management Structure	6.1 Overview of Management Structure	14
	4.2.4 Element 4. ASP Control and Update Procedure	8.0 Safety Assurance	23
		6.3 Control & Update Procedures	14
	4.2.5 Element 5. ASP Implementation – Tasks and Activities	6.4 NJ Transit & NJDOT SSO Approval	14
		6.5 Safety Management System Activities	14
	4.2.6 Element 6. Hazard Management Process	Figure 6-1: Safety Plan Activity & Responsibility Matrix	16
		7.0 Safety Risk Management	17
	4.2.7 Element 7. Safety Certification		
		8.7 Safety Certification Program	43
	4.2.8 Element 8. Managing Safety in System Modifications		
		8.8.2 Process for Change	44
	4.2.9 Element 9. Safety program data collection and analysis	8.8.3 Authority for Change	44
		10.0 Safety Documentation	82
	4.2.10 Element 10. Accident/Incident Notification, Investigation, and Reporting		
		8.9 Accident/Incident/Hazardous Condition Notification, Investigation, Reporting	46
	4.2.11 Element 11. Emergency Management Program		
		8.10 Security & Emergency Preparedness	53
	4.2.12 Element 12. Internal Safety Audits		
		8.11 Internal Safety Audits	53
	4.2.13 Element 13. Rules Compliance		
		8.12 Rules Compliance	57
	4.2.14 Element 14. Facilities and Equipment Inspections		
		8.13 Facilities and Equipment Inspections	57
	4.2.15 Element 15. Maintenance Audits and Inspections		
		8.14 Maintenance Audits and Inspections	63
	4.2.16 Element 16. Training and Certification Program for Employees and Contractors		
		8.15 Training	65
	4.2.17 Element 17. Configuration Management and Control		
		8.8.1 Configuration Management	44
	4.2.18 Element 18. Local, State, and Federal Requirements		
		8.17 Compliance with Local, State and Federal Requirements	70
	4.2.19 Element 19. Hazardous Materials Program		
		8.18 Hazardous Materials Program	72
	4.2.21 Element 21. Procurement Process		
		8.19 Procurement	73

**Cross-Walk Matrix****49 CFR Part 673 Requirements / NJ DOT Program Standard & Procedures/HBLRTS Safety Plan**

49 CFR Part 673 Rail Fixed Guideway Systems; State Safety Oversight; Final Rule		State of New Jersey Safety Oversight Program – Fixed Guideway Systems New Jersey Administrative Code 16:53E		Hudson Bergen Light Rail Transit system Safety Plan		
Par	Description	Par	Description	Par	Description	Page
Sub-Part B – Safety Plans - Continued						
	4.2.22	Element 22. Hours of Service	8.21	Hours of Service	76	
	4.2.23	Element 23. Roadway Worker Protection	8.22	Roadway Worker Protection	77	
	4.2.24	Element 24. Minimum Document Submission to the NJDOT SSO Program	8.23	Minimum Document Submission to NJDOT-ASM	77	
§673 Subpart C—Safety Management Systems						
§673.23 Safety Management	4.2.1	Policy	6.6	Safety Policy	15	
673.23 (d)(2) Chief Safety Officer			8.5	Safety Manager	38	
§673.25 Safety Risk Management	4.2.6	Element 6. Hazard Management Process	7.0	Safety Risk Management	17	
(a) Safety Risk Management process.			7.1	Safety & Risk Management Overview	17	
(b) Safety hazard identification			7.2	Hazard Identification and Analysis	17	
(c) Safety risk assessment			7.5	Risk Assessment	19	
(d) Safety risk mitigation.			7.6	Hazard Resolution	20	
§673.27 Safety Assurance	4.2	Required Content of the RTA ASP	8.0	Safety Assurance	23	
(a) Safety assurance process			8.1	Introduction	23	
(b) Safety performance monitoring and Measurement			8.2	Safety Assurance Purpose, Goals and Objectives	23	
(c) Management of change				Figure 8-1: Safety Goals and Objectives	25	
(d) Continuous improvement			8.8	System Modification and Change	44	
			8.3	Safety Plan Implementation – Tasks and Activities	26	
§673.29 Safety promotion			9.0	Safety Promotion	78	
(a) Competencies and training			9.1	HBLRTS Safety Culture Goal	78	
(b) Safety communication.			9.2	Non-Punitive Reporting	81	
§673 Subpart D – Safety Plan Documentation and Record Keeping						
§673.31 Safety plan documentation	4.2.24	Element 24. Minimum Document Submission to the NJDOT SSO Program	8.23	Minimum Document Submission to the NJDOT- SSO	77	
			10.0	Document & Record Retention	82	



TABLE OF CONTENTS

	Page Number
RECORD OF REVISIONS.....	iii
NJT Approval and PTASP Certification under 673.11, 673.13, 674.29.....	iv
Approval and Certification of Compliance.....	v
CROSS WALK MATRIX	vi
Table of Contents.....	viii
1.0 APPLICABILITY & AUTHORITY	1
2.0 HBLRTS SAFETY MANAGEMENT POLICY STATEMENT	2
3.0 DEFINITIONS	3
4.0 HBLRTS PTASP-OVERVIEW.....	6
4.1 Introduction.....	6
4.2 PTASP Purpose.....	7
4.3 Safety Management & Performance.....	8
4.4 HBLRTS Physical Plant/History of HBLRTS.....	8
4.5 HBLRTS Safety Management System.....	11
4.6 Safety Plan and Supporting Programs.....	12
5.0 HBLRTS PTASP.....	12
5.1 General Requirements	12
5.2 Certification of compliance	12
5.3 Coordination with metropolitan, statewide, and non-metropolitan planning processes.....	12
6.0 SAFETY MANAGEMENT SYSTEMS.....	13
6.1 Overview of Management Structure.....	13
6.2 General requirements	13
6.3 PTASP Control & Update Procedures.....	14
6.4 Review and Approval by NJ Transit and NJDOT-ASM.....	14
6.5 Safety Management System Activities.....	14
6.6 Safety Management policy.....	15
7.0 SAFETY RISK MANAGEMENT (§673.25)	17
7.1 Safety & Risk Management Overview.....	17
7.2 Hazard Identification and Analysis.....	17
7.3 Hazard Categorization.....	17
7.4 Risk Determination, Mitigation and Corrective Action.....	18
7.5 Risk Assessment.....	19
7.6 Hazard Resolution.....	20
7.7 Corrective Action Plan.....	22
7.8 Coordination with NJT-ASM and NJDOT.....	22
7.9 Hazard Tracking Log (Critical Items List).....	22



TABLE OF CONTENTS

	Page Number
8.0 SAFETY ASSURANCE (§673.27).....	23
8.1 Introduction.....	23
8.2 Safety Assurance Purpose, Goals and Objectives.....	23
8.3 PTASP Implementation – Tasks and Activities.....	26
8.4 Management Structure.....	36
8.5 HBLRTS Organization & Individual Responsibilities.....	38
8.6 Operation and Maintenance Plans and Responsibilities.....	43
8.7 Safety and Security Certification Program.....	43
8.8 System Modification and Change.....	44
8.9 Accident/Incident/Hazardous Condition Notification, Investigation, Reporting.....	46
8.10 Security and Emergency Preparedness	53
8.11 Internal Audit Process.....	53
8.12 Rules Compliance.....	57
8.13 Facilities and Equipment Inspections.....	57
8.14 Maintenance Audits and Inspections.....	63
8.15 Training	65
8.16 Safety Committees.....	68
8.17 Compliance with Local, State and Federal Requirements.....	70
8.18 Hazardous Materials Program.....	72
8.19 Procurement.....	73
8.20 Drugs and Alcohol Program.....	74
8.21 Hours of Service.....	76
8.22 Roadway Worker Protection.....	77
8.23 Minimum Document Submittals to NJT-ASM.....	77
9.0 Safety Promotion (§673.29).....	78
9.1 HBLRTS Safety Culture Goal.....	78
9.2 Non-Punitive Reporting.....	81
10.0 Safety Documentation and Recordkeeping	82
10.1 Safety Data Collection Overview.....	82
10.2 Access to Data.....	83
10.3 Documentation and Record Retention.....	83
 APPENDICES:	
Appendix A - Abbreviations.....	85
Appendix B - Emergency Notification List.....	86
Appendix C - List of Figures.....	89
Appendix D - List of Stations.....	90



1.0 APPLICABILITY & AUTHORITY (§673.1)

This Safety Plan is an applicable requirement of 21st Century Rail Corp.(TFCRC) contract with NJ Transit to Design, Build, Operate and Maintain the Hudson-Bergen Light Rail Transit System, including by reference, the State of New Jersey Administrative Code 16:53E, and FTA Regulation 40CFR, Part 672, 673 and 674; it is the authority for development, issuance, and implementation of the Safety Plan.

In addition, the aforementioned provides the authority for issuance of this Hudson Bergen Light Rail Transit Safety Plan,

It is subordinate to NJ Transit's Agency Safety Plan in that it identifies the Hudson-Bergen Rail Transit System Safety Management responsibilities as specified in the contract between TFCRC and NJ Transit.

This Safety Plan is based on the four components of Safety Management

Figure 1 – 1 – Four Components of SMS





2.0 HBLRTS SAFETY MANAGEMENT POLICY STATEMENT (§673.3)

Safety is of utmost importance in our everyday activities. 21st Century Rail Corporation is committed to the preparation, implementation, and improvement of our strategies and our management systems and processes to ensure that all our operational activities uphold the highest level of safety performance and achieve the highest industry standards.

The PTASP meets the requirements set forth in Contract No. 96CT001 between NJ TRANSIT and TFCRC; The PTASP, as a Contract Deliverable, is submitted to NJ TRANSIT upon revision, and, upon their approval, submitted to the New Jersey Department of Transportation (NJDOT) State Safety Oversight Agency (SSO) for their approval.

This safety management policy shall be communicated to all employees by their respective department heads, during training, and posted on Bulletin Boards throughout the HBLR system.

Our commitment is to:

- Develop, embrace, and embed a safety culture in all of our activities recognizing the importance and value of effective safety management and further acknowledges that safety is priority in everything we do;
- Clearly define our staff responsibilities and accountabilities for the development and delivery of our safety strategy and performance;
- Minimize all known risks associated with our system operations as low as reasonably practicable/achievable;
- Ensure that supplied equipment, systems, and services having an impact on the safety of our operations meet appropriate safety standards;
- Continually develop and improve our safety practices to meet or exceed national and industry standards;
- Comply with and, wherever possible, exceed national and industry requirements and standards;
- Ensure that all staff are provided with adequate and appropriate safety information, training, and equipment and further, are only assigned tasks based on their ability to perform them;
- Ensure that resources (including skilled and trained staff are available), to conduct our organization's safety policy;
- Establish and measure our safety performance against practical targets;
- Continually work toward improvement of our safety performance and culture;
- Conduct safety and management reviews to ensure that relevant corrective actions are taken;
- Ensure that the application of effective safety management systems is integral to all our activities, with the objective of achieving the highest levels of safety standards and performance.

Patrick Harrison
President, CEO 21 Century Rail

Kevin S. Corbett
President, CEO NJ Transit



3.0 HBLRTS DEFINITIONS (§673.5)

As used in this HBLRTS Safety Plan:

- **Acceptable Risk**, means Risk that the appropriate acceptance authority (NJT) is willing to accept without additional mitigation.
- **Accident** means an event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause
- **Event** means any Accident, Incident, or Occurrence.
- **Accountable Executive (AE)** A single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan accordance with 49 U.S.C. 5326
- **Chief Safety Officer (CSO)** An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system. [49 CFR Part 673]
- **Chief Executive Officer** means a single, identifiable person (TFCRC), who has the responsibility for carrying out the HBLRT PTASP and control or direction over the human and capital resources.
- **Chief of Light Rail and Contract Services** Responsible for the NJT Light Rail contract oversight and managing staff assigned to the individual systems. Reviews observation and accident reports and coordinates deliverables with each individual system.
- **Construction** means the project phase that begins with the development, fabrication, or building of an engineered design and concludes with the delivery of the completed project. This phase includes the inspection, review, and testing of the delivered project and concludes with the determination that the delivered project meets the engineering specification.
- **Contractor—Recipient** means a State or Local governmental authority, or any other operator of a public transportation system receiving financial assistance under 49 U.S.C. chapter 53.
- **Contractor—State Safety Oversight Agency** means an entity that performs tasks on behalf of FTA, a State Safety Oversight Agency, or public transportation agency through contract or other agreement.
- **DHS** means the Department of Homeland Security.
- **Final Design** means the third developmental phase required for New Starts Projects to receive Federal funds. During this phase, the project sponsor takes the formalized concept and engineering development and finalizes them in the plans, specifications, and FTA C 5800.1 Page I-3 8/1/2007
- **Final Verification Report** means the report developed to document the results of safety and security certification for the project. This report is also called the Safety and Security Certification Verification Report (SSCVR).
- **Fire/Life Safety Committee** means the committee that serves as a liaison between the recipient and the fire jurisdictions and emergency response agencies (police, EMS, etc.) throughout the project.



- **FRA** means the Federal Railroad Administration, an agency within the U.S. Department of Transportation.
- **FTA** means the Federal Transit Administration, an agency within the U.S. Department of Transportation.
- **Hazard** means any real or potential condition that can cause injury, illness, or death; damage to or loss of a system, equipment, or property; or damage to the environment. For rail transit agencies, the term “hazard” must be defined in the rail transit agency’s hazard management process.
- **Hazard Analysis** means formal analysis performed to identify and classify hazards for the purpose of their elimination or control. Examples include preliminary hazard analysis (PHA), systems hazard analysis (SHA), and a variety of reliability analyses, including Failure Modes Effects and Criticality Analysis (FMECA).
- **Hazard Resolution** means the analysis and subsequent action taken to reduce to the lowest level practical, the consequences associated with an identified hazard.
- **Incident** means an event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency
- **Integrated Testing** means activities typically performed as part of construction to identify, plan, and conduct tests to evaluate integration of the delivered and accepted project into planned revenue operations. This phase concludes with verified documentation of compatibility between system elements.
- **Investigation** means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
- **Passenger** means a person who is on board, boarding, or alighting from a transit vehicle for the purpose of travel.
- **Performance measure** means a quantifiable indicator of performance or condition that is used to establish targets to assess progress toward meeting the established goals.
- **Pre-revenue Operations** means activities typically performed at conclusion of construction to verify the functional capability and readiness of the system. It concludes with verified documentation of readiness for revenue operations.
- **Program Standard** means a written document developed and adopted by the State oversight agency, which describes the policies, objectives, responsibilities, and procedures used to provide rail transit agency safety and security oversight.
- **Preliminary Engineering** means the second developmental phase required for New Starts Projects to receive Federal funds. During this phase, project sponsors investigate the merits of all potential configurations and designs in greater detail. The results of this phase provide the basis for subsequent funding and implementation decisions. This phase concludes with the request to enter final design.
- **Reliability, Maintainability, Availability & Dependability Plan** means a plan for measuring the state of good repair/maintenance of the system.
- **Revenue Service** means the time when transit vehicles are available to the general public and there is an expectation of carrying passengers. These passengers either directly pay fares or are subsidized by public policy or contractual arrangement.
- **Safety** means freedom from harm resulting from unintentional acts or circumstances.
- **Safety Assurance** means processes within HBLRTS Safety Management System to ensure the implementation and effectiveness of safety risk mitigation and ensure that HBLRTS meets or exceeds its safety objectives through the collection, analysis, and assessment of information.



- **Safety Manager** means the HBLRTS Manager of safety, who reports directly to the HBLRTS Chief Executive Officer, and functionally to the NJ Transit Chief Safety Officer.
- **Safety Management Policy** means HBLRTS documented commitment to safety, which defining HBLRTS safety objectives and the accountabilities and responsibilities of its employees regarding safety
- **Safety Management System (SMS)** means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of safety risk mitigation. IT includes systemic procedures, practices, and policies for managing risks and hazards.
- **PTASP** means Public Transportation Agency Safety Plan, a document developed by the transit agency, describing safety performance, both qualitative and quantitative, including policies, objectives, responsibilities, and procedures.
- **Safety and Security Change Review Board** means the committee that reviews, evaluates, and manages the changes proposed to the project's documents for safety and security impacts. This body also makes recommendations for the disposition of proposed changes.
- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety Risk Assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- **State Safety Oversight Agency** means the agency established by the State of New Jersey that performs the functions specified by 49 CFR part 674.
- **Transit agency** means New Jersey Transit (NJ Transit/NJT).
- **Safety and Security Design Criteria** means criteria intended to provide guidance to the design team to support the definition of systems, sub-systems, and components, the development of performance requirements, and the final specification of the engineered system.
- **Safety and Security Operations Review Committee** means the committee responsible for overseeing commissioning activities, including systems integration testing, start-up, activation, final safety and security certification, and operations and maintenance demonstration.
- **Safety and Security Requirements** means a listing of safety and security codes, regulations, rules, design procedures, standards, recommended practices, handbooks, and manuals prepared to provide guidance to designers in the development of safety and security design criteria and project specifications and bid documents.
- **Safety Review Committee** means the committee that oversees the accomplishment of the safety and security objectives for each project development phase; this committee may receive the final safety and security certification and Final Verification Report.
- **SSCP (Safety and Security Certification Plan)** means the document that describes the process used to verify that safety and security related requirements are incorporated into a project, thereby demonstrating that it is operationally ready for revenue service and safe and secure for passengers, employees, emergency responders, and the general public.
- **Security** means freedom from harm resulting from intentional acts or circumstances.
- **SSOA (State Safety Oversight Agency)** means an agency established by a State that meets the requirements and performs the functions specified in 49 U.S.C. 5329(e) and the regulations set forth in this part.
- **State** means a State of the United States, the District of Columbia, Puerto Rico



- **Security & Emergency Preparedness Plan** means a document developed by the transit agency describing its security and emergency preparedness policies, objectives, responsibilities, and procedures while in revenue service.
- **TSA** means the Transportation Security Administration, an agency within the Department of Homeland Security.
- **Unusual Occurrence** means sudden and unexpected event that cannot be prevented by reasonable human care, skill, or foresight
- **Vulnerability** means the characteristics of passengers, employees, vehicles, and/or facilities that increase the probability of a security event.
- **Vulnerability Analysis** means a systematic analysis performed to identify vulnerabilities and make recommendations for their elimination or mitigation during revenue and nonrevenue operation.

4.0 HBLRTS PTASP – OVERVIEW (§673.11and 673.31)

4.1 Introduction

The Accountable Executive for HBLR is the President and Chief Executive Officer of NJ TRANSIT who is the single identifiable person who:

- Has ultimate responsibility for carrying out the PTASP of a public transportation agency.
- Has responsibility for carrying out the agency's Transit Asset Management Plan; and
- Has control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP and TAM. The Accountable Executive is responsible for ensuring that the agency's SMS is effectively implemented. Additionally, the Accountable Executive must ensure action is taken, when necessary, to address substandard safety performance of the agency as required under 673.5 and 673.23(d)(1).

The SMS safety objectives are at the foreground of all communications. Communication strategies include posting the policy in prominent work locations for employees and including the policy statement in the material for all new employees. The policy statement is part of regular safety meetings and other safety communications efforts. The policy is signed by the HBLR President and Chief Executive Officer so that all employees know that the policy is supported by management. Methods of communicating the HBLR and NJT Safety Management Policy to employees include, but are not limited to, the following:

- New Employee Orientation
- LRV Operator Training
- Safety Meetings
- Toolbox Talk / Job Briefing (Safety Bulletin)
- Safety Review Committee
- Bulletin Orders
- Special Instruction
- Employee Rule Books

The HBLRTS is working to promote the adoption of safety management and performance measurement concepts and transform the safety culture within our organization continually to make progress on our safety objectives.



Safety, as defined in this HBLRTS PTASP, is the potential risk of harm to people or damage to property. Our purpose is to reduce safety risk to an acceptable level through a continuing process of hazard identification and risk management. It has been developed using as guidance, the Federal Transit Administration, and the Federal Aviation Administration Safety Management Systems. Use of their documents in the development of this PTASP (to include Management & Performance Measurement), is acknowledged.

Annual PTASP Review

The HBLR PTASP is reviewed for compliance with 49CFR, Part 673, and NJDOT State Safety Oversight Standards and Procedures.

The PTASP must be reviewed at least once each calendar year to determine if changes are required. HBLR is required to submit the PTASP directly to NJ Transit Chief Safety Officer, Agency Safety Management & the NJ Transit Accountable Executive for approval, and subsequently to the SSO by NJT ASM for review and approval.

The timeline for PTASP distribution process is as follows:

Annual PTASP Review	Starts March 15
Notification to the ASM that the annual review has been completed and whether the PTASP will be updated.	March 30
ASM to notify the NJDOT that the annual review has been completed and whether the PTASP will be updated.	April 30
Submit draft PTASP revision to ASM with evidence that the JLMC approved the plan.	June 1
ASM to submit to draft ASP and evidence that the JLMC approved the plan to NJDOT for review and approval.	July 1
NJDOT provides written conditional approval or required changes	August 1 or 30 days after receipt of draft PTASP
PTASP to NJ Transit Board of Directors for Approval	November 30
Final Approved PTASP submitted to NJDOT by NJT ASM	December 31
Pre-Revenue, Capital Projects	180 Days prior to revenue service

Matters related to Security and Emergency Preparedness are governed by the HLRTS Security & Emergency Preparedness Plan (SEPP), hence, are included only by reference in this document.

4.2 PTASP Purpose

The purpose of this PTASP is to describe HBLRTS Systems and processes that have been established in accordance with New Jersey Transit, Title 49 of the Code of Federal Regulation (49CFR, Part 673, 674), and the State of New Jersey Administrative code 16:53E to ensure that Safety is considered in every aspect of day-to-day activities including Safety Operations, Maintenance, Training, and Administration.



This PTASP also supports and compliments the NJ Transit Agency Safety Plan.

4.3 Safety Management & Performance

The HBLRTS has achieved a high level of safety. Sustaining this successful safety record will prove challenging as our system and ridership increases. The statistical reality is that as HBLRTS grows and revenue-miles increase, the potential for accidents, injuries and property loss may also increase. This is a growing concern that the traditional approach of *reacting* to accidents is not sufficient for sustaining and improving HBLRTS safety.

The need for a systemic approach in addressing HBLRTS safety has become necessary. Modern safety management practices that *systemically* and *proactively* identify the factors that contribute to unsafe events and prevent or minimize the likelihood of their occurrence have proven effective. Such practices call for setting safety goals and objectives, defining clear levels of accountability and responsibility for safety, establishing an initiative-taking approach to managing risks and hazards in the day-to-day activities, risk-based resource allocation, monitoring and evaluating performance towards goals, and continuous learning and improvement.

To that end, the HBLRTS has adopted safety management and performance measurement concepts and is transforming the safety culture within our organization continually to make progress on our safety objectives.

4.4 HBLRTS PHYSICAL PLANT and HISTORY OF HBLRTS

The first segment of MOS-1 (i.e., IOS-1) began revenue operations during April 2000. Extensions IOS-2A and IOS-2B segments began revenue operations during November 2000 and April 2001, respectively. The final segment of MOS-1 (i.e., IOS-3) to Hoboken Terminal began revenue operations during September 2002. S-21 Extension of MOS-2 Segment from 34th Street Shelter Stop in Bayonne to 22nd Street Shelter Stop in Bayonne began revenue operations during November 2003. Regular Revenue Operations from Hoboken Terminal to Lincoln Harbor Shelter Stop (and special service operations as required to Port Imperial Ferry Shelter Stop) began during September 2004. Revenue Service to Port Imperial Ferry Shelter Stop began in October 2005. Regular Revenue Service to Bergenline Avenue Station (in the Light Rail/Weehawken Tunnel) and Tonnelle Avenue Shelter Stop began in February 2006.

MOS-1 Segment, and S-21 Extension operate at five-minute peak headways on the mainline from Liberty State Park Shelter Stop in the south to Hoboken Terminal Shelter Stop in the north. The Westside and Bayonne Branches operate at 12-minute headways. The Bayonne branch to Hoboken Terminal is also supplemented by Bayonne Flyers. The Flyers are currently scheduled at four (4) trains in the a.m. and p.m. weekday peaks.

The MOS-2 service between Hoboken and Tonnelle Avenue Shelter Stops operates at 20-minute headway, five days a week during base periods and approximately 15-minute headway during peak periods. All Peak service trains operating on the Tonnelle Avenue to Westside branch are either single or two-car trains (multiple units). Forty-two (42) cars are used for peak service.



Most of the ridership demand occurs during typical commuting hours, between 6:00 and 10:00 in the morning and 3:00 and 7:00 in the evening.

The LRT system is currently in operation from 4:30 a.m. to 2:40 a.m. weekdays, and from 5:30 a.m. to 2:40 a.m. on weekends. The system's design provides the ability for a 24-hour operation. The actual hours of operation are decided by NJ Transit.

The major travel routes include: the northern portion of the system between Hoboken terminal and Tonnelle Avenue Shelter Stop as well as the proposed new segment operating to Englewood utilizing the former Erie Railroads' Northern Branch. There is also a proposed extension beyond the West Side Avenue Terminal. This is in addition to the southern portion from Hoboken, extending to the terminal stations in Bayonne. The Trans-Hudson trips, defined as LRT passengers whose ultimate trip ends on opposite sides of the Hudson River, is expected to account for approximately one-half of the HBLRTS total ridership.

IOS-1 included the southern portion of the system to the 34th Street Shelter Stop in Bayonne, the West Side Avenue Line in Jersey City, and the combined area in-street running territory to the Exchange Place Shelter Stop at the north end. IOS-2A and IOS-2B continued north from the Exchange Place Shelter Stop to the Newport Shelter Stop. IOS-3 continued north from the Newport Shelter Stop to end operations at the Hoboken Terminal Shelter Stop. IOS-3 included double-track service and terminated at Hoboken in a three-track configuration. S-21 Segment extended the southern portion of the system from 34th Street Shelter Stop in Bayonne to 22nd Street Shelter Stop in Bayonne.

MOS-2A segment includes the northern portion of the River Line from Hoboken Terminal to Port Imperial Ferry Shelter Stop in Weehawken. Similarly, MOS-2B Segment extends the HBLRTS from Port Imperial Ferry Shelter Stop in Weehawken, NJ to Tonnelle Avenue in North Bergen, NJ.

The system initially operated in single-car consists during non-peak and two-car consists during peak hours. Operating in such a configuration, permits a "hot standby" (one or two car trains) within the Newport Pocket tracks (Pavonia Yard). Additional "gap" trains may be stored on Track-A between Brody and Horwich Interlockings (at "Three Roads"), as required, and during off-peak service hours on Track H4 at Hoboken Station. If passenger demand exceeds capacity, additional LRV's are dispatched to make up a multiple unit (MU) configuration of two- or three-car consists.

In such instances, the hot standby car(s) within the Newport Pocket tracks are relocated to the Yard North lead track. As the majority of MOS-1 and S-21 shelter stops cannot accommodate train lengths exceeding two-car consists, a reduction in the headway is required if passenger demand exceeds the capacity of an MU operation at the initial base schedule headway MOS-2 shelter stops (majority of them) can accommodate train lengths exceeding two-car consists and as such Tonnelle Avenue trains will be two or three car trains. The MOS-2B segment contains a station within a tunnel. The Light Rail Tunnel (in Weehawken) is 4096 feet in length and 160 feet from street level. It is equipped with an emergency ventilation system, Station Attendant quarters and 3 high-speed elevators. The Station Attendant's quarters are located at the plaza level within the TEC (Tunnel Emergency Command).

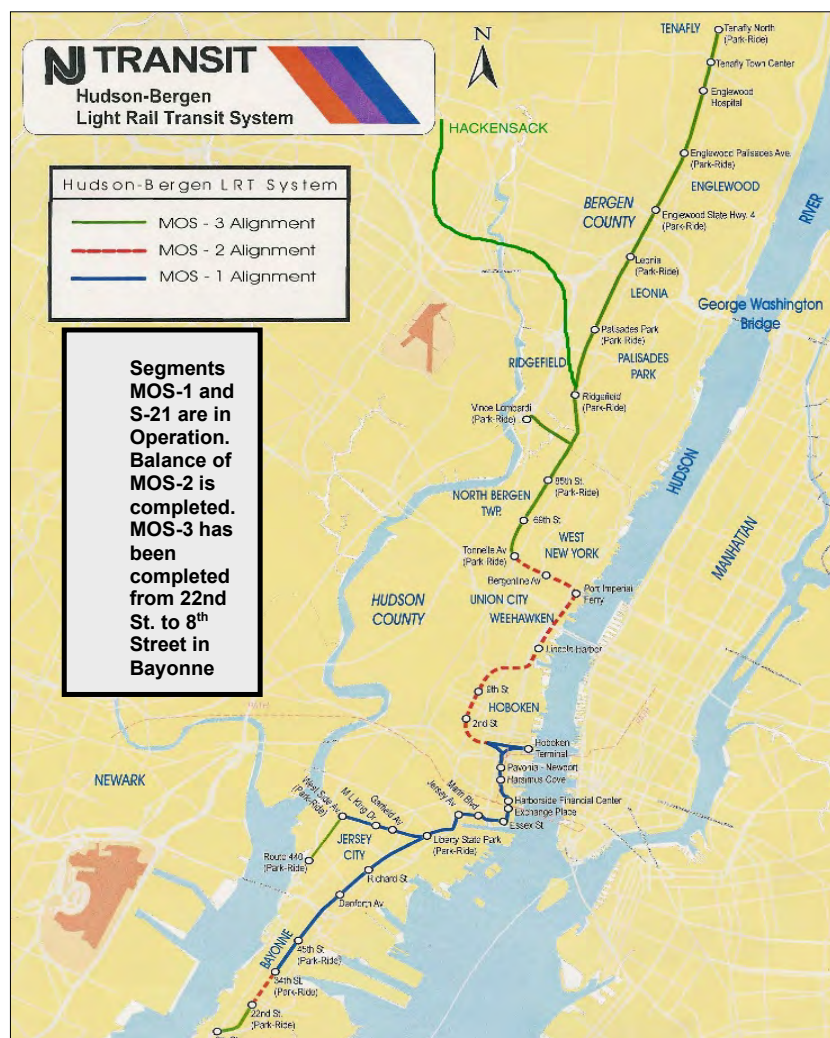


Included in the TEC is an emergency panel and LCP (Local Control Panel) to monitor train movement in the event a response is warranted. A loop track is located at the extreme northern end of Tonnelle Ave. Shelter Stop to allow trains to turn back. The loop is also used for train lay-up and storage. A crew facility equipped with locker room facilities, office, break room and security tower is located at Tonnelle Ave. in North Bergen. This location is used for crew sign-ups and monitoring of pull-outs from Tonnelle Ave. Shelter Stop southward. The MOS-2 service consists of service between Hoboken Shelter Stop and Tonnelle Avenue Shelter Stop and service between Westside Avenue Shelter Stop and Tonnelle Avenue Stop. General Order No. 03-06 places the entire MOS-2 segment “in-service” (Hoboken to Tonnelle Avenue).

This entire segment is operated under the authority of the President, CEO & Director, Rail Operations, and is subject to TFCRC Operating Rules and maintenance of standards as delineated in this PTASP (TFC-SP-1), Operating Plan (OP-1), the Employee Timetable (OP-2), and the Configuration Management Plan (OP-3) and other applicable documents.

MOS 3 from 22nd street to 8th street (including Danforth Yard), in Bayonne is fully operational and represents the operating system to date. Figure 4-1 provides an illustration of the HBLRTS alignment. Engineering and planning activities are on-going, for extension of HBLRTS North of Tonnelle Avenue. As well as an extension of HBLRTS beyond the West Side Avenue Terminal.

Figure 4-1: HBLRTS Rail System Map





4.5 HBLRTS SAFETY MANAGEMENT SYSTEM

The HBLRTS has established a safety management and performance measurement process. It is considered essential to our organization in implementing an effective and comprehensive safety management & performance measurement program.

HBLRTS has organized this PTASP to achieve the following important needs:

- Provide our organization with a standard set of concepts, documents, and tools for development and implementation of a Safety Management & Performance Measurement System.
- Ensure our PTASP implementation complies with the requirements of 49CFR, Part 673, and NJ Administrative Code 16:53E.
- Create our safety program documents and tools that align with the structure and format of the FTA Transit Safety Management & Performance Guidebook, Volume I, and compliments NJ Transit's Agency Safety Plan.
- Create documents and tools that are easily understood internally by all departments.

The HBLRTS safety program is organized into the four components of safety management *safety policy, safety risk management, safety assurance and safety promotion.*

- **Safety Policy** identifies who has responsibility, authority, and accountability for the goals of the organization.
- **Safety Risk Management** is the process of hazard identification and management of risk to acceptable levels. It describes how we identify hazards, how we assess the risks, and our process for controlling the risks.
- **Safety Assurance** is the day-to-day activities that ensure risk controls and safety initiatives are maintained within acceptable levels.
- **Safety Promotion** is our continuing process of promoting safety within the HBLRTS. Senior leadership promotes a positive safety culture within our organization. Key components are personnel training and clear communication of lessons learned.



4.6 PTASP AND SUPPORTING PROGRAMS

This PTASP sets forth instructions and guidance to all HBLRTS personnel regarding their responsibilities, authorities, and performance of duties as they pertain to Safety. Other documents that are incorporated by reference include the following:

- Security and Emergency Preparedness Plan (SEPP)
- Safety Certification Program Plan
- Maintenance Plans and Procedures
- Operations Plans and Procedures (SOP/EOP)
- Operations/Maintenance Training
- Emergency Planning and Response
- Accident Investigation Plan (AIP)
- Book of Operating Rules
- Roadway Worker Protection Plan

5.0 HBLRTS PTASP (§673.11)

5.1 General Requirements

21st Century Rail Corp. is under contract with NJ Transit to develop and implement a safety plan that incorporates the requirements of FTA Regulation 49CFR, Part 673, the State of New Jersey Administrative Code (NJAC 16:53E), the Contract between 21st Century Rail Corp (TFCRC) and NJ Transit.

5.2 Certification of Compliance (§673.13)

The HBLRTS is fully compliant with the requirements of 49CFR, Part 673, (§673.13), the state of New Jersey Administrative Code 16:53E, and the Contractual safety requirements of NJ Transit. Additionally, HBLRTS has developed performance targets with information provided by NJ Transit and a separate Security and Emergency Preparedness Plan.

5.3 Coordination with Metropolitan, Statewide, and Non-Metropolitan Planning Processes. (§673.15)

The HBLRTS does not coordinate with the Metropolitan Planning Commission (MPC) as this is the responsibility of NJ Transit. However, TFCRC does provide safety performance targets established by NJ Transit and approved by the Joint Labor Management Committee (after coordination with the MPC), which are incorporated in this HBLRTS PTASP.



6.0 SAFETY MANAGEMENT SYSTEMS (§673.21)

HBLRTS has developed and maintains a comprehensive PTASP in accordance with FTA 49CFR, Parts 673, 674, and the State of New Jersey Safety Administrative Code 16:53E and the Contract between TFCRC and NJ Transit.

The TFCRC President, CEO & Director, Rail Operations, is the responsible Executive, and as such, he accepts full responsibility for Safety Management and Performance Measurement, and for ensuring that personnel adhere to the requirements of this PTASP.

HBLRTS has established its PTASP and is under the control of the Manager of System Safety, reporting directly to the TFCRC President, CEO & Director, Rail Operations. The program and the person administering it are independent of other departments to assure autonomy

It is intended to ensure that the integrity of the PTASP remains intact by regular surveillance, review, and audit in accordance with Federal Regulations and State of New Jersey Safety Oversight Standards.

6.1 Overview of Management Structure

In addition to HBLRTS previously identified Chief Executive Officer and Manager, System Safety, other departments, and their management responsible for implementing this PTASP are:

- Quality Assurance Manager
- Superintendent of Transportation
- Health & Safety Manager
 - Superintendent of Maintenance-of-Way
 - Vice President, Light Rail Vehicle (LRV) Maintenance Department
- Director of Engineering
- Manager of Training
- Procurement Manager
- Human Resources
- Integrated Control Systems Specialist

6.2 General Requirements (§673.21)

It is a requirement that HBLRTS establish and implement a Safety Management System that is appropriately scaled to the size, scope, and complexity of HBLRTS including the following elements:

- Safety Management Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

The following sections of this PTASP express in detail the aforementioned four components of the HBLRTS safety management system.



6.3 PTASP Control and Update Procedures

The PTASP is designated as a controlled document within the HBLRTS. As such, it is subject to formal Document Control procedures. These include Designation of control copies which are issued to individuals within HBLRTS, NJ Transit (NJT), and New Jersey Department of Transportation (NJDOT). The HBLRTS PTASP, and its revisions, are retained for record purposes.

This PTASP was developed under the authority of the TFCRC President, CEO & Director, Rail Operations, and staff. The Manager of Safety is responsible for amending this plan as required to ensure that its content is relevant and current with the latest Federal Transit Administration Regulations, and the New Jersey Administrative Code 16:53E.

All recommended revisions to the PTASP (where necessary), are reviewed by the Safety Review Committee. Revisions, which are accepted, are forwarded to the President, CEO & Director, Rail Operations, for approval and, upon approval, submits all revisions to NJ Transit.

6.4 Review and Approval by NJ Transit, ASM, and NJDOT

Upon approval by the TFCRC President, CEO & Director, Rail Operations, the revised PTASP is transmitted to NJ Transit ASM for review and approval.

Upon approval by NJ Transit, it is provided to the state for review & conditional approval. If conditionally approved, NJ Transit submits to the board for approval.

6.5 Safety Management System Activities

Specific to day-to-day operations, maintenance, and management of the HBLRTS are described in Section 8.0 –Safety Assurance. **Figure 6-1 on page 16** provides a general matrix of PTASP Activities and Responsibilities.



6.6 Safety Management Policy. (§673.23)

As described in Section 2.0, the 21st Century Rail Corporation is committed to the preparation, implementation, and improvement of our strategies and our safety management system and processes to ensure that all our operational activities uphold the highest level of safety performance and achieve the highest industry standards.

Our commitment is to:

- Develop, embrace, and embed a safety culture in all our activities recognizing the importance and value of effective safety management and further, acknowledges that safety is priority in everything we do.
- Clearly define our staff responsibilities and accountabilities for the development and delivery of our safety strategy and performance.
- Minimize all known risks associated with our system operations as low as reasonably practicable/achievable.
- Ensure that supplied equipment, systems, and services having an impact on the safety of our operations meet appropriate safety standards.
- Continually develop and improve our safety practices to meet or exceed national and industry standards.
- Comply with and, wherever possible, exceed national and industry requirements and standards.
- Ensure that all staff are provided with adequate and appropriate safety information, training, and equipment and further, are only assigned tasks based on their ability to perform them.
- Ensure that resources (including skilled and trained staff are available), to conduct our organization's safety policy.
- Establish and measure our safety performance against practical targets.
- Continually work toward improvement of our safety performance and culture.
- Conduct safety and management reviews to ensure that relevant corrective actions are taken; and
- Ensure that the application of an effective safety management system that is integral with all our activities and the objective of achieving the highest levels of safety standards and performance; and most importantly, ensure compliance with our contractual obligations of NJ Transit.

**Figure 6-1: PTASP Activity, Responsibility & Coordination Matrix**

ITEM No.	SMPM ACTIVITY	President/ CEO	NJ Transit ASM	Safety Department	Engineering	Quality Assurance	Operations Department	Maintenance Department	Training Department	Frequency
PTASP (INCLUDING MANAGEMENT & PERFORMANCE MEASUREMENT ACTIVITIES)										
I	Executive Safety Management & Performance Measurement (SMPM) Policy	A	A	P	R/C	R/C	R/C	R/C	R/C	A/AS
1.0	SMPM Modification Review & Modification	A	A	P	R/C	R/C	R/C	R/C	R/C	AR
2.0	Safety Management System Overview	A	A	P	R/C	R/C	R/C	R/C	R/C	AR
3.0	PTASP	A	A	P	R/C	R/C	R/C	R/C	R/C	A
4.0	SMPM System Goals	A	A	P	P	P	P	P	P	A
5.0	Quality Assurance & Safety Plan	A	R/C	P	R	P	R	R	R	A
6.0	Regulatory Compliance	A	A	P	R/C	R/C	R/C	R/C	R/C	A/AR
7.0	Organizational Responsibility	A	R/C	P	P	P	P	P	P	A
7.2	SMPM Committee & Chair	A	R/C	P	R/C	R/C	R/C	R/C	R/C	AR
8.0	Risk Management & Assessment	A	R/C	P	R/C	R/C	R/C	R/C	R/C	AR
9.0	Accident/Incident/Hazard Reporting	A	A	P	R/C	S	S	S	S	AR
10.0	Safety Culture	P	R/C	P	P	P	P	P	P	AR
11.0	Non-Punitive Reporting	A	R/C	P	R/C	R/C	R/C	R/C	R/C	AR
12.0	Training	A	R/C	R/C	R/C	P	P	P	P	AR
13.0	Configuration Management	A	R/C	R/C	P	S	RC	S	R/C	AR
14.0	Safety Data	A	R/C	P	R/C	P	R/C	R/C	R/C	AR
15.0	Safety Assurance	A	A	P	R/C	R/C	R/C	R/C	R/C	AR

Table Legend - **P**: Primary Responsibility; **S**: Support Responsibility; **R/C**: Review and Comment; **A**: Approval

Frequency - **M**: Month; **Q**: Quarter; **A**: Annual; **A/AR** – Reviewed Annually/updated as required-**AR** - As Required



7.0 SAFETY RISK MANAGEMENT (§673.25)

7.1 Safety Risk Management Overview.

Using a formal process of Safety Risk Management, HBLR identifies, assess, and mitigates the consequences of hazards associated with the engineering and operation of the HBLRTS for employees and the public as required by 49 CFR Part 673.25. All known safety risks and hazards identified are categorized as to their potential severity and probability of occurrence, analyzed for potential impact, and resolved by design, procedure, warning device, or other methods so that they fall within the prescribed level of risk acceptable to NJ Transit.

HBLRTS methodology provides a systematic means of identifying, analyzing, assessing, and resolving the cause(s) of accidents, incidents, safety events and hazards within the HBLRTS that could impact the safety of the system. The application of safety risk management and hazard identification methods during the HBLRTS life-cycle phases and to all system elements permit the timely identification, elimination, minimization, or control of hazards. System safety activities include trend analysis, failure reporting and accident rate analysis.

The purpose of this process is to provide management with appropriate information regarding the risk of hazards and safety risks. This information includes identifying hazards and faults, the probable causes and effects, and recommended resolution action(s). By evaluating these causes, conditions, and any combination thereof, together with the resolutions available, informed management decisions can be made. This methodology is the underlying rationale for all safety risk determinations and recommended resolution actions, whether formal analyses are conducted or informally performed.

Safety Risk Management processes are the responsibility of HBLRTS Manager of Safety and consists of three elements: **Hazard Identification and Analysis**, **Hazard Categorization**, and **Hazard Resolution**. These processes and techniques are described in the following sections.

7.2 Safety Risk Identification and Analysis

HBLR identifies the consequences of safety risks and hazards using methodologies based on the Program Standard Documents and Procedures of the NJDOT SSOA, FTA hazard identification process, and Industry Standards. Hazard identification and analysis helps ensure that risks to the public, the environment and the organization are controlled within acceptable limits.

Hazard identification is considered from data and information provided by an oversight authority (i.e.: NJDOT SSOA and the FTA). Once a hazard is identified, an analysis as to its potential severity and probability of occurrence is performed as prescribed herein.

Hazard identification sources throughout the Agency may include, but are not limited to:

- Safety Reporting Program
- Engineering Evaluations (Hazard Analyses including but not limited to Preliminary Hazard Analyses)
- Inspections and Audits
- Internal Safety Investigations
- Accident Reports
- Compliance Programs
- Committee Reviews
- Industry Data
- Government Sources (SSOA, FTA, NTSB)

7.3 Safety Risk and Hazard Categorization and Prioritization

The hazard management process involves categorizing each hazard in terms of severity and probability of occurrence to determine the acceptability of the risk associated with a potential hazard, and the necessity of implementing corrective actions. Hazards are categorized in terms of Hazard Severity (Figure 7-1), and Hazard Probability Levels



(Figure 7-2) are illustrated below. After hazards are categorized via this process, HBLRTS uses the hazard ratings to develop corrective actions and hazard mitigations.

Figure 7-1 Safety Risk and Hazard Severity Categories

Description	Category	Definition
CATASTROPHIC	I (1)	<i>Operating conditions are such that human error, design deficiency, element, subsystem or component failure, or procedure deficiency may cause death or major system loss and require immediate termination of the unsafe activity or operation.</i>
CRITICAL	II (2)	<i>Operating conditions are such that human error, sub-system or component failure, or procedural deficiencies may cause severe injury, severe occupational illness, or major system damage and require immediate corrective action</i>
MARGINAL	III (3)	<i>Operating conditions are such that they may result in minor injury, occupational illness, or minor system damage and are such that human error, sub-system, or component failures can be counteracted or controlled</i>
NEGLIGIBLE	IV (4)	<i>Operating conditions are such that human error, sub-system or component failure, or procedural deficiencies will result in less than a minor injury, occupational illness, or less than minor system damage</i>

Description (In Passenger Miles)	Level	Specific Item	Likely Frequency
FREQUENT >1/100 $1 \times 10^{-2} = .01$	A	Likely to occur frequently	Continuously experienced
Probable >1/1,000 $1 \times 10^{-3} = .001$	B	Will occur several times in the life of an item	Will occur frequently
OCCASIONAL >1/10,000 $1 \times 10^{-4} = .0001$	C	Likely to occur sometime in the life of an item	Will occur several times
REMOTE > 1/100,000 $1 \times 10^{-5} = .00001$	D	Unlikely but possible to occur in the life of an item	Unlikely but can reasonably be expected to occur
IMPROBABLE >1/1,000,000 $1 \times 10^{-6} = .0000001$	E	So unlikely, it can be assumed occurrence may not be experienced	Extremely unlikely to occur, but possible

Figure 7- 2 Safety Risk and Hazard Probability Levels

7.4 Safety Risk Determination, Mitigation and Corrective Action

Safety risk analysis is the process whereby hazards are characterized for their likelihood and severity. Risk analysis looks at hazards to determine **what** can happen and **when**. The analysis can be either a qualitative or quantitative. A Safety Risk Mitigation or Corrective Action Plan (CAP) is then developed with input from appropriate department functions, including those with expertise in specific disciplines necessary to evaluate and remedy the identified hazard(s).



HBLRTS has developed a Safety Risk and Hazard/ Risk Index to determine the level of risk and guide management in rendering risk decisions. The risk assessment criteria, as adopted from the APTA Guidelines and MIL-STD-882E, are defined as follows:

Risk is the impact of an undesired event in terms of event severity and event likelihood. Throughout this process, hazards are identified, risks analyzed, assessed, and results documented for decision-making. The continuous loop process provides for validation of decisions and evaluation for desired results and/or the need for further action. A systematic approach to process improvement requires proactively searching for opportunities to improve the process at every step, not simply identifying deficiencies after an undesired event. Safety Risk Management has been defined as the process by which Risk Assessment results are integrated with political, social, economic, and engineering considerations for decisions about need/methods for risk reduction.

The Safety Manager conducts periodic inspections of facilities and equipment to identify hazards on an initiative-taking basis. Incident reports, injury and illness reports, and worker's compensation databases are reviewed by the Safety Manager as another method of hazard identification. In the investigation of serious accidents, safety committees are assembled utilizing various disciplines as committee members to develop a consensus determination of hazard severity and causal factors. When required, outside assistance may be provided to the committee from contractors and manufacturers. Independent reviews may be obtained as necessary, to ensure objectivity. Safety Risk and Hazard identification and analysis are also applicable to the operations and maintenance activities of the system and include identification of hazards involving construction and installation, inspection activities, punch lists, equipment modifications, design reviews, testing, analysis, and maintenance requirements.

7.5 Safety Risk Assessment

In conducting a Safety Risk Assessment, Risk is determined by utilizing the combination of hazard severity and probability of occurrence assessment (Figures 7-1 and 7-2), which are consolidated for risk. A Safety Risk Assessment can include the consolidation of risks into risk sets that can be jointly mitigated. HBLR assess existing mitigations that can be used in the hazard resolution decision making process. Hazard resolution is not synonymous with hazard elimination.

In the HBLRTS environment, there are some hazards that may be impossible to eliminate and other hazards that are highly impractical to eliminate. Reduction of risk to the lowest practical level is accomplished in a variety of ways, from protective and warning devices to redesign and special procedures. However, some hazards present unacceptable risks because of the severity and high probability and are eliminated. Once safety risks and hazards are identified, they are assessed to determine their potential consequences. Typically, this assessment involves three considerations:

- The *likelihood* of the hazard precipitating an unsafe event.
- The *severity* of the consequences of the unsafe event if the hazard is permitted to remain; and
- The *exposure* to the hazard, (e.g., number of revenue passengers per year, number of pedestrians using a grade crossing during the peak-hour, number of vehicle miles per year, etc. and the characteristics of transit users and motor vehicles).
- Each hazard is assigned the severity (I, II, III, or IV) and a probability (A, B, C, D, or E), and their consequence defined by one of 20 risk indices. For example, the highest Hazard (I-A), is assigned as a "High" Risk in the analysis, while the lowest Hazard, (IV-E), is assigned to a negligible severity with an improbable occurrence. Figure 6-3 reflects the severity category by group.

**Figure 7-3 Safety Risk and Hazard Categories**

	Catastrophic -1 (I)	Critical -2 (II)	Marginal -3 (III)	Negligible -4 (IV)
A Frequent	1A	2A	3A	4A
B Probable	1B	2B	3B	4B
C Occasional	1C	2C	3C	4C
D Remote	1D	2D	3D	4D
E Improbable	1E	2E	3E	4E
F Eliminated				

The 20 hazard risk assessment values is then used to group the individual hazards into hazard categories and used to generate specific hazard mitigation to report the most severe hazards to management for action. **Figure 7-3** lists the hazard risk categories, their level of priority for resolution, and related assessment values. The Acceptance Criteria is then used to guide management in decision making.

Hazard risk classification and hazard severity and hazard probability characteristics were combined into a single risk index as shown in **Figure 7-4** below.

Hazard Risk Assessment Value	Priority	Hazard Risk Category	Hazard Risk Decision Acceptance/Approval Level
1A-C, 2A-B	1	High	Chief Executive Officer
1D, 2C, 3A-B	2	Serious	Chief Executive Officer/ Manager, System Safety
1E, 2D-E, 3C-E, 4A-B	3	Medium	Director Level Manager, System Safety
4C-E	4	Low	Department Level Manager, System Safety

Figure 7-4 Risk Index

7.6 Safety Risk and Hazard Resolution

To determine what action to take to correct or to document acceptance of identified hazards, a system of determining the level of risk involved has been adopted. This safety risk assessment activity is incorporated in formal system safety analyses.

In turn, this will assist management in properly understanding the amount of risk involved relative to its impact (schedule, dollars, operations, etc.) in reducing the hazard to an acceptance level. The Safety Risk and Hazard/Risk Index, **Figure 7-4**, is the acceptance criteria utilized by the Safety Review Committee (SRC) for identified safety hazards based on estimated severity and probability of occurrence.



The SRC will take appropriate actions to reduce to the lowest level practical, the risk associated with the identified hazard. The methods utilized for eliminating or controlling hazards are listed in their ascending order of precedence, as follows:

- Design for minimum risk;
- Incorporate safety devices;
- Provide warning devices; and
- Develop special procedures & training.

Each of the methods identified above is defined as follows:

Design for Minimum Risk - From the first, design to eliminate hazards. If an identified hazard cannot be eliminated, reduce the associated risk to an acceptable level, as defined by the Risk Assessment Criteria, through design.

Incorporate Safety Devices If identified hazards cannot be eliminated or their associated risk adequately reduced through design, that risk shall be reduced to an acceptable level through the use of fixed, automatic, or other protective safety-designed features or devices. Provisions shall be made for periodic functional checks of safety devices.

Provide Warning Devices When neither design nor safety devices can effectively eliminate identified hazards or adequately reduce associated risk, devices shall be used to detect the condition and to produce an adequate warning signal to alert personnel of the hazard. Warning signals and their application shall be designed to minimize the probability of incorrect personnel reaction to the signals and shall be standardized within like types of systems.

Develop Procedures and Training Where it is impractical to eliminate hazards through design selection or adequately reduce the associated risk with safety and warning devices, procedures and training shall be used. However, without a specific waiver, no warning, caution, or other form of written advisory shall be used as the only risk reduction method for Category I or II hazards. Procedures may include the use of personal protective equipment. Precautionary notations shall be standardized. Tasks and activities judged critical may require certification of personnel proficiency.

The Safety Risk and Hazard Resolution process has the following objectives:

- To identify areas where hazard resolution may require a change in the system design or development of special procedures.
- Identify possible consequences and define tolerable level of risk to be accepted.
- To verify that hazards mitigation involving interfaces between two or more systems have been resolved.
- To verify that the resolution of a hazard in one system does not create a new hazard in another system.
- To effectively reduces hazard to acceptable levels.
- To identify mitigation monitoring activities and responsible departments.
- To monitor and verify that required analysis is provided in a timely manner and identify where delinquent analysis is delaying hazard resolution to effectiveness addressed potential consequence.



Safety Risk and Hazard resolution is not synonymous with hazard elimination. In the HBLRTS environment, there are some hazards that may be impossible to eliminate and other hazards that are highly impractical to eliminate. Reduction of risk to the lowest practical level is accomplished in a variety of ways, from protective and warning devices to redesign and special procedures. However, some hazards present unacceptable risks because of the severity and high probability and are eliminated.

7.7 Safety Risk Mitigation and Corrective Action Plans

A Safety Risk Mitigation or Corrective Action Plan (CAP) is then developed with input from appropriate department functions, including those with expertise in specific disciplines necessary to evaluate and remedy the identified hazard(s).

The Safety Risk Mitigation or CAP includes a brief statement associating the action with the specific risk(s) or hazard(s) and where appropriate, identifying the level of hazard introduced. It will state the action to be taken, the departments or functions responsible for implementation and include the implementation schedule and means for verification upon final resolution. Upon NJ Transit concurrence, the NJT ASM then submits CAP to SSOA for approval, implementation and tracking to close-out.

The tracking schedule will be monitored by the Manager, System Safety to ensure completion. Reporting of progress will be accomplished through the Monthly Report to NJ Transit. NJ Transit ASM provides the information to the SSO via the monthly report from the CSO.

Validations and Control: Evaluate Results of Safety Risk Mitigations and Corrective Action Plans for Further Action. Validation and control begin with (1) the results of scheduled analyses on the effectiveness of actions taken including identification of data to be collected and identification of triggering events if possible; then developing a plan to review the data collected and (2) the status of each risk. If the residual risk is acceptable, then documentation is required to reflect the hazard/risk to the system, and the rationale for accepting any residual risk. If unacceptable, an alternate action plan is needed, or a modification to the system/process, if necessary.

7.8 Coordination with NJ Transit

HBLRTS is responsible for reporting accidents, incidents, and hazardous conditions in accordance with the requirements State Standard to; NJ Transit, NJDOT, FTA, and to NTSB (where required), in a timely manner, depending on the severity of the occurrence.

7.9 Hazard Tracking Log (Critical Items List)

During the process of developing the hazard analysis, Category I and Category II Hazards and associated risks are identified and are compiled into a Safety Critical Items List (SCIL) for tracking purposes until resolved. This provides NJ Transit, NJT-ASM, and HBLRTS management visibility of these issues and for monitoring and control.



8.0 SAFETY ASSURANCE (§673.27)

8.1 Introduction

An important element of our Safety Management and our safety risk controls established under our safety risk management process is to ensure that our organization meets or exceeds its safety objectives through the collection, analysis, and assessment of data concerning HBLRTS performance. This section of the PTASP provides details of the specific day-to-day safety assurance activities.

8.2 Safety Assurance Purpose, Goals and Objectives

8.2.1 Purpose

The purpose of this Section of the PTASP, NJT-ASM and HBLR System Safety Departments are to provide detailed Safety Assurance requirements identifying, evaluating, and minimizing safety risks throughout the operational life of HBLRTS, including all safety-related activities that occur during modification, extension, operation, and maintenance of the system.

This section of the PTASP, and all succeeding sections, establishes guidance for implementing safety on a day-to-day basis. It serves as a blueprint by:

- Establishing the organization of safety activities and outlining employee responsibilities with respect to those activities;
- Promoting and maintaining safety and training programs as mandated by Federal and State regulatory agencies;
- Setting and implementing established safety goals, objectives, and practices;
- Providing the mechanisms for identifying and assessing safety hazards, during the operation and maintenance of the system;
- Providing the methods to eliminate, minimize, or control the identified critical or catastrophic hazards;
- Constantly improving the safety culture throughout the HBLRTS Organization
- Defining the requirements and procedures for conducting standard safety audits

Many other specific agreements, policies, procedures, and memoranda of understanding have been incorporated herein by reference.

The operation and maintenance of HBLRTS requires continual safety activity its operational life, including procurement of new systems, and modification and/or rehabilitation of existing safety-critical equipment and facilities.

The purpose of this Section of the PTASP is to provide Safety Assurance requirements for safety management and performance measurement activities that identify, evaluate, and minimize safety risks throughout the operational life of the HBLRTS. It identifies all safety-related activities that occur during the modification, extension, operation, and maintenance of the system in the various municipalities in which it operates.



8.2.2 Performance Targets

Annual safety performance targets for Employee Injury reduction and Passenger Injury reduction have been incorporated into the NJT-wide performance safety performance targets process. These goals will be applied to each HBLR department. This will include key security (assaults) and safety performance targets, milestones, and methods /accomplishments.

Hudson-Bergen Light Rail Safety Review and Joint Labor Management committees under the direction of NJT ASM establishes current year safety performance targets measurements based on a 3-year average of Critical Element Lagging Indicators from previous year's data. The safety performance targets are established and approved by the Joint Labor Management Committee by review of events reported during the calendar year, which resulted in collision, fire, and customer injury and employee injury/loss time, etc. as defined, by FTA, NTD or OSHA reporting criteria. Occurrences are reviewed annually to establish new safety performance targets . US DOT-FTA's National Public Transportation Safety Plan provides (and explains) four *Safety Performance Target Measures* and an explanation of each of them. HBLR's Safety Performance Targets and Objectives are based on safety performance targets provided by NJ Transit and included in the following table in **Figure 8-1**.



Figure 8-1: Safety Performance Targets and Objectives

2024 ESTABLISHED SAFETY PERFORMANCE TARGETS- HBLR			
Target # 1	Reportable Major Safety Events (NTD) -Reduce the number of Accidents events and rate per total vehicle revenue miles:	2024 Target Totals	2024 Target Rates
Objective 1.A	Reducing the Number of Collisions to ≤7 per 1 Million revenue Miles	7	7 * 1000000/1234832 5.67
Objective 1.B	Reducing the Number of Pedestrian Collisions to 0 per 1 Million revenue Miles	0	0 * 1000000/1234832 0.00
Objective 1.C	Reducing the Number of Derailments to ≤ 1 per 1 Million revenue Miles	1	1 * 1000000/1234832 0.81
Objective 1.D	Reducing the Number of Fire Occurrences to ≤ 1 per 1 Million revenue Miles	1	1 * 1000000/1234832 0.81
Objective 1E	Reducing the Number of Evacuations for Life Safety Reasons to 0 per 1 million revenue miles	0	0 * 1000000/1234832 0.00
Objective 1F	Reducing the Number of Runaway Train Incidents to 0 per 1 million revenue miles	0	0 * 1000000/1234832 0.00
*Objective 1G	Reduce Total Major Safety Events to ≤ 12 per 1 Million revenue Miles	12	12 * 1000000/1234832 9.71
Target #2	Fatalities - Reduce the Number of Fatalities and rate per total vehicle revenue miles:		
Objective 2	Reduce the Number of Trespasser fatalities to 0 per 1 Million Revenue Miles	0	0 * 1000000/1234832 0.00
Objective 2.A	Reduce the Number of Transit Worker fatalities to 0 per 1 Million Revenue Miles	0	0 * 1000000/1234832 0.00
Target #3	Injuries - Reduce the Number of Reportable Injuries and rate per total vehicle revenue miles:		
Objective 3.A	Reducing the Number of Passenger Injuries to ≤ 1 per 1 Million Revenue Miles	1	1 * 1000000/1234832 0.81
Objective 3.B	Reducing the Number of Transit Worker Injuries to ≤ 1 per 1 Million Revenue Miles	1	1 * 1000000/1234832 0.81
Objective 3.C	Reducing the Number of Transit Worker Assaults to ≤ 1 per 1 Million Revenue Miles	1	1 * 1000000/1234832 0.81
Target # 4	System Reliability – Mean Distance Between Major Mechanical LRT Failures		
Objective 4	(Annual Average miles 10,550) 1% (100 miles) Improvement in System Reliability MDBSF based on previous year's NTD data 3-year average)	N/A	Revenue Miles operated/ Number of mechanical failures
#5	Efficiency Check Program		
Objective 5	Establish non-compliance (3.27%) goal of ≤ 1% to Rules and Safety-Work Practices improvement from	2.27%	N/A
Goal #6	Reportable Safety Events-Other (SSOA) Reduce the number of Incident & Occurrence		
Objective 6A	Reducing the Number of Stop Signal to ≤ 1 per 1 Million Revenue Miles	1	1 * 1000000/1234832 0.81
Objective 6B	Reducing the Number of Miss-Route to ≤ 1 per 1 Million Revenue Miles	1	1 * 1000000/1234832 0.81

- Total Major Safety Events included Targets 1, 2 and 3
- NJT Agency Safety Management and Light Rail Operations Department will coordinate with the State and MPOs in selecting realistic safety performance targets and will make them available to Metropolitan Planning Organization (MPO) to aid the States and MPOs in the selection of their own performance targets and planning process.



8.2.3 Objectives

Specific objectives of this Section of the PTASP are:

1. Achieve a level of safety performance that meets or exceeds the operating experience of similar transit systems in the following areas by:
 - Analyzing employee and passenger injuries;
 - Analyzing accidents, incidents, and hazardous conditions;
 - Training all employees in safety related programs and assure that safety certifications are updated and maintained; and
 - Instituting and measuring performance measures against established performance goals
2. Increase and strengthen community involvement and participation in safety and security of system by:
 - Encouraging citizens to organize neighborhood watch programs for the areas surrounding the system;
 - Involving and educating community organizations and schools in safety; and
3. Improve planning and projections for fiscal support needs by:
 - Tracking and analyzing historical data;
 - Coordinating and communicating closely with internal departments and external organizations
 - Estimating, based on historical data and previous experience, future costs, and system improvements on an annual basis.
 - improvements on an annual basis.

8.3 PTASP Implementation – Tasks and Activities

8.3.1 Overview

Implementation of this HBLRTS comprehensive and effective operational safety program are line responsibilities at HBLRTS. As such, the responsibility, authority, and accountability for the effectiveness of safety flows from the direct line of the TFCRC President, CEO & Director, Rail Operations, thru the Safety Manager who has dotted-line accountability to the NJT CSO for safety to the Superintendents, Supervisors, and employees.

Safety Assurance, with respect to the implementation of this PTASP, includes specialized technical assistance (for example, through the performance of operational analysis or participation on the Rules Committee and in the administration of the efficiency checks program). Specific areas of concentration for Safety include:

(a) Passenger Safety. The proper discharge of duty by Supervisors and train operators is important to customer safety. The safety of passengers require adherence to operating rules and requirements, communication between HBLRTS, NJ Transit ASM, safe train handling, and continued surveillance of equipment and right of way conditions. Hazardous or damaged equipment shall be immediately removed from revenue service.

(b) Employee Safety. HBLRTS provides all employees with a safe workplace. toolbox This extends to operational practices e.g., access to hazardous areas, as well as to the physical condition of HBLRTS. Employees are provided with continuous training with respect to their responsibilities and on knowledge of safety related documents such as the Rules for Conducting Transportation, the General Safety Rules, and the Special Instructions



(c) Life Safety. The Life Safety effort for HBLRTS is coordinated by the Manager of System Safety including the active participation and support of line Superintendents/Managers.

Coordination of response and training (including drills) is systemically performed with respondents from various Emergency Response agencies, as well as with appropriate statewide respondents.

(d) Training of Emergency agency personnel includes general familiarization of HBLRTS physical plant, review of OCC procedures, review of special hazards associated with electrified railways and participation in “table-tops” exercises, as well as performance of full-scale response drills within each jurisdiction. Joint protocols are developed with respondent which identify the “Command Post” for coordination.

8.3.2 Interdepartmental and External Agency Coordination

HBLRTS communicates between internal departments and external agencies regarding matters of safety, as it is a vital component of safety and emergency preparedness. Verbal and written information is disseminated to departments and agencies appropriate to the nature of the issues and accompanied by adequate training for affected personnel.

All accidents, incidents, and hazardous conditions are reported internally to appropriate Departments, and to NJ Transit as required.

Additionally, HBLRTS has developed an Operating Plan, a Transportation Plan, a Fixed Plant Maintenance Plan, a Vehicle Maintenance Plan, Safety Rules, and Emergency Action Plans for the safe and efficient operation of the HBLRTS system. These plans are disseminated to the appropriate internal departments, and training is provided.

All employees of HBLRTS are responsible for performing their work safely and in accordance with established requirements for the protection of themselves, co-workers, patrons, facilities, and equipment.

There are Monthly Safety Coordination Meetings between the 21st Century President, CEO, Safety Manager and the Senior Vice President and Safety Officer of the LRV Department to effectively coordinate safety functions.

8.3.3 Infectious Disease Exposure

HBLRTS follows the guidelines of the Centers for Disease Control to combat Infectious Disease Exposure. The strategies, while ever-changing, include the wearing of masks, frequent hand washing, keeping the LRTs clean, etc. to minimize spread by person-to-person contact. Potential mitigations to reduce consequences from potential illness are compared against list of actual mitigations implemented and contained in the **Hazard, Risk Rating and Safety Management process and Hazard Identification and Risk Assessment tables**. Practices are consistent with Center for Disease Control and Prevention or State health authority guidelines. The processes include analysis of potential impacts on the operating system, and a means to resolve the identified impacts which are acceptable to management. The hazard management process is available as evidence of implementation.

Figure 8 -2: provides a series of detailed System Assurance Matrices that identify internal and external coordination activity and responsibility.

**Figure 8 –2: Safety Assurance Activity, Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept.	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
1	Purpose	RC	RC	P	S	S	S	S	S	AR
2	Goals	A	RC	P	S	S	S	S	S	AR
3	Objectives	RC	RC	P	S	S	S	S	S	AR
4	Overview	RC	RC	P	S	S	S	S	S	AR
5	General Overview and History	RC	RC	P	S	S	S	S	S	AR
6	Scope of Services	RC	RC	P	S	S	S	S	S	AR
7	Physical Plant	RC	RC	P	S	S	S	S	S	AR
8	Operations	RC	RC	P	S	S	S	S	S	AR
9	Maintenance	RC	RC	P	S	S	S	S	S	AR
10	Integration of Safety	RC	RC	P	S	S	S	S	S	AR
11	Safety Line Authority	A	RC	P	S	S	S	S	S	AR
12	Annual PTASP Review	A	A	P	S	S	S	S	S	A/AR
13	PTASP Control & Update Procedures	RC	RC	P	S	S	S	S	S	AR
14	Review and Approval by NJDOT	A	A	P	S	S	S	S	S	AR
15	PTASP Change Management	A	A	P	S	S	S	S	S	AR
16	Overview	RC	RC	P	S	S	S	S	S	AR
17	System Safety Activities	RC	RC	P	S	S	S	S	S	AR
18	System Safety Methodology	RC	RC	P	S	S	S	S	S	AR
19	Operational Safety	RC	RC	P	S	S	P	S	S	AR
20	Operational Safety Documents	RC	RC	P	S	S	P	S	S	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval

Frequency: M - Month Q - Quarter A – Annual – A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
21	Safety & Other Committees	A	RC	P	RC	RC	RC	RC	RC	AR
22	Public Awareness Program	RC	RC	S	RC	RC	RC	RC	RC	AR
23	System Safety Program Verification	A	A	P	RC	RC	RC	RC	RC	AR
24	Safety Responsibility of Other Departments	RC	RC	S	RC	RC	RC	RC	RC	AR
25	Safety Responsibility Matrix	RC	RC	P	RC	RC	RC	RC	RC	AR
26	Overview	RC	RC	P	RC	RC	RC	RC	RC	AR
27	Hazard Identification and Analysis	A	A	P	RC	RC	RC	RC	RC	AR
28	Hazard Categorization	RC	RC	P	RC	RC	RC	RC	RC	AR
29	Hazard Resolution	A	A	P	RC	RC	RC	RC	RC	AR
30	Corrective Action Plan	A	A	P	RC	RC	RC	RC	RC	AR
31	Hazard Tracking (Critical Items List)	A	A	P	RC	RC	RC	RC	RC	AR
32	Coordination with the NJDOT	A	A	P	RC	RC	RC	RC	RC	AR
33	Safety Certification program	A	A	P	RC	RC	RC	RC	RC	AR
34	Certifiable Elements	RC	RC	P	RC	RC	RC	RC	RC	AR
35	System Integration	RC	RC	S	RC	RC	P	S	RC	AR
36	Commissioning	RC	RC	S	RC	RC	P	P	RC	AR
37	Start-Up	RC	RC	S	RC	RC	P	P	RC	AR
38	System Activation	RC	RC	S	RC	RC	P	P	RC	AR
39	Safety Certification	RC	RC	P	RC	RC	S	S	RC	AR
40	Operation Demonstration	RC	RC	P	RC	RC	P	P	RC	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval

Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
41	Acceptance Testing	RC	RC	S	RC	P	S	P	S	AR
42	Inspections	RC	RC	S	RC	P	S	P	S	AR
43	Data Acquisition	RC	RC	P	RC	S	S	S	S	AR
44	Data Analysis and Tracking	RC	RC	P	RC	S	S	S	S	AR
45	Access to Data	RC	RC	P	RC	S	S	S	S	AR
46	Accident/Incident Investigation Criteria	A	A	P	RC	RC	RC	RC	RC	AR
47	Accident/Incident Investigation Procedures	A	A	P	RC	RC	S	S	RC	AR
48	Internal Notification Procedure	A	RC	P	RC	RC	RC	RC	RC	AR
49	Supervisory Investigation	RC	RC	S	RC	RC	S	S	RC	AR
50	Accident/Incident Investigation Team	RC	RC	P	RC	RC	S	S	RC	AR
51	External Notification Procedure	A	A	P	RC	RC	RC	RC	RC	AR
52	NJDOT	A	A	P	RC	RC	RC	RC	RC	AR
53	NTSB and FTA	RC	S	P	RC	RC	RC	RC	RC	AR
54	Accident/Incidents Reports and Documentation	A	A	P	RC	RC	S	S	RC	AR
55	Reports to NJDOT	A	A	P	RC	RC	RC	RC	RC	AR
56	Corrective Action Resulting from Investigations	A	A	P	RC	RC	S	S	RC	AR
57	Coordination with NJDOT	A	A	P	RC	RC	RC	RC	RC	AR
58	Responsibilities for Emergency Preparedness	RC	RC	P	RC	RC	RC	RC	RC	AR
59	Interdepartmental Coordination	RC	RC	P	S	S	S	S	S	AR
60	External and Interagency Coordination	A	RC	P	RC	RC	RC	RC	RC	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept.	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
61	Coordinating Schedule with Emergency Organizations	RC	RC	P	RC	RC	RC	RC	RC	AR
62	Fire/Life Safety Committee (F/LSC)	RC	RC	P	S	S	S	S	RC	AR
63	Emergency Exercises	RC	RC	P	RC	RC	S	S	RC	AR
64	Emergency Procedures	RC	RC	P	S	RC	S	S	RC	AR
65	Emergency Operating Response Procedures	RC	RC	P	RC	RC	S	S	RC	AR
66	Emergency Training	RC	RC	P	RC	RC	S	S	RS	AR
67	Familiarization Training	RC	RC	P	RC	RC	RC	RC	RC	AR
68	Internal Audit Overview	A	RC	P	RC	S	S	S	S	AR
69	Scope of Audit Activities	RC	RC	P	RC	S	S	S	S	AR
70	Organizational Units	RC	RC	S	RC	RC	S	S	S	AR
71	Organizational Functions	RC	RC	S	RC	S	S	S	S	AR
72	Internal Audit Process	A	A	P	RC	S	S	S	S	A
73	Integrity of the Audit Process	RC	RC	P	RC	RC	RC	RC	RC	A
74	Audit Cycle/Schedule	RC	A	P	RC	RC	RC	RC	RC	A
75	Audit Checklists and Procedures	RC	A	P	RC	RC	RC	RC	RC	A
76	Audit Reporting	A	A	P	RC	RC	S	S	S	A
77	Annual Audit to NJDOT	A	A	P	RC	S	S	S	S	A
78	Coordination with NJDOT	A	A	P	RC	S	S	S	S	A
79	Audit Completeness	A	A	P	RC	S	S	S	S	A
80	External Audits	A	A	S	RC	S	S	S	S	A

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
81	Annual Report to NJDOT	A	A	P	RC	RC	RC	S	RC	A
82	Overview	RC	RC	P	RC	S	RC	RC	RC	AR
83	Review of HBLRTS Rules and Procedures	RC	RC	P	RC	S	P	RC	RC	AR
84	Ensuring Rules Compliance	RC	RC	P	RC	S	P	P	S	AR
85	Operations & Maintenance Compliance Techniques	RC	RC	P	RC	RC	S	S	RC	AR
86	Supervisory Personnel Compliance Techniques	RC	RC	S	RC	RC	P	P	RC	AR
87	Compliance Documentation & Corrective Action	RC	RC	S	RC	RC	P	P	RC	AR
88	Facilities & Equipment Subject to Inspection	RC	RC	S	RC	RC	S	S	RC	AR
89	Categories of Maintenance	RC	RC	RC	RC	RC	RC	P	RC	AR
90	Types of Maintenance (Safety Critical)	RC	RC	P	RC	RC	RC	P	RC	AR
91	Equipment Inspections	RC	RC	S	RC	RC	S	P	RC	AR
92	Preventive Maintenance Inspection Schedules	RC	RC	RC	RC	RC	RC	P	RC	AR
93	Vehicle Maintenance Plan	RC	RC	S	RC	RC	RC	P	RC	AR
94	Maintenance Inspection Checklist Requirements	RC	RC	S	RC	RC	S	P	RC	AR
95	Inspection/Hazard Management Coordination	RC	RC	S	RC	RC	S	S	RC	AR
96	Systems and Facilities Subject to Maintenance Audits	RC	RC	P	RC	S	S	S	RC	AR
97	Failure & Corrective Maintenance	RC	RC	S	RC	RC	S	P	RC	AR
98	Audit/Inspection Findings & Resolution	RC	RC	P	RC	RC	P	P	RC	AR
99	Maintenance Program Monitoring	RC	RC	S	RC	RC	S	P	RC	AR
100	Maintenance of Way	RC	RC	S	RC	RC	RC	P	RC	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President / CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
101	Shelter Stop, Station, and Parking Lot Maintenance	RC	RC	RC	RC	RC	RC	P	RC	AR
102	Maintenance Audit Checklists	RC	RC	S	RC	S	S	P	RC	AR
103	Overview	RC	RC	RC	RC	RC	RC	RC	RC	AR
104	Employee Safety Training	RC	RC	P	RC	RC	S	S	P	AR
105	Safety/Industrial Hygiene Training & Education	RC	RC	P	RC	RC	S	S	S	AR
106	Operations Related Safety Training	RC	RC	P	RC	S	P	S	P	AR
107	Vehicle Operator Training & Qualifications	RC	RC	S	RC	RC	P	RC	P	AR
108	Vehicle Supervisor & Controller Training & Qualifications	RC	RC	S	RC	RC	P	P	P	AR
109	Maintenance Personnel Training & Qualifications	RC	RC	S	RC	RC	S	P	P	AR
110	Safety Critical Training & Certification Compliance	RC	RC	S	RC	RC	P	P	P	AR
111	Contractor Safety Training	RC	RC	P	RC	RC	S	S	S	AR
112	Maintaining Training Records	RC	RC	S	RC	RC	S	S	P	AR
113	Training Requirements Compliance	RC	RC	S	RC	RC	P	P	P	AR
114	Overview-Design Requirements	RC	RC	S	P	S	S	S	S	AR
115	Design Requirements	RC	RC	S	P	S	RC	RC	RC	AR
116	Design to Minimize Damage and Injuries	RC	RC	P	P	S	S	S	RC	AR
117	System Safety Design Techniques	RC	RC	P	S	S	S	S	RC	AR
118	General Design Support	RC	RC	S	P	S	S	S	RC	AR
119	Codes and Standards	RC	RC	S	P	S	S	S	RC	AR
120	Configuration Management	RC	RC	S	P	S	S	S	RC	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President/ CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
121	Computer Software Configuration Management	RC	RC	S	P	S	S	S	S	AR
122	Change Control Process	RC	RC	S	P	S	S	S	S	AR
123	Change Authorization	A	RC	S	P	S	S	S	S	AR
124	Change Control Board	A	R	S	P	S	S	S	S	AR
125	System Change and Operations Review Committee	RC	RC	S	P	S	S	S	S	AR
126	Employee Safety Program	RC	RC	S	S	S	P	P	P	AR
127	Occupational Safety & Health Program	RC	RC	P	S	S	S	S	S	AR
128	Industrial Hygiene Program	RC	RC	P	S	S	S	S	S	AR
129	Personal Protective Equipment Program	R	RC	P	S	S	S	S	S	AR
130	Medical Surveillance Program	R	RC	S	S	S	P	P	S	AR
131	Contractor/Subcontractor Environ. Safety and Health Program	RC	RC	P	S	S	S	S	S	AR
132	Contractor Safety Program	RC	RC	P	S	S	S	S	S	AR
133	Right-Of-Way Worker Protection	RC	RC	P	S	S	S	P	P	AR
134	Required Safety Program Compliance	RC	RC	S	S	S	P	P	S	AR
135	Safety Committees	RC	RC	P	S	S	P	P	S	AR
136	Environmental Protection Program	RC	RC	S	S	S	S	P	S	AR
137	Hazardous Waste Management Program	RC	R	S	S	S	S	P	S	AR
138	Waste Water Abatement Plan	RC	R	S	S	S	S	P	S	AR
139	Drug and Alcohol Program	A	RC	S	S	S	S	P	P	AR
140	Employee Assistance program	A	RC	S	S	S	S	P	P	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required

**Figure 8 –2: Safety Assurance Activity Responsibility & Coordination Matrix**

ITEM No.	Safety Assurance Activities	President/CEO	NJ Transit ASM	Safety Dept.	Engineering	Quality Assurance	Operations Dept.	Fixed Facility and LRV Maintenance Dept	Training Dept.	Frequency
SAFETY ASSURANCE DETAILED ACTIVITIES										
141	Drug and Alcohol Abuse Training & Education training	A	RC	P	S	S	S	S	P	AR
142	Employee Assistance program	A	RC	S	S	S	P	P	S	AR
143	Drug and Alcohol Abuse Training & Education training	RC	RC	S	S	S	P	P	P	AR
144	Procurement Process	A	RC	P	S	S	S	S	S	AR

Table Legend: P - Primary Responsibility; S - Support Responsibility; RC - Review and Comment; A – Approval
Frequency: M - Month Q - Quarter A – Annual- A/AR – Reviewed Annually/updated as required-AR - As Required



8.4 Management Structure

8.4.1 Overview

TFCRC (the Design-Build-Operate-Maintain Contractor of the HBLRTS), is comprised of 21st Century Rail Corporation partners (Schimmick Corp. and Kinkisharyo International LLC). NJ Transit (NJT) is the owner of the HBLRTS and administrator of the design, build, operate, and maintain (DBOM) contract through the NJ Transit Light Rail and Contract Services, located at 20 Caven Point Avenue Jersey City, NJ USA 07305-4604. All official communication is between TFCRC and the NJ Transit organization through NJ Transit Light Rail and Contract Services. The TFCRC office (located in Jersey City, NJ) maintains close liaison, including daily communication/liaison with other departments within the NJ Transit organization. These groups within NJ Transit typically include police, fare collection, system safety, service planning and risk management.

All employees of HBLRTS are responsible for performing their work safely and in accordance with established procedures for the protection of themselves, co-workers, passengers, facilities, and equipment, as described in the Rules and Instructions for Conducting Transportation (TFC-RI-1) and Safety Rules (TFC-SS-10). Figure 8-3 illustrates the Interagency/Intercompany Relationship and Figure 8-4 provides our Organization Chart.

Figure 8-3: Interagency/Intercompany Relationship Chart

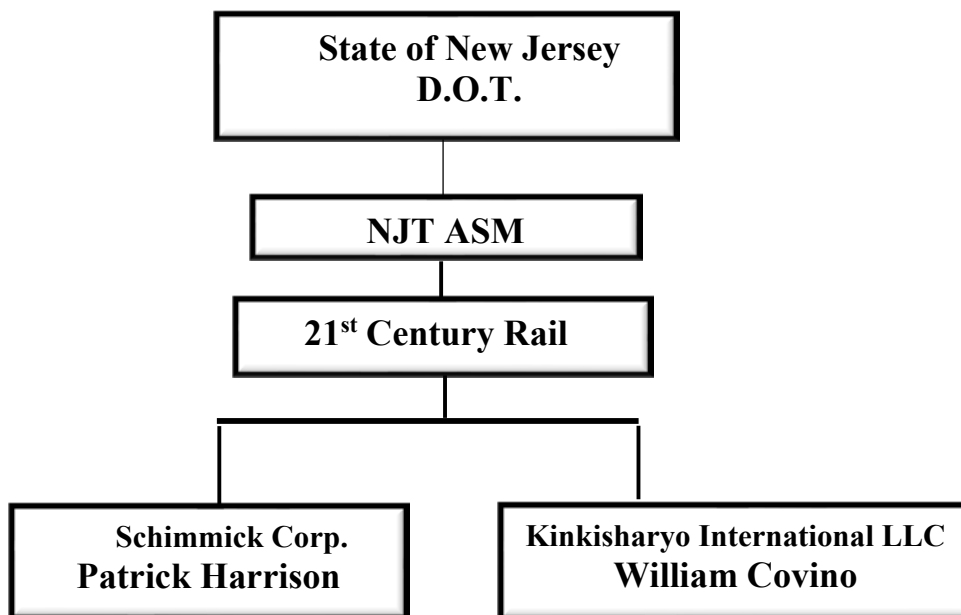
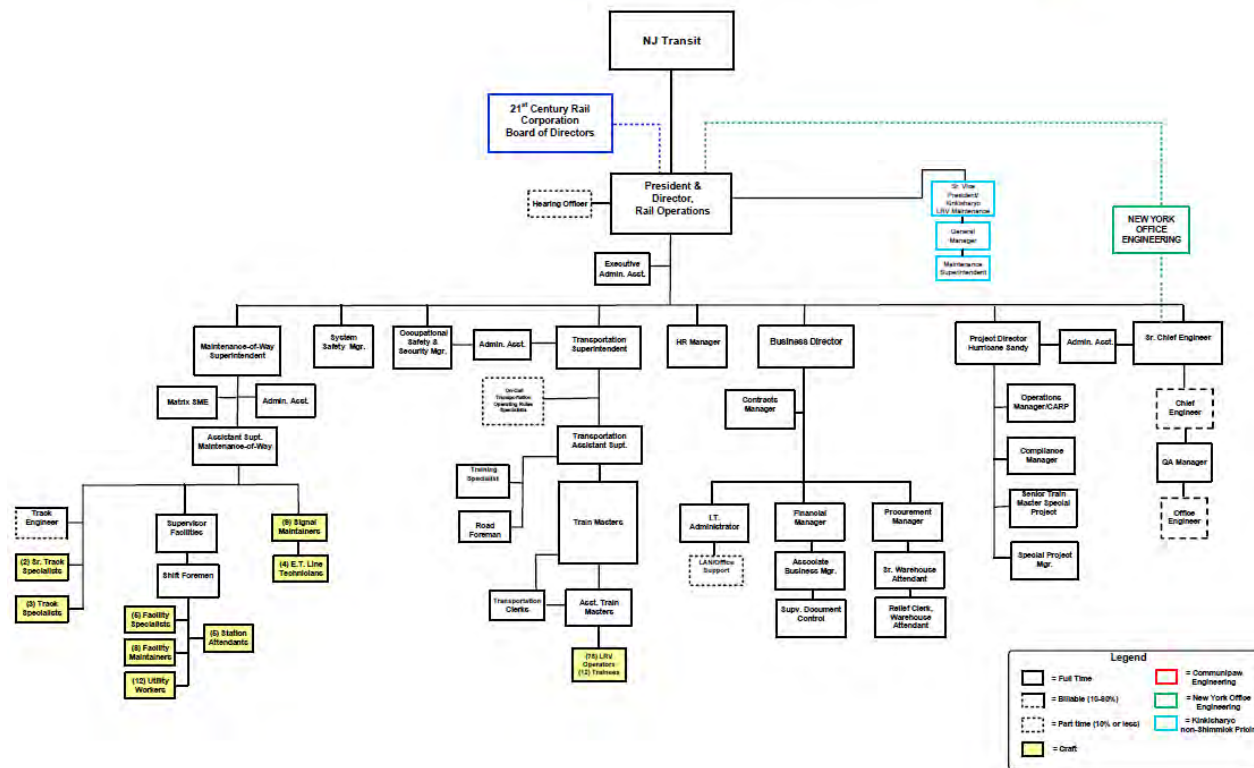




Figure 8-4 HBLRTS Organization Chart



21ST CENTURY RAIL CORPORATION - HBLR O&M ORGANIZATION
January 2021





8.5 Organization & Individual Responsibilities

New Jersey Transit's President and Chief Executive Officer, who is the Accountable Executive, ensures that NJ TRANSIT's light rail contracted operators comply with the requirements as described under 49 CFR 673 and is responsible for carrying out the Public Transportation Agency Safety Plan and the Transit Asset Management Plan. The ultimate accountability for the transit agency's safety performance cannot be delegated and always rests with the accountable executive.

New Jersey Transit's President and Chief Executive Officer, who is the Accountable Executive may designate specific responsibilities to the Chief Safety Officer in accordance with 49 CFR 673.23(d)(2).

The Chief Safety Officer of New Jersey Transit's Agency Safety Management/SMS Executive has the authority and responsibility of day-to-day implementation of the agency's SMS. The Deputy Chief, Agency Safety Management, and staff of Agency Safety Management (ASM) monitors the safety performance of HBLR through evaluating safety data from accident/injury occurrences, unacceptable hazardous conditions, threats, and rules and procedure violations.

8.5.1 The TFCRC President, CEO & Director, Rail Operations* is responsible for all transit operations including Labor Relations, Transportation, Maintenance of Way, Vehicle Maintenance, Safety, and the Operations Control Center (OCC) with contractual obligation to NJT Accountable Executive, Chief Safety Officer and Chief, Light Rail and Contract Services.

8.5.2 Manager, System Safety*

The Manager, System Safety reports directly to the TFCRC President, CEO & Director, Rail Operations and has authority for implementing policies and tasks associated with the PTASP, and for day-to-day operational safety. This includes accident investigation, reporting and resolution, safety of patrons, public, and employees, safety of operating department employees, Safety Training, Safety Metrics Preparation, Site Safety Inspections and Auditing, and management of hazards and is responsible for development and management of the PTASP.

The Manager, System Safety (as lead Contractor safety person), is required and is compliant with the requirements of 49CFR, Part 672, Public Transportation Safety Certification Training Program, including the TSI 1-hour Safety Awareness On-line training as required for PTSCTP 2-year recertification. The Manager, System Safety has dotted-line accountability to the NJT Chief Safety Officer. NJT's CSO is designated by the Accountable Executive as the SMS Executive and holds a direct line of reporting to the Accountable Executive and must be adequately trained. The SMS Executive has the authority and responsibility for the day-to-day implementation and operations of the SMS program and does not serve in operational or maintenance capacities.

8.5.3 Quality Assurance Manager*

The Quality Assurance Manager reports to the President, CEO & Director, Rail Operations and is responsible for implementing the HBLRTS Quality Assurance Plan.



8.5.4 Superintendent of Transportation

The Superintendent of Transportation reports to the President, CEO & Director, Rail Operations and is responsible for all day-to-day operational activity including OCC, field supervisors, controllers, transportation clerks and train operators.

This position ensures that the system complies with SOPs and EMPs. In addition, this position performs accident/incident investigations according to HBLRTS defined protocols.

The Superintendent works in coordination with the Rules Examiner and the Training Manager to ensure that certifications are maintained.

8.5.5 Health & Safety Manager*

The Health & Safety Manager reports to the President, CEO & Director, Rail Operations, and provides Health and Environmental guidance for the Train Operators, Maintenance of Way personnel and Contractors on the Railroad Right of Way.

Additional responsibilities include preparation and review of Safety Plans, Substance Abuse Testing Administrator, Subcontractor prequalification. The Health & Safety Manager is required and is compliant with the requirements of 49CFR, Part 672, Public Transportation Safety Certification Training Program.

8.5.6 Superintendent of Maintenance-of-Way*

The Superintendent of Maintenance of Way reports to the President, CEO & Director, Rail Operations, and has responsibility for inspections and maintenance of fixed plant systems for applicable sections of this PTASP.

This individual is responsible for performing periodic inspections and for assuring that all personnel under his or her direction have received the required training and certification in Maintenance of Way activities. The Superintendent is also responsible for all administrative and organizational requirements for the operation of the MOW department, including preparation of budgets, staffing, planning, and employee development. This position is responsible for the implementation of the PTASP throughout this department and for the development and implementation of the Maintenance-of-Way Plan

8.5.7 Light Rail Vehicle (LRV) Maintenance Department

Senior Vice President, TFCRC* is responsible for all LRV maintenance activities, Maintenance of all vehicles, equipment, and facilities is performed in accordance with manufacturers' manuals, codes, standards, and established procedures to maintain a level of readiness that will ensure safe, efficient, and reliable transit service. Preventive maintenance activities on vehicles, wayside equipment, and other safety critical equipment are performed in accordance with manufacturer recommended practices.

Safety-critical equipment that does not meet established requirements are withdrawn from service. Vehicles or equipment that engage in an accident are inspected by qualified personnel prior to it being placed back into service.

**8.5.8 Senior Chief Engineer***

The Senior Chief Engineer manages and provides engineering liaison for future extension and supports the Manager of System Safety in implementing the requirements of the PTASP.

Engineering is also responsible for supporting preventive maintenance and repair of stations, vehicle maintenance shop including building systems, shop equipment and bridges. Additionally, Engineering handles long and short-term maintenance planning, review, and design.

8.5.9 Manager of Training

The Training Manager reports to the Superintendent of Transportation and is responsible for coordinating all training activities within the O/M organization including the tracking of employee certifications and notification of their expirations, scheduling annual re-certification training, and analyzing historical training activities to improve the organization's time management without degrading the assurance of safety within the system. Instruction to employees will be provided by this individual in the areas of expertise. Subcontracted and other off-site training courses will be coordinated by this individual, including the development of courses, if necessary.

8.5.10 Procurement Manager

The Procurement Manager reports to the Business Manager, and procures equipment, supplies, and services for the HBLRTS system in accordance with contractual, company, and federal/state regulations, policies, and procedures; ensures configuration management compliance by prohibiting the procurement of substitute equipment, supplies, and services not originally approved by Safety and/or specified by the Plan or proper governing authority.

8.5.11 Human Resources Manager

The Human Resources Manager ensures that applicants for covered as well as non-covered positions are screened properly (e.g., physicals, substance abuse, background checks, etc.), and that personnel records are maintained in employee files. Additionally, the Human Resources Department is responsible for managing the HBLRTS Progressive Discipline Process.

8.5.12 Contract Administrator*

The Contract Administrator reports to the President, CEO & Director, Rail Operations and administers contracts, including contractual safety compliance by coordinating directly with the Manager, System Safety further ensuring contractual compliance by the Operations and Maintenance Departments

8.5.13 Operations Control Center (OCC) Controllers / Assistant Train Masters (ATMs)

As direct representatives of the Superintendent of Transportation, the lead controller is in direct charge of all daily operational activities which impact train movements or passengers. OCC Controllers are responsible for ensuring that all train operations and employees and contractors working on or near the right-of-way are performing activities in a safe manner in compliance with written rules and procedures.



8.5.14 Assistant Train Masters

Assistant Train Masters are responsible directly supervising mainline and yard operations of all LRTs and LRT Operators to help ensure the safe and dependable provision of HBLRTS transportation. They cover all or a designated portion of the system. The ATM supports the overall transportation function by ensuring rules compliance by LRT Operators, responding to, managing, reporting on, investigating, and documenting incidents and the recovery thereof. All these activities are directed by and in coordination with the 20 Office.

8.5.15 Train Operators

Train Operators report to Transportation Supervisors. Responsibilities include operating Trains in compliance with the Rules for Operation, SOP's, Emergency Procedures, General Orders, and Special Instructions.

Additionally, they are responsible for updating their Rule Books in accordance with published bulletins, orders, notices, and special instructions, maintaining their certification to operate Trains, and for compliance with the Drug and Alcohol Policy as defined by HBLRTS and the FTA.

A formal ride check program is accomplished by requiring each train operator to be checked annually, or upon the occurrence of an incident frequency, complaints, or upon return to work after a long absence. Train operator records are periodically checked based on level of risk.

8.5.16 Rules Examiner*

The Rules Examiner reports to the Superintendent of Transportation, and is responsible for all issues regarding procedure and compliance with operating rules. He or she provides instruction to employees whose duties are in some way affected by the operating rules and maintains records of periodic and special rules examinations. The Rules Examiner conducts field observation checks and classroom training to ensure understanding and compliance with the requirements of the operating rules. In cases of an accident or violation of the operating rules, the Rules Examiner assists the investigation team in determining facts related to rules procedures. The Rules Examiner makes recommendations for additions, modifications, or deletions to the operating rules.

8.5.17 Integrated Control Systems Specialist

The Integrated Control Systems Specialist reports to the President, CEO & Director, Rail Operations and ensures the safety of passengers/employees within the system by maintaining an operational Integrated Control System located in the Control Center and communications room.

They ensure the safety function by maintaining operational communications systems for coordination with life-safety agencies, employees, and passengers (call-for-aid function). The CMMS Manager reports to the Business Manager.

The CMMS (Computerized Maintenance Management and Information Systems) Manager reports to the Manager of Technology, and is responsible for the Configuration, development, and upkeep of CMMS software package and its associated modules, and interfaces with external data sources.

The Manager, CMMS, creates custom management information reports and statistical information as required by the client contract, regulatory agencies, or internal needs of the Company. The Stores/Inventory functions are managed utilizing a module within the CMMS System.

*** Identifies Key TFCRC Management Staff**



8.5.18 Role of NJT Agency Safety Management

The Rail Transit Agency Safety Plan (ASP) consists of the management organization, activities, rules, procedures, and coordination efforts dedicated to an initiative-taking program of safety and security initiatives in the conduct of operations, maintenance, design, construction and integration of all light rail elements and systems.

NJT Agency Safety Management monitors the safety performance of RTA through evaluating data from events - accidents, injuries, occurrences, unacceptable hazardous conditions, threats, rules, and procedure violations. The data is obtained from various RTA reporting mechanisms.

NJT Agency Safety Management consults and acts as a catalyst to ensure that employees are working to achieve the safest working environment possible. Safety strategies are created by working from the traditional safety by compliance to a concept of prevention through planning which involves operational personnel in the identification of hazards and risks with program focus on influencing workforce behaviors and providing real-time safety analysis.

NJT Agency Safety Management reviews specifications to ensure compliance, through involvement in system/design changes that may have impact on customers, employees, general public, facilities, or vehicle safety, associated with the System Safety Certification, Configuration/ Change Management Processes.

It is the responsibility of NJT Agency Safety Management to perform internal audits, inspection, and reporting as prescribed by the New Jersey Department of Transportation (NJDOT) State Safety Oversight Program Standard (SSOPS). Oversight of safety audits to include coordination of information and requests submittals to the State Oversight Agency (SOA) office while maintaining an independent nature of the audit process.

Hazard Management tracking systems provide a description of analysis/findings, frequency/severity assessments and corrective action(s) to be taken to mitigate hazards based on consequence of hazard. Reporting is provided to NJT senior management for formal (top-down) Safety Management System (SMS) philosophy of risk mitigation implementation. Those practices are monitored to evaluate mitigation effectiveness and to ensure continuous improvement.

Third party (external) audits are conducted to evaluate System Safety performance in adhering to and appropriately responding to RTA Agency Safety Plan (ASP) and NJDOT Program Standard.

NJT Agency Safety Management interfaces with SSOA, NJTPD, local PD/FD and emergency services to develop lines of communication through participation in RTA Emergency Preparedness Exercises, Fire Life Safety Committees (FLSC), Safety Review Committee Meetings (SRCM) and Incident Investigation analysis teams where there are consensus efforts to conduct hazard analysis and manage system safety programs.

As part of Safety Assurance, Agency Safety Management monitors Operations and Maintenance activities to measure if safety performance is in line with established objectives and performance targets.



8.6 Operation, Maintenance and Safety Plans

HBLRTS has specific Plan Documents that are the Minimum Standards for Safety (refer to SSOA Program Standard Appendix G for a list of documents). The Plan Documents are reviewed on an annual basis. NJT ASM reviews and provides concurrence to updates and makes submittal to NJDOT of Minimum Standards for Safety.

8.7 Safety and Security Certification Program

8.7.1 Introduction

Hudson-Bergen Light Rail System (HBLRS) is a transit system being designed and operated through a Design, Build, Operate, and Maintain (DBOM) process in New Jersey's Hudson and Bergen Counties. As a transit system, HBLRS must comply with the requirements of the Federal Transit Administration (FTA) and those of the Safety Oversight Agency for the State of New Jersey, in that the DBOM contractor must self-certify the safety and security readiness of HBLRS for public use.

The guidelines for State Safety Oversight and HBLRS safety certification are available through the office of the Manager of System Safety. It is essential that senior management in the design/build organization, the LRV supplier and maintainer, and the rail operations units be aware of these guidelines.

8.7.1.1 Objective

The objective of this Safety Certification Plan is to summarize the method by which the HBLRS Project Team satisfies the regulatory and contractual requirements which pertain to safety and security. This includes the development of hazards analyses and the formulation, modification, control and signing of Safety Certification Checklists and Verification Reports leading to the final safety certification.

8.7.1.2 System Safety Process and System Safety Certification

The HBLRS System Safety process encompasses equipment and systems, as well as operational and engineering processes, training and qualification of employees, and public and customer safety and security.

The Safety Certification Program Plan requires that the System and extensions be "certified and verified safe (through the safety certification process) for revenue service," as well as providing a basis for assuring the safety of operational segments. Safety Certification process is documented in the Safety Certification Program Plan (SCP, TFC-SC-1). TFC-SC-1 document complies with the requirements of the FTA and the State Safety Oversight. The development and implementation of these Plans are the primary function of HBLRS's Manager of System Safety.

The Manager of System Safety is solely responsible for the maintenance of an active system safety program. It is noted here that system safety is an all – encompassing program addressing the Planning, Design, Systems Integration, Configuration Management, Construction and Commissioning, as well as Operations and Maintenance. System Safety extends to construction safety, office safety, operating safety, and personnel safety.



8.8 SYSTEM MODIFICATION AND CHANGE

8.8.1 Configuration Management

Configuration Management requirements are established in the HBLRTS *Configuration Management Plan (CMP)* and are included in major contracts to assure that changes to the design of equipment and facilities are adequately documented and approved. Contractors are required to submit "as-built" drawings and update manuals and procedures. Changes to designs, after completion of design reviews

The HBLRTS configuration management process uses baseline management to ensure that the technical baseline (as established at the time of Safety Certification), for Revenue Service is defined and controlled throughout the life of the system.

At specific points in time, selected documentation is formally designated and approved as part of the technical baseline. The operations and maintenance technical baseline is the final as-built documentation and system performance requirements.

Configuration Management includes certain specified contractual documents, operations and maintenance documents, and safety and security documents, 23.7 Computer Software Configuration Management.

Computer software is essential and critical throughout the life cycle of the HBLRTS Project. Because of its significance, computer software is managed and controlled in accordance with a software management process or applicable procedures that implement the requirements of the applicable software standards.

The requirements of the CMP are applied as applicable to software and firmware used in the operations and maintenance of structures, systems, and components.

This applies to software and firmware that is developed in-house, licensed, or procured from a commercial vendor, obtained from another organization, or otherwise acquired and used in HBLRTS applications.

This includes the following general software categories and software validation and verification techniques:

- Validation and verification of scientific/engineering codes used to define, analyze, evaluate or verify safety functions includes:
 - Verification and validation of custom software and firmware used to monitor and control safety-related plant conditions and operations;
 - Verification of supplier standard software and firmware used to monitor and control safety-related conditions and operations (e.g., carborne equipment, braking and so on)
 - Verification that changes to critical software and firmware does not affect safety of interfacing systems and functions; and
 - Verification of proper use of computer operating systems used in conjunction with the software categories listed above.

8.8.1 Software Control, Access, and Protection

The Manager of Technology establishes controls and security measures for all software and computer systems, which permit authorized access, prevent unauthorized access, and prevent inadvertent alterations of the software.



Access will be granted only to authorized persons that can demonstrate a need. The physical computer storage media (documents, programs, and data) are protected during all phases of the software life cycle to prevent inadvertent damage or degradation. In addition, safeguards are established to provide for authorized back-ups stored remotely. Provisions are implemented for disaster recovery.

8.8.2 Process for Change - Configuration Control

The HBLRTS establishes policy, responsibility, and procedures for Configuration Control to ensure continued design integrity of the HBLRTS system, subsystems, equipment, and facilities

Achieving this integrity requires that configuration changes to the system elements defined at the time of Safety Certification are properly coordinated, reviewed, approved, and documented.

System changes are changes to the configuration and supporting and related supporting documentation that are precipitated by need for new or revised:

- Equipment extensions;
- Systems;
- Quality improvement initiatives;
- Unforeseen conditions discovered during operations; and
- Maintenance activities which require a re-design of a system or its' component(s).
- Safety critical and other supporting documents

System and/or element changes which affect design and/or operation and maintenance of HBLRTS are reviewed and recommendations made by the Rail Operations Group to the Change Control Board (described in **13.9.9** below) in accordance with the procedures established in the Configuration Management Plan.

8.8.3 Authority for Change

8.8.3.1 Change Control Board (CCB)

The Change Control Board (CCB) reviews, evaluates, and manages the changes proposed to the baseline HBLRTS Configuration and related HBLRTS baseline operation. The CCB will make recommendations for the disposition of proposed changes.

The CCB consists of the following members:

- TFCRC President, CEO & Director, Rail Operations
- Director, Vehicle Maintenance
- Engineer
- Safety Manager
- Transportation & Maintenance Managers and others as requested.

The TFCRC President, CEO & Director, Rail Operations has overall responsibility for the rail operations configuration management process and for chairing the HBLRTS Change Control Board (CCB).

Other internal organizations such as Project Administration (Contracts, Procurement, and Project Controls (PC) are responsible for supporting the CCB as required.

This will apply if a change in configuration:



- Causes a change, or likely change to the Global Risk Profile of HBLRTS Operations. In this case, the System Safety Committee must review and concur.
- Causes a change to the Directives or Mandatory Criteria governing operations.

System modifications to the operating system or design extensions are controlled by a systematic review and approval process which includes representatives from:

- Fire/Life Safety Committee
- Change Control Board
- Safety Review Committee

8.8.3.2 System Change Review Committee (SCRC)

SCRC is responsible for overseeing the HBLRTS Commissioning activities including Systems Integration, Start-up, Rail Activation, Safety Certification, and Operation Demonstration. SCRC activities include:

- Planning and coordinating operational training,
- Simulating revenue service conditions, and
- Pre-revenue plans, rules, and procedures for revenue service

Additionally, the SCRC may identify changes to the SMPMP and reviews to procedures, manuals and other documents pertaining to proposed system extensions.

These documents also provide the basis for certifying the HBLRTS System's readiness for revenue service. SCRC is comprised of the following staff members:

- TFCRC President, CEO & Director, Rail Operations, Chair
- Manager, System Safety
- Superintendents of Transportation, Maintenance of Way
- Superintendent, Vehicle Maintenance
- Rules Examiner; and
- Start-up Manager

Projects and modifications may require safety certification as determined by the Manager, System Safety Programs, or SCRC.

The process implemented as defined in the HBLRTS *Safety Certification Program* is to assure that a responsible engineer or manager has reviewed and approved all applicable safety documents for safety impact. It also assures that the department(s) responsible for the operation and maintenance of equipment and/or systems related to the modification, have approved the safety and security certification certificates.

8.9 ACCIDENT/INCIDENT/HAZARDOUS CONDITION NOTIFICATION, INVESTIGATION, REPORTING (§673.27)

8.9.1 Overview

This section of the PTASP describes the process used by HBLRTS to conduct accident, incident, and unacceptable hazardous condition investigations, and for notifying appropriate external



agencies, including NJT ASM and the NJDOT, the National Transportation Safety Board (NTSB), and the Federal Transit Administration (FTA). It includes a clear link between the accident/incident/hazard notification, investigation and reporting process and the hazard management process. Additionally, this section addresses the method used by HBLRTS in the development of corrective action plans to prevent recurrences, and further, to coordinate review and approval of these plans with NJT ASM.

8.9.2 Accident/Incident/Hazardous Condition Investigation Criteria

HBLRTS has established a formal procedure for the Notification, Investigation and Reporting of Accidents, Incidents and Hazardous Conditions. Classification of types of accidents, incidents and hazardous conditions, and the way the different classifications are investigated, by whom, and to what level of detail are described below. This includes a predetermination regarding such things as thresholds for automatic activation of an investigation, guidelines on whether incidents/hazards should be investigated immediately or after the fact, and who oversees each specific level of investigation.

Accidents, Incidents and Hazardous Conditions are subject to the requirements identified as defined in the Safety Risk Management Section.

8.9.3 Investigation Procedures

The investigation process used is dependent upon the severity of an accident, incident, or hazardous condition, and whether an Internal Investigation and/or External Investigation is required.

The Manager, System Safety reviews all reports for serious accidents, incidents, or hazardous conditions. Additionally, when accident/incident or hazardous condition reports and statistics indicate repetitive trends that result in an inability to meet or exceed the safety goals and objectives, the Manager, System Safety initiates an investigation to determine the causal factors. The Manager, System Safety participates with appropriate departments to determine the required corrective actions.

Investigation of accidents, incidents or hazardous conditions are conducted as required by NJT ASM procedural requirements.

NJDOT may conduct an independent investigation and HBLR will review the report, NJDOT will issue HBLR a formal written report. In the event HBLR does not accept this report, HBLR will communicate in writing the area(s) of disagreement or concern. The report shall not be considered final until all conditions are met, and the report is agreed upon by both parties.

8.9.4 Internal Notification Procedure

All employees of HBLRTS having a direct knowledge of an accident, incident, or hazardous condition (or a potential condition) must file a written report.

Accidents, incidents, or hazardous conditions are investigated jointly by the operating department and the Safety Manager in cooperation with the respective departments, oversees the policies,



procedures, and responsibilities for accident/incident/hazardous condition reporting and investigation.

There are two levels of investigation: **supervisory** and **investigating team**. The level of investigation required is dependent on the seriousness of the event.

8.9.5 Supervisory Investigation

Accidents, incidents, or hazardous conditions, not serious in nature, usually require only an initial investigation by the Supervisor responding to the scene. Supervisors are trained to perform investigations in a formal training program. These occurrences may involve medical attention to a passenger, employee, or other person requiring transport to a medical facility by ambulance or police vehicle, and/or a collision between right-of-way vehicles or other on-right-of-way equipment or motor vehicle. The Supervisor at the scene:

- Performs an investigation
- Conducts interviews, as appropriate
- Gathers and collects physical evidence; and
- Submits a report based on the information collected.

8.9.6 Major Accident/Incident Hazardous Condition Investigation

Major occurrences require an Investigation Team comprised of representatives from Transportation, Vehicle Maintenance, Maintenance-of-Way, Engineering and Safety. It can be activated by any member of the SRC. Generally, the team is activated to investigate accidents serious in nature; however, personal injury and extent of damage are not the sole criteria.

A potentially hazardous condition, or an incident which has the potential for serious injury or damage are investigated, as well.

Events of this nature may include fatalities, derailments, explosion, fire, or any other loss-causing event that results in injury, emergency evacuation, or substantial property damage to fixed guideway and non-fixed guideway property, or to a Vehicle.

8.9.7 Investigation Report Confidentially

All formal safety investigations are confidential. Investigations include the following steps (as appropriate):

- An on-site inspection of the accident/incident scene
- Review of reports written by involved personnel
- Interviews with involved personnel and witnesses
- Reviews of laboratory results of post-incident substance abuse testing
- Review of the following physical evidence:
 - ✓ System log data relative to time relationships of train movements, track circuit and signal status, switch movements, support system status, and controls emanating from the control center.
 - ✓ Yard control event recorder data
 - ✓ Vehicle and signal system event recorder data
 - ✓ Communication tapes



- ✓ Train control relay position data
- ✓ Train alarm tabulation printouts
- ✓ Cab signal, car equipment and trackwork maintenance inspection and damage reports; and
- ✓ Operation control center documentation.
- Perform system tests; and
- Coordinate accident reconstruction activities.

Information acquired during the above steps does not provide sufficient information to determine accident/incident/hazardous condition cause and contributing factors, safety and hazard analysis process is initiated to provide a clear understanding of the event cause.

Investigation Team members carefully coordinate their activities with appropriate law enforcement officials when death investigations, or investigations of serious incidents involving possible criminality are underway or pending, especially regarding site disturbance, interviews, and the collection of pertinent tapes and documents. Investigation of criminal acts is the responsibility of the appropriate law enforcement organization(s).

A final report with findings, conclusions, and recommendations follows all investigations. The Team, through the Manager, System Safety, submits a report of its findings to the SRC.

8.9.8 External Notification Procedure

External notification and investigations are accomplished in accordance with external organization requirements as shown below.

8.9.8.1 NJT ASM and NJDOT

HBLRTS will notify NJT ASM and NJDOT within 2 hours, by telephone and email, of any accident, resulting in the following:

- Fatalities (one or more fatalities within 30 calendar days of safety event. This requirement includes all loss of life (fatality) that occur on a transit property or are related to transit operations or maintenance).
- Serious Injury
 - Requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was received.
 - Results in a fracture of any bone (except simple fractures of fingers, toes, or nose) causes severe hemorrhages, nerve, muscle, or tendon damage.
 - Involves any internal organ.
 - Involves second- or third-degree burns, or any burns affecting more than five percent of the body surface.
- Collision between a rail transit vehicle and another rail transit vehicle.
- Collision of a rail transit vehicle at a grade crossing.
- Collision of a rail transit vehicle with a person, motor vehicle, or object (Resulting in substantial damage, serious injury, or fatality).
- A runaway train.
- Evacuations (due to life safety reasons).



- Derailments (all).
- Fires (resulting in a serious injury or fatality).

Notification Phone Numbers are included in Appendix E.

When the accident, incident, or condition involves post-accident inspections, examination, or testing, NJT ASM and NJDOT are notified so that they may participate in the investigation. Notification.

8.9.8.2 National Transportation Safety Board (NTSB), and Federal Transit Administration (FTA)

NJT ASM is responsible for notifying the NTSB. HBLRTS will notify the SSOA/FTA **within two hours**, by telephone, of any accident involving:

EVENTS	FTA and NJDOT SSO Program Criteria	Exclusions
Fatalities	One or more fatalities within 30 calendar days of safety event. This requirement includes all loss of life (fatality) that occur on a transit property or are related to transit operations or maintenance.	This requirement <i>excludes</i> deaths resulting from illness or other natural causes, criminal homicides, and drug overdoses, which are not related to collisions with a rail transit vehicle.
Serious Injury 1. Requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was received. 2. Results in a fracture of any bone except simple fractures of fingers, toes, or nose). 3. Causes severe hemorrhages, nerve, muscle, or tendon damage. 4. Involves any internal organ. 5. Involves second-or third-degree burns, or any burns affecting more than five percent of the body surface.	One or more serious injuries outlined in item 1-5. This includes all serious injuries that occur on a transit property or are related to transit operations or maintenance.	This requirement <i>excludes</i> serious injuries resulting from illness or other natural causes, drug overdoses, and criminal assaults that are not related to collisions with a rail transit vehicle.
Collision between a rail transit vehicle and another rail transit vehicle	All	This requirement excludes hard couples.



Collision of a rail transit vehicle at a grade crossing.	Resulting in substantial damage, serious injury, or fatality.	Substantial damage excludes damage that is limited to: • Cracked windows • Dents, bends, or small puncture holes in the body • Broken lights, mirrors • Removal from service for minor repair or maintenance, inspection, testing, or video and event recorder download.
Collision of a rail transit vehicle with a person, motor vehicle, or object.	Resulting in substantial damage, serious injury, or fatality.	
A runaway train	All	
Evacuations	Due to life safety reasons	
Derailments	All	
Fires	Resulting in a serious injury or fatality	

The FTA will be provided with the following initial information:

- Name and title of person reporting;
- Name of transit system;
- Location of accident;
- Time and date of accident;
- Brief description of accident;
- Number of casualties;
- Number of fatalities;
- Number of injuries; and
- Estimate of property damage.

The Manager of System Safety will coordinate all additional information and requests from the FTA. Should the NTSB conduct an on-site investigation the Manager, System Safety will coordinate all efforts on behalf of TFCRC.

8.9.9 Accident/Incident/Hazardous Condition Reports and Documentation

Accident, incident, and hazardous condition reports are prepared and submitted as required, to NJT ASM CSO and NJDOT. Draft Final Investigation Reports are submitted by the system (HBLR) to the CSO/ASM, who reviews the reports for completeness, and submits them to the SSO program.

8.9.10 Reports to NJT ASM and NJDOT

HBLRTS will submit initial 24-Hour reports via the NJDOT EAR Database. Follow-up reports of the accident/incident/hazardous condition to NJT ASM for review and approval, within 30 days of the event.



The 24-Hour report will contain the following elements:

- Name and job title of person reporting and name of RTA/RFGPTS
- Event type (fatality, injuries, property damage, evacuation, derailment or other)
- Location, time, and date
- Notification time for NJDOT SSO program
- Fatalities
- Injuries
- Rail transit vehicle(s) involved (type, number)
- Other vehicle(s) involved (type, number)
- Property damage estimate
- NTSB, FRA, TSA reportable
- Short description of the event
- Immediate actions
- RTA/RFGPTS primary person (i.e., Chief Investigator) conducting the investigation (name, title, phone and fax numbers, email address)

If the investigation has not been completed, written interim reports, outlining progress to date, are submitted. Progress reports submitted to NJDOT from the CSO.

A monthly report is submitted to NJT ASM and the CSO submits this report to the NJDOT of all incidents and unacceptable hazardous conditions.

NOTE: NJT ASM and NJDOT may conduct separate, independent investigations at their own discretion. HBLR has the right to review and comment on third-party independent investigations.

8.9.11 Corrective Action Resulting from Investigations

Each accident, incident or hazardous condition reported, (resulting from an accident investigation or the hazard management process), requires Corrective Action.

The following identifies the process for preparation, implementation and tracking to close out, Corrective Action, and the process for managing potential conflicts related to investigation findings and corrective action plan development.

The discovery of a hazardous condition after an accident or incident event, the HBLRTS will submit to NJT ASM, a Corrective Action for concurrence that sets forth in detail the actions the HBLRTS will take to eliminate, minimize, or control the occurrence of the accident, incident, or hazardous condition, and include an implementation schedule.

Certain conditions may require HBLR to begin implementing a CAP prior to approval from NJDOT to implement corrective action. In such a situation, an exception to NJDOT's approval process is granted for immediate or emergency corrective actions that must take place immediately to ensure safety.

Additionally, a Corrective Action Log is maintained, which identifies and presents the status of corrective action plans that have been submitted and concurred by NJT ASM. Update corrective action plan information is provided through monthly corrective action



implementation updates. Corrective actions tracked include those resulting from investigation reports. NJT ASM submits all updates to NJDOT SSO for approval and close-out.

8.9.12 Coordination with NJ Transit ASM

Coordination between the HBLRTS and NJT ASM related to accident, incident and hazardous conditions is accomplished in accordance NJT ASM and NJDOT Standards and Procedures for Accident, Incident and Hazardous Condition Notification, Investigation and Reporting.

8.10 SECURITY & EMERGENCY PREPAREDNESS

This PTASP describes only safety-related activities for the HBLRTS. The Security and Emergency Preparedness Plan (SEPP) describes all security and emergency preparedness-related activities and is a sub-plan to this PTASP. It identifies security and emergency preparedness activities of the HBLRTS. The SEPP is reviewed annually and submitted to NJDOT SSOA by NJT ASM for approval.

8.11 INTERNAL AUDIT PROCESS

The following describes the Internal Audit Process:

Integrity of the Audit Process

The Safety Manager, in consultation with line Management, selects the Audit Leader and Team proficient in the areas being audited, ensuring that the audit team does not include staff from the functions and/or units being audited. They ensure that all audits are conducted in a cooperative, professional manner, and include an administrative process for resolving problems, disagreements, or findings.

8.11.1 Audit cycle/schedule

Both announced and unannounced audits are performed. Announced audits are scheduled and announced to minimize disruption of activities. Unannounced audits are performed as part of the audit process wherein only the Manager, System Safety is informed. All audits will have concurrence of HBLRTS Management. Internal system safety audits occur on a three-year rotating schedule which addresses all the required elements of 49 CFR Part 673 & 674. ***See schedule on pages 57-59.***

8.11.2 Audit Checklists and Procedures

Auditing teams utilize checklists approved by the NJDOT SSO in their audit. The checklists reflect the items and areas and the department being audited. The audited department is given the required opportunities to provide support documentation to the auditors to “close” the items on the checklist.

Auditors may choose a day to do spot checks of individual records, such as maintenance records or personnel qualification records. NJ Transit and NJDOT Office of State Safety Oversight will be notified 30 days prior by the Manager, System Safety of upcoming Internal Audits.



8.11.3 Audit Reporting

The auditing group prepares an audit report which is provided to the Manager, System Safety, who in turn provides copies of the document to HBLRTS Management. Appropriate HBLRTS Management/Staff prepares responses to the audit. Audit teams are proficient in the areas being audited.

The Manager, System Safety ensures that all audits are performed on a coordinated basis with full support of HBLRTS management.

Documents that will not be audited include confidential records and financial records, and other sensitive materials. Once an audit date and scope are established, all departments involved in the audit provide full cooperation to the auditors. Completed audits include findings, observations, open items, problem areas, corrective actions, and a schedule for implementation of the corrective actions.

The audit report includes a summary of open items, areas of concern and the required corrective actions. CAPs are formally submitted to the NJT ASM (via EAR). The NJT ASM is required to review and provide concurrence for all CAPs prior to being submitted to SSOA for review and approval. Corrective actions, including a schedule for implementation are approved by HBLRTS Management and are tracked for compliance until close-out by the respective managers.

At the end of the audit, the audit team briefs management concerning the areas of concern and recommends corrective actions.

8.11.4 Annual Audit Report to NJT ASM and NJDOT

Copies of the final internal audit reports are submitted to NJ TRANSIT and NJ Transit Chief Safety Officer provides formal notice of annual report submittals to NJDOT SSO as part of the annual report. HBLR coordinates these activities through the CSO with the NJDOT-SSO.

8.11.5 Coordination with NJT ASM and NJDOT

The HBLRTS coordinates its internal safety audits (ISA) with NJT ASM through submittal of the annual and three-year internal audit safety review schedules, checklists, and reports to the CSO who submits to the NJDOT SSO for review/approval. HBLR is updating the program to comply with NJDOT Program Standard Appendix L.

8.11.6 Audit Completeness

The Manager, System Safety ensures that all audits are performed on a coordinated basis with full support of HBLRTS management. Documents that will not be audited include confidential records and financial records, and other sensitive materials. Once an audit date and scope are established, all departments involved in the audit provide full cooperation to the auditors. Completed audits include findings, observations, open items, problem areas, corrective actions, and a schedule for implementation of the corrective actions. All internal safety audits are fully documented and reported to NJT ASM and NJDOT immediately following the audit with the appropriate NJT Accountable Executive signed Certification letter to ensure that hazards are subjected to the hazard identification and resolution process for action to include tracking until resolved. The findings of



the audit are then assessed, and CAPS are developed in order to track and close any open findings. Monthly meetings will be held in order to track and close each of the CAPs. The President & CEO and the Accountable Executive has the final determination for the development and implementation of CAPS.



8.11.7 External Audits

It is also important that periodic external reviews and audits are accomplished to continually evaluate safety programs. These external audits may be conducted by peer groups, NJT ASM and NJDOT, or other regulatory agencies.

NJT ASM and NJDOT staff are responsible for oversight of the safety program. Oversight may be achieved through review of various safety reports and witnessing of inspections, participation in training sessions, and the general observation of work practices and total program audits.

ANALYSIS OF ASP ELEMENT Internal Safety Audits/SCHEDULE HUDSON BERGEN LIGHT RAIL TRANSIT SYSTEM YEARS PLANNED 2024, 2025				
Grouping	ASP Element/Task	2023*	2024	2025
Grouping 1. ASP/SMS Implementation	Review records and recordkeeping for the SMS and its implementation. Annual ASP Review and Update Certification of Compliance Element 4. Plan Review and Modification Documentation and Tracking of Minimum Standards for Safety Integration with Public Safety and Emergency Management Element 11. Emergency Management Program SEPP All Elements/Topics Emergency Operations/Management Plan(s) and Related Training for RTA staff and Emergency Responders Drills and Exercises Program Most Recent TSA BASE Review Assuring Integration of the Safety Department in Policy and Procedure Development and Changes	COMPLET ED. PTASP ELEMENTS 1-8 AUDITED	SCH EDU LED	SCH EDU LED
Grouping 2. Safety Management Policy	Safety Management Policy documentation, signed/endorsed by the Accountable Executive Agency's safety objectives Organizational Accountabilities and Responsibilities Employee Safety Reporting System Policy Communication Throughout Transit Agency Safety Program Definition and Administration Element 1. Policy Statement Element 2. Purpose, Goals, and Objectives Element 3. Management Structure Element 4. Plan Review and Modification Element 5. Plan Implementation		SCH EDU LED	SCH EDU LED
Grouping 3. Safety Risk Management	Hazard Identification Risk Assessment and then Prioritization Selection and Implementation of Mitigations Element 6. Hazard Management Process Element 7. Safety Certification Process – for the formal hazard analyses Element 8. System Modifications – for the formal hazard analyses		SCH EDU LED	
Grouping 4. Safety Assurance – Safety Performance Measures and Targets for Improvement	Element 9. Safety Data Acquisition Safety Performance Criteria, Targets, and Measures National Safety Plan FTA Guidance on Safety Performance Measures and Targets Coordination with the State and MPO for Safety Performance Measures and Targets SSO Program Standard Requirements/Procedures for Hazard/Risk Identification, Data Collection, and Analyses/Assessments Hazard Log, Risk Register, and Corrective Actions/Mitigations Tracking and Status CAPs definition, tracking, closure process Element 24. Minimum Document Submission to the NJDOT SSO Program		SCH EDU LED	
Grouping 5. Safety Assurance – Notifications	Element 10. Reportable Event Notification, Investigation, and Reporting Element 11. Emergency Management Program Element 23. Roadway Worker Protection		SCH EDU LED	



and Investigations of Safety Events	RTA/RFGPTS Investigation Procedure(s) SSO Program Standard Requirements/Procedures for Safety Event notifications and investigations Emergency Response/Operations Procedures Rail Operating Rule Book and Required Training Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training Field Supervision SOPs and Required Training			
Grouping 6. Safety Assurance – Compliance with Operations Rules/Procedures	Element 13. Rules Compliance Element 22. Hours of Service Rail Operating Rule Book and Required Training Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training Field Supervision SOPs and Required Training Inclement Weather Procedures and Refresher Training Operator Certification/Refresher Training and Record-Keeping Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency		SCH EDU LED	
Grouping 7. Safety Assurance – Compliance with Inspection and Maintenance (I&M) Requirements	Element 14. Facilities and Equipment Inspections Element 15. Maintenance Audit and Inspection Program Element 23. Roadway Worker Protection Transit Asset Management (TAM) Plan Inspection and Maintenance (I&M) Manuals, SOPs, Standards, Supervision, Training, and Competency Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training			SCH EDU LED
Grouping 8. Safety Assurance – Compliance with Local, State, and Federal Safety Requirements	Element 18. Compliance with Local, State, and Federal Safety Requirements, includes OSHA-Related Requirements at the state, local, and/or transit agency level Element 19. Hazardous Materials Program Element 20. Drug and Alcohol Program			SCH EDU LED
Grouping 9. Safety Assurance – Management of Change	Element 7. Safety Certification Process Element 8. System Modifications Element 17. Configuration Management Element 21. Procurement Configuration Management Plan (CMP) Safety Certification Plan (SCP) Tracking of Significant Capital Projects Safety-Related Procurement Specifications/Requirements			SCH EDU LED
Grouping 10. Safety Assurance – Continuous Improvement	Element 12. Internal Safety Audit Program Tracking the Three-Year Cycle of ISAs Element 9. Safety Data Acquisition – includes results from investigations, internal audits, emergency management Assuring Integration of the Safety Department in Policy and Procedure Development and Changes Element 4. Plan Review and Modification			SCH EDU LED
Grouping 11. Safety Promotion – Training	Element 16. Training and Certification Program Rail Operating Rule Book and Required Training Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training Field Supervision SOPs and Required Training Inclement Weather Procedures and Refresher Training Operator Certification/Refresher Training and Record-Keeping Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training			SCH EDU LED



	Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency			
Grouping 12. Safety Promotion – Communication	Policy Communication Throughout Transit Agency Element 9. Safety Data Acquisition – data analysis results for investigations, internal audits, hazard management, emergency response, rules/procedures compliance Safety Performance Criteria, Targets, and Measures Employee Safety Reporting System			SCH EDU LED

8.12 RULES COMPLIANCE

From a compliance perspective the HBLRTS Operating Rule Book is the governing document from which a compliance is determined.

Rules Compliance responsibility of the Rules Examiner

The Rules Examiner is responsible for all issues regarding procedure and compliance with operating rules. He or she provides instruction to employees whose duties are in some way affected by the operating rules and maintains records of periodic and special rules examinations. The Rules Examiner conducts field observation checks and classroom training to ensure understanding and compliance to the requirements of the operating rules.

In instance of an accident or violation of the operating rules, the Rules Examiner assists the investigation team in determining facts related to rules procedures. The Rules Examiner makes recommendations for additions, modifications, or deletions to the operating rules.

8.13 FACILITIES AND EQUIPMENT INSPECTIONS

8.13.1 Facilities and Equipment Subject to Inspections

HBLRTS operating and maintenance facilities and equipment undergo a complete inspection by the Safety Department at least once a year to ensure the safety and health of employees. Hazards discovered during inspections are reported and follow the hazard resolution process.

Individual maintenance shops within the maintenance facilities are formally inspected monthly. These inspections are conducted using inspection forms, and include inspections to verify OSHA compliance, personal protective protection utilization, inspections of equipment, housekeeping inspections, inspections to verify industrial hygiene practices, etc. However, informal inspections may be conducted at any time. Inspection reports are issued which list the hazards and the safety and health problems found during the inspection. Follow-up inspections and reports are completed within 30 days. The department responsible for the inspected area is required to provide a schedule of corrective actions within 30 days. Follow-up inspections and reports are made 30 to 60 days after the initial inspection.

The Fixed Plant Maintenance Plan describes basic maintenance fixed plant elements of HBLRTS. The plan provides for the inspection, condition monitoring, routine servicing, preventive maintenance, overhaul, and replacement requirements for the system.

The Plan provides for maintenance of the fixed plant, and explains the technical, operational, and organizational approach required to satisfy this doctrine.



The Fixed Plant Maintenance Plan is supported by lower-level documents which provide technical requirements for specific systems. These include:

1. Standards for Inspection and Maintenance of Track and Way
2. Standards of Inspection and Maintenance of the Electrification System
3. Standards for Inspection and Maintenance of Communications and Signal Equipment

The goal of the maintenance plan is to ensure that the HBLRTS meets all safety, availability, and reliability requirements to achieve passenger satisfaction and comfort.

This plan ensures: 1) a high degree of continuity and consistency in routine maintenance activities, 2) a structured process for improving the productivity and efficiency of fixed systems functions, and 3) a fulfillment of FTA's Section 9 requirements.

8.13.2 Categories of Maintenance

Maintenance tasks are divided into four major categories:

- **Inspection and Test (I&T):** Activities which are performed to determine and verify the condition or readiness of equipment, for example, monthly turnout inspection.
- **Preventative Maintenance (PM):** Those maintenance activities that are performed on a schedule to ensure availability, safety or prolong the service life of facilities and equipment. PM activities are scheduled based on frequency of use (e.g., cycle, hours of use or pure elapsed time) and not from differences observed during I&T.
- **Corrective Maintenance (CM):** These refer to demand responsive maintenance activities that are necessary because they affect operations or the safety of patrons or are in response to in-service failures, or to unsatisfactory conditions which are identified during inspections and testing (I&T).
- **General Maintenance (GM):** Those maintenance activities that are necessary to maintain service quality, such as graffiti removal.

8.13.3 Types of Maintenance (Safety Critical)

While inadequate or improper maintenance on any of the HBLRTS may potentially have safety implications, HBLRTS recognizes that failures or incorrect operation of certain systems may directly cause hazardous conditions. Such systems are designated as "Safety Critical Systems." The Safety Critical Systems include:

- Stations
- Train Control
- Track
- Electrification
- Viaducts
- Right of Way (for fencing, the IDW, and drainage adjacent to track)
- Bridges
- Tunnel



Special requirements, including standards, employee certification, documentation, and quality assurance are imposed for these systems. Further details of equipment inspections and tests are described below.

8.13.4 Equipment Inspections

Equipment inspections are made in accordance with manufacturer guidelines, industry-accepted standards, and practices.

- Track inspections conform to FRA standards, such as:
 - Walking inspections twice a week
 - Riding inspections by track inspectors twice a week;
 - Ultrasonic inspection once a year; and
 - Gage and other geometry measurements twice each year.

Receiving inspection inspects/tests all incoming materials and equipment to contract specifications and segregates defective materials in a non-conforming material hold area in accordance with Quality control procedures.

8.13.5 Preventive Maintenance Inspection Schedules

A sweep of the alignment is performed by the first train each morning. The yard & shop areas are inspected monthly.

Routine inspections of the structures, bridges, inverts, and aerial guideways are performed at established cycles using approved guidelines.

System elements such as train control/signaling, grade crossing equipment, traction power, SCADA, and OCS are inspected at established cycles based on the manufacturer guidelines and industry experience. The period of these inspections may be varied based on climatic conditions, corrective maintenance demands, and length in service.

Vehicle inspections are made in accordance with industry-accepted procedures including periodic inspections specified by the LRV Running Maintenance and Servicing Manual and the Vehicle Heavy Maintenance Manual. Operators perform visual inspections and relevant systems checks prior to service-start.

8.13.6 Vehicle Maintenance Plan

Vehicle maintenance (VM) is divided into four areas: daily, preventive, program, and corrective. A brief description of each area is described below:

Daily Maintenance

Each car undergoes daily inspection and interior and exterior cleaning prior to release for service. The daily inspection check sheet is included in the Maintenance Plan for Vehicle Maintenance.

Preventive Maintenance

Preventive maintenance is a combination of periodic inspections and routine servicing with monthly, semi-annual, and annual intervals. During monthly inspections, any open or deferred work orders for minor repairs are performed. Bi-annual and annual preventive maintenance is based on equipment manufacturer's recommendations.



Program Maintenance

Program maintenance is primarily developed by Engineering with the support of equipment manufacturers, and consists of engineering changes, field modifications, seasonal programs, and overhauls.

Corrective Maintenance

Corrective maintenance consists of troubleshooting and repairing equipment in response to a reported malfunction, failure, defect, incident, or other abnormality. These abnormalities may be reported by train operators, OCC, inspection technicians, or quality inspectors.

Quality Assurance

The LRV Quality Assurance function ensures that Vehicle Maintenance processes, documentation and procedures are in place and properly utilized. LRV Quality assurance personnel monitor maintenance activity and documentation for completeness and accuracy. The quality assurance function will include reliability and maintainability analysis to identify trends in equipment performance.

8.13.7 Materials Control

Materials Control is the management of all components and equipment, whether inventory spares or in repair, it is used in support of maintenance of Vehicles and equipment. Responsibilities of material control include:

- Inventory Management,
- Warehousing and Distribution,
- Shipping and Receiving,
- Unserviceable Tagging, Disposition and Restocking,
- Planning and Purchasing,
- Expediting.

Materials Control will continuously monitor parts and equipment status and usage to identify shortages, potential shortages and optimize stocking requirements.

Engineering changes are design modifications established by equipment manufacturers or Engineering and affect form, fit, or function of a component or system. These modifications are typically effective for the entire fleet and future production and are documented using the Engineering Change Notice.

Field modifications may include an Engineering Change Notice established by equipment manufacturers or Engineering. These may affect the entire fleet and are documented by the use of Field Modification Instructions. These are typically developed to illustrate the implementation of the Engineering Change Notice, address a quality defect, or clarify a servicing or repair procedure.

Seasonal programs are servicing procedures or temporary modifications utilized to address seasonal sensitivities. Seasonal inspection and servicing are typically performed during semi-annual inspections.

Some examples of seasonal programs: air conditioning servicing for summer operations, alteration of cleaning procedures for winter operations, and coupler "bagging" to prevent snow and ice build-up.



Overhauls, or heavy maintenance, are performed on a program basis. The period and scope of overhaul programs are established using equipment manufacturers' recommendations, and data obtained during yearly inspections.

Overhauls are divided into major sub-component groups including trucks, hydraulic brake equipment, HVAC units, air compressors, pantographs, and passenger doors.

Failures and defects are reported by train operators using a Vehicle Defect Report. OCC provides Incident Reports, and inspection technicians utilize Discrepancy Reports.

All reports are brought to the attention of the Vehicle Maintenance Supervisor, who is responsible for investigating, documenting, disposition, and correcting the abnormality.

8.13.8 Maintenance Inspection Checklist Requirements

Checklists are used for all maintenance actions using an automated system that provides checklists as part of issuance of a work order.

8.13.9 Inspection-Hazard Management Coordination

Results from facilities and equipment inspections and tests are closely coordinated with the hazard management process. Hazards identified during these inspections are integrated into the hazard management process for tracking until resolved.

8.13.10 Risk Based Inspection Process

The FTA issued Special Directive 22-38 to the New Jersey Department of Transportation (NJDOT) requiring the development and implementation of a risk-based inspection program as required by 49 U.S.C. § 5329(k). To comply, the NJDOT updated the New Jersey Administrative Code (NJAC) 16:53 and developed a comprehensive set of risk-based inspection procedures, **in consultation with** the Transit Agency.

The update to **N.J.A.C. 16:53E**, which is included in Appendix B of the NJDOT Program Standard, provides the NJDOT SSOA the authority and capability to enter and perform inspections, both with and without advance notice, at each rail fixed guideway public transportation system. This updated administrative code grants authority for the NJDOT SSOA to access each transit agency to inspect a wide range of activities, including infrastructure, equipment, records, personnel, and data. In addition, the changes establish that access to entries shall be provided by the fixed guideway public transportation system which may include but are not limited to keys, codes, data cards or remotes.

The transit agency will issue access/id cards to all NJDOT Inspectors.

The **procedures** encompass various key aspects related to inspection activities within the rail fixed guideway public transportation systems, reporting requirements, as well as data collection activities. These procedures address critical elements such as the 1) Scheduling of inspections, 2) Inspection reports, 3) Handling immediate safety concerns (and defects), and the various



inspection activities, including 4) Inspections specifically tailored to the equipment, infrastructure, and practices of each rail system, 5) Event verification, 6) Ongoing monitoring, 7) Defects and corrective or remedial action, and 8) Tracking of implementation of corrective or remedial actions.

The transit agency will **adopt** the risk-based inspection procedures in the NJDOT Program Standard Appendix D as follows:

- **Procedure SSO-014** - RBI - Inspection Activities, Scheduling and Coordination with Transit Agencies
- **Procedure SSO-015** - RBI - Inspection, Report Development & Distribution
- **Procedure SSO-016** - RBI - Tracking & Resolution of Inspection Findings
- **Procedure SSO-017** - RBI - Data Sharing & Collection
- **Procedure SSO-018** - RBI - Data Management System

In addition, the transit agency will provide the NJDOT SSOA with the data that is collected when identifying hazards and assessing and mitigating safety risk, as well as Safety Program Data, Maintenance Data & Inspection Data. The data will be electronically submitted via the approved file share service to the NJDOT SSOA monthly and follow the required format.

For announced inspections, the NJDOT Inspector will notify the transit agency prior to the inspection and notify and/or meet with their designated point-of-contact upon arrival. The inspector must present their credentials, including an identification/badge, and sign in when applicable.

For unannounced inspections at unrestricted access locations, NJDOT Inspectors will have unsupervised access. This includes all public spaces and most rail facilities that do not present a safety concern.

For unannounced inspections to areas identified as restricted (ROW, substations, control rooms, or other areas due to safety or security reasons), the NJDOT Inspectors will notify the Operations Control Center (OCC), (201) 209-2555, upon their arrival. Upon receiving notification, the OCC will acknowledge the NJDOT's presence and coordinate an escort.

During normal business hours (07:00-17:00), the transit agency will provide an escort within sixty (60) minutes and within one hundred twenty (120) minutes during non-typical business hours (17:01-06:59).

The transit agency will provide thirty-minute updates as to when an escort arrives. In the event the transit agency cannot provide an escort within the allotted timeframes, the transit agency will provide an explanation and updates as to when an escort will arrive.

The point of contact for announced inspections, or the assigned escort for unannounced inspections, will verify that the NJDOT Inspector(s) has the necessary personal protective equipment, certifications, and training.



The results of the NJDOT Inspections are documented in inspection reports that are shared with the transit agency within thirty (30) calendar days of the inspection. The NJDOT Inspector will report all immediate safety concerns (threat of death or serious physical harm) immediately upon discovery. The transit agency will respond to all Findings, including Safety Concerns, Clarification Requests, and Recommendations. All Findings will be tracked by the transit agency to closure.

Hazards and risks identified through the NJDOT inspection process are assessed using the transit agency's safety risk management process. The transit agency will provide a monthly RBI Report to NJDOT, which will be utilized by the NJDOT for risk-based inspection monitoring and prioritizing inspection activities.

Collectively, NJAC 16:53 and these procedures establish the NJDOT SSOA's authority and a comprehensive framework for the effective implementation and management of the NJDOT's RBI program.

8.14 MAINTENANCE AUDITS/INSPECTIONS

Effective maintenance is required for safe and efficient light rail operations. HBLRTS has adopted maintenance standards that make safety and availability the primary objectives of the system. These goals will be met by the incorporation of preventive and corrective maintenance programs for all aspects of the system.

All Physical Plant, Fixed Systems and Vehicle Maintenance activities specified in the original equipment manufacturers' (OEM), or maintenance manuals are performed in a professional and timely manner. All requirements to maintain and enforce warranties, and to verify and document the functionality and performance of safety critical equipment, will be satisfied.

Implementation of maintenance activities is under the direction of the Superintendent of Maintenance of Way for fixed plant equipment as well as certain railroad and work equipment and the Superintendent of Vehicle Maintenance. These individuals coordinate their actions with the respective Operations Safety and Maintenance Safety Training Programs for employee development requirements.

8.14.1 Systems and Facilities Subject to Maintenance Audit

As previously stated, inadequate or improper maintenance on any of the HBLRTS may potentially have safety implications, HBLRTS recognizes that failures or incorrect operation of certain systems may directly cause hazardous conditions. Such systems are designated as "Safety Critical Systems." The Safety Critical Systems include:

- Vehicles
- Stations and Shelter Stops
- Train Control
- Track
- Electrification
- Viaducts
- Right of Way (for fencing, the IDW, and drainage adjacent to track)
- Bridges



- Tunnel

Specific requirements, including standards, employee certification, documentation, and quality assurance are imposed for these systems.

8.14.2 Failure and Corrective Maintenance

It is the goal of HBLRTS maintenance to minimize system down time and maximize system availability.

Failure Correction is developed based first on safety and then equipment availability. Under no circumstances is unsafe equipment permitted to remain in service. Essential corrective maintenance is not deferred beyond the next scheduled preventive maintenance examination.

Corrective Maintenance is generally performed in response to an “in-service” failure (referred to as a “service failure”) or as a direct action following an unsatisfactory inspection and test. It may also require informal observation or vendor (supplier) directive.

8.14.3 Audit/Inspection Findings and Resolution

A log of failed or unsatisfactory inspections, test results, and corrective actions is maintained by the Superintendent of Maintenance of Way, Superintendent of Vehicle Maintenance and Manager, System Safety for incorporation into the Hazard Management Process.

Where the results of the inspection and test activities are such that transportation services are adversely impacted (e.g., if track inspection determines that a speed restriction is required), the OCC is notified, and an entry made on the Service Failure Log. Any result of an inspection and test action which adversely impacts service availability is considered an “in service” failure.

8.14.4 Maintenance Program Monitoring

The maintenance program is monitored on a regular and frequent basis to identify trends in equipment performance.

This information is used to identify reliability improvement opportunities, such as the replacement of unreliable components based on life cycle cost analyses, etc. Reliability and maintainability data is also used to redefine maintenance intervals and maintenance cycles based on experience over the term of the Operations and Maintenance phase of the contract. These intervals are increased or decreased to provide more cost-effective maintenance.

Certain MOW and Fixed Plant maintenance activities are performed by subcontractors, while others are accomplished directly by HBLRTS staff. The coordination and management of both are the responsibility of the Superintendent of Maintenance of Way.



8.15 TRAINING

8.15.1 Training and Certification Review/Audit

Audits of training will include the verification of employee training, certification, and retraining programs as appropriate. The audit will verify that the HBLRTS employee instructions and course contents meet the expectations of training and certification requirements. The content and presentation of the training programs are evaluated on a periodic basis.

The courses are conducted and documented with complete and accurate records. Records are maintained in a secure location by the Training Department.

Maintenance personnel, operations personnel, and personnel responsible for safety will complete de-escalation training. This training will be part of initial on-boarding for the personnel identified, as well as on a refresher basis every three (3) years.

8.15.2 Employee Safety Training

HBLRTS employee training is conducted for all operations and maintenance personnel to include the following:

- Safety/Industrial Hygiene Training and Education
- Operations Related Safety Training
 - Train Operator Training and Qualifications
 - Transportation Supervisor and Controller Training and Qualifications
 - Maintenance Personnel Training and Qualifications
 - Safety Critical Training and Certification Compliance

8.15.3 Safety/Industrial Hygiene Training and Education

The Operational Safety Manager provides training to HBLRTS employees in basic, safe work practices and hazard identification. Employees exposed to chemicals and/or physical agents receive training in industrial hygiene principles, use and care of personal protective equipment, and the hazards and safe handling methods associated with chemicals.

Employees whose job functions include exposure to special hazards receive additional training including, but is not limited to, confined space entry, blood borne pathogen, HazCom, or other safety-specific training.

8.15.4 Operations Related Safety Training

Safety training is conducted on HBLRTS equipment, operating rules, and procedures. Copies of SOP's and rules are given to all HBLRTS operating personnel. The Manager, System Safety assists the Transportation Department in the formulation of training programs, SOPs, and rules. SRC is responsible for the review and approval of all operating rules and procedures and operations training programs, prior to their implementation.

All safety-sensitive positions directly engaged in rail operations or in Rail Operations Management are subject to random drug and alcohol testing, random safety checks, limitations on hours worked and certification/recertification on an annual basis. Additionally, personnel must pass an annual examination of the operating rules, safety rules and procedures.



Each person who fails the annual examination is given special retraining. The preparation, administration, and maintenance of these examinations and related records are the responsibility of the employee's respective department.

Additionally, personnel must pass an annual examination of the operating rules, safety rules and procedures. Each person who fails the annual examination is given special retraining. The preparation, administration, and maintenance of these examinations and related records are the responsibility of the employee's respective department.

8.15.5 Train Operator Training and Qualifications

All new Train operators are given the Transit Vehicle Operator training course. This course covers rules, procedures, and actual vehicle operation. Each new train operator is certified by practical testing to validate operational readiness and knowledge of operating and safety rules and procedures. Annually each operator is given a refresher course on the rules and procedures and is re-certified by written and practical testing.

8.15.6 Transportation Supervision Training and Qualifications

Each Transportation Supervisor receives training in vehicle operations, including rules and regulations, efficiency checks, emergency response, accident/incident investigation, customer assistance, and vehicle maintenance troubleshooting.

The Safety Department coordinates with the Training department to train Transportation Supervisors in accident/investigation procedures performed in accordance with the HBLRTS SOP. Each supervisor is certified by both written and practical testing to validate operational readiness and knowledge of operating and safety rules and procedures. Annually each Supervisor is given a refresher course on the rules and procedures and is re-certified by a written and practical examination. Controllers are qualified and certified.

Transportation Supervisors who have received additional training and certification in the areas of vehicle movements, including direct action and control of routes, coordination of emergency response and security activities, and coordination of construction and maintenance activities on the active railway are qualified as Controllers.

Controllers are certified by both written and practical testing to validate their operational readiness and knowledge of operating and safety rules and procedures. Annually each Controller is given a refresher course on vehicle movements, and emergency and operating rules and procedures, and is re-certified by written and practical examination.

8.15.7 Fixed Facility and LRV Maintenance Personnel Training and Qualifications

Maintenance requirements, methods, and procedures for HBLRTS equipment and systems described in manuals, handbooks, and other documentation developed for the training and certification of maintenance personnel. Use of personal protective equipment (PPE), emergency equipment, and safety instruction are included within the training program.

Maintenance Supervisors are responsible for ensuring Maintenance Personnel required to operate vehicles, hi-rail equipment, heavy equipment, or other specialized vehicles/ equipment/apparatus are certified by both written and practical testing (to document the employee's knowledge of safety and operating procedures and skill in the proper and safe operation and procedures).



Each employee is re-certified annually in the proper and safe use of equipment/vehicles by written and practical examination.

8.15.8 Safety Critical Training and Certification Compliance

To ensure that compliance to training and certification of HBLRTS staff, the following is presented:

- The Training Department, with assistance from the Safety Department, is responsible for operational training, including the training of new staff as assigned.
- Various levels of safety training are established for HBLRTS staff and Emergency Responders so that employees can effectively fulfill their respective responsibilities. Employees receive safety training appropriate to their level of responsibility. Figure 8-5 below provides a matrix of Training, Including Emergency Responders

Figure 8-5: Safety Training Requirements

Courses	Staff Level				
	Emergency Responders	OCC Controller	Operator	Supervisor	HBLRTS Staff
HBLRTS Orientation	X ⁵	X	X	X	X
HBLRTS SOP's & EMP's	X ⁵	X	X	X	X
HBLRTS Safety Rules	X ⁵	X	X	X	X
HBLRTS Safety Systems	X ⁵	X		X	X
HBLRTS -Facilities & Vehicles	X ⁵	X	X	X	X
Roadway Worker Training	X ³	X ³	X ³	X ³	X ³
Emergency Responder Training	X ¹	X		X ²	
Incident Command Training	X ¹	X		X ²	
Interagency Training ⁴	X ⁴	X			X ³
CPR		X ³	X ³	X ³	X ³
First Aid		X ³	X ³	X ³	X ³
Hazardous Material Awareness		X		X	
Facility & Operational Security	X ³	X ³	X ³	X ³	X ³
De-Escalation Training		X	X	X	X

1 Qualified and not required

2 Supervisors designated as On-site incident coordinators

3 Selected Staff

4 Includes table-tops, drills, functional and full-scale simulations

5 Training limited to ROW access, equipment familiarity and HBLRTS Emergency Procedures



NJT and HBLR employees and contractors whose job function is responsible for safety oversight of the agency are required by 49 CFR Part 672 to complete the Public Transportation Safety Certification Training Program (PTSCTP). This includes personnel whose primary job functions include the development, implementation, and review of this PTASP, and/or the NJDOT requirements for the agency pursuant to 49 CFR parts 674. Completion of the 1- hour Safety Awareness On-line training course is required for PTSCTP recertification every 2 years.

8.15.9 Contractor Safety Training

The Health & Safety Manager, and the Manager, System Safety administer the Construction E, S&H Program when contractors' work affects HBLRTS operations, passengers, facilities, and personnel.

Contractors are required to comply with all applicable OSHA standards for the safety of employees as well as to safeguard HBLRTS employees, contractors, passengers, and the public.

All contractors and subcontractors working on or interfacing with the HBLRTS are required to attend safety training prior to working on the operating system. This training course is developed jointly by the operating department and the Safety Department.

HBLRTS Operating and Safety Rules and Procedures are included in each contractor/Subcontractor contract, and these rules and procedures bind them while performing work on the HBLRTS.

8.15.10 Maintaining Training Records

All records of HBLRTS personnel training are retained in the Training Department, including training certification and re-certification. Training records are maintained indefinitely.

8.15.11 Training Compliance Requirements

The Training and Administration Managers report to the TFCRC President, CEO & Director, Rail Operations and is responsible for coordinating all training activities within the HBLRTS organization.

This includes the tracking of employee certifications and notification of their expirations, scheduling annual re-certification training, and analyzing historical training activities to improve the organization's time management without degrading the assurance of safety within the system. Instruction to employees will be provided by this individual in the areas of expertise. Subcontracted and other off-site training courses are coordinated by the individual, including the development of courses, if necessary.

8.16 SAFETY COMMITTEES

HBLRTS has several safety committees to facilitate distribution of information and the proper resolution of safety issues.

The Safety Review Committee is the primary committee, and it is supported by the Fire/Life Safety Committee, System Change and Operations Review Committee, Change Control Board, Employee Development & Safety Recognition Task Group, etc. The Manager, System Safety Programs is represented on these committees.



The scope and responsibilities of these committees are presented in the following sections. Unresolved and open issues that result from these supporting committees are forwarded to the Safety Review Committee for resolution.

8.16.1 Safety Review Committee (SRC)

The Safety Review Committee oversees all Safety activities for HBLRTS, conducts periodic meetings as necessary, and is responsible for:

- Reviewing documentation (evidence of conformance to safety requirement), assigning responsibilities for open issues and approvals of certification documentation, conducting site visits, and defining safety and security-related tests and analyses, as required.
- Determining whether to accept specific conditions or requiring corrective action(s), including determining the specific methods to mitigate the conditions or potential hazards.
- Providing recommendations to the TFCRC President, CEO & Director, Rail Operations regarding certification and noncompliance of system elements.

The SRC consists of the following members:

- TFCRC President, CEO & Director, Rail Operations
- Transportation Department
- Fixed Facilities & LRV Maintenance Departments
- Chief Engineer
- Manager, System Safety
- The Safety Review Committee is chaired by the Manager, System Safety

In addition to ensuring the employees' welfare, each HBLRTS manager and supervisor is responsible for having knowledge of, and enforcing compliance with, all applicable federal and state OSHA laws, standards, and regulations.

8.16.2 Labor/ Management Committee

The Labor/ Management Committee meets at least monthly and is comprised of equally paired labor and management personnel from Maintenance of Equipment, Maintenance of Way, Transportation, Assistant Superintendent of Transportation, Assistant Superintendent of Maintenance, and the Safety Manager. Committee implementation and representation will fulfill "at a minimum, responsibility for identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment; identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended; and identifying safety deficiencies for purposes of continuous improvement." This committee will also be included in the review and approval process of the ASP. Records of minutes for each meeting, written agenda, distribution of committee's correspondence to be provided to all stakeholders in the safety review committee. SSOA may participate in meeting. Employee membership goes through a documented labor/ management selection process. Quorum of equally paired concurring members must exist for each meeting.



8.17 COMPLIANCE WITH LOCAL/STATE/FEDERAL REQUIREMENTS

8.17.1 Employee Safety Program

HBLRTS provides all employees with a safe workplace. This extends to operational practices e.g., access to hazardous areas, as well as to physical conditions.

Employees are provided with continuous training with respect to their responsibilities in the HBLRTS Safety Program, as well as on safety related documents such as the Rules for Conducting Transportation, the General Safety Rules, and the Special Instructions.

8.17.2 Occupational Safety and Health Program

The Occupational Environmental, Safety and Health (E, S&H) Program is a high priority for the. HBLRTS Manager, System Safety is responsible for monitoring implementation of project E, S&H. Manager(s) for Rail Operations, LRV Maintenance and Construction ES&H are responsible for ensuring compliance with safety programs, all applicable OSHA standards, and local codes. It is the responsibility of each department manager and supervisor to ensure a safe and healthy work environment for all employees under their direction. The HR & Labor Relations Manager has the responsibility for ensuring that employee information bulletin boards are posted and maintained.

8.17.3 Industrial Hygiene Program

HBLRTS conducts regular industrial hygiene studies such as air quality, noise level, hazardous materials, including wastes, and environmental stresses, to evaluate the degree of employee or patron exposure to chemical and physical agents encountered in the work environment, including the office environment.

The survey results are utilized to determine the necessary corrective action, including engineering and administrative controls and/or the required use of personal protective equipment. Reports of the industrial hygiene study are submitted to all affected departments.

Industrial hygiene studies are performed on a hazard priority basis to identify and eliminate exposures that exceed the Threshold Limit Value (TLV) and Permissible Exposure Level (PEL). The priority is established by the Manager, System Safety through an evaluation of the work processes, including type of work performed, types of chemicals or hazardous materials used to which persons are exposed, frequency and duration of exposure, and number of employee (or patrons) exposed.

Examples of high priority exposures are:

- Airborne concentrations of lead, silica and other toxic particulates and aerosols
- Organic solvents
- Excessive noise levels

In addition, high priority is given to employee or patron concerns, and requests for evaluations from HBLRTS Risk Management or Safety.

8.17.4 Personal Protective Equipment Program

Appropriate personal protective equipment (PPE) is provided, and its use required by HBLRTS personnel working on the system.



The use of PPE is evaluated for use by the respective Safety Superintendents (of Operations, Maintenance or Construction ES&H, as appropriate) prior to its purchase by the using organization. Management and supervisory personnel are responsible for providing the necessary PPE and enforcing its use by employees.

8.17.5 Medical Surveillance Program

Physical examinations are coordinated through the Manager, System Safety to monitor the health and welfare of employees, and to identify workplace conditions which may jeopardize their safety and health.

8.17.6 Contractor/Subcontractor ES&H Programs

The intent of the HBLRTS Contractor/Subcontract E, S&H Programs is to enhance individual protection and public safety by fostering awareness and concern for safety on the job site.

Implementation of Contractor/Subcontractor E, S&H requirements during construction, and those covered by the Federal and NJ State Occupational Safety and Health Administration, are the responsibility of HBLRTS and are included in the HBLRTS Construction E, S&H Program(s).

8.17.7 Contractor Safety Program

The Manager, System Safety administers the Construction E, S&H Program when contractors' work affects HBLRTS operations, passengers, facilities, and personnel.

Contractors are required to comply with all applicable OSHA standards for the safety of their own employees as well as to safeguard HBLRTS employees, contractors, passengers, and the public.

All contractors and subcontractors working on, or interfacing with the HBLRTS are required to attend safety training prior to working on the operating system.

This training course is developed jointly by the operating and safety departments and reviewed by the Manager, System Safety.

HBLRTS Operating and Safety Rules and Procedures are included in each Contractor/Subcontractor contract, and these rules and procedures bind them while performing work on or about the operating system.

8.17.8 Required Safety Program Compliance

Safety program requirements for compliance are an integral part of numerous HBLRTS committees that have been previously described or are as identified below. These committees establish the rules, procedures and guidance that must be complied with, for worker safety.



8.18 HAZARDOUS MATERIALS PROGRAM

The fundamental requirements of the Federal and State of New Jersey Right-To-Know laws/standards are included in the HBLRTS Hazard Communication Program. The Manager, System Safety enforces procedures that ensure compliance with the standards by employees of all departments.

Safety Data Sheets (SDS) for all chemicals and other hazardous materials that are being considered for purchase and use are reviewed and evaluated by Quality Assurance for approval, prior to use. The user will furnish the manufacturer's SDS for hazardous products, and information on the planned use and application methods. The procurement department ensures that the Manager, System Safety has submitted written approval of requested materials prior to procurement. HBLRTS trains its employees in the use of chemicals and hazardous materials. Follow-up is conducted on the field use of approved products to ensure that safe, proper handling methods are utilized.

8.18.1 Environmental Protection Program

As the operator of HBLRTS facilities and equipment, it is the responsibility of HBLRTS to minimize and control the generation of hazardous waste and pollutants to protect the environment.

HBLRTS management ensures that all facilities and equipment under its control and direction comply with all applicable NJDOT and federal environmental regulations.

The Manager, Safety & Quality Assurance is responsible for the coordination of hazardous waste manifests, storage, and removal and safe disposal of waste from HBLRTS facilities, and for the maintenance of any required records.

The Safety Manager performs routine environmental protection inspections throughout the HBLRTS sites to ensure compliance with applicable regulations. Procedures are established by the Manager, System Safety to monitor and coordinate all environmental protection activities of HBLRTS departments.

Although OSHA stipulates those employees are responsible for complying with OSHA standards, HBLRTS considers that it is responsible for the employees' compliance. HBLRTS ensures that procedures are established by all departments that facilitate disciplinary action against those individuals who fail to comply with applicable OSHA laws, standards, and regulations.

Examples of types of employee actions that require disciplinary action are failure to use/wear required personal protective equipment, failure to follow appropriate chemical handling procedures, and the unauthorized modification of safety equipment and devices

The Spill Prevention, Control and Countermeasure (SPCC) Plan described in Waste Management & Spill Prevention Control/Countermeasure Plan is required by the US EPA Regulations 40 CFR 112.

The Plan is required to be available for implementation on-site to prevent oil spills, to control spills if they occur, and to employ the necessary countermeasures to contain the spill.

It should be noted that the Vehicle Service and Maintenance Shop facility does not meet the criteria of a facility that "could reasonably be expected to cause substantial harm to the environment by



discharging into or on the navigable waters or adjoining shorelines." The Shop is generally designed as an Unlimited Area and Low Hazard (S-2). The analysis was based on Uniform Construction Code of New Jersey. This is referenced in the Waste Management & Spill Prevention Control/Countermeasure Plan.

8.18.2 Hazardous Waste Management Program

The Manager, Safety & Quality Assurance administers the Hazardous Waste Management Program to ensure that all HBLRTS facilities minimize and control the generation of hazardous waste and insure disposal in accordance with environmental regulations. Solvent and oil recycling programs are established to assist in maintaining the status of "Small Quantity Generator."

Hazardous materials storage areas are established for each facility, including designated accumulation storage areas. In addition, all employees who have responsibility for the control and disposal of hazardous waste are appropriately trained to ensure compliance with environmental regulations. Hazardous material emergency responses are developed and implemented to deal with emergency situations.

8.18.3 Waste-Water Abatement Program

The Manager, Safety & Quality Assurance maintains the Waste-Water Abatement Program to ensure that all spills and concentrations of hazardous materials and in process wastewater from HBLRTS facilities and equipment are controlled to minimize surface wash-off spillage in exterior areas. HBLRTS management is responsible for implementing the program for HBLRTS systems.

8.19 PROCUREMENT

The Manager, Maintenance, and Construction, the Manager, System Safety, and other potentially affected departments perform safety and security reviews of procurement specifications, designs for facilities, equipment, or systems, which may affect the safety and security of employees and passengers. The maintenance program is monitored on a regular and frequent basis in order to identify trends in equipment performance. The review is performed to assure the incorporation of safety requirements in contract specifications and designs, and to assess compliance with the safety requirements through the testing and/or inspection of the facility, equipment, or system.

A system to control procured material, equipment, and/or services, with sufficient specification detail to meet design requirements is in place.

Applicable design bases and Quality Assurance program requirements are included or referenced in documents used for procurement of materials, parts, equipment, and/or services.

A materials procurement and inventory control program through the CMMS is used. This is comprised of the specification, purchase, inspection, storage, issue, and use of all spare replacement parts. All spare parts, whether new or remanufactured, are to be equal to or better than the original equipment parts. The spare parts inventory is monitored on a regular and frequent basis to ensure that there is an adequate and cost-effective spares inventory.

Procurement of new systems such as facilities, equipment, and light rail vehicles includes safety requirements in specifications, codes/standards, and design reviews.



8.20 DRUG AND ALCOHOL PROGRAM

Maintenance of a Drug and Alcohol-free workplace is essential to the safety, reliability, and efficiency of HBLRTS operations. 21st Century, its partners, and sub-contractors are totally committed to this objective and support this. Employees of each partnering firm within the HBLRTS are covered by the respective Substance Abuse Control Programs.

The abuse of legal drugs, the misuse of alcohol, and/or the use of illegal drugs by HBLRTS employees poses a serious risk of harm to the health and safety of the public and to other employees.

The administration of the program is through the security office. The program provides for training of supervisors in the signs and symptoms of substance abuse; initial testing of employees and potential employees prior to placement in safety-sensitive positions; record-keeping of test results, and an employee drug information program.

The purpose of the Drug and Alcohol Policy/Program is to assure employee fitness for duty and to protect employees, customers, and the public from risk posed by worker use of drugs or alcohol.

It is noted that employees must inform their supervisors when using prescribed medication(s) that may alter their ability to perform their work.

This program is intended to comply with all applicable Federal regulations governing workplace drug and alcohol misuse in the transit industry.

Regulations issued by the U.S. Department of Transportation (DOT) and the Federal Transit Administration (FTA) mandate of urine drug testing and evidential breath alcohol testing for safety-sensitive positions. The policy sets forth HBLRTS drug and alcohol abuse program and the testing and reporting guidelines for safety-sensitive employees as required by those regulations, and for employees in non-safety-sensitive positions.

It is the goal of the Drug and Alcohol Program to prevent substance abuse; all persons covered by the policy are aware that violations of the policy will result in discipline, up to and including termination, or in not being hired. Employee disciplinary actions are coordinated with the Human Resources Manager or the Labor Relations Manager, as appropriate.

HBLRTS Drug and Alcohol Abuse Policy addresses:

- a. Applicability of the Drug and Alcohol Abuse Program
- b. Safety-Sensitive functions
- c. Prohibited substances
- d. Prescription drug use
- e. Prohibited activity
- f. Alcohol use
- g. Compliance with testing
- h. General provisions for drug and alcohol testing

Types of testing

- Post-offer/pre-employment
- Reasonable suspicion



- Post-accident/incident
 - Random – safety-sensitive employees
 - Return-to-duty
 - Follow-up
 - Methodology
 - Substance Abuse Professional Evaluations
 - Confidentiality
 - Retests
 - Notification of criminal or driving while intoxicated conviction
- i. Employee absences
 - j. Employee Assistance Program
 - k. Education and training
 - l. Discipline
 - m. Return-to-Work requirements
 - n. Program administration

8.20.1 Employee Assistance Program

HBLRTS recognizes its commitment and responsibility to its employees by seeking to provide, through the Employee Assistance Program (EAP) and/or Substance Abuse Program (SAP), an opportunity for employees to deal with drug and alcohol-related problems.

Any employee who voluntarily requests assistance in dealing with a personal drug and/or alcohol problem may do so through the EAP and/or SAP in complete confidence and without jeopardizing his/her employment with HBLRTS solely because of the request for assistance.

Other treatment programs for drug and alcohol problems are available through the health and welfare provider selected by individual employees.

The immediate discontinuation of any involvement with alcohol or drugs is an essential requisite for participation in any treatment program.

Although employees are encouraged to receive help for drug or alcohol problems, participation in an EAP and/or SAP will not excuse an employee's failure to comply with the requirements of the Policy. Drug and Alcohol Abuse Program Administrator coordinates EAP and SAP with the Human Resources Manager

8.20.2 Drug and Alcohol Abuse Education and Training

It is the policy of HBLRTS that training, and education programs are made available to all its employees. Supervisors, managers, and officials receive instruction on supervisory responsibilities, effects of alcohol and drug misuse, procedures of HBLRTS drug and alcohol program, and indicators of probable alcohol and drug misuse.

Employees receive information on the effects of drug and alcohol misuse and their effect on an individual's health, work, and personal life; signs and symptoms of drug and alcohol problems; and available methods of intervention.



8.21 HOURS OF SERVICE PROGRAM

HBLRTS Hours of Service are as shown below.

8.21.1 A Covered Service employee must have a Required Off-Duty Period of at least 10 consecutive hours immediately preceding the report time for a new Work Tour.

8.21.2 During a Work Tour, an employee must not remain on duty for more than 12 consecutive hours, or 12 hours broken by Break Period.

8.21.3 When an employees on duty period is broken or interrupted by Break Period they may return to duty for the balance of the 12 hour on duty period. The total accumulation of on duty time and Break Periods during a single Work Tour must not exceed 16 hours.

8.21.4 When an employee works 14 consecutive days, they must have a minimum of 2 consecutive days off prior to reporting for a new Work Tour.

8.21.5 Except in an emergency, an employee must not be disturbed during a Required Off-Duty Period.

8.21.6 Any commingled service must be included when calculating Total Time On-Duty.

8.21.7 Under extreme circumstances Hours of Service may be suspended temporarily. The OCC manager or designee shall, based on adverse operating, emergency conditions or situations beyond the control of HBLR, be empowered to declare an emergency, suspending any or all the Hours-of-Service requirements. This action shall be clearly communicated to all affected parties describing the reasons for the declaration, job classes affected, and the expected duration of the order. Return to normal operation shall occur as quickly as the situation allows.

8.21.8 HBLR and Covered Service employees will maintain Hours of Service records including: dates worked, Required Off-Duty Periods, on and off duty times, Break Periods, Work Tour totals, Total Time on Duty, and days off. These records will be held for a period of 2 years. Records maintained by HBLR will be available for inspection by the proper authority during regular business hours. Managers will have access to HBLR's Hours of Service records in order to verify employees are properly rested prior to accepting an assignment.

8.21.9 Hours of Service – Definitions

Covered Service:

Operators -That portion of the employee's time on duty during which the employee is engaged in, or connected with, or affecting the movement of a train.

Controllers -That portion of the employee's time on duty during which the employee, by the use of an electrical or mechanical device, dispatches, reports, transmits, receives, or delivers an order related to or affecting the movement of a train.

Signal Maintainer - That portion of the employee's time on duty during which the employee is engaged in installing, repairing, or maintaining a signal system.

Supervisors - Under normal circumstances, Supervisors responsibilities are considered non-covered service not affected by Hours-of-Service rules. In circumstances where a supervisor does perform Covered Service, such as performing the duties of an Operator, Controller or Signal Maintainer, that work is governed by the Hours-of-Service rules and may fall under the category of Commingled Service and subject to Hours-of-Service restrictions.



Commingled Service: When required by HBLR to perform any non-covered service that is not separated from Covered Service by a Required Off-Duty Period. Examples: Covered Service employees and Supervisors performing a combination of non-covered and Covered Service, including mandatory attendance at classes, hearings, or investigations. Therefore, any non-covered service performed along with Covered Service without a Required Off-Duty Period will be treated as Covered Service when calculating Total Time on Duty for purposes of Hours of Service.

On Duty: Begins when the employee initially reports for a Work Tour after a Required Off-Duty Period, or they resume duty after a Break Period, at the time and location established by HBLR.

Required Off Duty Period: A minimum of 10 consecutive hours of rest immediately preceding the report time for a new Work Tour. Note: A Required Off-Duty Period of not less than 8 hours will be required prior to reporting for a mandatory class, hearing, or investigation.

Work Tour (Shift): Total amount of time spent performing covered or commingled service plus any Break Periods, the total of which must not exceed 16 hours.

8.22 ROADWAY WORKER PROTECTION

HBLRTS has an established “Protection from Trains” policy for employees and contractors working on, or in close proximity to rail transit-controlled property.

The Safety Manager, working with the Construction Manager, oversees worker safety.

Contractors are required to comply with all applicable State and Federal OSHA regulations for the safety of their own employees. All employees and contractors working on, or interfacing with, the HBLRTS are required to attend safety training while working on the operating system. This training course is developed jointly by the operations department and system safety. The TFCRC used as guidance, the Federal Railroad Administration’s regulation 49CFR214 for Roadway Worker Protection, APTA RT-S-OP-016-11, and NTSB Recommendation R-12-36 of 06-01-12. Additionally, HBLRTS also uses as guidance the **Roadway Worker protection Plan**.

8.23 MINIMUM DOCUMENTS SUBMITTED TO NJDOT – NJT ASM

Document submittals that are required by NJDOT-State Safety Oversight Agency for all operations and maintenance employees are found in the NJ-DOT SSO Program Standard Section 4. The noted documents are submitted to NJT ASM for review and concurrence before the NJT ASM submittal to the SSOA for review and approval.



9.0 SAFETY PROMOTION (§673.29)

9.1 HBLRTS SAFETY CULTURE GOAL

HBLRTS' goal is to provide guidance, suggestions, and recommendations toward improvement in our safety culture, both to our employees and our passengers. Specifically, our goal is to identify the transit industry's best practices of safety excellence and make recommendations to strengthen our safety culture.

9.1.1 Safety Culture Purpose

HBLRTS safety culture is reflected by our actions, attitudes, and behaviors of our staff (managers, supervisors, and employees), concerning safety.

Our purpose is to ensure that staff understand that safety is a positive attribute; preventing injuries and saving lives, with improved productivity, are positive outcomes. Safety is actively practiced and regarded as a critical core value by our staff.

9.1.2 Philosophy toward a Safety Culture

HBLRTS fully understands that safety culture is based on attitude and is structural, as it relates to both individuals and organizations. It requires recognition of safety issues, balancing them with appropriate action. Additionally, it is difficult to measure when the fundamental criterion for measuring safety is the absence of accidents and incidents.

Personal attitudes and HBLRTS commitment toward safety aid in identifying unsafe acts and conditions that are precursors to accidents and incidents.

Safety culture extends beyond adhering to procedures. All responsibilities important to safety must be implemented correctly, with alertness, careful thought and full knowledge, sound judgment, and a sense of accountability.

9.1.3 Safety Attitudes, Awareness and Ethics

Safety awareness and attitudes are important attributes that exist in an accident-free environment for the HBLRTS. Procedures and good record keeping provide valuable information toward improving HBLRTS safety culture.

9.1.4 Safety Culture Implementation

HBLRTS considers four key elements that contribute greatly to our safety culture and important to implementation of our safety awareness. They are:

- Safety Training
- Communicating Safety
- Continued Safety Awareness
- Data Collection and Lessons Learned

Each of the key elements is integral to implementation of our everyday activities.

9.1.5 Safety Culture Training

HBLRTS places considerable effort toward our safety culture in every aspect of our training programs, including, hiring orientation, placing emphasis on safety in every training module, and continually monitoring safe practices in our employees everyday work assignments.



Train Operators, Control center staff, and Maintenance personnel performing critical safety functions in their work are regularly certified and re-certified to ensure they continue to perform their work in a safe manner.

Specific details of our training activities are described in section 12 of this PTASP.

9.1.6 Communicating Safety

HBLRTS employs several means of communicating safety to our employees, passenger, and the public in general. HBLR communication of safety information includes, but is not limited to:

New hire orientation – During new hire orientation the importance of personal safety by providing information regarding the dangers of working on a transit system (electric power, working on the right- of-way, signaling, track and switch machines, train movements, slips, trips, falls, etc.), and emphasize that safety is their responsibility.

Formal job training – Training, specific to the work they are performing, stresses the importance of their personal safety, both in the classroom, and on-the-job training.

Signs – Numerous warning signs are throughout the HBLRTS to forewarn our employees and passengers of danger, or what to do in an emergency.

Notices and Posters - HBLRTS recognizes its responsibility for keeping our employees and passengers out of harm's way and empowering them with the latest safety information. Proper signage is a necessity for HBLRTS. There are regulations, including emergency exit and evacuation signs and hazardous materials notices. Safety posters promote positive messages and practical instruction on how to work safely and respond to emergency situations. Posters are placed in lunchrooms, breakrooms, and other employee locations to create a safer working environment



One-On-One Conversation – One-on-one conversations with individuals, be they employees or passengers with the purpose of informing them of the potential danger in their unsafe act.

In accordance with 673.29(b), HBLR ensures all employees are aware of policies, activities, and procedures and action take to mitigate issues reported through the Employee Reporting Program that relate to their safety-related roles and responsibilities. Communicating with frontline employees about safety is crucial in establishing a positive safety culture. Mechanisms for communication include, but are not limited to:

- Employee Reporting Program
- Safety Committees
- Training
- Policies and Procedures

HBLR employees are encouraged to report unsafe behaviors and conditions to Senior management without the fear of retaliation. Examples of types of employee actions that require disciplinary action include but are not limited to, failure to use/wear required personal protective equipment, failure to follow appropriate chemical handling procedures, and the unauthorized modification of safety equipment and devices.

9.1.7 Continued Safety Awareness



Employee safety is an essential element in improving productivity, quality, and minimizing workers' comp costs.

Most workplace accidents are the result of unsafe acts and not hazardous conditions. Employee safety promotion programs increase safety awareness. By integrating our safety promotion complements our training and education programs to enhance HBLRTS safety culture.



9.2 NON-PUNITIVE REPORTING

9.2.1 Historical Background for Confidential Non-Punitive Reporting

NJ TRANSIT's ASM will lead SMS initiatives and Goals and Objectives, in coordination with HBLR Department Managers and Supervisors. Common sense and practical experience command that the HBLRTS implement effective reporting systems by learning from smaller mishaps and incidents to preclude serious workplace accidents. relaying safety-related information on a regular basis, focusing on raising awareness of potential safety risks and the progress of the agency's safety programs. This encourages employees to report concerns and demonstrates management's commitment to both the employees and the agency's safety performance objectives.

Communicating with frontline employees about safety is crucial in establishing a positive safety culture.

Confidentiality of employee reporting is clearly important in mediating the number of reports. Systems that have shifted to confidentiality show a substantial increase in willingness to report an incident or mishap, measured by the number of reports received. HBLRTS Safety Department and NJT ASM have instituted a Confidential Call Number (877-806-8283) for reporting safety issues while protecting confidentiality of persons.

The consensus is that fear of retribution, either by immediate superiors, by others in the organization, or by another agency, hinders a willingness to report incidents.

We all learn from the errors of others that have resulted in significant injury, but it is much better to learn when it was just a mishap. The best initiative is to learn from mistakes.

9.2.2 Purpose

The primary purpose is to establish a policy toward maintaining the confidentiality of non-punitive Reporting, to continually improve HBLRTS's safety initiatives in preventing minor incidents from becoming major accidents, and to ensure that employees are not penalized for reporting potentially hazardous conditions benefitting our organization's safety culture.

9.2.3 Confidential Non-Punitive Reporting Policy

HBLRTS's objective is to encourage a culture in which employees are comfortable and encouraged to bring safety and compliance concerns to the attention of management. Further, no person shall ever be penalized or retaliated against for bringing such information to the attention of management. To ensure this commitment, it is imperative that we have uninhibited reporting of all incidents and occurrences that compromise the safety of personnel, or operations.

Personnel are encouraged to accept responsibility for communicating information that could affect the integrity of safety and our service. Everyone must be assured that this communication will not result in reprisal. All HBLRTS personnel are advised that no disciplinary action will be initiated against anyone who discloses an incident or occurrence involving safety and compliance. HBLRTS implements a simple reporting process for reporting information concerning safety and compliance that is intended to protect the identity of anyone who provides information.



10.0 SAFETY DOCUMENTATION and RECORDKEEPING (§673.31)

10.1 Safety Data Collection Overview

HBLRTS collects data related to accidents, incidents and hazardous conditions, monitors trends, analyzes, and categorizes the information relevant to employee and passenger safety. This information is disseminated to management and all department supervisors who in turn conduct weekly tool-box meetings emphasizing safety, and how their action can affect safety.

“Lessons Learned” through our database provides valuable information on what we must focus on to correct bad actions that result in accidents, incidents or “Near Miss” occurrences.

This information is intended to instill an awareness of how the lack of discipline regarding safety has an impact on themselves, HBLRTS passengers and ultimately, how it affects the public’s perception toward safety on our organization.

It is the task of the Manager, System Safety to monitor the safety performance of operations. Selected data is accumulated and analyzed. This data includes injuries to passengers, HBLRTS personnel, and the public; potentially hazardous equipment failures; unacceptable hazardous conditions; and rules and procedure violations.

10.1.1 Data Acquisition Process

Information regarding accidents, incidents, hazardous and safety-related conditions and HBLRTS operations is obtained from several different reporting mechanisms. These include but are not limited to: HBLRTS Operations Summary, OCC logs, and Employee/ Occupational Injury reports, and crime/ loss prevention surveys. Data is used to meet external reporting requirements for NJDOT or the FTA. Trend analyses are performed on acquired data to identify trends in accidents, injuries and the development and implementation of corrective action plans. SMS data is reported to NJT ASM as per NJDOT and FTA requirements.

10.1.2 Data Analysis and Tracking

As a crucial element of our safety management and performance system the tracking of hazard and equipment failure related data is used to both set performance goals and trends. These trends are further analyzed and/or investigated to determine causal factors.

This is accomplished by interviews with personnel in the affected department(s) and analysis of pertinent documentation. Identified hazards and equipment failures are categorized and submitted with corrective action recommendations (or requests for corrective action development). Further, continuous follow-up of corrective actions is accomplished until close-out.

10.1.3 Systems/Facilities/Equipment Life Cycle Data

HBLRTS has instituted the collection of performance data that is considered essential in determining repair, refurbishment, and replacement of systems/facilities/equipment throughout their useful life. To accomplish this, data is collected on:

- Vehicle, systems, and equipment failures while in service (monitor failure rates)
- Vehicle, systems, and equipment service hours (mean time between failures)
- Number and type of maintenance actions (including frequency)
- Times to major overhaul, mid-life, and replacement of systems/facilities/equipment



This information is used to monitor system/facility/equipment performance failures, inadequate maintenance to assure they are in a state of good repair.

10.2 Access to Data

Safety data is disseminated internally to Management and all affected departments for information. SMS data is available to NJT ASM, NJDOT, and FTA.

10.3 Documentation and Record Retention

All documents and records are retained indefinitely (minimum of 10 years)



APPENDICES



APPENDIX A

ABBREVIATIONS

ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASM	Agency Safety Management
ATP	Automatic Train Protection
CCTV	Closed Circuit Television
CMP	Configuration Management Plan
DBOM	Design, build, operate, and maintain (contract)
EAP	Employee Assistance Program
EOP	Emergency Operating Procedures
ETS	Emergency Trip Station
F/LSC	Fire/Life Safety Committee
FTA	Federal Transit Administration
HBLRTS	Hudson-Bergen Light Rail Transit System
Hi-Rail	Maintenance of Way highway-rail equipment
ICS	Integrated Control System
IDW	Intrusion Detection and Warning
IOS	Initial Operating Segment
ITP	Integrated Test Program
MIS	Management Information Subsystem
MOS-2	Minimum Operable Segment (S-21, N-15, 25, 30, 40)
MOW	Maintenance of Way
MSDS	Material Safety Data Sheet
NJT	New Jersey Transit
NJDOT	New Jersey Department of Transportation
NJDOT-SSO	New Jersey Department of Transportation – State Safety Oversight
NTSB	National Transportation Safety Board
OCC	Operation Control Center
OCS	Overhead Contact System
OEM	Original Equipment Manufacturer
OSHA	Occupational Safety and Health Administration
PA	Public Address
PPE	Personal Protective Equipment
RMAD	Reliability, Maintainability, Availability & Maintainability
SCADA	Supervisory Control and Data Acquisition
SCORC	System Change and Operations Review Committee
SEPP	Security and Emergency Preparedness Plan
SMS	Safety Management System
SMPM	Safety Management & Performance Measurement
SOPs	Standard Operating Procedures
SRC	Safety Review Committee
TLV	Threshold Limit Value
TVM	Ticket Vending Machine
TWC	Train-to-Wayside Control



APPENDIX B EMERGENCY NOTIFICATION LIST

Internal Emergency Notification List

<i>Department</i>	<i>TFCRC Number(s)</i>
20 Office*	Bell: (201) 209-2555
President/CEO, Director Rail Operations	Off: (201) 209-2580
Transportation Department	Bell: (201) 209-2530
Maintenance of Way Department	Bell: (201) 209-6515
LRV Maintenance	Bell: (201) 209-2507
LRV Maintenance Safety	Bell: (201) 209-2527
ICS/SCADA Maintenance	Bell: (201) 209-2529
Human Resources	Bell: (201) 209-6503
Security	Bell: (201) 209-2155
System Safety	Bell: (201) 209-6551
Rail Operations Safety	Bell: (201) 209-2575
Operations Manager	Bell (201) 209-6510
Chief Engineer	Bell (201) 209-2585
Quality Engineer	Bell (201) 209-6549

(Note, all Internal and Emergency Notifications and Contacts may be made through the OCC (201-209-2555) for TFCRC Personnel on this list.)



UNUSUAL OCCURRENCES REQUIRING TELEPHONE NOTIFICATION

Notification	Day Phone Numbers/ Cellular
EXTERNAL	
Police Dept.	(201)547-5477 (Jersey City) (201)858-6900 (Bayonne) (201) 420-2100 (Hoboken) (201) 865-1111 (Union City) (201) 295-5000 (West NY) (201) 392-2100 (North Bergen) (201) 863-7800 (Weehawken)
Fire Dept.	(201)963-2400 (Jersey City) (201)858-6005 (Bayonne) (201) 420-2004 (Hoboken) (201) 864-4400 (Union City) (201) 601-3554 (West NY) (201) 601-3542 (North Bergen) (201) 863-6500 (Weehawken)
EMS	(201)547-5477 (J.C.) (201)858-1200 (Bayonne) (201) 420-2100 (Hoboken) (201) 348-5818 (Union City) (201) 295-5000 (West NY) (201) 392-2100 (North Bergen) (201) 863-7800 (Weehawken)
NJT Police	Bell: (800) 242-0236 Cell: (973) 378-6565
NJT Superintendent Light Rail Operations (HBLR)	Bell:(201)209-2557 Bell:(201) 209-2574
NJT Chief Light Rail and Contract Services	SO1 (973) 491- 8361 or Cell (862) 373- 5629 SO2 (973) 491- 7998 or Cell (862) 373 - 4136 SO = Safety Officer
NJT Safety	Bell:(973)491-7843 Cell:(973) 286-9856
NJDOT OSS	Bell:(609)658-6328 Report: (609) 273-5169



UNUSUAL OCCURRENCES REQUIRING TELEPHONE NOTIFICATION (Cont'd)

Notification	Day Phone #s/ Cellular/Pager
EXTERNAL (Cont'd)	
NJT Public Relations	Bell: (973) 491-7842 Cell: (973) 558-2016
NJTRO (For Emergencies Affecting Hoboken Terminal)	(800) 242-0236-NJTPD (201) 246-2780, 2781, 2782 (Chief Dispatcher) - ROCC at Meadowlands (201) 420-6357, 6307 (Ferry) (201) 216-6551 (PATH)
Isabel Amando PA (Tunnels & Bridges)	(201) 216-2911
OSHA (Employee Fatality, Safety will Notify)	(973) 263-1003 (800) 321-6742
NTSB 24-hour Notification Line	(202) 314-6290
EPA National Response Center	(800) 424-8802
NJDEP Department of Environmental Protection	(877) 927-6337
Shimmick Employee Assistance Program (EAP)	(866) 501-7962



APPENDIX C LIST OF FIGURES

- Figure 1-1: Four Components of SMS**
- Figure 4-1: HBLRTS System Map**
- Figure 6-1: PTASP Activity & Responsibility Matrix**
- Figure 7-1: Hazard Severity Categories**
- Figure 7-2: Hazard Probability Levels**
- Figure 7-3: Hazard Categories**
- Figure 7-4: Risk Index**
- Figure 8-1: Goals and Objectives**
- Figure 8-2: Safety Assurance Activity & Responsibility Matrix**
- Figure 8-3: Interagency/Intercompany Relationship Chart**
- Figure 8-4: HBLRTS Organization Chart**
- Figure 8-5: Safety Training Requirements**



APPENDIX D

List of Stations

Bayonne Branch

8th Street
22nd Street
34th Street
45th Street
Danforth Ave
Richard Street

West Side Branch

West Side Ave
Martin Luther King
Garfield Ave

Riverline Branch

Liberty State Park
Jersey Avenue
Marin Blvd
Essex Street
Exchange Place
Harborside
Harsimus Cove
Newport
Second Street
Ninth Street
Lincoln Harbor
Port Imperial
Bergenline Ave
Tonnelles Ave

Hoboken Branch

Hoboken

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	



Public Transportation Agency Safety Plan (PTASP) O&M

REV -3.2

January, 2025

ALSTOM

Alstom Transportation, Inc.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

NEW JERSEY TRANSIT

Alstom

Alstom Transportation Inc

RiverLINE

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

Revision 3.2

January 2025

PTASP Approvals 673.11 (a)(1)

This Public Transportation Agency Safety Plan (PTASP) for the Alstom Transportation Inc. has been reviewed and approved and the following signatures provide certification that this PTASP complies with 49 CFR Part 673 as well as the Program Standard (SSPS) established by the New Jersey Department of Transportation's (NJDOT) State Safety Oversight Program":

 Gregory Woods
 Reviewed
 Chief, Light Rail Operations

&

 Date
 Recommended

 James A. Keane
 Reviewed
 SVP & Chief Safety Officer

&

 Date
 Recommended

 Kevin Corbett
 Reviewed
 New Jersey Transit, Accountable Executive

&

 Date
 Recommended

 New Jersey Transit,
 Executive Board's Approval Date

 Date

Revision Log

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Revision	Date (mm-dd-yyyy)	Description of changes
0	05-13-2020	Original - First issue
1	05-25-2021	Annual Review. Change Bombardier to Alstom. Add Revision Log. Updated Org Chart. Move Established Goals and Targets (Table 2-1) to Appendix C. (C. Dalby)
2	02-24-2022	Annual Review recommended changes per NJDOT SSO. View the "Revision Log- Additional Details" in Appendix D (C. Dalby)
2.1	05-09-2022	Annual Review recommended changes per NJDOT SSO / April 2022 checklist.
2.2	07-26-2022	Annual Review recommended changes per NJDOT SSO / July 2022 checklist.
2.3	08-8-2022	Annual Review recommended changes per NJDOT SSO / August 2022 checklist.
2.4	08-25-2022	Annual Review recommended changes per NJDOT SSO / August 2022 checklist.
2.5	03-19-2023	Annual Review recommended changes per NJDOT SSO / Updated Org. Chart / Review Goals and Target Table to Appendix B and Appendix C (G. Carroll)
2.6	08-07-2023	Updated Org. Chart, Updated Internal Documents list on page 49 to reflect multiple procedures combined and format revision.
2.7	08-25-2023	Revised typo on Section 4.2 Item 2 "on" to "or", Section 4.2 item 3 was revised to provide language for requirement for summary updates, Revised page 5 change Title on Part 1 – to "Executive Policy Statement" and added signature Line for CSO to endorse the policy, Revised Part 2, Section1.0 added paragraph on how the policy is communicated, Revised Section 6.0 added line to the end of paragraph 1"The RiverLINE ASP complies with all NJDOT SSO Program requirements by reference", Revised section 7.1.2 change "System Safety Plan" for "Public Transportation Agency Safety Plan", revised section 11.3.6 to clarify annual report requirements, Section 9.4 was revised to add "created on the NJDOT reporting tool (EAR)", Section 9.3 paragraph was revised for clarity, Section 8.3.1 was revised to add a paragraph on how NJT/RiverLINE will provide Meeting minutes through monthly report, Section 10.4.2 revised added a paragraph that provide details on refresher training requirements, Revised performance target goal 4.
2.7.1	10-10-2023	Revised as per SSOA request: Part 2" PTASP- Sections 1.0, 2.0, 4.2 and 11.1 Revised 11.3.2 Audit Cycle and Schedule and Added Table of Contents.
2.7.1.1	10-19-23	Revised as per SSOA request: Part 2" PTASP- Sections 1.0.
3	4-24-2024	Updated Performance Targets, frequencies and Assaults, updated Table of Content, Revised signature page, Company Logo, Updated Org. Chart, Change Southern New Jersey Rail Group to Alstom Transportation Inc., and add Role and Responsibilities of OSS language.
3.1	9/20/2024	Updated the signature page
3.1	10/01/2024	Section -11.3.6, Page 84 – Updated from NLR to RiverLINE Section -12.1 , Page 85 – Updated from NLR to RiverLINE Section 8.3.1, Page 30 - The Employee/Management Safety Committee will also be included in the review and approval of the ASP. Section 4.2.4.3, 4.4 Page 13, 14, 15- RiverLINE Employee/Management Safety Committee will also be included in the review and approval of the ASP. Once approved by Joint Labor Safety Committee and Safety Review Committee at the site level, revisions are submitted for approval to NJ Transit Agency Safety Management .The Committee reviews the Agency Safety Plans for acceptance, approval and submittal to the Chief Safety Officer.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

		Appendix C, Pg 113 – Added mean distance conforming with Vehicle maintenance Part-22.1.6, Page 110- Communication safety policy through different methods. Section 9 – (Page 36-39) 5 Changes were made hazard resolution to safety risk mitigation Section 11.3.2 , Page 80-85 Added the elements, Appendix F is the table for Audit Section 10.8, Page 68 Risk-Based Inspection and Monitoring Process was included
3.1	10/04/2024	Page 18 – Figure 6.0 to table 1 and added caption Page 38- Figure 9.1 – table 2 and added caption Page 38 – Figure 9.2 – table 3 and added caption Page 39 – Figure 9.3 – table 4 and added caption Page 39 – Figure 9.4 – table 5 and added caption Page 40 – Figure 9.5 – table 6 and added caption Page 49 – Figure 10.1 – table 7 and added caption Page 65 – Added Caption – Track layout Changed the front page to Alstom format.
3.1	12/10/2024	Part-3 Section 9 was updated as per SSOA, All the changes are highlighted and underlined in Red. Page 33-43
3.2	01/06/2025	Added section 13.3.1 – Risk based inspections was changed from section 10 to section13. Page 94-96 Appendix C section 2 performance targets were updated. Title – Bruce Master was removed and Jody Macintosh was added as new QA Manager. Page 15 Section 4.2 - that has been reviewed and approved by JLMC and submitted as evidence – this was added. Section 11.3.2 – Audit cycle Grouping 1 and Grouping 2 will be audited every year, schedule changed. Page 79-84

Title:

Alstom Public Transportation Agency Safety Plan (PTASP)

Purpose: This PTASP is intended to comply with all relevant state safety requirements and to comply with relevant local public safety regulations, industry accepted standards, and with applicable federal regulations promulgated by the FRA, FTA, NTSB & OSHA.

Scope: This procedure applies to the Southern New Jersey Light Rail Transit System (SNJLRTS) and its employees, and shall be implemented by all superintendents, supervisors, and safety committee members.

Responsible unit: Services - Alstom Transportation Inc.	Process owner: All Depts.	Document type: Procedure	Confidentiality status : Ext	Document state : Final

Prepared by:

NAME / TITLE	SIGNATURE	DATE
Jalja Chavda System Safety Supervisor		
Josh Lloyd Supt. of Mechanical		
Eric Fueger Supt. Of Maintenance of Way		
Supt. Of Trans. & Service Delivery		
Sydney Leonard Supt. of Contracts & Admin.		
Jody Macintosh QA / CI		
William Washington Deputy General Manager		
Bruce Browne General Manager		

Approved for Release:

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Table of Contents

PART 1- SAFETY MANAGEMENT POLICY	9
PART 2- PTASP	10
1.0 INTRODUCTION & BACKGROUND	10
2.0 SAFETY MANAGEMENT & PERFORMANCE MEASUREMENT OVERVIEW	10
3.0 ALSTOM TRANSPORTATION INC. ELEMENTS OF SAFETY MANAGEMENT & PERFORMANCE MEASUREMENT	13
3.1 Safety Plan Purpose	13
3.2 Safety Plan and Supporting Programs	13
4.0 SAFETY PLAN REVIEW AND MODIFICATION	14
4.1 General Description of the RiverLINE Safety Plan	14
4.2 Annual PTASP Review	14
4.3 PTASP Control and Update Procedures	15
4.4 Review and Approval by NJDOT Office of State Safety Oversight	16
5.0 SAFETY MANAGEMENT AND PERFORMANCE MEASUREMENT	16
6.0 MANAGEMENT OF SAFETY PLAN AND REGULATORY COMPLIANCE	17
6.1 Safety Management System Activities	18
6.2 Security & Emergency Preparedness	22
7.0 ALSTOM TRANSPORTATION INC. ORGANIZATION & RESPONSIBILITIES	23
7.1 Individuals Responsibilities Related to this Safety Plan	23
8.0 INTEGRATION OF SAFETY	29
8.1 Lines of Authority for Safety	30
8.2 Safety Activities of the Alstom Transportation Inc.	30
8.3 Safety Committees	31
PART 3- SAFETY MANAGEMENT SYSTEM	33
9.0 SAFETY, RISK MANAGEMENT AND ASSESSMENT	33
9.1 Safety and Risk Management Overview	33
9.2 Hazard Identification	34
CATEGORY	38
DEFINITION	38
PROBABLE	39
9.3 Safety Risk Mitigation	40
9.4 Corrective Action Plans	42
9.5 Reporting	42
PART 4- SAFETY ASSURANCE	44
10.0 SAFETY ASSURANCE	44
10.1 INTRODUCTION	44
10.2 SAFETY ASSURANCE PURPOSE AND PERFORMANCE TARGETS	44
10.3 SAFETY CERTIFICATION OVERVIEW	45
10.3.7 ACCESS TO DATA	48
10.4 TRAINING	49
10.5 ACCIDENT/INCIDENT/HAZARDOUS CONDITION NOTIFICATION, INVESTIGATION, REPORTING	55
External Documents:	56
10.6 PHYSICAL PLANT & SYSTEMS	57

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

LRT AND FREIGHT TRAIN CONTROL AND DISPATCH	61
FREIGHT COORDINATION	61
FAILURE MANAGEMENT	62
CUSTOMER INFORMATION	62
11.0 INTERNAL AUDIT PROCESS	77
11.1 Overview	77
11.2 SCOPE OF ACTIVITIES	77
11.3 AUDIT PROCESS.....	79
12.0 FACILITIES AND EQUIPMENT INSPECTION.....	86
12.1 STATE OF GOOD REPAIR.....	86
12.2 FACILITIES AND EQUIPMENT SUBJECT TO INSPECTIONS.....	87
12.3 PREVENTIVE MAINTENANCE INSPECTION SCHEDULES	88
12.4 MAINTENANCE INSPECTION CHECKLIST REQUIREMENTS	91
13. MAINTENANCE AUDITS/INSPECTIONS.....	91
13.1 SYSTEMS AND FACILITIES SUBJECT TO MAINTENANCE AUDIT.....	92
13.2 AUDIT/INSPECTION FINDINGS AND RESOLUTION	93
13.2.1 MAINTENANCE PROGRAM MONITORING	93
13.3 MAINTENANCE AUDIT CHECKLISTS.....	94
13.4 MAINTENANCE HAZARD IDENTIFICATION AND TRACKING	97
14.0 TRAINING AND CERTIFICATION REVIEW/AUDIT.....	97
14.1 OVERVIEW.....	97
15.0 COMPLIANCE WITH LOCAL, STATE, FEDERAL REQUIREMENTS.....	97
15.1 EMPLOYEE SAFETY PROGRAM.....	97
16.0 RULES COMPLIANCE/PROCEDURES REVIEW	99
16.1 OVERVIEW.....	99
16.2 REVIEW OF RIVERLINE AND NORAC RULES AND PROCEDURES.....	99
16.3 ENSURING RULES COMPLIANCE	99
16.4 OPERATIONS AND MAINTENANCE COMPLIANCE TECHNIQUES.....	100
16.5 SUPERVISORY PERSONNEL COMPLIANCE TECHNIQUES.....	100
16.6 COMPLIANCE DOCUMENTATION AND CORRECTIVE ACTIONS	100
16.7 HOURS OF SERVICE	100
17.0 ROADWAY WORKER PROTECTION.....	101
18.0 REQUIRED SAFETY PROGRAM COMPLIANCE	102
18.1 SAFETY COMMITTEES	102
18.2 SYSTEM SAFETY COMMITTEE (SSC).....	102
19.0 HAZARDOUS MATERIALS	103
19.1 ENVIRONMENTAL PROTECTION PROGRAM.....	103
19.2 HAZARDOUS WASTE MANAGEMENT PROGRAM	104
19.3 WASTE WATER ABATEMENT PROGRAM.....	104
20.0 DRUG AND ALCOHOL PROGRAM	105
21.0 PROCUREMENT	106
PART 5- SAFETY PROMOTION.....	108
22.0 SAFETY PROMOTION	108
22.1 RIVERLINE SAFETY CULTURE GOAL.....	108

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

22.1.1 SAFETY CULTURE PURPOSE	108
22.1.2 PHILOSOPHY TOWARD A SAFETY CULTURE	108
22.1.3 SAFETY ATTITUDES, AWARENESS AND ETHICS.....	109
22.1.4 SAFETY CULTURE IMPLEMENTATION	109
22.1.5 SAFETY CULTURE TRAINING.....	110
22.1.6 COMMUNICATING SAFETY.....	110
22.1.7 NON-PUNITIVE REPORTING	111
22.1.8 CONTINUED SAFETY AWARENESS	112
APPENDIX	113
APPENDIX A.....	113
APPENDIX B.....	114
APPENDIX C.....	115
DEFINITIONS.....	116
APPENDIX E.....	127

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Part 1- SAFETY MANAGEMENT POLICY

The RiverLINE (formerly known as Southern New Jersey Light Rail Transit System (SNJLRTS)), is owned by NJ TRANSIT, a state agency. It was designed and built by Alstom Transportation Inc. Alstom Transportation Inc. is contracted to operate and maintain the RiverLINE for NJ TRANSIT.

The mission of Alstom Transportation Inc. is to provide safe, secure, reliable, courteous, efficient, and cost-effective services to our customers; while also minimizing unsafe conditions, vandalism, and property destruction of the RiverLINE's rail vehicles, motor vehicles, and facilities. Therefore, all Alstom Transportation Inc. Employees and Subcontractors have a responsibility to promote the safety and security of customers, employees, property and the general public who may come in to contact with the RiverLINE.

As part of our commitment to safety, a Public Transportation Agency Safety Plan (PTASP) was developed and implemented for the RiverLINE. The overall goal of this PTASP (or simply Safety Plan) is to maximize the level of safety and security provided to customers, employees, and other individuals who come into contact with the RiverLINE, while minimizing costs associated with accidents, injuries, and security related threats. This is communicated through internal operational policies, procedures, and practices.

It is the ongoing policy of Alstom Transportation Inc. that:

- The System Safety Supervisor will ensure this PTASP has been developed, revised and successfully implemented within Alstom Transportation Inc. operations.
- The PTASP meets the requirements set forth in Contract No. 13-015 between NJ TRANSIT and Alstom Transportation Inc.; The PTASP, as a Contract Deliverable, is submitted to NJ TRANSIT upon revision, and, upon their approval, submitted to the New Jersey Department of Transportation (NJDOT) State Safety Oversight Agency (SSO) for their approval;
- All Alstom Transportation Inc. Departments, Employees, and Subcontractors are charged with the responsibility of ensuring compliance with the provisions of this PTASP. This will ensure the safety and security of customers, employees, and property, and bring attention to conditions perceived to negatively affect the safety and security of The RiverLINE.

Alstom Transportation Inc. is committed to continually assuring the safety of The RiverLINE through the direct involvement of all personnel.

Management and employees of Alstom Transportation Inc. are dedicated to providing leadership in promoting system safety throughout the organization.

Southern New Jersey Rail Group

By: _____

By: _____

General Manager, Southern New Jersey Rail Group

NJT Chief Safety Officer

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Part 2- PTASP

1.0 INTRODUCTION & BACKGROUND

Alstom Transportation Inc.'s Public Transportation Agency Safety Plan (PTASP) has been developed in accordance with Federal Regulation (49 CFR Part 673 & 49 CFR Part 674) and has been submitted for approval to NJ Transit's Office of System Safety and the accountable executive at NJ Transit. This plan and the NJ TRANSIT System-Wide Public Transportation Agency Safety Plan together are fully compliant with 49 CFR Part 673. Upon approval, the PTASP is then submitted to the NJ Department of Transportation (NJDOT) State Safety Oversight Agency (SSO).

This PTASP is intended to comply with all relevant state safety requirements and to comply with relevant local public safety regulations, industry accepted standards, and with applicable federal regulations promulgated by the FRA, FTA, NTSB & OSHA.

Reference **Appendix A** for the RTA's (New Jersey Transit) Roles and Responsibilities matrix and **Appendix B** for RiverLINE's site level Organizational Chart. **Appendix C** contains the Established Safety Performance Targets of the RiverLINE.

The RiverLINE Safety Management Policy is posted throughout the facility and is communicated throughout the organization through internal operational policies, procedures, and practices.

2.0 SAFETY MANAGEMENT & PERFORMANCE MEASUREMENT OVERVIEW

The goals of this PTASP are to implement a program that maximizes the highest reasonable level of operational safety for employees of the RiverLINE and its Subcontractors, the employees of NJ TRANSIT and its contractors, customers, and the general public, to minimize unsafe and criminal acts, and to maximize community involvement regarding safety and security of the RiverLINE.

A safety summary report is submitted to NJDOT-SSO as part of the annual report (utilizing the FTA Standard Template). The report contains injury rate data regarding passengers, RiverLINE personnel, and public accidents and incidents. The report is the basis for the formulation of safety performance targets and objectives for the coming year. The report outlines the strategies for the achievement of the stated safety objectives.

Annual performance targets and objectives for Employee Injury reduction and Passenger Injury reduction have been incorporated into the NJT-wide performance targets process. These targets will be applied to each RiverLINE department. This will include key safety and security goals and objectives, milestones, and methods /accomplishments.

The RiverLINE has established current year performance measurement targets and frequencies based on annual Critical Element Lagging Indicators based on past 3-years rolling average of data. The performance targets are established by review of events reported during the calendar year, which resulted in collision,

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

fire, and customer injury and employee injury/loss time, etc. as defined, by FTA, NTD or OSHA reporting criteria. Occurrences are reviewed annually to establish new targets.

In accordance with 49 U.S.C. 5329, FTA requires each Public Transportation Agency Safety Plan to include safety performance targets based on the safety performance measures established by FTA in the National Public Transportation Safety Plan (NPTSP). In the NPTSP, 49 CFR 673.11 (a) (4), FTA is adopting four initial safety performance measures: (1) Fatalities, (2) Injuries, (3) Safety Events, and (4) System Reliability. These measures are intended to focus transit agencies on the development of specific and reliable targets, as well as the actions each agency would implement to improve their own safety outcomes. Through the SMS process, FTA expects transit agencies to develop their own performance indicators and regularly monitor the performance of their systems to ensure that they are meeting their targets and improving safety outcomes. FTA expects transit agencies to evaluate their safety performances and determine whether they should change their safety performance targets at least annually when the transit agencies are reviewing and updating their Public Transportation Agency Safety Plans. The performance targets for the risk reduction program will be based on calendar year 3-year rolling average of the data submitted to the national transit database under section 5335/5329(d)(4)(A)

NJT Office of System Safety and Light Rail Contract Service Department will coordinate with the State and MPOs in selecting realistic safety performance targets and will make them available to Metropolitan Planning Organization (MPO) to aid the States and MPOs in the selection of their own performance targets and planning process.

Reference **Appendix C** for the Targets and Objectives that are reviewed annually.

US DOT-FTA's National Public Transportation Safety Plan provides (and explains) four Safety Performance Measures and an explanation of each of them.

Appendix C provides quantifiable performance targets, which are compiled by NJ Transit annually for reporting & analysis.

Specific objectives to attain each targets and their subtasks appear below:

- a. Achieve and maintain a level of safety performance that meets or exceeds the operating experience of similar light rail transit systems by:
 - Tracking and analyzing employee injuries. A target of employee Lost-Time Injury frequency rate of **0** has been set for **2023**.
 - Accident Statistics are reviewed on a monthly basis for compliance with the above stated targets. Should the above stated targets not be met, an action plan shall be developed to address the injuries.
 - Tracking and analyzing LRV accidents and incidents;
 - Training all employees in safety related programs and ensuring that safety certifications are updated and maintained.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- b. Increase and strengthen community involvement and participation in maintaining the safety and security of the system by:
- Involving and educating community organizations and schools in light rail safety, including making safety-related literature and/or presentations available to 100 percent of the public-school districts through which the RiverLINE travels.

These objectives can be achieved, in part, by the application of analytical techniques to systematically identify, analyze, assess, and resolve the causes of accidents, incidents and hazardous conditions having an impact on the level of safety and security of the RiverLINE. A database is used to track and analyze accidents, injuries, incidents, and hazardous conditions. Hazardous conditions are tracked through Corrective Action Plans which are reviewed with NJT and the SSO monthly.

Notes: (Extracted from FTA's National Public Transportation Safety Plan, January 2017)

Notes 1: Measuring the number of fatalities over vehicle revenue miles, by mode, provides a fatality rate from which to assess future performance.

Notes 2: Measuring the number of injuries by mode, over vehicle revenue miles provides an injury rate from which to assess future performance.

Notes 3: Measuring the number of safety events by mode over vehicle revenue miles provides a safety event rate from which future performance can be compared.

Notes 4: This measure allows agencies to develop safety performance targets that are specific to their own fleet type, age, operating characteristics, and mode of operation.

2.1 Overview of Alstom Transportation Inc.'s PTASP

Alstom Transportation Inc.'s PTASP is organized into four components. They are: Safety Policy, Safety Risk Management, Safety Assurance and Safety Promotion.

- **Safety Policy** defines who has responsibility, authority, and accountability for the goals of the organization.
- **Safety Risk Management** is the process of hazard identification and management of risk to acceptable levels. It describes how we identify hazards, how we assess the risks, and our process for controlling the risks.
- **Safety Assurance** is the day-to-day activities ensuring that risk controls and safety initiatives are maintained within acceptable levels.
- **Safety Promotion** is our continuing process of promoting safety within the Alstom Transportation Inc.. Senior leadership continuously promotes a positive safety culture within our organization. Key components are personnel training and clear communication of lessons learned.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Alstom Transportation Inc.'s SMS is appropriately scaled to the size, scope, and complexity as per 673.21.

3.0 Alstom Transportation Inc. ELEMENTS OF SAFETY MANAGEMENT & PERFORMANCE MEASUREMENT

Alstom Transportation Inc. developed and maintains a PTASP in accordance with 49 CFR Parts 673 and the State of New Jersey Safety Administrative Code 16:53E.

NJ Transit's executive director is the "Accountable/Responsible Executive" for this PTASP.

The Alstom Transportation Inc. General Manager is ultimately responsible for Safety Management and Performance Measurement, and for ensuring that personnel adhere to the requirements of this PTASP.

Alstom Transportation Inc.'s PTASP is under the control of the System Safety Supervisor, who reports directly to the General Manager. The program and the person administering it are independent of other departments to assure autonomy. The System Safety Supervisor is the local Chief Safety Officer for Alstom Transportation.

The entire transit system's Chief Safety Officer is NJ Transit Office of System Safety.

It is intended to ensure that the integrity of the PTASP remains intact by regular surveillance, review and audit in accordance with Federal Regulations and State of New Jersey Safety Oversight Standards.

3.1 Safety Plan Purpose

The operation and maintenance of the RiverLINE requires continual safety and security activities throughout its operational life, including procurement of new systems, modification and/or rehabilitation of safety and security-critical equipment and facilities. The purpose of this PTASP is to fulfill the directives of the Policy Statement by establishing formal requirements for identifying, evaluating, eliminating, minimizing or controlling safety and security risks and hazards throughout the operational life of the RiverLINE. This PTASP is intended to comply with all relevant state safety requirements and to comply with relevant local public safety regulations, industry accepted standards, and with applicable federal regulations promulgated by the FRA, FTA, NTSB & OSHA.

All RiverLINE personnel are required to be knowledgeable of the content of this PTASP as it applies to their specific area(s) of responsibility.

The scope of the PTASP is system-wide. The PTASP is applicable to the entire geographical extent of the RiverLINE, and to all Alstom Transportation Inc. officers and employees including all officers, and employees of subcontractors.

3.2 Safety Plan and Supporting Programs

The purpose of RiverLINE's PTASP is to outline the systems and processes that the RiverLINE has established in accordance with 49 CFR Part 673 to provide safety management system guidance to all personnel.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

All RiverLINE personnel are required to be knowledgeable of the content of this PTASP as it applies to their specific crafts and/or areas of responsibility.

RiverLINE's programs that support the PTASP are identified below.

- Security and Emergency Preparedness Plan
- Maintenance Plans and Procedures
- Operations Plans and Procedures
- Operations/Maintenance Training
- Emergency Planning and Response
- Accident/Incident Reporting, Investigation & Resolution
- Book of Operating Rules

4.0 SAFETY PLAN REVIEW AND MODIFICATION

4.1 General Description of the RiverLINE Safety Plan

The RiverLINE Safety Plan is a systemic and detailed process for the management of safety risks that integrates operations, maintenance, and technical systems with financial and human resource management, for all activities related to operation and maintenance of the RiverLINE.

Further, our Safety Management System provides goal setting, planning, and measurement of performance. It focusses on organizational rather than conventional safety practices.

It is woven into the fabric of our organization and is part of the overall safety culture the RiverLINE instills in all aspects of the organization.

RiverLINE's HSE slogan is: Stop, Think, Act.

4.2 Annual PTASP Review

The RiverLINE PTASP is reviewed for compliance with 49CFR, Part 673, and NJDOT State Safety Oversight Standards and Procedures.

The PTASP along with the NJT System-Wide Agency Plan must be reviewed at least once each calendar year to determine if changes are required. The RiverLINE is required to submit the PTASP directly to NJ Transit Chief Safety Officer, Office of System Safety & the NJ Transit Accountable Executive for approval, and the CSO subsequently submits the PTASP and the NJT System-Wide Agency Plan to the SSO for review and approval.

RiverLINE Employee/Management Safety Committee will also be included in the review and approval of the ASP.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

The timeline for PTASP and Performance Measures and Targets distribution process is as follows:

1. Annual review of PTASP to include NJT System-wide Agency Plan March 30th
2. Notification to NJDOT of review to update or not to update PTASP April 30th
3. Submit PTASP update for NJDOT review and conditional approval,
each updated draft PTASP will include a summary that identifies and
explains the changes that has been reviewed and approved by JLMC
and submitted as evidence. July 1st
4. NJDOT conditional approval for change following receipt of draft August 1st or 30
days after receipt of draft PTASP
5. Submit to NJT for Board approval November 30th
6. Final approved PTASP submitted to NJDOT December 31st

4.3 PTASP Control and Update Procedures

The PTASP is designated as a controlled document within the RiverLINE. As such, it is subject to formal document control procedures.

This Safety Plan was developed under the authority of NJ Transit Agency Safety Management and is promulgated by the RiverLINE General Manager. The System Safety Supervisor is responsible for amending this plan as required to ensure that its content is relevant and current with the latest Federal Transit Administration Regulations, and the NJDOT- Office of Safety Oversight Standards.

All recommended revisions to the PTASP are reviewed by the RiverLINE's executive management. Revisions, which are accepted, are forwarded to the General Manager, Superintendents and System Safety Supervisor, for approval and signature.

Once approved by Joint Labor Safety Committee and Safety Review Committee at the site level, revisions are submitted for approval to NJ Transit Agency Safety Management and NJ Transit accountable executive.

SMS Documentation will be maintained in accordance with 673.31. The retention period is 3 years

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

4.4 Review and Approval by NJDOT Office of State Safety Oversight

- The NJDOT-SSO reviews, comments on revisions, and once incorporated, are issued through the RiverLINE's document control process.
- The Safety Review and Joint Labor/ Management Committees report to the General Manager.
- The Joint Labor/ Management committees is comprised of both Employees and Management representatives from: Safety, Operations Management, Transportation Supervisors, Train Operators, Maintenance, Maintenance Supervision and Support. The Committee reviews the Agency Safety Plans for acceptance, approval, and submittal to the Chief Safety Officer.
- The Safety Review Committee is comprised of representatives from: Safety, Operations Management, Transportation, Maintenance, and Agency Safety Management. The Committee reviews Agency Safety Plans for acceptance and submittal to the Chief Safety Officer.
- Upon acceptance by the RiverLINE board Safety Review, Joint Labor/ Management Committees, NJ Transit Agency Safety Management/CSO, Accountable Executive and NJT Board Committees, the revised PTASP is transmitted by the CSO to NJDOT Office of State Safety Oversight (SSO) for review and approval

5.0 SAFETY MANAGEMENT AND PERFORMANCE MEASUREMENT

- 49 CFR Part 673.11(a)(3) requires the ASP to include safety performance targets (SPTs) based on the safety performance measures established under the National Transportation Safety Program (NSP) on data currently being submitted to the NTD. Safety Performance targets are based on a 3-year rolling as required under the Bipartisan Infrastructure Law.
- All Alstom Transportation Inc. employees are empowered and expected to take an active and proactive role to assure the safety of all activities associated with the Operations and Maintenance of the RiverLINE.
- All the key performance indicators are assigned to O&M department and reviewed internally during JLM meeting, internal regional meetings.
- As a part of annual performance plan all the standard operating procedures are reviewed annually to ensure the adherence to safety management system.
- All the standard operating procedures and policies are reviewed for an internal schedule and all reviews and updates are forwarded to New Jersey Transit Chief Safety Officer for review and concurrence. This process ensures policy and procedures meet minimum established safety standards.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- The RiverLINE GM, Superintendents and System Safety Supervisor have jointly established the following processes to set and measure safety targets for all departments and employees.
- Employee performance targets are established by review of employee injury, illness and loss time data and are reviewed annually for establishing new targets.
- The Maintenance Department's performance targets are established through the review of Reliability Deficiencies, Maintenance Reports and Quality Audits. The Safety Management and Performance Measurement System database is utilized to determine the frequency, severity, and root causes of maintenance anomalies.
- The System Safety Department reports safety metrics to the General Manager, in monthly Key Performance Indicators reports.
- The Transportation Department's performance targets are established by review of; Accident, Incident and Hazardous Condition reports.
- Employee performance targets are established by review of employee injury, illness and loss time data and are reviewed annually for establishing new targets.
- All the key performance indicators are reviewed internally (see Appendix C)

6.0 MANAGEMENT OF SAFETY PLAN AND REGULATORY COMPLIANCE

Most of the procedures and standards that are used by the RiverLINE are mandatory by Federal Regulation and State Safety Oversight requirements. Whether they are FTA, FRA, or State Safety Oversight Standard requirements, in the interest of safety, it is essential for all employees to adhere strictly to these policies and procedures. Audits are conducted to confirm compliance with policies and procedures. The RiverLINE ASP complies with all NJDOT SSO Program requirements by reference.

To ensure regulatory compliance with this Safety Plan, the RiverLINE has developed and implemented a Quality Assurance Program in accordance with FTA Quality Management System Guidelines. The Quality Assurance Plan (QAP) has been developed to ensure the continued integrity of Safety and regulatory compliance.

It is accomplished by scheduled and random audits and surveillance of the Safety Plan processes and records. The audit includes, but not limited to:

- Accuracy and completeness of documentation of safety reports.
- Review of the corrective actions taken.
- Review of follow-up actions.
- Audit of controlled documents for currency.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Reporting to the General Manager responsibility for the regulatory compliance program is assigned to jointly the Safety and Quality Assurance Department.

6.1 Safety Management System Activities

Table -1 below illustrates the numerous tasks that Alstom Transportation Inc. staff accomplish and are associated with the RiverLINE PTASP.

They are identified by Department having direct responsibility (P), supporting responsibility (S), and being knowledgeable (aware) of the activity (A).

Table 1 - Safety Management System Activities Matrix

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

P=Primary Department responsible for the task S=Secondary Departments with a supporting role A=Associate Departments which need to read and be aware of the information.	Administration	B&B	Procurement	Security	Quality Control	Operations	Maintenance	Safety	Training	Engineering	Human Resources	Store Room
Administration Plan:												
Personnel Policy/Procedures												
Procurement	S	S	P	S	S	S	S	S	S	S	S	S
D/A Policy				S	A	S	A	S	A	A	P	A
Discipline Policy					A	A	A	A	A	A	P	A
Hiring				A	A	A	A	A	A		P	
Financial & Accounting Procedures:												
Subcontractor Policy		S	P	S	S	S	S	S	A	A	A	A
Operations:												
Immediate Action	S			S	S	P	S	S	S	S		
Operating Rules				A	A	P		A	A			
Training						P		A	S		S	
Certification						P			S		S	
Investigations						P		S			S	
Unusual Report					S	P		A				
Daily Log Report					S	P		A				
Public Awareness				S		P		S				
Maintenance:												
Vehicle												
Scheduled Maintenance & Inspections					S	S	P	S	A	S		S
Unscheduled Maintenance					S		P	S	A	S		S

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Immediate Action				A		P	A				
Certifications				A		P	A	S			
Data Recorders				A		P	S		S		
Modifications			S	S	S	S	S	S	P	S	S
Specifications			A	S	S	S	S		P		
Failure Analysis				S	A	S	S	S	P		
Investigations				S		P	S	S	S	S	
Track & Alignment:											
Scheduled Maintenance & Inspections		S		S	S	P	S	A	S		S
Unscheduled Maintenance		S		S		P	S	A	S		S
Immediate Action		S	S	S		P	S				S
Certifications		S		A		P	A	S			
Modifications		S	S	S		S	S	S	P	S	S
Specifications		S	A	S		S	S		P		
Failure Analysis		A		S	A	S	S	S	P		
Investigations		S		S		P	S	S	S		
Signaling:											
Scheduled Maintenance & Inspections				S	S	P	S	A	S		S
Unscheduled Maintenance		S		S		P	S	A	S		S
Immediate Action				S		P	S				
Certifications				A		P	A	S			
Data Recorders						P	S		S		
Modifications			S	S	S	S	S	S	P	S	S
Specifications		A	A	S	A	S	S		P		A
Failure Analysis				S	A	S	S	S	P		

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Investigations					S		P	S	S	S	S	
Control Room:												
Scheduled Maintenance & Inspections					S	S	P	S	A	S		S
Unscheduled Maintenance					S		P	S	A	S		S
Immediate Action					A		P	S				
Certifications					A		P	A	S			
Data Recorders					A		P	S		S		
Modifications			S		S		S	S	S	P	S	S
Specifications		S	A		S	S	S	S		P		A
Failure Analysis					S	A	S	S	S	P		
Investigations					S		P	S	S	S	S	
Buildings / Station Stops:												
Scheduled	A	P	A	A	S		S	S	S			S
Unscheduled	A	P	A	A	S		S	S	S	S		S
Immediate Action	A	P		S	S	A	A	S	A	A	A	S
Immediate Action					A		P	S				
Certifications					A		P	A	S			
Modifications		S		A	S		A	S		P		S
Specifications		S	A		S		A	S		P		A
Failure Analysis		S		A	S		A	S	A	P		
Investigations		P	A	A	S		A	S		S		
Environmental	S	P	A		S		S	S	A	S	A	A
Quality Assurance:												
Audit	S	S		S	P	S	S	S	S	S	S	S
Configuration Management	S	S		S	P	S	S	S	S	S	S	S

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Documentation Control	S	S		S	P	S	S	S	S	S	S	S
Procedures	S	S		S	P	S	S	S	S	S	S	S
Quality Control	S	S		S	P	S	S	S	S	S	S	S
Hazard Management												
Identification and Tracking	S	S	S	S	S	S	S	P	S	S	S	S
Training:												
Qualification Training					A			A	P			
Training Matrix					A			A	P			
Documentation									P			
Coordination									P			
Records					A			A	P			
Audits					S			S	P			
Requirements					A			A	P			
Hazardous Materials:												
Procurement	S		P				S	S		S		
Storage							S	S				P
Disposal of Agency Safety Management I	S						S					P
SDS		P					S	S				S
Right to Know							S	P				

6.2 Security & Emergency Preparedness

This PTASP describes only safety-related activities for the RiverLINE. The RiverLINE has a Security and Emergency Preparedness Plan (SEPP) describing all security and emergency preparedness-related activities, which is a separate document to the PTASP. The SEPP identifies all security and emergency preparedness activities for the RiverLINE.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

7.0 Alstom Transportation Inc. ORGANIZATION & RESPONSIBILITIES

7.1 Individuals Responsibilities Related to this Safety Plan

This section provides organizational information and operating parameters for both those outside the organization that need to understand the RiverLINE, and those inside the organization that have clearly defined lines of authority and responsibility. Reference **Appendix B** for more detail.

Alstom Transportation Inc. (which has the Design-Build-Operation- Maintenance responsibility for RiverLINE Light Rail Transit system, RiverLINE) operate under the contract by NJ TRANSIT.

In accordance with the organizational structure in **Appendix A**, the related roles and responsibilities of NJ TRANSIT's Accountable Executive, Chief Safety Officer and Chief, Light Rail and Contract Services with respect to contractual relationship of NJ TRANSIT With Alstom Transportation Inc.-RiverLINE is detailed below.

New Jersey Transit's President and Chief Executive Officer, who is the Accountable Executive, ensures that NJ TRANSIT's light rail contracted operators complies with the requirements as described under 49 CFR 673 and is responsible for carrying out the Public Transportation Agency Safety Plan. The ultimate accountability for the transit agency's safety performance cannot be delegated and always rests with the accountable executive. The AE is accountable for ensuring action is taken to address substandard performance in the agency's SMS.

New Jersey Transit's President and Chief Executive Officer, who is the Accountable Executive may designate specific responsibilities the to the Chief Safety Officer in accordance with 49 CFR 673.23(d)(2).

The Chief Safety Officer of New Jersey Transit's Office of System Safety/SMS Executive has the authority and responsibility of day-to-day implementation of the agency's SMS. The Deputy Chief, Office of System Safety and staff of Office of System Safety (OSS) monitors the safety performance of RiverLINE through evaluating safety data from accident/injury occurrences, unacceptable hazardous conditions, threats and rules/ procedure violations. The data is obtained from RiverLINE's Operations and other reporting mechanisms. OSS performs audits, surveillance and inspections and participates in Safety Certification, safety meetings, etc. The Chief Safety Officer who leads the NJ TRANSIT's Office of System Safety reports directly to NJ TRANSIT's President and CEO (Accountable Executive). The Chief Safety Officer is adequately trained and does not serve in any RiverLINE's operational or maintenance activities.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Chief, Light Rail and Contract Services and his staff provides safety oversight of RiverLINE Operations and Maintenance activities and supports RiverLINE in achieving its SMS objectives. The Chief, Light Rail and Contract Services reviews RiverLINE's safety and SMS policies and procedures. Evaluates and verifies the operational readiness of new systems, monitors safety implications of proposed system modifications prior to implementation. Chief, Light Rail and Contract Services directly interacts with the Office of System Safety in RiverLINE's safety performance monitoring to determine trends.

For below, an "*" denotes Key Staff at the RiverLINE.

7.1.1 General Manager *

The General Manager has overall responsibility for operation and maintenance performance of the RiverLINE, and additionally, is responsible for the safety of RiverLINE customers, Alstom Transportation Inc. employees, contractors and others involved with the RiverLINE system. The General Manager is also responsible for providing a sound customer relationship with NJ TRANSIT through formal activity reporting and regular interface meetings.

7.1.2 System Safety Supervisor *

The System Safety Supervisor reports to the General Manager. The System Safety Supervisor is responsible for assessing, reviewing, revising and implementation of the Public Transportation Agency Safety Plan as required and annually as a minimum. The System Safety Supervisor is also responsible for the day-to-day training administration for all site personnel and employee safety and has direct access to Alstom's Director- Environment, Health and Safety, and to the Alstom Transportation Inc. General Manager.

7.1.3 Quality Manager/ Continuous Improvement Specialist *

The Continuous Improvement Specialist reports directly to the General Manager and has direct access to Alstom's Corporate Quality Director. The Continuous Improvement Specialist is responsible for all day-to-day quality assurance and continuous improvement activities, including implementation and maintenance of the O&M quality system. The Continuous Improvement Specialist sits on the System Safety Committee, as a voting member.

7.1.4 Deputy General Manager of Operations

The Deputy General Manager of Operations reports directly to the General Manager and is responsible for the safety of passengers, equipment and employees. The Deputy General Manager

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

of Operations has strong positive relationships with Customers, Contractors, business partners, and other Managers. The Deputy General Manager of Operations sits on the System Safety Committee, as a voting member.

7.1.5 Superintendent of Transportation *

The Superintendent of Transportation reports to the Deputy General Manager of Operations. The Superintendent of Transportation is responsible for all day-to-day LRV operational activity including, Supervisors of Train Operations, Train Controllers, Trainmasters and Train Operators and ensures that the system is in compliance with the Operating Rules, Operating Procedures, Timetable, Special Instructions and Bulletin Orders. The Superintendent of Transportation sits on the System Safety Committee as a voting member.

7.1.6 Superintendent of Contracts and Administration & Procurement *

The Superintendent of Contracts, Administration and Procurement reports to the General Manager. The Superintendent of Contracts, Administration and Procurement is responsible for all day-to-day administrative, material management and contract and purchasing activity. The Superintendent of Contracts, Administration and Procurement sits on the System Safety Committee as a voting member.

7.1.7 Superintendent of Maintenance of Way *

The Superintendent of Maintenance of Way reports to the General Manager. The Superintendent of Maintenance of Way is responsible for facilities, buildings, bridges and culverts, and all day-to-day maintenance activity including maintenance of track, signal/traffic control systems and quality control. The Superintendent of Maintenance of Way sits on the System Safety Committee, as a voting member.

7.1.8 Superintendent of Maintenance of Equipment *

The Superintendent of Maintenance of Equipment reports to the General Manager. The Superintendent of Maintenance of Equipment is responsible for all day-to-day maintenance activity including maintenance of the LRVs, quality control, and shop activities. The Superintendent of Maintenance of Equipment sits on the System Safety Committee, as a voting member.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

7.1.9 Superintendent of Fleet Performance

The Superintendent of Fleet Performance reports to the General Manager. The Superintendent of Fleet Performance is responsible for driving a higher level of fleet reliability and maintenance optimization through the development and introduction of processes and engineering practices. The Superintendent of Fleet Performance investigates new concepts and proven tools to deliver higher reliability. The Superintendent of Fleet Performance utilizes KPI's to evaluate performance and recommends improvements. The Superintendent of Fleet Performance sits on the System Safety Committee, as a voting member.

7.1.10 Human Resources *

The Human Resources Advisor reports to the General Manager and Alstom Corporate Human Resources. He/she is responsible for Administering Human Resources Policy and administration of the Drug and Alcohol Program.

7.1.11 Supply Chain Supervisor

The Supply Chain Supervisor reports to the Superintendent of Contracts and Administration. The Supply Chain Supervisor is responsible for managing the warehouse and inventory control functions.

7.1.12 Assistant Superintendent of Maintenance of Way *

The Signal/Track Supervisors report to the Superintendent of Maintenance of Way. The Signal/Track Supervisors are responsible for the day-to-day supervision of the inspection and maintenance of the track and signals, traffic control systems, and quality control.

7.1.13 LRV Maintenance Supervisor

The Maintenance Supervisor reports to the Superintendent of Maintenance of Equipment. The Maintenance Supervisor is responsible for the day-to-day supervision of the inspection and maintenance of the LRVs and related equipment and quality control.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

7.1.14 Field Service Engineer

The Field Service Engineer reports to the Quality Supervisor and The Superintendent of Maintenance of Way. The Field Service Engineer is responsible for the day-to-day supervision of the Engineering support and quality control.

7.1.15 Bridge and Building Supervisor

The Bridge and Building Supervisor reports to the Superintendent of Maintenance of Way. The Bridge and Building Supervisor is responsible for the day-to-day maintenance of all buildings, bridges, right-of-way and culverts.

7.1.16 Train Operators

Train Operators report to the Trainmaster. The Train Operators have overall responsibility for the safe operation of the train.

7.1.17 Trainmaster

A Trainmaster reports to the Assistant Superintendent of Transportation and Service Delivery. The Trainmaster interacts with Train Operators. Maintains Operations department's rule compliance through regular observations and tests. Interacts with Supervisor Train Operations and Controllers. Ensures adherence to Operating Procedures. Responds to site of incident or accident immediately upon notification by Control Center. Directs the training and continued qualification of Train Operators.

7.1.18 Train Controllers

The Train Controllers report to the Supervisor of Train Operations, who supports the Train Controllers on each shift. Train Controllers provide safe reliable and comfortable service to our customers by directing LRT Operations, through radio and signal communication. Train Controllers problem solve non-routine situations by developing and implementing temporary operating solutions during service interruptions. Coordinate freight operations. Coordinate emergency operations with trainmaster and emergency response personnel.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

7.1.19 Supervisors of Train Operations

Supervisors of Train Operations report to the Superintendent of Transportation. To provide safe, reliable, service to our customers directs the Trainmasters and Controllers in the operation of the SNJLRTS System. This person also has the responsibility for the Safety and on-time performance of these trains and to act in emergency situations to ensure the proper emergency personnel and supervision are notified in the event of an incident or accident

7.1.20 Security Supervisor

The Security Supervisor function is handled by the Road Foreman of Engines, and reports to the Superintendent of Transportation.

7.1.21 Technicians

Technicians are responsible for the day-to-day maintenance of the system including track, signal facilities and vehicles.

7.1.22 Road Foreman - Engines

The Road Foreman, as required by 49 CFR, Part 240, is responsible for scheduling of engineers and conductors, performing functions of locomotive engineers, and directs training/testing and qualification of Locomotive Engineers and Conductors. This position also handles the functions of the Security Supervisor.

7.1.23 NJT Office of System Safety

The Rail Transit Agency Safety Plan (ASP) consists of the management organization, activities, rules, procedures and coordination efforts dedicated to a proactive program of safety and security initiatives in the conduct of operations, maintenance, design, construction and integration of all light rail elements and systems.

The Office of System Safety monitors the safety performance of RTA through evaluating data from events - accidents, injuries, occurrences, unacceptable hazardous conditions, threats, rules and procedure violations. The data is obtained from various RTA reporting mechanisms.

The Office of System Safety consults and acts as a catalyst to ensure that employees are working to achieve the safest working environment possible. Safety strategies are created by working

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

from the traditional safety by compliance to a concept of prevention through planning which involves operational personnel in the identification of hazards and risks with program focus on influencing workforce behaviors and providing real-time safety analysis.

The Office of System Safety reviews specifications to ensure compliance, through involvement in system/design changes that may have impact on customers, employees, general public, facilities or vehicle safety as associated with the System Safety Certification, Configuration/Change Management Processes.

It is the responsibility of the Office of System Safety to perform internal audits, inspection, and reporting as prescribed by the New Jersey Department of Transportation (NJDOT) State Safety Oversight Program Standard (SSOPS). Oversight of safety audits to include coordination of information and requests submittals to the State Oversight Agency (SOA) office while maintaining an independent nature of the audit process.

Hazard Management tracking systems provide a description of analysis/findings, frequency/severity assessments and corrective action(s) to be taken to mitigate hazards based on consequence of hazard. Reporting is provided to NJT senior management for formal (top-down) Safety Management System (SMS) philosophy of risk mitigation implementation. Those practices are monitored to evaluate mitigation effectiveness and to ensure continuous improvement.

Third party (external) audits are conducted to evaluate System Safety performance in adhering to and appropriately responding to RTA Agency Safety Plan (ASP) and NJDOT Program Standard.

The Office of System Safety interfaces with SSOA, NJTPD, local PD/FD and emergency services to develop lines of communication through participation in RTA Emergency Preparedness Exercises, Fire Life Safety Committees (FLSC), Safety Review Committee Meetings (SRCM) and Incident Investigation analysis teams where there are consensus efforts to conduct hazard analysis and manage system safety programs.

As part of Safety Assurance, the Office of System Safety monitors Operations and Maintenance activities to measure if safety performance is in line with established objectives and performance targets.

8.0 INTEGRATION OF SAFETY

The overall responsibilities for safety of the RiverLINE, and its operations and maintenance rest with the Alstom Transportation Inc. General Manager. The System Safety Supervisor reports directly to the General Manager for all safety program activities.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Alstom Transportation Inc. recognizes there is a clear relationship between the quality and the safety of a product. For this reason, the Continuous Improvement Specialist works closely with the System Safety Supervisor to identify, resolve, and mitigate hazardous conditions. This requires the Continuous Improvement Specialist to be knowledgeable in all aspects of the safety program.

The System Safety Supervisor is supported by the “Employee/ Management Safety Committee”, (drawn from various departments within Alstom Transportation Inc.). The Employee/ Management Safety Committee is equally paired with employee and management personnel that have a minimum, responsibility for— (I) identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency’s safety risk assessment; (II) identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended; and (III) identifying safety deficiencies for purposes of continuous improvement. This committee will also be included in the review and approval of the ASP.

8.1 Lines of Authority for Safety

System safety is the responsibility of every employee and subcontractor working on the RiverLINE. The commitment toward safety extends from senior management through to all levels of employees and subcontractors. As such, every member of the organization is a de facto member of the “System Safety Unit”.

The head of the “System Safety Unit” is, by definition, the System Safety Supervisor who, as seen in **Appendix B**, reports directly to the General Manager. Safety and security information is disseminated within the Rail Group O&M Organization via internal memorandums and committee meetings. Safety and security information is disseminated to subcontractors via procedure SAFE-SNJ-013 Contractor Safety Program.

8.2 Safety Activities of the Alstom Transportation Inc.

This section describes the Alstom Transportation Inc. safety activities required to implement the safety program for the RiverLINE. The System Safety Supervisor has accountability for day-to-day implementation of the safety program and ensuring that the PTASP is appropriately and adequately implemented across all Alstom Transportation Inc. operations. However, New Jersey Transit’s Chief Safety Officer, Office of System Safety/SMS Executive, has the ultimate authority and responsibility for day-to-day implementation of the agency’s SMS.

This responsibility includes:

- Safety of customers,
- Alstom Transportation Inc. employee safety,
- Management of hazardous materials, and hazardous conditions

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Safety training for Alstom Transportation Inc. employees, and
- Safety training for contractors visiting the site.

8.3 Safety Committees

8.3.1 Employee/ Management Safety Committee

The Employee/ Management Safety Committee perform safety reviews and inspections of the work place as part of their normal duties and transmit safety information to the General Manager.

The Employee/ Management Safety Committee present safety non-compliance items and recommendations to RiverLINE Management. The Employee/Management Safety Committee attends regularly scheduled meetings with the System Safety Supervisor to discuss observed or potential hazards. The System Safety Supervisor is responsible for participating in the Employee Management Safety Committee. This position provides guidance to the committee and ensures that committee decisions meet all guidelines.

The Employee/Management Safety Committee will also be included in the review and approval of the ASP.

The selection of committee members is by mutual agreement by site management and local union representation.

Employee / Management representation will be equally paired between Maintenance of Way (one labor to one management personnel), Maintenance of Equipment (one labor to one management personnel), Operations and Safety (one labor to one management personnel).

All Alstom Transportation Inc. employees are empowered and expected to take an active and proactive role to assure the safety of all activities associated with the Operations and Maintenance of the RiverLINE.

RiverLINE will provide meeting minutes from committee meetings to the CSO as part of monthly reporting, who will subsequently submit them to NJDOT through the monthly report.

8.3.2 System Safety Committee

The System Safety Committee (SSC)oversees all Safety activities for RiverLINE, conducts monthly meetings, and is responsible for:

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Reviewing documentation, assigning responsibilities for open issues and approvals of certification documentation, conducting site visits, and defining safety and security-related tests and analyses, as required.
- Determining whether to accept specific conditions or requiring corrective action(s), including determining the specific methods to mitigate the potential hazards. After internal determination, all corrective action plans will be submitted to SSO for approval.
- Providing recommendations to the General Manager regarding certification and noncompliance of system elements.

The SSC consists of the following members:

- General Manager
- Superintendent, Transportation and Service Delivery
- Assistant Superintendent, Transportation and Service Delivery
- Superintendent of Maintenance
- Superintendent of Maintenance of Way
- Lead Field Service Engineer
- System Safety Supervisor
- Superintendent, Contracts and Administration
- Superintendent, Light Rail Operations – NJ TRANSIT

The System Safety Committee is chaired by the System Safety Supervisor.

In addition to ensuring the employees' welfare, each RiverLINE manager and supervisor is responsible for having knowledge of, and enforcing compliance with, all applicable federal and state OSHA laws, standards and regulations. This is in addition to FRA Regulations.

Although OSHA stipulates that employees are responsible for complying with OSHA standards, Alstom Transportation Inc. considers that it is responsible for the employees' compliance. Alstom Transportation Inc. ensures that procedures are established by all departments that facilitate disciplinary action against those individuals who fail to comply with applicable FRA Regulations, OSHA laws, standards, and regulations.

Examples of types of employee actions that require disciplinary action are failure to use/wear required personal protective equipment and/or failure to follow appropriate chemical handling.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Part 3- SAFETY MANAGEMENT SYSTEM

9.0 SAFETY, RISK MANAGEMENT AND ASSESSMENT

9.1 Safety and Risk Management Overview

System Safety is the application of hazard management techniques to achieve an optimum level of safety throughout the entirety of the RiverLINE system.

Alstom Transportation Inc.'s methodology provides a systematic means of identifying, analyzing, assessing and resolving the cause(s) of accidents, incidents safety risks and hazards within the RiverLINE that could impact the safety of the system. The application of Safety Risk Management (hazard identification) methods during the RiverLINE life-cycle phases and to all system elements permits the timely identification, elimination, minimization or control of safety risks and hazards. System safety activities include trend analysis, failure reporting and accident rate analysis.

Risk is the impact of an undesired event in terms of event severity and event likelihood. Throughout this process, safety risks and hazards are identified, analyzed, assessed, prioritized, and results documented for decision-making. The continuous loop process provides for validation of decisions and evaluation for desired results and/or the need for further action. A systematic approach to process improvement requires proactively searching for opportunities to improve the process at every step, not simply identifying deficiencies after an undesired event. Safety Risk Management has been defined as the process by which Safety Risk Assessment results are integrated with political, social, economic, and engineering considerations for decisions about need/methods for risk reduction.

Alstom Transportation Inc. implements a formal process of safety risk and hazard risk management to systematically identify, evaluate, and mitigate potential hazards associated with the engineering and operation of the RiverLINE for passengers, employees, and the general public. All known safety risks and hazards identified are categorized as to the potential severity and probability of the consequences, analyzed potential impact, and resolved by design, procedure, warning device, or other methods so that they align within the prescribed levels of risk acceptable to NJ Transit and the NJDOT SSO.

The purpose of this methodology is to provide management with appropriate information regarding safety risks, hazards and potential consequences. This information includes identifying safety risks, hazards and faults, the probable causes and effects, and recommended mitigations and resolution action(s). By evaluating these causes, conditions, and any combination thereof, together with the resolutions available, informed management decisions can be made. This methodology is the underlying rationale for all safety risk and hazard determinations, mitigations and recommended resolution actions, whether formal analyses are conducted or informally performed.

Safety Risk Management is the responsibility of RiverLINE's System Safety Supervisor and consists of three elements: Safety Risk and **Hazard Identification, Safety Risk Mitigation, Corrective Action and Hazard Reporting.**

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

9.2 Safety Risk and Hazard Identification

The identification and resolution of **safety risks** and hazards associated with the RiverLINE during operation & maintenance is essential to the continued safety of the system. Alstom Transportation Inc. uses a comprehensive identification process including all available data.

Representative examples of safety risk and hazard identification data are:

- Incident, accident and injury investigations (including near miss), NTSB reports/debriefings, NJDOT SSO;
- FRA Inspections/Defect Reporting;
- Service Failures (right-of-way), Mechanical;
- System Failures; and
- Chronological Reviews
- Disease Exposure

Representative examples of safety risk identification methods are:

- Monthly GM Inspection rides/signal rides, Trainmaster rides, efficiency checks, audit;
- Fall/Spring walks, random observations, walk-arounds, employee safety committee, rules committee;
- Industry news, APTA/AREMA/Other
- Track & bridge inspections, C&S test and inspections; and
- Train Operator training and workshops
- **Safety Reporting Program**
- **Engineering Evaluations**
- **Inspections and Audits**
- **Governmental Sources- SSOA, FTA, FRA, NTSB, CDC, TSA/DHS**

9.2.1 Safety Risk Identification Process

The identification of real and potential hazards **and safety risks** is the initial step in the system safety process.

Alstom Transportation Inc. considers that all information has the potential of identifying **safety risks and hazards**. An ongoing process to compile and review the information in a timely and structured manner is essential. Alstom Transportation Inc. has identified a number of key areas that contribute to the identification process, as cited below and detailed in the following sub sections.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Communication - with control center, communication links, work orders, committee meetings,
- Inspections - vehicle, facility, and alignment,
- Audits - safety and safety critical systems,
- Accident/Incident Investigations,
- Maintenance records, and
- Acceptance testing

9.2.2 Communication for Safety Risk and Hazard Identification

Control Center Communication –

- All employees are required to report any unusual conditions as they occur or are witnessed during their normal operation to the Control Center at (856) 580 5657 or (856) 580 5656.
- The OCC has the ability to communicate directly with Conrail and NJ TRANSIT Control Centers, NJ TRANSIT Police, public safety agencies, and other agencies coming in contact with the RiverLINE.

Established communication links

- Links are established through safety team members and contractors working throughout the RiverLINE. All Alstom Transportation Inc. personnel are encouraged to report hazards they observe. The System Safety Supervisor is the central point of contact for all reporting, in addition to the normal management chain. The Phone number is (856) 580-5620. The Fax number is (856) 580-5623.
- As hazardous conditions reported from employees are resolved, task completion is communicated to the workforce through daily job briefings, safety meetings and continuous reporting through the RL Safety Messaging Board.
- Work orders
- and other formal task authorizations are captured within the Maximo data base for review.

Committee Meetings --

System Safety Committee Meetings –

The SSC encourages the reporting of hazard related issues by all members and personnel involved with the RiverLINE.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Employee/ Management Safety Committee-

The E/MSA encourages the reporting of hazard related issues by all employees to members of the committee as well as supervisors. The employee Safety Committee meets at least monthly and is comprised of labor and management personnel from Maintenance of Equipment, Maintenance of Way, Transportation, Assistant Superintendent of transportation, Assistant Superintendent of Maintenance, and the Safety Manager. Committee implementation and representation will fulfill “at a minimum, responsibility for identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency’s safety risk assessment; identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended; and identifying safety deficiencies for purposes of continuous improvement” as required under 5329 D (5). Records of minutes for each meeting, written agenda, distribution of committee’s correspondence to be provided to all stakeholders. SSOA may participate in meeting.

Records of minutes for each meeting, written agenda, distribution of committee’s correspondence to be provided to all stakeholders. Committee implementation and representation will fulfill “at a minimum, responsibility for identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency’s safety risk assessment process as required under 5329 D (5).

49 CFR Part 673.11(a)(3) requires the ASP to include safety performance targets (SPTs) based on the safety performance measures established under the National Transportation Safety Program (NSP) on data currently being submitted to the NTD. Safety Performance targets are based on a 3-year rolling as required under the Bipartisan Infrastructure Law.

9.2.3 Inspections for Hazard Identification

Inspections of facilities, equipment, alignment, signals, and highway grade crossings are part of the scheduled maintenance plans. Inspection reports are reviewed for maintenance impact and Corrective Action Plans are developed to resolve and mitigate hazards. System failures and trends are monitored by the Alstom Transportation Inc. System Safety Supervisor and appropriate technical specialists.

9.2.4 Audits for Hazard Identification

Safety Audits

The results of safety and other Alstom Transportation Inc. audits are reviewed for potential hazards.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Safety Critical Systems

Audits of safety critical equipment and systems are performed internally and externally to identify potential hazards.

9.2.5 Investigations for Hazard Identification

Investigations into the probable cause and other contributing factors of accidents and incidents, unacceptable hazardous conditions, and repetitive failures are conducted. Trends are identified, monitored, and corrective actions instituted.

These investigations are an important part of the hazard identification process in determining the root causes of the hazardous condition.

9.2.6 Maintenance Records for Hazard Identification

Maintenance records generate useful potential hazard information. The tracking, monitoring, and recording of this information are an important tool throughout the life of the RiverLINE. Maintenance records are retained at the CLRC, and in the Maximo and Documentum data base systems.

9.2.7 Acceptance Testing for Hazard Identification

Acceptance testing conducted during the start-up phase of the contract provided Alstom Transportation Inc. with valuable information into the dynamic conditions of the system. The hazards identified during this process were analyzed and monitored to identify potential hazards. This process continues for all new systems and subsystems, as they are procured and installed.

9.2.8 External Hazard Identification

Alstom Transportation Inc. encourages the reporting of potentially hazardous conditions by NJDOT SSO, customers, neighbors, local municipality representatives and other interested parties.

Alstom Transportation Inc., in conjunction with NJ TRANSIT, has an active outreach program to facilitate the reporting of such issues, which are retained and acted upon by the System Safety Department.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

9.2.9 Classification of Hazards

Once the hazards are identified, they are categorized by the System Safety Department and reviewed by the System Safety Committee (SSC).

The hazards are categorized using MIL-STD-882E. The System Safety Committee identifies the appropriate level of review for each severity and risk level.

Where required, specific hazard review teams, led by the System Safety Supervisor, are assembled to determine measures to either resolve, or reduce the risk of the hazard. This process provides the level of experience necessary to resolve the identified hazards.

Hazard Severity- Once the hazards are identified, the severity is classified in accordance with **Table 2**

Description	Category	Definition
CATASTROPHIC	1	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$10M.
CRITICAL	2	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding \$1M but less than \$10M.
MARGINAL	3	Could result in one or more of the following: injury or occupational illness resulting in one or more lost workday(s), reversible moderate environmental impact, or monetary loss equal to or exceeding \$100K but less than \$1M.
NEGLIGIBLE	4	Could result in one or more of the following: injury or occupational illness not resulting in a lost workday, minimal environmental impact, or monetary loss less than \$100K.

Table 2 - Hazard Severity Categories

Hazard Probability -- The probability (**or likelihood**) that a hazard occurs during the planned life expectancy of the system can be described in potential occurrences per unit of time, events, items, or activities. **Table 3** shows how the probability ranking is established.

Description	Level	Specific Item	Fleet/Inventory
FREQUENT	A	Likely to occur frequently	Continuously experienced

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

PROBABLE	B	Will occur several times in the life of an item	Will occur frequently
OCCASIONAL	C	Likely to occur sometime in the life of an item	Will occur several times
REMOTE	D	Unlikely but possible to occur in the life of an item	Unlikely but can reasonably be expected to occur
IMPROBABLE	E	So unlikely, it can be assumed occurrence may not be experienced	Unlikely to occur, but possible
ELIMINATED	F	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.	Incapable of occurrence. This level is used when potential hazards are identified and later eliminated.

Table 3 - Hazard Probability Levels

Identification of Level of Severity - Alstom Transportation Inc. makes use of the risk-based approach when determining the action required addressing identified hazards. Risk is defined as the combination of severity and probability. In line with the FTA Hazard Analysis Guidelines for Transit Projects Final Report January 2000, Alstom Transportation Inc. has adopted the following level of severity categories to guide their Safety Risk Mitigation activities. **Table-4** defines the level of severity.

Frequency of Occurrence	Hazard Categories			
	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
(A) Frequent	High	High	Serious	Medium
(B) Probable	High	High	Serious	Medium
(C) Occasional	High	Serious	Medium	Low
(D) Remote	Serious	Medium	Medium	Low
(E) Improbable	Medium	Medium	Medium	Low
(F) Eliminated	Eliminated			

Table 4 - Classification into Level of Severity Categories

Acceptability of Hazards – The acceptability of a hazard is based on the risk category. **Table-5** defines this relationship.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

	1A,1B,1C,2A,2B	1- Unacceptable
	1D,2C,2D,3A,3B, 3C	2- Unacceptable (Management Decision Required)
	1E,2E,3D,3E,4A,4B	3- Acceptable with Review by Management
	4C,4D,4E, F	4- Acceptable Without Review

Table 5 - Determination of Hazard Acceptability

Where required, Alstom Transportation Inc. implements additional analysis to determine the hazard severity and probability categorization, leading to a risk categorization. **Safety Risk** and Hazard Analysis can be qualitative and quantitative, and inductive and deductive.

The deductive hazard identification process defines an undesired event, deduces the combination of conditions or faults of the system and the cause, or causes necessary to produce that event. The inductive process involves the analysis of single system components to identify failure modes and effects on a total system or a part thereof, and of personnel actions.

Once classified, hazards that are identified are communicated to the SSO in the monthly report as well as in quarterly meetings held by the SSO.

9.3 Safety Risk Mitigation

The System Safety Supervisor reviews all **safety risks and** hazards together with their risk classification and any recommended corrective actions. This information is presented to the SSC as the safety approval body for Alstom Transportation Inc.. Hazards are tracked in the system safety committee meeting minutes until resolved as well as entered the monthly SSO report and safety database.

To protect employees and the public, Alstom Transportation Inc. follows the guidelines of the Centers for Disease Control to combat Infectious Disease Exposure. The strategies, while ever-changing, include the wearing of masks, frequent hand washing, keeping the LRTs clean, etc. to minimize spread by person-to-person contact. Potential mitigations to reduce consequences from potential illness are compared against list of actual mitigations implemented and contained in the Hazard, Risk Rating and Safety Management process and Hazard Identification and Risk Assessment tables. Practices are consistent with Center for Disease Control and Prevention or State health authority guidelines. The processes includes analysis of potential impacts on the operating system, and a means to resolve the identified impacts which are acceptable to management. Hazard management process is available as evidence of implementation.”

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Table-6 below presents the Hazard Tracking Log.

Hazard Tracking Log							
No.	Description	Date Identified	Source	Assessment Results	Recommendations	Responsibility	Status

Table 6 - Hazard Tracking Log

Key

- No. – refers to the number assigned to the hazard by the RiverLINE.
- Description – refers to a brief narrative summary of the hazard – what it is; where it is located; what elements it is comprised of; etc.
- Date Identified – refers to the date the hazard was identified at the RiverLINE.
- Source – indicates the mechanism used to identify the hazard, i.e., operator report, near-miss, accident investigation, results of internal safety or security audit, rules compliance or training program, maintenance failure, facility or vehicle inspection, trend analysis, formal hazard analysis, etc.
- Assessment Results – refers to the hazard severity and hazard frequency ratings initially assigned to hazard by the RiverLINE.
- Recommendations – refers to the actions recommended by the RiverLINE to address the hazard and to bring it into a level of risk acceptable to management.
- Responsibility – refers to the person or group responsible for the action
- Status – refers to the status of the recommendations. Status may be designated as: not started, open, in progress, or closed.

The SSC takes appropriate actions to **identify mitigations** to reduce to the lowest level practical, the risk associated with the identified hazard.

The methods used for **the mitigation**, eliminating or controlling hazards are identified in their order of precedence:

- Design to eliminate hazard
- Incorporate safety devices
- Provide warning devices
- Develop procedures and training

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

The final resolution and **mitigation of a safety risk** or hazard is processed according to the RiverLINE Configuration Management plan.

9.4 Safety Risk Mitigations and Corrective Action Plans

The System Safety Supervisor is responsible for the preparation and tracking of all **Safety Risk Mitigations** and Corrective Action Plans within the scope of the hazard management program, including the Hazard Tracking Log, which monitors all significant hazards until they are closed out. **Safety Risk Mitigations** and Corrective Action Plans are drafted to address the findings of internal accident investigation, which identify causal and contributing factors requiring correction, as well as to address safety audit findings, inspection results and any other mechanism which identifies hazards. **Safety Risk Mitigation and Corrective Action Plans are developed to reduce the severity and likelihood of the consequences of hazards.**

All initial RiverLINE Corrective Action Plans created on the NJDOT reporting tool (EAR) are submitted to NJT CSO for review before being submitted to NJDOT-SSO for review and approval. Each Corrective Action Plan identifies the required actions, the schedule for implementation and the department and individual responsible for implementation.

Immediate or emergency corrective actions will be implemented, tracked, and reported to NJT CSO and NJDOT SSO in accordance with 674.37(a).

The status of Corrective Action Plans are communicated to NJ TRANSIT CSO for submittal to the SSO in the monthly report. Once a Corrective Action Plan has been implemented, the System Safety Supervisor will periodically assess and monitor the efficacy of the implementation and report status to the NJT OSS for inclusion in the monthly hazard management log.

All CAP updates will be submitted by RiverLINE to CSO, who then review, and submit to the SSOA via the monthly report.

9.5 Reporting

The RiverLINE is responsible for reporting hazardous conditions, **mitigations**, and Corrective Action Plans in accordance with the requirements of the NJ DOT Fixed Guideway Safety Oversight Program Standard to NJ TRANSIT OSS, NJDOT, FTA, the NTSB, and FRA where applicable, in a timely manner.

Alstom Transportation Inc. has an accident and incident events investigation procedure that clearly identifies which events and hazards will be investigated and when written incident investigation reports will be submitted to NJ Transit for review and concurrence. The reports include information of the most probable cause, other contributing causal data, Corrective Action Plans,

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

and schedule for implementing action. The report must be submitted by the NJT OSS for submittal to the SSO in accordance with NJDOT SSOPS Appendix D – SSO-003.

Should the NJDOT performs an independent investigation of a safety event, the RTA is to review the investigation report and has an opportunity to submit written dissent if they do not concur with the report.”

Safety Risks and Hazards shall be reported in a monthly report to the NJ Transit Office of System Safety for reporting of hazards and corrective action plans to the SSO. The monthly reports must be submitted to the SSO no later than the 15th of each month. The corrective actions shall be reported with the anticipated date of the correction being implemented. That initial corrective action implementation date shall not be deleted in subsequent monthly reports. Should the implementation date change, that changed implementation date shall be added to subsequent reports.

All hazardous conditions, including but not limited to those listed in Alstom Transportation Inc.’s Accident, Incident, and Injury procedure, must be reported to the SSO within two hours of the hazard by telephonic notification, followed by the submission of NJDOT SSO as per state program standard.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Part 4- SAFETY ASSURANCE

10.0 SAFETY ASSURANCE

10.1 INTRODUCTION

An important element of our Safety Management and Performance Measurement System is Safety Assurance; it is intended to confirm the performance and effectiveness of our safety risk controls established under our safety risk management process to ensure that our organization meets or exceeds its safety objectives through the collection, analysis, and assessment of data concerning RiverLINE performance.

This section of the Safety Plan provides details of the specific day-to-day safety assurance activities.

10.2 SAFETY ASSURANCE PURPOSE AND PERFORMANCE TARGETS

10.2.1 Purpose

The purpose of this Section of the Safety Plan is to provide detailed Safety Assurance requirements identifying, evaluating, and minimizing safety risks throughout the operational life of RiverLINE, including all safety-related activities that occur during modification, extension, operation, and maintenance of the system.

10.2.2 Targets

The performance targets of the Safety Plan are to implement safety programs that are measurable to maximize the highest reasonable level of safety for employees of the RiverLINE its subcontractors, customers, and the public. Achievement is accomplished in part, by the application of formal system techniques and methodologies that systemically identify, analyze, assess, and resolve hazards, accidents and incidents that may impact the levels of safety for the RiverLINE.

10.2.3 Objectives

Specific objectives of this Section of this PTASP are:

1. Achieve a level of safety performance that meets or exceeds the operating experience of similar transit systems in the following areas by:
 - Analyzing employee and passenger injuries.
 - Analyzing accidents, incidents and hazardous conditions;
 - Training all employees in safety related programs and assure that safety certifications are updated and maintained; and

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Instituting and measuring performance measures against established performance targets
- 2. Increase and strengthen community involvement and participation in safety and security of the system by:
 - Involving and educating community organizations and schools in safety; and
 - Involving and education community emergency responders in safety
- 3. Improve planning and projections for fiscal support needs by:
 - Tracking and analyzing historical data;
 - Coordinating and communicating closely with internal departments and external organization(s); and
 - Estimating, based on historical data and previous experience, future costs and system improvements on an annual basis.

10.3 SAFETY CERTIFICATION OVERVIEW

10.3.1 Safety Certification Program

The RiverLINE undertakes modifications and/or extensions of the system from time-to-time, or procurement of new systems and facilities that require safety and security certification. Examples include: new rail systems and extensions, the acquisition and integration of new rail vehicles and safety critical technologies into existing service and major safety critical redesign projects, excluding functionally similar replacements.

In addressing these projects, the targets of the RiverLINE safety certification program are to verify that identified safety and security requirements have been met and provide evidence of system modifications, or major equipment repairs are safe and secure for use in revenue service.

For each such project, the RiverLINE will develop a Safety and Security Certification Plan (SSCP) during the preliminary design phase of the project. Prior to revenue service, a Safety and Security Verification Report (SCVR) was developed, documenting compliance with the SSCP.

The RiverLINE process used in implementing the safety certification program includes the following:

1. Develop a certifiable item list;
2. Identify safety and security requirements for each certifiable element;
3. Verify compliance;
4. Issue Certificates of Compliance for each certifiable element; and

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

5. Issue RiverLINE safety certification.

The System Safety Supervisor and Security Supervisor are responsible to ensure that all elements subject to safety and security certification are appropriately inspected, tested and verified by all responsible parties. Further the Safety and Security Verification Report is prepared and submitted to the Safety Review Committee for approval prior to submitting to the Alstom Transportation Inc. General Manager.

Final authority to approve the certification of RiverLINE projects, extensions, etc., rests with the General Manager, Alstom Transportation Inc. and NJ TRANSIT.

10.3.2 Managing Safety in System Modification

Managing the safety aspects of system modifications is accomplished through Configuration Management, which is used to control changes to RiverLINE systems, subsystems, and processes during the manufacture, modification, or revision to original design specifications or processes using engineering analysis. The configuration management process ensures that safety and security considerations are an integral part of the process. Alstom Transportation Inc.'s System Safety Supervisor establishes policy, responsibility, and procedures for configuration management and control to ensure continued design integrity of RiverLINE, subsystems, equipment, software, and facilities. Configuration changes to these elements are closely coordinated, reviewed, documented, approved, and implemented to achieve the intended Configuration Management principles of "form, fit, and function".

System modifications or changes to system, subsystem, or processes are precipitated by the need for improvement, revision, modification, or technology enhancement, while maintaining form, fit and function. These modifications are applicable to:

- Equipment;
- Systems;
- Software;
- Service levels;
- Quality improvement initiatives;
- Unforeseen conditions discovered during operations;
- Maintenance activities, which require a redesign of a system or its components; and
- Change to the physical plant (i.e., new station stops)

System modifications and/or element changes which affect design and/or operation and maintenance activities are reviewed and recommendations made by the System Safety Committee (SSC), to evaluate potential safety and security impacts.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Some system modifications may require safety certification, as determined by the System Safety Supervisor, or the SSC. The process is performed as defined in the Alstom Transportation Inc. Safety Certification Program assuring that a responsible engineer or manager has reviewed and approved all applicable documents for safety impact, and that the department responsible for operation and maintenance of equipment and/or systems related to the modification receive approved safety certification certificates.

10.3.3 Configuration Management

Configuration Management is used to manage the integration of safety and security concerns into system designs and modifications. The Continuous Improvement Specialist establishes responsibility and procedures for configuration control to assure continued design integrity of the RiverLINE, its LRVs, subsystems, equipment, infrastructures, facilities safety-critical software and documentation.

Achieving and maintaining this integrity requires that configuration changes to these system elements are properly coordinated, reviewed, documented, approved, and implemented.

Configuration control activities are accomplished by the Field Service Engineering Staff. The Continuous Improvement Specialist conducts quality oversight through informal review and scheduled surveillance audits.

Configuration Management practices are governed by the Configuration Management Plan. Refer to Section 10.8.5 for further details of Configuration Activities. The Configuration Management plan is located with the Continuous Improvement Specialist and is available for review.

10.3.4 Safety Data Acquisition

It is the task of the System Safety Supervisor, to monitor the safety performance of RiverLINE operations. Selected data is accumulated and analyzed. This data includes injuries to customers, RiverLINE personnel, general public; potentially hazardous equipment failures; unacceptable hazardous conditions; and rules and procedure violations.

10.3.5 Data Acquisition Process

Information regarding accidents, incidents, hazardous and safety-related conditions and RiverLINE operations is obtained from several different reporting mechanisms. These include, but are not limited to: RiverLINE reports: accident/injury reports and investigations, incident reports,

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Daily Operations Summary, OCC logs, and Employee/ Occupational Injury reports, and crime/loss prevention surveys.

10.3.6 Data Analysis and Tracking

Tracking of hazard–related data is used to identify trends. These trends are further analyzed and/or investigated to determine causal factors.

This is accomplished by interviews with personnel in the affected department(s) and analysis of pertinent documentation.

Identified hazards are categorized and submitted with corrective action recommendations (or requests for corrective action development). Further, continuous follow-up of corrective actions are accomplished until close-out through a hazard tracking log.

10.3.7 Access to Data

Safety data is disseminated internally to Management and all affected departments for information, tracking and corrective action. Additionally, a safety performance report is submitted to NJDOT SSO and NJ TRANSIT Office of System Safety by RiverLINE both, upon occurrence of an incident or hazardous condition, and as part of the annual report. The annual report contains injury rate data regarding customers, RiverLINE personnel, and public accidents and incidents. The report is the basis for the formulation of safety performance targets and objectives for the coming year. The report outlines the strategies for the achievement of the stated safety and security objectives.

10.3.8 Interagency Coordination/Seminars, Information Exchange

Interagency coordination is accomplished by dissemination of safety and security related information internally within Alstom Transportation Inc. and externally to NJ TRANSIT, NJDOT, NJ TRANSIT Police, FTA, FRA, OSHA, the NTSB, TSA, and other appropriate agencies.

Alstom Transportation Inc. cooperates and coordinates with appropriate external agencies regarding safety-related recommendations, and to assure the continued safety of the RiverLINE and its environs.

Alstom Transportation Inc. is authorized to liaise with external agencies regarding matters related to safety.

The System Safety Supervisor retains records of final decisions on recommendations made by the SSC, (including rationale for recommendations that are not accepted). Below lists some

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

representative examples requiring interaction between Alstom Transportation Inc. and external agencies.

- System improvements
- System Extensions
- Major modifications to the system
- Emergency Drills and after-action reports
- Disasters
- System Schedule and Operational changes
- Results of Accident/Incident Investigations
- Results of an Audit
- Results of Emergency Drills
- Results of Inspections.

10.4 TRAINING

10.4.1 Training and Certification Review/Audit

Audits of training will include the verification of employee training, certification, and retraining programs as appropriate. The audit will verify that the RiverLINE employee instructions and course contents meet the expectations of training and certification requirements. The content and presentation of the training programs are evaluated on a periodic basis. The courses are conducted and documented with complete and accurate records. Records are maintained in a secure location by the System Safety Supervisor.

10.4.2 Employee & Contractor Safety Training

Various levels of safety training are established for Alstom Transportation Inc. staff so that employees can effectively carry out their respective responsibilities.

Employees receive safety training appropriate to their level of responsibility. **Table-7**, Safety Training Requirements, indicates the minimal safety training requirements.

RiverLINE employee training is conducted for all operations and maintenance personnel to include the following:

- Safety/Industrial Hygiene Training and Education
- Operations Related Safety Training
- LRV Operator Training and Qualifications
- LRV Supervisor and Controller Training and Qualifications
- Maintenance Personnel Training and Qualifications
- Safety Critical Training and Certification Compliance

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Road Foreman Training and Certification Requirements of 49 CFR, Part 240
- De-escalation Training
- Maintenance personnel, operations personnel, and personnel directly responsible for safety will complete de-escalation training. This training will be part of initial on-boarding for the personnel identified, as well as on a refresher basis every three (3) years.

All contractors must complete contractor safety training before being permitted to work.

Courses	Staff Level						Contractors
	Emergency Responders	CC Controller	Operator	Locomotive Engineer/Conductor	Supervisor	Alstom Transportation Inc. Staff	
RiverLINE Orientation							
RiverLINE SOP's & EMP's							
RiverLINE Safety Rules							
RiverLINE Safety Systems							
- Facilities							
- Vehicles							
Emergency Responder Training							
Incident Command Training							
Blood-borne Pathogens							
First Aid							
Hazardous Material Awareness							
De-escalation Training							
Contractor Safety Training							

Table 7 - Safety Training Requirements

- 1 pre-qualified
- 2 Supervisors designated as On-site incident coordinators
- 3 Selected Staff
- 4 Includes tabletops, drills, functional and full-scale simulations

RiverLINE has established a training curriculum to ensure basic level of safety –related competency for rail transit system auditing and oversight.

Additionally, RiverLINE Staff who are directly responsible for safety oversight (namely the System Safety Supervisor) will be required to complete applicable training requirements of 49 CFR Part 672 within three (3) years of their initial designation. Thereafter, refresher training shall

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

be completed every two (2) years. Additionally, refresher training requirements which must include, at a minimum, one (1) hour of safety oversight training will be provided.

Required Curriculum over a Three-Year Period is as follows:

- One (1) hour course on SMS Awareness—e-learning delivery (all required participants)
- Two (2) hour courses on SMS Safety Assurance—e-learning delivery (all required participants)
- Twenty (20) hours on SMS Principles for Transit (all required participants)
- TSSP curriculum (minus Transit System Security (TSS) course) (all required participants—credit will be provided if participant has a Course Completion Certificate of previously taken TSSP courses)
- Transit Rail System Safety (36 hours)
- Effectively Managing Transit Emergencies (32 hours)
- Transit Rail Incident Investigation (36 hours)
- Persons performing investigations on behalf of the SSOA are required to attain the PTSCTP designation.

The following refresher training activities are currently approved by the NJDOT SSO Program (only one training activity is sufficient for refresher training):

- FTA/TSI SMS Awareness training (online)
- FTA Annual SSO Managers Workshop
- Overview of SSO Program Processes and Objectives (SSO-101, as described above)
- NJ SSO Program SMS Refresher Training

10.4.3 Safety/Industrial Hygiene Training and Education

The System Safety Supervisor provides training to Alstom Transportation Inc. employees in basic, safe work practices and hazard identification. Employees exposed to chemicals and/or physical agents receive training in industrial hygiene principles, use and care of personal protective equipment, and the hazards and safe handling methods associated with chemicals. Employees whose job functions include exposure to special hazards receive additional training. Instruction may include, but are not limited to: confined space entry, bloodborne pathogen, HazCom, or other safety-specific training.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.4.4 Operations Related Safety Training

Safety training is conducted on RiverLINE equipment, operating rules, and procedures. Copies of SOPs and rules are given to all RiverLINE operating personnel. The System Safety Supervisor assists the Transportation Department in the formulation of training programs, SOPs, and rules. The SSC is responsible for the review and approval of all operating rules and procedures and of operations training programs, prior to their implementation. The Road Foreman-Engines assists the training department in training of locomotive engineers as required by 49 CFR Part 240 and 242.

All safety-sensitive positions directly engaged in rail operations or in Transportation Management, and signal employees are subject to random drug and alcohol testing, random safety checks, Hours of Service rules and certification/recertification on a bi-annual basis.

Additionally, these personnel must pass a bi-annual examination on the operating rules, safety rules and procedures. Each person governed by 49 CFR, Part 240, who fails the annual examination is given special retraining. The preparation, administration, and maintenance of these examinations and related records are the responsibility of the employee's respective department.

10.4.5 LRV Operator Training and Qualifications

All new LRV operators are given the LRV Operator training course. This course covers rules, procedures, safety rules, and actual LRV operation. Each new LRV operator is certified by both written and practical testing to validate operational readiness and knowledge of operating and safety rules and procedures. Each operator is given a bi-annual refresher course on the rules and procedures and is re-certified by written and practical testing.

10.4.6 LRV Supervisor Controller Training and Qualifications

Each Supervisor of Train Operations (STO) receives training in LRV operations, including rules and regulations, efficiency checks, emergency response, accident/incident investigation, customer assistance, and LRV maintenance troubleshooting.

The Safety Department coordinates with the Training department to train STOs in accident/investigation procedures performed in accordance with the Alstom Transportation Inc. SOP. Each Supervisor is certified by both written and practical testing to validate operational readiness and knowledge of operating and safety rules and procedures. Annually each STO is given a recertification course on the rules and procedures, and is re-certified by written and practical examination.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Controllers are qualified and certified on Operating Rules, Safety Rules and have received additional training and certification in the areas of LRV movements, including direct action and control of routes, coordination of emergency response and security activities, and coordination of construction and maintenance activities on the active railway. Controllers are certified by both written and practical testing to validate their operational readiness and knowledge of operating and safety rules and procedures. Bi-Annually each Controller is given a recertification course on the vehicle movements, and emergency and operating rules and procedures, and is re-certified by written and practical examination.

10.4.7 Maintenance Personnel Training and Qualifications

Maintenance requirements, methods and procedures for RiverLINE equipment and systems are described in manuals, handbooks, and other documentation developed for the training and certification of maintenance personnel. Use of personal protective equipment (PPE), emergency equipment, and safety instruction are included within the training program.

Maintenance Supervisors are responsible for ensuring Maintenance Personnel required to operate LRVs, hi-rail equipment, heavy equipment, or other specialized vehicles/equipment/apparatus, are certified by both written and practical testing (in order to document the employee's knowledge of safety and operating procedures and skill in the proper and safe operation and procedures).

10.4.8 Safety Critical Training and Certification Compliance

To ensure that compliance to training and certification of RiverLINE staff, the following is presented:

The System Safety Supervisor, in concert with the Transportation Department, is responsible for operational training, including new staff as assigned.

10.4.9 Locomotive Engineer and Conductor Training and Certification

Specific operating rule training curriculum and classes are conducted in compliance with 49CFR, Part 240, and 242 123 (b) for Locomotive Engineers and Conductors, including certification of performance. This requirement is applicable to Locomotive Engineers and Conductors during the operation of RiverLINE work trains.

Various levels of safety training are established for Alstom Transportation Inc. staff so that employees can effectively carry out their respective responsibilities.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Employees receive safety training appropriate to their level of responsibility. **Table-7**, Safety Training Requirements, indicates the minimal safety training requirements.

10.4.10 Freight Railroad Employees Operating on The RiverLINE

Freight railroad employees operating on The RiverLINE, such as Conrail Shared Assets, must be qualified on the physical characteristics of the entire joint-use track. It is the responsibility of the freight railroad to verify that all their employees operating on the RiverLINE are qualified. Employees are given a written examination on the operating rules and must achieve a score of at least 85 percent. When reporting for the examination, they must present their operating rules book, timetable, and other instructions for inspection. Employees who fail this examination must take a second examination within 30 days. Employees who fail the second examination, or who fail to be reexamined within 30 days, are not qualified to perform service.

10.4.11 Contractor Safety Training

The System Safety Supervisor administers the Contractor HSE Program when contractors' work affects RiverLINE operations, customers, facilities, and personnel. Contractors are required to comply with all applicable OSHA and FRA standards for the safety of their own employees as well as to safeguard RiverLINE employees, contractors, customers, and the public.

All contractors and subcontractors working on, or interfacing with the RiverLINE are required to attend On-Track Safety training prior to working on the operating system. This training course is developed jointly by the operating department and the System Safety Supervisor. RiverLINE Operating and Safety Rules and Procedures are included in each Contractor/Subcontractor contract, and these rules and procedures bind them while performing work on or about the operating system.

10.4.12 Maintaining Training Records

All records of Alstom Transportation Inc. personnel training are retained by the Training Coordinator, including training certification and re-certification. All training and re-certification for Locomotive Engineers and Operators are maintained by the Road Foreman of Engines as required by FRA 49 CFR 240 and 242.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.4.13 Training Compliance Requirements

The Training Coordinator/HSE reports to System Safety Supervisor and is responsible for coordinating all training activities within the Operation and Maintenance organization.

This includes the tracking of employee certifications and notification of their expirations, scheduling annual re-certification training, and analyzing historical training activities to improve the organization's time management without degrading the assurance of safety within the system. Instruction to employees will be provided by this individual in the areas of expertise. Subcontracted and other off-site training courses will be coordinated by this individual, including the development of courses, if necessary.

10.5 ACCIDENT/INCIDENT/HAZARDOUS CONDITION NOTIFICATION, INVESTIGATION, REPORTING

10.5.1 Overview

The RiverLINE, by virtue of its operational characteristics, is under the purview of several external agencies for the reporting of accidents, incidents, and hazardous conditions.

Each agency has its own unique reporting requirements that must be complied with by the Alstom Transportation Inc., as the operator of the RiverLINE. Some representative examples are the National Transportation Safety Board (NTSB), Federal Railroad Administration (FRA), Federal Transit Administration (FTA), Occupational Safety and Health Administration (OSHA), State of New Jersey Department of Transportation (NJDOT), and New Jersey TRANSIT (NJT)

The NTSB has ultimate authority (49CFR, Part 800), over transportation safety and has the authority to conduct transportation-related investigations under specific criteria and issue recommendations for consideration and implementation under their governance.

Freight railroads and the RiverLINE jointly use sections of the RiverLINE right-of-way; these sections, by regulation, are under the jurisdiction of the FRA as required by 49CFR, Part 225.

The FTA, by virtue of 49 CFR, Part 673 and 674, has certain specific requirements for the reporting of accidents, incidents and hazardous conditions.

NJDOT, Office of Safety Oversight has promulgated standards and procedures requiring, among other elements, the reporting of accidents, incidents and hazardous conditions.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

NJT, as owner of the RiverLINE, has specific requirements for reporting accidents, incidents and hazardous conditions.

The RiverLINE also traverses a number of municipalities and counties between the cities of Camden and Trenton, each of which provides emergency response services to RiverLINE incidents and has local public safety ordinances and regulations.

10.5.2 Procedure and Applicable Regulation

Alstom Transportation Inc.'s procedure for Accident / Incident / Injury / Hazardous Condition Investigation and Report Preparation is a controlled document.

The purpose of this controlled document is to establish comprehensive guidelines to notify and investigate accidents, incidents, injuries, and hazardous conditions, and prepare the required reports in accordance with Federal Regulations (FTA, FRA, OSHA), and both NJ Transit & SSO requirements for reporting.

Prompt notification, reporting thorough investigation of accidents/incidents/hazardous conditions are necessary to:

- Identify all the factors causing and contributing to the accident, incident, or unacceptable hazardous condition while minimizing disruptions to service.
- Determine the appropriate corrective action to prevent the accident, incident, from recurring and to control hazardous conditions
- Satisfy requirements for notification of external agencies including the jurisdictional emergency services, National Transportation Safety Board, Federal Railroad Administration, Federal Transit Administration, NJ State Safety Oversight Agency, NJ TRANSIT, CONRAIL, Environmental Protection Agency, and the Occupational Safety and Health Administration.

10.5.3 Applicable Documents / Regulations

External Documents:

- Contract Number 97CJ052 between NJ TRANSIT and SNJ Rail Group, LLC.
- State of New Jersey Safety Oversight Program, Office of Fixed Guideway, Rail Transit State Safety Oversight Program Standard 2021 Version 2.0, Procedure SSO – 003 – Safety Event Notification and Procedure SSO – 007 – All Hazard Data Reporting
- FTA Hazard Analysis Guidelines for Transit Projects, Final Report, January 2000.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- NTSB 49CFR, PART 840
- FRA 49CFR, PART 225
- FTA 49CFR, Part 673

Internal Documents:

- Emergency Preparedness Plan (SEPP)
- Incident Handling Plan TN-SNJ-10
- Accident and Incident Investigation Procedure, Number SF-SNJ-017
- Notification Procedure TN-SNJ-11

10.6 PHYSICAL PLANT & SYSTEMS

The RiverLINE's major maintenance, operational control, train storage, and management functions are housed in the Camden Light Rail Complex (CLRC) adjacent to passenger-only right-of-way south of CP 45. Most of the remaining route to Trenton is on joint-use Temporally Separated (passenger and freight) right-of-way consisting of single track with passing sidings.

The RiverLINE operates on track shared with Conrail freight operations from MP 4.5 in Pennsauken to MP 32.9 in Trenton. Additionally, a section north of Cass St Station on #1 track and #2 track north of CP 329 to Trenton Station is restricted to passenger-only operation.

A facility for overnight layover and minor servicing of two LRVs is located in Burlington (known as the Burlington City Yard), at the former Burlington Generation Siding. A third facility, for storage, overnight layover and minor servicing of eight LRVs (known as the Trenton Layover Facility), is located between the Trenton and Hamilton Avenue stations.

Both of these facilities are equipped with trackside power, so vehicles can be stored overnight in cold weather with the diesel engine shut off.

Haines Yard located at MP 6.6 on #1 tract north of Pennsauken/Route 73 station for the storage of maintenance of way (MOW) equipment. The MOW yard includes storage for two Jackson 6500 Tampers, a ballast regulator, and seven ballast hopper cars.

The RiverLINE utilizes an FRA compliant Automatic Block Signal (ABS) System to operate the trains safely over joint-use track. In areas of street running, Bar Signals are tied into the Vehicular Traffic Signals via a system of traffic preemption, providing trains with a clear signal when motor vehicle traffic lights are in the stop (red) position for oncoming traffic.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.6.1 LRV Vehicles

The RiverLINE diesel-electric rail vehicle is a GTW 2/6 lightweight diesel-electric railcar and is not certified for use in tunnels. The LRV is double articulated being 102 ft 6 in. long, 9 ft. 10 in. wide, and 12 feet 10 inches high measured from top of rail. The LRV combines low- and high-level seating areas. The Operator makes use of mirrors for side visibility. There are two (2) doors per side, each vehicle has a customer to Operator communication system, spaces for wheelchairs/strollers, and bicycle racks for a maximum of three (3) bicycles in each vehicle.

The vehicle is configured to provide seating for 90 Customers with room for additional 94 standees (crush load 184 Customers). The vehicle is ADA compliant.

Individual cars can be connected into trains with all cars being controlled by the operator in the lead car. Cars and trains can operate bi-directionally. The body of the LRV has three sections (A, B and C car) and three trucks, the center truck being directly mounted to the center body section. The center section (C Car) contains the diesel electric propulsion system. The vehicle is equipped with several forms of braking. At higher speeds, braking is achieved by using the resistance of the traction motors, known as dynamic braking. This form of braking, having no frictional contact, produces less wear and heat, and is blended with mechanical disc brakes as lower speeds are reached until all braking effort is applied by the discs as the vehicle comes to a halt.

In the event of an emergency requiring maximum braking effort, the friction and dynamic brakes can be supplemented by the track brake, which is a bar arrangement, magnetically applied to the running rail surface. Additionally, to avoid adhesion problems, sand can be selectively applied beneath the vehicle wheels. Slip slide sensing is also built into the vehicle's systems to mitigate low wheel/rail adhesion problems that can occur under some climatic conditions.

The GTW 2/6 LRV is also in operation in Europe. The service-proven design is manufactured by Bombardier Transportation in Switzerland and assembled in Germany.

Safety and Security Features of the Light Rail Vehicle include various features that provide for operator and customer safety, including:

- Automatic Train Stop – Activates LRV brakes in response to trackside magnetic train stop devices at Stop signals.
- “Dead Man” Controls – Activates LRV brakes if the operator is incapacitated.
- CCTV with remote monitoring, on-board DVR and download capabilities. Six cameras in each passenger compartment, one observing the LRV operator and one forward-facing.
- Door Circuitry / Sensitive Door Edges – The doors open if two edges do not close due to an obstruction.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Manual Door Release Controls – The LRV’s have manual door releases on the interior and exterior, which enable the doors to open, if required in an emergency.
- Handholds and Stanchions – Provides added stability for Customers while moving about the LRV.
- Anti-Climbers – Increased protection during an LRV to LRV/Stop bumper collision.
- Safety Glazing – To prevent injury to the Customers because of splintering of glass.
- Normal and Emergency Lighting – Automatic switch over from normal lighting to emergency lighting during an emergency.
- Train Radio and Customer Intercom are ways the operator can communicate with the customers in an emergency from the LRV.
- Materials Selected for Resistance to Flame Spread And Smoke Generation.
- Door interlocks
- Car equipped with turn signals
- Fire extinguisher in each cab
- Coupling capability to tow a disabled train
- Event recorder
- LRV’s are operated as a single unit when coupled into a multi car consists.
- Silent Alarm for communicating to the Control Center in an onboard security situation
- Running and railroad lights

10.6.2 Integrated Control System- ARINC

The Integrated Control System (ICS) is a state-of-the-art centralized Supervisory Control Data Acquisition (SCADA) system located in the Control Center.

The primary purpose of ARINC is the supervision and control of the train movements, train control, and traction power.

10.6.3 Track

The primary purpose of the track system is to provide support and guidance to trains. The guidance also includes train routing at interlockings.

LRT and Joint Use track is constructed of continuous welded rail. Freight only track is constructed of jointed rail.

There are three types of track and appurtenances utilized on the RiverLINE system. These are:

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Ballasted Track, consisting of Re 115 AREMA rail installed on ties (monoblock concrete or wooden). The rail is fastened to the tie using Pandrel clips. This type of track is utilized in the dedicated right-of-way mainline and sidings.
- Slab (Direct) Fixation Track, consisting of Re 115 AREMA rail fastened directly to cast in place track plinths. The rail rests on resilient plates, which in turn are fastened to the plinths by the application of bolts. This type of track is used in selected areas including bridge structures.
- Embedded Track, consisting of Re 115 AREMA rail, which is directly supported in concrete and then encased in a second pour. Special effort is made to assure isolation of the rail, through the use of a rubber boot. This type of track is primarily used in the street running section. Slab Track and Embedded Track may appear to be similar; however, they are entirely different in their construction and their methods of bearing trainloads.

Related sub-system elements of the track include special appurtenances within interlockings such as turnouts and derails. Other special elements include guarded curve elements and station slab track segments.

The switches at interlockings and crossovers are dual control. Normally they are power operated by Central Control. In the event of a loss of power, these switches can be manually operated under the direction of Central Control. The switches into freight sidings and freight only track is electrically locked and manually operated.

10.6.4 Communications

The Communication System provides the infrastructure link between signaling systems, grade crossing protection and traffic control systems; and the indication and control systems available in the Control Center.

It is noted that audio (PA system), video systems (VMS), and communications systems (customer service phone), are maintained by NJ TRANSIT. The RiverLINE does surveillance on these systems and reports any deficiency to NJ TRANSIT for repair.

The Safety and Security Features of the communications system includes:

- A public address system on the passenger vehicles;
- A customer assistance intercom on the passenger vehicles;
- Smoke detectors and fire alarms in yard, shop, and control center;
- Carbon Monoxide detectors in the shop
- Fixed and/or portable radios for operations, maintenance, yard, security, and management personnel, as well as freight operators.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.6.5 Camden Light Rail Complex (CLRC) & Operations Control Center (OCC)

The CLRC is located at 700 Beideman Avenue, Camden, New Jersey south of the 36th Street station.

The Operations Control Center (OCC) is located at the CLRC. Staffed and operated by Alstom Transportation Inc. personnel, the OCC provides for direct radio communication with LRV operators, freight operators, and field personnel. Other capabilities of the control center include control of main line dual control switches, derails, and interlocking signals, identification of LRV location, and automated customer assistance (via a voice response system).

The OCC is the nerve center of The RiverLINE Operation. It is staffed 24 hours a day, 365 days per year. The Control Center dispatches and controls all train activity in the LRT exclusive use and joint-use (freight / passenger) tracks between WEC and Trenton dispatching both light rail vehicles and freight trains.

Among other functions, the OCC assures that freight and LRV operation maintain temporal separation (as further described in section 3.5.3).

The OCC is under the direction of the Supervisors of Train Operations who report to the Superintendent of Transportation and Service Delivery.

The two Supervisors of Train Operations oversee the controllers. The STO's are qualified as controllers and are available to relieve the controllers, as well as being responsible to manage unusual events and special operations.

There is at least one Controller on duty in the control center at all times. Monday through Sunday, first and second shifts have two controllers and one supervisor on duty. One transportation clerk handles the customer information management system on the first and second shifts.

The primary functions of the control center staff is as follows:

LRT and Freight Train Control and Dispatch

- Monitoring and control of operations
- Identifying and correcting problems
- Activity and performance reporting

Freight Coordination

- Coordinating with daily freight operations
- Freight activity reporting

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Train Operator Management

- Spare board and cover management
- Record fueling
- Monitor fuel status of all active vehicles

Failure Management

- Design and maintain contingency plans for infrastructure, vehicle, and crew failures execute contingency plans as required.
- Evaluate effectiveness of plans in action and make corrections as required.

Emergency Management

- Maintain contingency plans for fires, customer trouble, trespass, floods, etc., and execute contingency plans as required.
- Evaluate effectiveness of plans in action and make corrections as required.

Customer Information

- Maintain Voice Response System data to reflect service conditions.

Safety and Security Features of Operations Control Facility includes:

- Communication with all rail vehicles operating on The RiverLINE
- Positive train detection for dedicated right-of-way sections

The CLRC contains buildings, rail yards, and other facilities to store, fuel, maintain and clean the entire fleet of 20 light rail vehicles. Inspections, preventive and corrective maintenance, painting, and car washing are done at this facility. Three-yard tracks located to the north of the shop building are intended for interior cleaning, inspecting and minor repairs. Four tracks located within the shop building are intended for heavy maintenance, painting, washing, fueling, and sanding of the LRV's. The CLRC is also the headquarters for The RiverLINE. The CLRC contains the headquarters for the maintenance department. The operations and management offices are located at the CLRC.

Safety and Security Features of Maintenance Facilities include:

- Surveillance camera system
- Adequate lighting of all maintenance and yard storage areas
- Water spray and eye wash facilities provided at relevant areas in the shop
- Fuel delivery systems are provided with safeguards and protection against ignition and spillage
- Warning signs, devices and/or barriers are provided at all vehicle maintenance pits
- Positive mechanical exhaust ventilation system is provided in the shop
- Fire hydrants are provided throughout the yard
- Security fencing with deterrent lighting is provided around the perimeter of the yard

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.6.6 Signal and Control System

The double track and single-track segments of the RiverLINE are interlocked by control points (CP's). These CP's allow the Rail Traffic Controllers (Controllers) to control the operation of trains on the alignment. The CP's are identified by their mile post location therefore CP 105 is located at MP 10.5 and CP 05 is located at MP 0.5. In addition, there are 3 named interlocking, CP-Bliz located at MP.3.5, CP-Ross located at MP. 5 and CP-Del located at MP. 22

Between WRTC and Trenton, operation of all rail vehicles are governed by "automatic block", a railroad traffic control and signal system that enables trains to operate safely in either direction on all segments.

The wayside signal system includes equipment to inform light rail and freight train operators of safe train movements and speeds. This permits parallel running in double-track segments.

The street-running segment in the City of Camden operates in mixed traffic. It is controlled by traffic signals supplemented by bar signals per MUTCD standards.

Camden and Burlington Street running segments have LRV bar signals to control the LRV movement. The traffic lights in these two areas are interconnected with the bar signals and they provide pre-emption for the safe movement of LRVs

Safety and Security Features of the Signal and Control System include:

- Positive route integrity at CP's
- Train stops to arrest LRV's movement, when a stop signal has been passed located at all home signals.

10.6.7 Grade Crossing Warning Devices

A grade crossing warning system includes automatic flashing lights; bells and automatic crossing gates (at the majority of crossings) to warn the auto and pedestrian traffic at highway crossings.

Lunar Lights

Lunar white lights are prominently displayed to trains approaching grade crossings on The RiverLINE. These indicators serve to inform LRV operators of the status of the crossing warning system.

A flashing lunar light indication is initiated by the warning system, (simultaneously with initiation of the grade crossing flashing red lights and bell) and turns to a solidly illuminated state only after

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

the gate is down. The steadily illuminated lunar white indication on either side of the crossing indicates the grade crossing warning system is correctly warning highway traffic, the operator must approach grade crossings and stop short of fouling the crossing, if the crossing is not functioning in accordance with LRT Rule 138. The grade crossings in many areas are synchronized with the traffic control signals. Where synchronized, the traffic controls and grade crossing interfaces have been optimized to provide the necessary protection while minimizing impact on traffic on adjacent streets, as well as the street crossing the track. In Burlington City the crossings are preemption synchronized traffic control only with cross bucks on the street approaches to rail crossings.

Safety and Security Features of the Grade Crossing warning devices include:

- Positive indication to rail vehicle operator of crossing warning device status
- Warning lights/Warning bells
- Crossing gates on public crossings along the dedicated right-of-way with the exception of grade crossings within the confine of the City of Burlington, the Pavilion crossing in Riverside and between Haddon Ave and Harbor Blvd in the city of Camden
- Traffic signals synchronized to assure safety of traffic (e.g. clear out periods to assure traffic not stopped on the track when the gates activate)
- Grade crossings are identified by AAR/DOT numbers to allow identification of the crossing in the event failures are reported.
- The telephone number for reporting failures of grade crossings is located at each grade crossing

10.6.8 SEPARATION OF FREIGHT AND PASSENGER OPERATIONS

The RiverLINE light rail transit only trackage is physically separated from freight operations. Passenger and freight operations are temporally separated on the shared trackage. The LRV's do not use freight-only sidings connected to shared trackage and are prevented from entering those sidings by the use of electric lock switches. The electric lock switches are only active during the freight operation. This period of activity is controlled via the Control Center computer system under the direction of Rail Traffic Controllers. The controller must convert the system from passenger mode (where the electric locks are inactive) to freight mode in order to enable the locks. The sliding block and split rail derails are locked during passenger operation at the following locations:

- Conrail's No. 2 Running Track at CP 45,
- Conrail's Minson freight siding,
- Colorite/Rimtec freight siding,
- Conrail's Burlington Yard south lead at CP 184,
- Burlington yard crossover at mile 19.8 (interlocked with CP 196),

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Burlington freight yard lead at CP 211A,
- Conrail's Robbinsville Industrial Track at mile 27
- Conrail's Port Running Track at CP 329.
- Pioneer Siding,
- Dependable Siding,
- AFG Siding,
- Ball Glass Siding,
- Shea Lumber Siding,
- NVR Siding
- Distributec Siding,
- Burlington Generation Station Siding,
- Land-O-Lakes Siding,
- Church Brick Siding,
- Stephen Chemical Siding
- Haines Yard

Shared trackage includes single and double track sections beginning at MP 4.5 in Pennsauken to MP 32.9 in Trenton. Within shared Trackage, freight is excluded from track one (the East track) between Trenton Station and Cass St. crossover at MP 32.3 North, and on track two (the West track) between Trenton Station and CP 329. Freight trains are prohibited from operating on the LRT only track, South of CP-45.

Logic at the Control Center provides positive separation between LRV traffic and freight operations. During passenger operations, this logic assures that it is not possible to:

- Call a freight route across joint use territory that conflicts with an LRT route already established,
- Call a freight route across LRT territory that does not end in Freight territory,
- Call a route from LRT territory into Freight-only territory; and
- Call a route from Freight into LRT-only territory

The standard freight-only operating window is 10:00 p.m. through 5:45 a.m. and the standard LRV operating window is 5:45 a.m. to 10:00 p.m. By agreement, NJ TRANSIT permits Conrail to perform freight operations (after clearing off all LRV's and establishing freight operations per LRT Operating rule 906, Temporal Separation); in the event Conrail's main line becomes blocked.

This section describes further details of the Southern New Jersey Light Rail Transit System. It includes a map of the system as well as descriptions of the important locations and functions throughout the system.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.7 RIVERLINE OPERATIONS

The main features of the alignment (South to North) are described in the following sections.

Track Type	Start MP	Municipality	Finish MP	Municipality
Double Track	MP0.0	Camden	MP 3.5	Pennsauken
Single Track	MP 3.5	Pennsauken	MP 5.0	Pennsauken
Double Track (Pennsauken siding)	MP 5.0	Pennsauken	MP 7.0	Palmyra
Single Track	MP 7.0	Palmyra	MP 8.7	Riverton
Double Track (Riverton siding)	MP 8.7	Riverton	MP 10.5	Cinnaminson
Single Track	MP 10.5	Cinnaminson	MP 11.8	Riverside
Double Track (Rancocas siding)	MP 11.8	Riverside	MP 14.0	Delanco
Single Track	MP 14.0	Delanco	MP 15.0	Edgewater Park
Double Track (South Burlington siding)	MP 15.0	Edgewater Park	MP 17.5	Burlington City
Single Track	MP 17.5	Burlington City	MP 19.6	Burlington Township
Double Track (Florence siding)	MP 19.6	Burlington Township	MP 21.1	Florence Township
Single Track	MP 21.1	Florence Township	MP 24.2	Mansfield Township
Double Track (Roebbling siding)	MP 24.2	Mansfield Township	MP 26.9	Bordentown Township
Single Track	MP 26.9	Bordentown Township	MP 28.9	Bordentown Township
Double Track	MP 28.9	Bordentown Township	MP 33.9	Trenton

Table 8 - Track Layout

There are no branch lines or alternate routes.

10.7.1 CAMDEN STREET RAIL TERRITORY

The southern portion of The RiverLINE runs along 1.5 miles of double track street railway in downtown Camden, NJ. This portion of the alignment begins at the Waterfront Entertainment Center (WEC), the site of concerts and other events. The WEC station is within walking distance of the restored Battleship New Jersey. The street-running alignment in Camden has station stops at the Adventure Aquarium and at the campus of Rutgers University.

LRV operations on the street railroad alignment are controlled by Bar Signals that are interconnected with the street traffic light system for street vehicles and pedestrians. The LRV operator obeys the Bar Signals in addition to staying visually aware of adjacent vehicle and pedestrian traffic.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

The RiverLINE transitions from street rail to a separated right-of-way north of Haddon Ave MP 1.5 located north of the Walter Rand Transportation Center (WRTC).

10.7.2 DEDICATED RIGHT-OF-WAY TERRITORY

The RiverLINE alignment transitions from street running to dedicated railroad right-of-way (ROW) at MP 1.5. The remaining alignment from MP 1.5 to the north terminus in Trenton runs solely over dedicated ROW.

From MP 1.5 to MP 4.5 the ROW is limited to LRV use. This section runs alongside the Conrail Pavonia Yard, with tracks separated by distance, or with intrusion (displaced load, derailed vehicle) detection systems to protect the light rail system.

A permanent, active IDS is in service in the “Cooper River Zone” and another in the “36th Street Zone.” Each system comprises two detectors, one at each of the two entry points, which will detect the condition of a Conrail engine, train, or equipment, including shifted loads, swinging doors, derailed equipment, etc., that may create a fouling hazard for LRT operations.

10.7.3 JOINT FREIGHT – PASSENGER TERRITORY

To the North of the start of single track, at mile post 4.5, is the beginning of the shared access territory with Conrail.

Freight and passenger operations are temporally separated. Freight only operation is restricted to between the hours of 1:00 A.M. and 5:30 A.M. (Sunday through Friday nights). The RiverLINE control center controls this separation.

There is one railroad crossings at grade (diamond) located at CP-45 (in Pennsauken) that may be used by Conrail during passenger operation hours to provide access to Conrail customers. Use of these crossings by Conrail is controlled by an automated interlocked system of signals, derails, and magnetic train stop devices, which precludes simultaneous access by freight trains and LRV's. The RiverLINE tracks are grade-separated from Conrail's Delair overhead bridge that carries freight traffic and NJ TRANSIT's Atlantic City Line.

The alignment continues north through the communities of Palmyra, Riverton, Cinnaminson, Delran, and Riverside. North of Riverside Station is a fixed-span bridge that was installed in 2002.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

South of the City of Burlington, a signup facility has been created in the former Burlington Bridge Station and a yard facility (Burlington City Yard) has been created on the former PSE&G Generation Siding.

In Burlington City, the alignment travels through the center of town in close proximity to street traffic. LRV bar signals, interconnected with the street traffic lights, are used to inform LRV operators of the status of the street traffic control systems and the condition of the highway warning devices.

10.7.4 TRENTON VICINITY

The RiverLINE is double-tracked for approximately five miles on the northern end from CP-28.9 north of Bordentown to the end-of-track in Trenton immediately across the street from NJ TRANSIT's Trenton Transportation Center that is also served by Amtrak, SEPTA and NJT commuter rail trains, and NJ TRANSIT bus operations. Within the city of Trenton, there are station stops at Cass Street and Hamilton Avenue within walking distance of the Waterfront Stadium and the Sun Bank Arena. Freight service is not permitted at any time on either track between CP Cass and Trenton Station.

10.7.5 SCHEDULES, HEADWAY, AND RECOVERY

Alstom Transportation Inc. is responsible, by contract, to operate revenue service for The RiverLINE. Additional service may be provided within the city of Camden to accommodate special events. Added recovery time is built into the turnback times at Trenton and WEC to enable a train arriving later than the published schedule to begin its return trip on time. Schedules are provided by NJ TRANSIT. Additional information regarding the operation of the system is provided in other operations documents.

10.8 MAINTENANCE

This section provides an overview of the maintenance philosophy at Alstom Transportation Inc. and the maintenance practices used throughout the life of the operating and maintenance period of the RiverLINE contract.

Proper maintenance is a key element in creating a safe, secure and reliable operating environment minimizing the possibility of accidents, incidents or other emergencies, throughout the RiverLINE. Alstom Transportation Inc. has developed a series of maintenance plans for each of the five elements of The RiverLINE infrastructure:

1. Light Rail Vehicles (M1- M11)
2. Track and alignment (MW-4)

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

3. Railroad signaling, highway grade crossing & traffic control systems (S-27, S24)
4. Control room systems (audio/video – NJ TRANSIT Responsibility)
5. Bridges and Culverts (MW-5)

Alstom Transportation Inc. emphasizes the following in its maintenance plans:

- Frequent inspections
- Proactive scheduled (Preventive) maintenance.
- Effective and timely performance of corrective maintenance.
- The ability to make “immediate action” repairs when situations dictate.
- A certification program for the personnel, equipment, and procedures used to perform maintenance.
- Use of data recorders both as proactive predictors of maintenance needs before they occur and as an analytical tool to suggest appropriate design and/or procedure changes.
- An ongoing program of modifications and updates to both equipment and specifications.
- Failure analysis/Hazard analysis.
- Investigations, and
- Record keeping and documentation of maintenance trends.

The maintenance plans vary among (and within) the six elements of the infrastructure. Failure analysis, investigations, and record keeping/ documentation procedures are discussed in more detail in subsequent sections of this PTASP.

10.8.1 SAFETY-RELATED MAINTENANCE PHILOSOPHY

The maintenance philosophy for the RiverLINE is a preventive maintenance approach. The goal is to prevent problems from occurring, rather than waiting for problems to occur, and then taking corrective action. Recognizing that some level of corrective maintenance may be required, sufficient time is allowed in the schedule of preventive maintenance activities to perform corrective maintenance and other support activities.

The Maintenance Plans outline the preventive maintenance program for the RiverLINE. The maintenance plan is reviewed and updated, as the operation matures and the RiverLINE requires a change to the plan, for the successful continued implementation of the maintenance philosophy.

Alstom Transportation Inc. operates and maintains the RiverLINE, providing all labor and services necessary to achieve the overall requirements of the system. All scheduled normal and preventive maintenance, unscheduled maintenance, scheduled heavy maintenance and overhaul, maintenance

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

record keeping, and the maintaining of the spare parts inventory are included in the plan. Maintenance is scheduled to minimize disruption of the operating system.

10.8.2 Maintenance Task Matrix

The following table provides a task matrix indicating the individual responsibilities for safety-related maintenance efforts. Participation is indicated as primary, secondary, or associate. This matrix is not to be taken as exclusive. Participation by other groups within Alstom Transportation Inc. and/or its subcontractors takes place whenever appropriate.

Exhibit 10-2

Safety-Related Maintenance Task Matrix

P= Primary (Responsible) S= Secondary, (Support) Associate (Be aware)	Quality Control	Operations	Maintenance	Safety	Training	Engineering
Vehicle						
Scheduled	S-Q1		P-M2	S-S1	A-A2	S-M5
Unscheduled	S-Q1		P-M2	S-S1	A-A2	S-M5
Immediate Action		S-O3	P-M2	S-S1		A-M5
Certifications			P-M2		S-A2	
Data Recorders			P-M2	S-S1		S-M5
Modifications	S-Q1	A-O2	S-M1,M2	S-S1	S-A2	P-M5
Specifications	S-Q1		S-M1,M2	S-S1	A-A2	P-M5
Failure Analysis	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Hazard Management/Tracking	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Investigations	S-Q1		P-M2	S-S1	S-A2	S-M5
Track and Alignment						
Scheduled	S-Q1		P-M4	S-S1	A-A2	S-M5
Unscheduled	S-Q1		P-M4	S-S1	A-A2	S-M5
Immediate Action		S-O3	P-M4	S-S1		A-M5
Bridges			P-M4		A-A2	
Certifications			P-M4	A-S1	S-A2	
Data Recorders			P-M4	S-S1		S-M5
Modifications	S-Q1	A-O2	S-M1,M4	S-S1	S-A2	P-M5
Specifications	S-Q1		S-M1,M4	S-S1	A-O2	P-M5
Failure Analysis	S-Q1	A-O1	S-M4	S-S1	S-A2	P-M5
Hazard Management/Tracking	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Investigations	S-Q1	A-O2	P-M4	S-S1	S-A2	S-M5
Signaling						
Scheduled	S-Q1		P-M3	S-S1	A-A2	S-M5

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Unscheduled	S-Q1		P-M3	S-S1	A-A2	S-M5
Immediate Action		S-O3	P-M3	S-S1		A-M5
Certifications			P-M3		S-A2	
Data Recorders			P-M3	S-S1		S-M5
Modifications	S-Q1	S-O1	S-M1,M3	S-S1	S-A2	P-M5
Failure Analysis	S-Q1	A-O1	S-M3	S-S1	S-A2	P-M5
Hazard Management/Tracking	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Investigations	S-Q1	A-O1 & O2	P-M3	S-S1	S-A2	S-M5
Control Room						
Scheduled	S-Q1		P-M6	S-S1	A-A2	S-M5
Specifications	S-Q1	A-O1	S-M1,M3	S-S1		P-M5
Unscheduled	S-Q1	A-O1	P-M6	S-S1	A-A2	S-M5
Immediate Action		S-O1	P-M6		A-A2	A-M5
Certifications			P-M6		S-A2	
Data Recorders		P-O1	S-M6	S-S1		S-M5
P= Primary (Responsible) S= Secondary, (Support) Associate (Be aware)	Quality A=Control	Operations	Maintenance	Safety	Training	Engineering
Failure Analysis	S-Q1	A-O1	S-M6	S-S1	S-A2	P-M5
Hazard Management/Tracking	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Investigations	S-Q1	A-O1	P-M6	S-S1	S-A2	S-M5
Modifications	S-Q1		S-M1,M6	S-S1	S-A2	P-M5
Specifications	S-Q1		S-M1,M6	S-S1		P-M5
Buildings and Station Stops						
Scheduled	S-Q1		P-A1	S-S1	S-A2	
Unscheduled	S-Q1		P-A1	S-S1	S-A2	S-M5
Immediate Action	S-Q1	A-O1	P-A1	S-S1	A-A2	A-M5
Certification	S-Q1		P-A1	S-S1		A-M5
Modifications	S-Q1		S-M1,A1	S-S1		P-M5
Specifications	S-Q1		S-M1,A1	S-S1		P-M5
Failure Analysis	S-Q1		S-A1	S-S1	A-A2	P-M5
Hazard Management/Tracking	S-Q1	A-O1	S-M2	S-S1	S-A2	P-M5
Investigations	S-Q1		P-A1	S-S1		S-M5
Environmental	S-Q1		P-A1	S-S1	A-A2	S-M5

Legend:

A1-B&B Supervisor

A2-Training Coordinator

O1– Supt Transportation
&Service DeliveryO2-Asst Supt Transportation
&Service Delivery

O3- LRV Operators

M1-Material Supervisor

M2-Maintenance Supervisor

M3-Signal Supervisor

M4-Track Supervisor

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

M5-Lead FSE
 S1-System Safety Supervisor

M6-FSE Electronics

Q1-Quality Supervisor

Preventive maintenance will be conducted using qualified technicians and carefully prepared repair and inspection procedures. The Maintenance Plans specify regular preventive maintenance checks to minimize operating failures. Safety related preventive maintenance tasks are not delayed beyond their scheduled time.

Corrective maintenance is normally performed during non-revenue operating hours, when possible, with minimal impact on normal system operations and required service levels. All maintenance, whether discovered during a preventive maintenance check or otherwise, is recorded in the Maximo system. These records constitute the basis for corrective action and are stored for failure data reporting for future updates of the preventive maintenance system.

The reporting system for corrective maintenance incorporates a methodology to assign maintenance priorities to each failure requiring corrective maintenance. These categories are:

- Immediate response and restoration within 4 hours.
- Response and restoration within 8 hours.
- Response and restoration within 24 hours.
- Response and restoration exceeding 24 hours.

Site personnel respond immediately to any failure that could jeopardize safety and on-time performance, as reported by the Maximo system, Train Operator or other Alstom Transportation Inc. Personnel.

The Train Operators are trained to diagnose and correct a number of vehicle failures in order to minimize delays.

A “real time” reporting of all outstanding corrective maintenance activities by priority code is implemented, with reports generated to management indicating clearance of corrective maintenance activities in accordance with their assigned priorities.

The OCC is the focal point for all reporting of malfunctioning or non-functioning equipment or facilities of the system. Control center personnel function as a “trouble desk” to receive, screen, assess, and act upon all reports. All operational incidents are reported to the OCC. The clerk logs the incident into the control center computer system and then generates a Work order Request within the Maximo system, containing all known defects and symptoms. All control center personnel are thoroughly trained in proper responses to reports received from all credible sources. This includes alarms from sensors, reports from on-line employees, public agencies, utilities, the public and any other reporting entity.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.8.3 Fare Collection and Ticket Vending Machines (TVMs)

This system consists of specialty equipment supplied and maintained by NJT. It includes ticket vending machines (TVMs) for collecting monies and dispensing and validating tickets. It also includes the off-site equipment necessary for systems maintenance.

10.8.4 Stations

The RiverLINE has 21 station stops, located at grade. There are four station stops located in the street running section in Camden; WEC (Waterfront Entertainment Center), Aquarium, Cooper Street / Rutgers, and Walter Rand Transportation Center (WRTC). WEC and WRTC Stations are set in dedicated LRT only sections. Aquarium and Cooper Street / Rutgers stations are positioned on either side of the street (Delaware Avenue and Cooper's Street respectively) with road vehicle and LRT traffic passing between the platforms. The remaining station stops are located on the dedicated railroad right-of-way.

The passenger stations have side or center platforms, not more than 200 feet long, with a height of 23 inches above top of rail. Station stops have simple shelters close to the center of each platform. Minimal platform end ramps provide ADA mandated access to the platforms. All station platforms are at the same height as the floor of the LRV at the LRV door. Station stops are designed to provide ease of access for disabled and elderly customers. In all instances they meet or exceed compliance with both the spirit and the letter of the Americans with Disabilities Act (ADA). Graphics and signs are uniform in placement and presentation and are well illuminated to maintain safety and security.

Station stops are unattended. Fare collection is handled through a self-service, proof-of-payment system. Local police and NJ TRANSIT Police, in cooperation with SNJ Rail Group, (Alstom Transportation Inc.) provide station stop security.

Customer Service telephones with direct access to the NJTPD dispatcher desk, and the control center are located at each platform.

All station stops are lighted according to the standards of the Illuminating Engineering Society Handbook, the National Electric Safety Code, and local codes and ordinances. Building materials and finishes comply with the BOCA Basic Building Code and/or NFPA standards, as applicable.

Station Maintenance

Stations are maintained to exhibit a clean, neat, and attractive appearance that promotes a safe and secure environment. In order to keep the areas litter and graffiti free, a regular schedule for

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

cleaning is implemented. This schedule meets or exceeds the criteria set forth in the contract between NJ TRANSIT and Alstom Transportation Inc. stating that stations stops must be checked for functionality on a daily basis with required maintenance performed within 24 hours. The timeline for scheduled maintenance to station stops is stored in the Maximo Database. There is immediate response to all reports of unsanitary or unsafe conditions.

During adverse weather conditions, Stations including platforms, footpaths and SNJRLTS parking lots are kept clear of snow and ice.

Safety and Security Features of Stations and Parking Areas include:

- Adequate lighting
- CCTV on the Station Platforms
- Public address and variable message signs are provided
- Telephones with access to NJTPD dispatch desk
- Customer information telephones are provided at stations
- A tactile warning strip is provided at platform edges, compliant with ADA requirements
- Parking Lots are designed for maximum visibility of all parts of the lot from surrounding areas
- Provisions are made for security of revenue collection equipment.

10.8.5 Configuration Management Requirements

Configuration Management requirements are established in the River LINE Configuration Management Plan (CMP) and are included in major contracts to assure that changes to the design of equipment and facilities are adequately documented and approved. Contractors are required to submit "as-built" drawings and update manuals and procedures. Changes to designs, after completion of design reviews, will be coordinated with NJ TRANSIT.

The River LINE Configuration Management Plan (CMP) identifies the configuration management program for all aspects of the RiverLINE system. The primary application is to systems and operational practices which may impact the System Safety Program Plan (SSPP). While a change to a component or operational practice may introduce a potential occurrence of an isolated hazard, the systems which exert comprehensive influence over the RiverLINE system-wide risk profile (and which have potential system safety impact) are identified as Safety Critical Systems. See Sections 12.2.2 and 13.1 for a list of these systems.

Configuration Management includes certain specified contractual documents, operations and maintenance documents, and safety and security documents.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.8.6 Software Control, Access, and Protection

The RiverLINE has established policy, responsibility and procedures for Configuration Control, (Reference Configuration Management Plan), to ensure continued design integrity of the RiverLINE system, subsystems, equipment and facilities. Achieving this integrity requires that configuration changes to the system elements defined at the time of Safety Certification are properly coordinated, reviewed, approved, documented, and implemented.

System changes are changes to the configuration and supporting and related supporting documentation that are precipitated by need for new or revised:

- Equipment extensions;
- Systems;
- Quality improvement initiatives;
- Unforeseen conditions discovered during operations; and
- Maintenance activities which require re-design of a system or its component(s) and so on.

System and/or element changes which affect design and/or operational and maintenance of the RiverLINE are reviewed and recommendations are considered or implemented in accordance with the procedures established in the CMP.

Proposed changes to engineering drawings and documentation are documented on the Permanent Change Authorization (PCA) form, or Temporary Change Authorization (TCA) form by a Field Service Engineer and are reviewed and approved by the appropriate staff and the General Manager.

Changes determined to be Safety Critical by the System Safety Supervisor or the General Manager are submitted to the System Safety Committee for approval. After review by the System Safety Committee the PCA/TCA is evaluated for its acceptability toward service improvement, safety improvement, and elimination of hazard(s) and approved by the signers on the PCA/TCA form.

Changes determined by the System Safety Supervisor or the General Manager to affect the FRA Waiver for 49 CFR parts 219 to 239 are submitted to NJ TRANSIT for submittal to and approval by the FRA.

Proposed changes to System Safety & Security plans or related documents are initiated by the System Safety Supervisor or Security Supervisor.

Changes to O&M Plans and related procedures are initiated by the process owner with input from System Safety, Quality, and any other department head(s) related to the process.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

10.8.7 TCA/PCA Authorization

Each of the following individual's reviews and evaluates the TCA/PCA proposed to the baseline RiverLINE Configuration and related RiverLINE baseline operation. Each individual must sign the TCA/PCA or make recommendations for modification or other disposition of the proposed changes. The required signatories are as follows:

- General Manager
- Superintendent Maintenance of Way
- Superintendent of Maintenance of Equipment
- Lead Field Service Engineer
- System Safety Supervisor
- Superintendent of Transportation
- Superintendent of Contracts and Administration
- Others, as Requested.

Each Lead Field Service Engineer has the responsibility to ensure that changes (once approved by all required signatories) are accurately incorporated into engineering documents. The General Manager has overall responsibility for the Configuration Management Plan.

10.8.8 Transportation Documents Change Authorization.

Changes to the Transportation documents are approved by the Rules Committee. The Rules Committee is chaired by the Rules Examiner/Assistant Superintendent of Transportation & Service Delivery. The Rules Committee meets as needed and is made up of the:

- Superintendent of Transportation & Service Delivery
- Superintendent of Maintenance of Way
- Assistant Superintendent of Transportation & Service Delivery
- System Safety Supervisor
- Field Service Engineer Signal

10.8.9 O&M Plans and Related Procedures Change Authorization.

Approval of proposed changes to O&M plans and related procedures are made by the General Manager and by the appropriate Superintendents.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

11.0 Internal Audit Process

11.1 Overview

Internal safety audits are conducted annually and are intended to accomplish verification of both the RiverLINE's safety program and that of contractors, whether constructing on-site or providing safety-critical equipment. RiverLINE's verification of compliance is accomplished through the use of surveys, inspections, and analysis of injury and illness reports. In addition, contractors' safety programs are reviewed and approved by the RiverLINE.

The System Safety Supervisor utilizes the resources of appropriate staff proficient in the areas being audited for an objective assessment of its own responsiveness to the requirements of the PTASP.

The System Safety Supervisor is also responsible for the implementation scheduling and oversight of the safety audits while keeping in mind the independent nature of the audit process.

The results of an internal audit are reported to the Alstom Transportation Inc. Management upon completion of the audit, with a draft report being submitted within 15 working days. The Alstom Transportation Inc. General Manager directs his staff for the preparation of a Corrective Action Plan and schedule. A follow-up of the effectiveness of the corrective actions is performed within 30 calendar days of implementation.

11.2 SCOPE OF ACTIVITIES

The scope of the internal safety audit process is to provide a mechanism for determining the effectiveness of the RiverLINE PTASP and to assess its level and quality of implementation. Specifically, internal safety audit objectives are to:

- verify that safety programs have been developed/implemented in accordance with PTASP requirements;
- assess the effectiveness of the rail transit agency's system safety programs;
- identify program deficiencies;
- identify potential hazards in the operational system and weaknesses in the system safety programs;
- verify that corrective actions are being developed, implemented and tracked to closure to address deficiencies and potential hazards;
- recommend improvements to the rail transit agency PTASP;
- provide management with an assessment of the status and adequacy of the system safety program; and
- assure continuing evaluation of safety-related programs, issues, awareness and reporting.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Based on a careful review of these objectives and the activities addressed in the PTASP, the RiverLINE organizational units and functions are as follows:

Organizational Units:

- Rail Operations
- System Safety
- Engineering
- Quality Assurance
- Security
- Transportation
- Operations Control Center (OCC)
- LRV Operators
- Maintenance of Way
- Maintenance of Equipment
- Training
- Procurement
- Human Resources

Organizational Functions:

- Implementation;
- Schedule for Follow-Up
- Close Out Of Corrective Action
- Facility Inspections
- Equipment Inspections
- Maintenance Audits/Inspections
- Rules/Procedure Review
- Training and Certification Review Audit
- Emergency Response Planning Coordination and Training
- System Modification Review and Approval Process
- Safety Data Acquisition/Analysis
- Interdepartmental/Interagency Coordination
- Configuration Management
- Occupational Safety and Health
- Hazardous Materials/Environmental Safety Program
- Drug and Alcohol Abuse Program
- Contractor Safety Coordination

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Procurement
- Others as Required by System Safety Supervisor

11.3 AUDIT PROCESS

11.3.1 Integrity of the Audit Process

The System Safety Supervisor in consultation with Alstom Transportation Inc. line Management selects the Audit Leader and Team proficient in the areas being audited, ensuring that the audit team does not include staff from the functions and/or units being audited. They ensure that all audits are conducted in a cooperative, professional manner, and include an administrative process for resolving problems or disagreements or findings.

11.3.2 Audit Cycle and Schedule

Both announced and unannounced audits are performed.

- Announced audits are scheduled and announced to minimize disruption of activities. The safety and quality departments conduct audits together where the schedules require a safety and quality audit of the department or function. An audit schedule is developed and approved by the General Manager.
- Internal system safety audits occur on a three-year rotating schedule which addresses all of the required elements of 49 CFR Part 673 & 674.

Audit Cycle and Schedule of ASP Elements

ASP Element/Task	Schedule		
	Year 2023	Year 2024	Year 2025
Grouping 1. ASP/SMS Implementation			
• Review records and recordkeeping for the SMS and its implementation	2023	2024	2025
• Also use the results of the remaining audit groups to assess the SMS implementation	2023	2024	2025
• Annual ASP Review and Update - o Certification of Compliance - o Element 4. Plan Review and Modification	2023	2024	2025
• Documentation and Tracking of Minimum Standards for Safety	2023	2024	2025

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

• Integration with Public Safety and Emergency Management - o Element 11. Emergency Management Program - o SEPP All Elements/Topics - o Emergency Operations/Management Plan(s) and Related Training for RTA staff and Emergency Responders - o Drills and Exercises Program o Most Recent TSA BASE Review	2023	2024	2025
• Assuring Integration of the Safety Department in Policy and Procedure Development and Changes	2023	2024	2025
Grouping 2. Safety Management Policy			
• Safety Management Policy documentation, signed/endorsed by the Accountable Executive	2023	2024	2025
• Agency's safety objectives	2023	2024	2025
• Organizational Accountabilities and Responsibilities	2023	2024	2025
• Employee Safety Reporting System	2023	2024	2025
• Policy Communication Throughout Transit Agency	2023	2024	2025
• Safety Program Definition and Administration - o Element 1. Policy Statement - o Element 2. Purpose, Goals, and Objectives - o Element 3. Management Structure - o Element 4. Plan Review and Modification - o Element 5. Plan Implementation	2023 2023 2023 2023 2023	2024 2024 2024 2024 2024	2025 2025 2025 2025 2025
Grouping 3. Safety Risk Management			
• Hazard Identification		2024	
• Risk Assessment and then Prioritization		2024	
• Selection and Implementation of Mitigations		2024	
• Element 6. Hazard Management Process		2024	
• Element 7. Safety Certification Process – for the formal hazard analyses		2024	
• Element 8. System Modifications – for the formal hazard analyses		2024	
• Other sources of formal risk assessment, safety and public safety related		2024	
Grouping 4. Safety Assurance – Safety Performance Measures and Targets for Improvement			
• Element 9. Safety Data Acquisition		2024	
• Safety Performance Criteria, Targets, and Measures - o National Safety Plan - o FTA Guidance on Safety Performance Measures and Targets o Coordination with the State and MPO for		2024	

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Safety Performance Measures and Targets			
• SSO Program Standard Requirements/Procedures for Hazard/Risk Identification, Data Collection, and Analyses/Assessments		2024	
• Hazard Log, Risk Register, and Corrective Actions/Mitigations Tracking and Status		2024	
• CAPs definition, tracking, closure process		2024	
• Element 24. Minimum Document Submission to the NJDOT SSO Program		2024	
Grouping 5. Safety Assurance – Notifications and Investigations of Safety Events			
• Element 10. Reportable Event Notification, Investigation, and Reporting		2024	
• Element 11. Emergency Management Program			2025
• Element 23. Roadway Worker Protection			2025
• RTA/RFGPTS Investigation Procedure(s)			2025
• SSO Program Standard Requirements/Procedures for Safety Event notifications and investigations			2025
• Emergency Response/Operations Procedures			2025
• Rail Operating Rule Book and Required Training			2025
• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training			2025
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training			2025
• Field Supervision SOPs and Required Training			2025
Grouping 6. Safety Assurance – Compliance with Operations Rules/Procedures			
• Element 13. Rules Compliance	2023		
• Element 22. Hours of Service			2025
• Rail Operating Rule Book and Required Training			2025
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training			2025
• Field Supervision SOPs and Required Training			2025
• Inclement Weather Procedures and Refresher Training			2025
• Operator Certification/Refresher Training and Record-Keeping			2025
• Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency			2025
Grouping 7. Safety Assurance – Compliance with Inspection and Maintenance (I&M) Requirements			
• Element 14. Facilities and Equipment Inspections	2023		
• Element 15. Maintenance Audit and Inspection Program	2023		
• Element 23. Roadway Worker Protection			2025

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

• Transit Asset Management (TAM) Plan			2025
• Inspection and Maintenance (I&M) Manuals, SOPs, Standards, Supervision, Training, and Competency			2025
• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training			2025
• Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training			2025
Grouping 8. Safety Assurance – Compliance with Local, State, and Federal Safety Requirements			
• Element 18. Compliance with Local, State, and Federal Safety Requirements, includes OSHA-Related Requirements at the state, local, and/or transit agency level	2023		
• Element 19. Hazardous Materials Program			2025
• Element 20. Drug and Alcohol Program			2025
Grouping 9. Safety Assurance – Management of Change			
• Element 7. Safety Certification Process		2024	
• Element 8. System Modifications		2024	
• Element 17. Configuration Management	2023		
• Element 21. Procurement			2025
• Configuration Management Plan (CMP)			2025
• Safety Certification Plan (SCP)			2025
• Tracking of Significant Capital Projects			2025
• Safety-Related Procurement Specifications/Requirements			2025
Grouping 10. Safety Assurance – Continuous Improvement			
• Element 12. Internal Safety Audit Program	2023		
• Tracking the Three-Year Cycle of ISAs	2023		
• Element 9. Safety Data Acquisition – includes results from investigations, internal audits, emergency management		2024	
• Assuring Integration of the Safety Department in Policy and Procedure Development and Changes		2024	
• Element 4. Plan Review and Modification		2024	
Grouping 11. Safety Promotion – Training			
• Element 16. Training and Certification Program	2023		
• Rail Operating Rule Book and Required Training	2023		
• Right-of-Way or Roadway Worker Protection (RWP) Plan and Required Training	2023		
• Command and Control/Train Control Standard Operating Procedures (SOPs) and Required Training	2023		
• Field Supervision SOPs and Required Training	2023		

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

• Inclement Weather Procedures and Refresher Training	2023		
• Operator Certification/Refresher Training and Record- Keeping	2023		
• Maintenance (equipment and rail infrastructure/systems) Job-based Certification/Refresher Training	2023		
• Inspection and Maintenance Manuals, SOPs, and Standards, Supervision, Training, and Competency	2023		
Grouping 12. Safety Promotion – Communication			
• Policy Communication Throughout Transit Agency		2024	
• Element 9. Safety Data Acquisition – data analysis results for investigations, internal audits, hazard management, emergency response, rules/procedures compliance		2024	
• Safety Performance Criteria, Targets, and Measures		2024	
• Employee Safety Reporting System		2024	

- Unannounced audits are conducted on safety critical systems, on repetitive failures and non-compliance items found during data downloads or field reports.
- Audits required by NJDOT (e.g. Annual Rail Group Internal Audits, FTA Triennial audit) or any audit as directed by NJ TRANSIT are conducted, if required.

11.3.3 Checklists and Procedures

Auditing teams utilize approved checklists in their audit. The checklists reflect the items and areas and the department being audited. The audited department is given the required opportunities to provide support documentation to the auditors so as to “close” the items on the checklist. Auditors may choose a day to do spot checks of individual records, such as maintenance records or personnel qualification records. In all cases the System Safety Supervisor assures the cooperative nature of the audit group and the audit process is maintained.

The Internal Audit Checklist and Three-Year Schedule shall be submitted to the NJDOT Office of State Oversight for approval. In addition, the NJDOT Office of State Safety Oversight will be notified 30 days prior by the System Safety Supervisor, of upcoming Internal Audits.

In advance of an audit, a checklist is prepared including:

- Reference number.
- Audit category (safety critical system, failure analysis, schedule, announced, and unannounced).

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Date of audit.
- Department audited and contact name.
- Auditor's names.
- Inspections and observations conducted.
- Reference criteria including that found in the PTASP, standard procedures, training manuals, operating rules, and maintenance procedures.
- Results, comments, and observations.
- Recommendations.
- Corrective actions, and
- Method of verification.

11.3.3.1 Audit Responsibility

The System Safety Supervisor is responsible for the implementation and oversight of announced and unannounced safety audits during the operation and maintenance of the RiverLINE. The System Safety Supervisor selects the audit team leader and team, assuring that the audit team does not include staff with interests that may be in conflict with the audit duties.

11.3.4 Audit Reporting

The auditing group prepares an audit report which is provided to the System Safety Supervisor who in turn provides copies of the document to Alstom Transportation Inc. Management. Appropriate Alstom Transportation Inc. Management/Staff prepares responses to the audit. Audit teams are proficient in the areas being audited.

The System Safety Supervisor ensures that all audits are performed on a coordinated basis with full support of Alstom Transportation Inc. management. Documents that will not be audited include confidential records and financial records, and other sensitive materials. Once an audit date and scope is established, all departments involved in the audit provide full cooperation to the auditors. Completed audits include findings, observations, open items, problem areas, corrective actions and a schedule for implementation of the corrective actions.

The audit report includes a summary of open items, areas of concern and the required corrective actions. Corrective actions, including a schedule for implementation are approved by Alstom Transportation Inc. Management and are tracked for compliance until close-out by the respective managers. Disputed findings or discrepancies will be discussed at the closing meeting. An agreed upon timeframe will be discussed for resolution of the disputes before the findings are considered official.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

At the end of the audit the audit team briefs Alstom Transportation Inc. management concerning the areas of concern and recommended corrective actions.

11.3.5 Annual Audit Report to NJDOT Office of State Safety Oversight

The System Safety Supervisor, with the assistance of Alstom Transportation Inc. management, responds satisfactorily to all identified problem areas, including a schedule to implement corrective actions. Copies of the final internal audit reports are submitted to NJ TRANSIT Accountable Executive who is ultimately accountable for addressing safety deficiencies identified as part of the safety performance assessment and NJ Transit Chief Safety Officer who provides formal notice of annual report submittals to NJDOT SSO as part of the annual report. Annual Reports from the RiverLINE are submitted by CSO to the SSO are due by February 12th of the year following the reporting year.. The annual report includes a certification letter signed by the AE”.

11.3.6 Coordination with NJDOT Office of State Safety Oversight

The RiverLINE coordinates its internal safety audits with CSO who submits to the NJDOT SSO for review/approval through submittal of the annual and three-year internal safety review schedules, checklists, and annual and three-year audit reports. NJDOT-SSO conducts external safety reviews every three years. Alstom Transportation Inc. coordinates these activities through the CSO with the NJDOT-SSO.

The RiverLINE will submit directly to the SSO at least 30 days prior to the scheduled internal safety and security audit the checklist and procedures to be used during the audit for review and approval by the SSO.

RiverLINE’s internal audit schedule of which PTASP and SEPP/SSP elements are to be audited throughout the calendar year as part of the annual report by February 12th.

Including the NJ Transit Accountable Executive certification, the components of the annual report are:

- o Internal/External Audit Logs
- o Incident & Occurrence Logs
- o Hazard Log
- o CAP Monitoring Process & Log
- o Internal Safety and Security Audits
- o Status of Safety Certification
- o Annual Review/Update of RiverLINE’s ASP

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

11.3.7 Audit Completeness

The System Safety Supervisor ensures all audits are performed on a coordinated basis with full support of Alstom Transportation Inc. management. Documents that will not be audited include confidential records and financial records, and other sensitive materials. Once an audit date and scope is established, all departments involved in the audit provide full cooperation to the auditors. Completed audits include findings, observations, open items, problem areas, corrective actions and a schedule for implementation of the corrective actions.

All internal safety audits are fully documented and reported to ensure that hazards are subjected to the hazard identification and resolution process for action to include tracking until resolved.

All audits are completed as defined in auditing procedure **QA SNJ-007 Table 3.0-1** Surveillance, **QA SNJ-009**. These procedures are available for review at the CLRC.

12.0 FACILITIES AND EQUIPMENT INSPECTION

12.1 State of Good Repair

The FTA (49CFR, Part 625, §625.5-Definitions), defines a state of good repair as "**the condition in which a capital asset is able to operate at a full level of performance**".

RiverLINE system maintenance work includes State of Good Repair (SGR) activities on an as needed basis. Scope and specific details of tasks involved completely depends on the SGR work under consideration. Maintaining RiverLINE transit system in a State of Good Repair (SGR) is a multi-task as well as a multi-disciplinary effort. In this process, System Safety activities such as:

- Identification of Engineering Systems (Rail Systems and Civil/Facilities Systems) that are to be maintained in a SGR;
- Configuration Management;
- Systems Management/Integration;
- Start-Up;
- Rail Activation;
- Safety Certification; and,
- Operational Demonstration,

all of which are related and lead back to sound revenue operations are considered. Not all elements are applicable in all cases. Similarly, elements of Quality Assurance and Quality Control that affect Safety of the System such as Design Control, Inspection and Testing, Nonconformance, etc., that have a critical role in maintaining RiverLINE in a SGR are considered. Incorporation of appropriate elements of System Safety and Quality Assurance programs in all RiverLINE SGR activities assures a safe, reliable and efficient

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

RiverLINE system. Throughout SGR activities, RiverLINE System Safety Supervisor will interface with the State Safety Oversight (SSO) Office. SSO may participate in key RiverLINE System Safety Committee meetings. SSO promulgates the State Safety Standards for compliance by RiverLINE.

12.2 FACILITIES AND EQUIPMENT SUBJECT TO INSPECTIONS

All RiverLINE operating and maintenance facilities and equipment undergo a complete inspection by Quality Assurance & Safety at least once a year to ensure the safety and health of employees. Please refer to Section 15 on how these inspections are carried out.

The Maintenance Plan describes the basic maintenance needs of fixed plant elements of the RiverLINE. The plan provides for the inspection, condition monitoring, routine servicing, and preventive maintenance, overhaul, and replacement requirements for the system. The Plan provides for maintenance of the fixed plant, and explains the technical, operational and organizational approach required.

The overall RiverLINE Maintenance Plan is supported by numerous lower level documents which provide technical requirements for specific systems. These include:

- Manual for Inspection, Maintenance and Construction of Track MW-4
- Plan for Inspection of Bridges and Culverts MW-5
- Special Instructions Governing Construction and Maintenance of Signals and Interlockings – S23
- Instructions for Making Test of Signal Apparatus –S27

The goal of RiverLINE maintenance plans is to ensure that the RiverLINE meets all safety, availability, and reliability requirements to achieve customer satisfaction and comfort.

These plans ensure: 1) a high degree of continuity and consistency in routine maintenance activities, 2) a structured process for improving the productivity and efficiency of fixed systems functions, and 3) a fulfillment of FRA and FTA's requirements.

12.2.1 Categories of Maintenance

Maintenance tasks are divided into four major categories.

- Inspection and test: activities which are performed in order to ascertain and verify the condition or readiness of equipment, for example, monthly turnout inspection.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Preventative maintenance: those maintenance activities that are performed on a schedule to ensure availability, safety or prolong the service life of facilities and equipment. Preventive maintenance activities are scheduled based on frequency of use (e.g., cycle, hours of use or pure elapsed time) and not as a result of differences observed during inspection and test.
- Corrective maintenance: these refer to demand responsive maintenance activities that are necessary because they affect operations or the safety of customers or are in response to in-service failures, or to unsatisfactory conditions which are identified during inspections and testing.
- General maintenance: those maintenance activities necessary to maintain service quality, such as graffiti removal.

12.2.2 Equipment Inspections

Equipment inspections are made in accordance with manufacturer guidelines, industry-accepted standards and practices.

Track inspections conform to FRA 49 CFR 213 standards, such as:

- Walking inspections bi-annually;
- Riding inspections by track inspectors twice a week;
- Ultrasonic inspection once a year; and
- Gauge and other geometry measurements twice each year.

Receiving inspection inspects/tests all incoming materials and equipment to contract specifications and segregates defective materials in a non-conforming material hold area in accordance with Quality control procedures.

12.3 PREVENTIVE MAINTENANCE INSPECTION SCHEDULES

A sweep of the alignment is performed by the first train each morning. The yard & shop areas are inspected monthly.

Routine inspections of the structures, bridges, inverts, and culverts are performed at established cycles using approved guidelines.

The system elements such as train control/signaling, grade crossing equipment, and SCADA are inspected at established cycles based on the manufacturer guidelines and industry experience. The period of these inspections may be varied based on climatic conditions and corrective maintenance demands.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

LRV inspections are made in accordance with industry-accepted procedures including periodic inspections specified by the LRV Running Maintenance and Servicing Manual and the LRV Heavy Maintenance Manual. Operators perform visual inspections and relevant systems checks prior to service-start.

12.3.1 LRV Maintenance Plan

LRV maintenance is divided into four areas: daily, preventive, program, and corrective. A brief description of each area is described below:

Daily Maintenance

Each car undergoes daily inspection and interior and exterior cleaning prior to release for service. The daily inspection check sheet is included in the LRV Maintenance Plan.

Preventive Maintenance

Preventive maintenance is a combination of periodic inspections and routine servicing with monthly, semi-annual, and annual intervals. During monthly inspections, any open or deferred work orders for minor repairs are performed. Bi-annual and annual preventive maintenance is based on equipment manufacturer's recommendations.

Program Maintenance

Program maintenance is primarily developed by Engineering with the support of equipment manufacturers, and consists of engineering changes, field modifications, seasonal programs, and overhauls.

Corrective Maintenance

Corrective maintenance consists of troubleshooting and repairing equipment in response to a reported malfunction, failure, defect, incident, or other abnormality. These abnormalities may be reported by train operations, OCC, inspection technicians, or quality inspectors.

Quality Assurance

The Quality Assurance function ensures that LRV maintenance processes, documentation and procedures are in place and properly utilized, and is currently under the responsibility of the Continuous Improvement Specialist. Quality assurance personnel monitor maintenance activity and documentation for completeness and accuracy. The quality assurance function will include reliability and maintainability analysis to identify trends in equipment performance.

Materials Control

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Materials Control is the management of all components and equipment, whether inventory spares or in repair, used in support of maintenance of infrastructure and LRVs. Responsibilities of material control include:

- Inventory Management,
- Warehousing and Distribution,
- Shipping and Receiving,
- Unserviceable Tagging, Disposition and Restocking,
- Planning and Purchasing,
- Warranty Enforcement, and
- Expediting

Material Control will continuously monitor parts and equipment status and usage to identify shortages, potential shortages and optimize stocking requirements.

Engineering changes are design modifications established by equipment manufacturers or Engineering and affect form, fit or function of a component or system. These modifications are typically effective for the entire fleet and future production and are documented using Permanent Change Authorization and/or Temporary Change Authorization forms.

Field modifications may include a Permanent Change Authorization and are established by equipment manufacturers and/or RiverLINE engineering. These may affect the entire fleet and are documented by use of Field Modification Instructions. These are typically developed to illustrate the implementation of the Permanent Change Authorization or Temporary Change Authorization, address a quality defect, or clarify a servicing or repair procedure.

Seasonal programs are servicing procedures or temporary modifications utilized to address seasonal sensitivities. Seasonal inspection and servicing are typically performed during semi-annual inspections. Some examples of seasonal programs are: air conditioning servicing for summer operations, alteration of cleaning procedures for winter operations, and coupler "bagging" to prevent snow and ice build-up.

Overhauls, or heavy maintenance, are performed on a program basis. Period and scope of overhaul programs are established using equipment manufacturers' recommendations, and data obtained during yearly inspections. Overhauls are divided into major sub-component groups including, trucks, hydraulic brake equipment, HVAC units, air compressors, and passenger doors.

Failures and defects are reported by train operators to the OCC who then enters the information into the Maximo system. All reports are brought to the attention of the LRV Maintenance Supervisor, who is responsible for investigating, documenting, disposition, and correcting the abnormality.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

12.4 MAINTENANCE INSPECTION CHECKLIST REQUIREMENTS

Checklists are used for all maintenance actions using the Maximo system that provides checklists as part of issuance of a work order.

12.5 INSPECTION-HAZARD MANAGEMENT COORDINATION

Results from facilities and equipment inspections are closely coordinated with the hazard management process as defined in Section 6.0. Hazards identified during these inspections are integrated into the hazard management process.

13. MAINTENANCE AUDITS/INSPECTIONS

Hazards discovered during audits and inspections are reported using the Safety Risk Mitigation process. Individual maintenance shops within the maintenance facilities are formally inspected on a monthly basis. These inspections are conducted using inspection forms, and include inspections to verify OSHA compliance, personal protective equipment utilization, inspections of equipment, housekeeping inspections, inspections to verify industrial hygiene practices, etc. However, informal inspections may be conducted at any time. Inspection reports are issued which list the hazards and the safety and health problems found during the inspection. Follow-up inspections and reports are completed within 30 days. The department responsible for the inspected area is required to provide a schedule of corrective actions within 30 days. Follow-up inspections and reports are made 30 to 60 days after the initial inspection.

Effective maintenance is required for safe and efficient light rail operations. Alstom Transportation Inc. has adopted maintenance standards that make safety and availability the primary objectives of the system. These targets will be met by the incorporation of preventive and corrective maintenance programs for all aspects of the system.

All Physical Plant, Fixed Systems and LRV Maintenance activities specified in the original equipment manufacturers' (OEM) or maintenance manuals are performed in a professional and timely manner. All requirements to maintain and enforce warranties, and to verify and document the functionality and performance of safety critical equipment, will be satisfied.

Implementation of maintenance activities is under the direction of the Superintendent of Maintenance of Way for fixed plant equipment, certain railroad and work equipment. The Superintendent of Maintenance of Equipment is responsible for LRV Maintenance. These individuals coordinate their actions with the respective Operations Safety and Maintenance Safety Training Programs for employee development requirements.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

13.1 SYSTEMS AND FACILITIES SUBJECT TO MAINTENANCE AUDIT

As previously stated, inadequate or improper maintenance on any of the RiverLINE systems could potentially affect safety. Alstom Transportation Inc. recognizes that failures or incorrect operation of certain systems may directly cause hazardous conditions. Such systems are designated as “Safety Critical Systems”. The Safety Critical Systems include:

- LRVs
- Buildings
- Stations
- Train Control
- Track
- Yards
- Right Of Way (For Fencing, and Drainage Adjacent To Track)
- Bridges
- Culverts
- Fire Suppression Systems
- HVAC and ventilation systems
- Backup emergency generators and redundant power sources
- Life safety systems

Special requirements, including standards, employee certification, documentation, and quality assurance are imposed for these systems.

13.1.1 Failure and Corrective Maintenance

It is the goal of Alstom Transportation Inc.’s maintenance philosophy to minimize system down time and maximize system availability.

Failure Correction is prioritized based first on safety and then equipment availability. Under no circumstances is unsafe equipment allowed to remain in service. Essential corrective maintenance is not deferred beyond the next scheduled preventive maintenance examination.

Corrective Maintenance is generally performed in response to an “in-service” failure (referred to as a “service failure”) or as a direct action following an unsatisfactory inspection and test. On occasion it may also be required as a result of informal observation or vendor (supplier) directive, such as manufacturer notice/recall bulletins.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

13.2 AUDIT/INSPECTION FINDINGS AND RESOLUTION

A log of failed or unsatisfactory inspection and test results and corrective action is maintained by the Superintendent of Maintenance of Way, Superintendent of Maintenance and the System Safety Supervisor for incorporation into the Hazard Management Process.

Where the results of the inspection and test activities are such that transportation services are adversely impacted (e.g., if track inspection determines that a speed restriction is required), the Control Center is notified, and an entry made on the Service Failure Log. Any result of an inspection and test action which adversely impacts service availability is considered an “in service” failure.

13.2.1 Maintenance Program Monitoring

The maintenance program is monitored on a regular and frequent basis in order to identify trends in equipment performance. This information is used to identify reliability improvement opportunities, such as the replacement of unreliable components based on life cycle cost analyses, etc. Reliability and maintainability data is also used to redefine maintenance intervals and maintenance cycles based on experience over the term of the Operations and Maintenance phase of the contract. These intervals are increased or decreased to provide more cost effective maintenance.

Certain MOW and Fixed Plant maintenance activities are performed by subcontractors, while others are accomplished directly by Alstom Transportation Inc. staff. The coordination and management of both are the responsibility of the Superintendent of Maintenance of Way.

13.2.2 Maintenance of Way

The New Jersey Transit RiverLINE track infrastructure is maintained in accordance with 49 CFR Part 213 standards as well all pieces of on-track equipment and roadway maintenance machines. Landscaping and vegetation management is also performed to ensure the RiverLINE exhibits a neat and attractive appearance to customers always, and to eliminate hazards for customers and employees.

Inspections and servicing, including the replacement of consumable items and replacement parts, are performed regularly and frequently enough to ensure that every element of the system is fully functional at all times.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

13.2.3 Station and Parking Lot Maintenance

Station and parking lots are maintained to exhibit a clean, neat, and attractive appearance that also promotes a safe and secure environment.

In order to keep the areas litter and graffiti free, a regular schedule for cleaning is implemented. There is immediate response to all reports of unsanitary conditions.

Litter pick-up at stations and parking areas is accomplished at least once each day. An adequate number of trash and recycling receptacles at each area is provided to encourage customers to deposit litter. Graffiti is to be removed or painted over before the start of the following day's operations or at a minimum, within 24 hours of discovery or notification. Shelter stops are thoroughly cleaned weekly.

During adverse weather conditions, stations, platforms, footpaths, and parking lots are kept clear of snow and ice. Deicer, sand, and grit, or other suitable combination of materials is spread to prevent and/or limit slippery conditions on platforms and footpaths.

Station equipment is operational at all times and is functionally checked on a daily basis. Defective lights are replaced within 24 hours of discovery or notification.

Landscaping is maintained to assure a neat and attractive appearance. Vegetation is controlled to ensure that weeds, tree branches, and other forms of vegetation are not allowed to obscure the visibility of signals, grade crossings, stations, signs, etc. Vegetation is prevented from growing in walkways and track areas.

Responsibility for maintaining the equipment falls upon Superintendent Maintenance. Major repairs and service will be outsourced. Outsourcing is the responsibility of the Superintendent of Maintenance of Way.

13.3 MAINTENANCE AUDIT CHECKLISTS

Maintenance Audit Checklists are used to document the maintenance audits conducted by System Safety and by maintenance employees to ensure uniform and complete audits. These checklists focus on adherence to schedule, application of standards and procedures, and record keeping.

13.3.1 RISK BASED INSPECTIONS AND MONITORING PROCESS

The FTA issued Special Directive 22-38 to the New Jersey Department of Transportation (NJDOT) requiring the development and implementation of a risk-based inspection program as required by 49 U.S.C. § 5329(k).

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

To comply, the NJDOT updated the New Jersey Administrative Code (NJAC) 16:53 and developed a comprehensive set of risk-based inspection procedures, in consultation with New Jersey Transit Light Rail Systems.

The update to NJAC 16:53, which is included in Appendix A of the NJDOT Program Standard, provides the NJDOT SSOA the authority and capability to enter and perform inspections, both with and without advance notice, at each rail fixed guideway public transportation system. This updated administrative code grants authority for the NJDOT SSOA to access each transit agency to inspect a wide range of activities, including infrastructure, equipment, records, personnel, and data. In addition, the changes establish that access to entries shall be provided by the fixed guideway public transportation system which may include but are not limited to keys, codes, data cards or remotes.

The SSOA procedures encompass various key aspects related to inspection activities within the rail fixed guideway public transportation systems, reporting requirements, as well as data collection activities. These procedures address critical elements such as the 1) Scheduling of inspections, 2) Inspection reports, 3) Handling immediate safety concerns (and defects), and the various inspection activities, including 4) Inspections specifically tailored to the equipment, infrastructure, and practices of each rail system, 5) Event verification, 6) Ongoing monitoring, 7) Defects and corrective or remedial action, and 8) Tracking of implementation of corrective or remedial actions.

The Transit Agency will **adopt** the risk-based inspection procedures in the NJDOT Program Standard Appendix D as follows:

- Procedure SSO-014 - RBI - Inspection Activities, Scheduling and Coordination with Transit Agencies
- Procedure SSO-015 - RBI - Inspection, Report Development & Distribution
- Procedure SSO-016 - RBI - Tracking & Resolution of Inspection Findings
- Procedure SSO-017 - RBI - Data Sharing & Collection
- Procedure SSO-018 - RBI - Data Management System

In addition, the transit agency will provide the NJDOT SSOA with the data that is collected when identifying hazards and assessing and mitigating safety risk, as well as Safety Program Data, Maintenance Data & Inspection Data. The data will be electronically submitted via the approved file share service to the NJDOT SSOA monthly, and follow the required format.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

For announced inspections, the NJDOT Inspector will notify the transit agency prior to the inspection and notify and/or meet with their designated point-of-contact upon arrival. The inspector must present their credentials, including an identification/badge, and sign in when applicable.

For unannounced inspections at unrestricted access locations, NJDOT Inspectors will have unsupervised access. This includes all public spaces and most rail facilities that do not present a safety concern.

For unannounced inspections to areas identified as restricted (ROW, substations, control rooms, or other areas due to safety or security reasons), the NJDOT Inspectors will notify the Operations Control Center (OCC), (856) 580-5656 (5657), upon their arrival. Upon receiving notification, the OCC will acknowledge the NJDOT's presence and coordinate an escort.

During normal business hours (07:00-17:00), the transit agency will provide an escort within sixty (60) minutes and within one hundred twenty (120) minutes during non-typical business hours (17:01-06:59).

The transit agency will provide thirty-minute updates as to when an escort will arrive. In the event the transit agency cannot provide an escort within the allotted timeframes, the transit agency will provide an explanation and updates as to when an escort will arrive.

The point of contact for announced inspections, or the assigned escort for unannounced inspections, will verify that the NJDOT Inspector(s) has the necessary personal protective equipment, certifications, and training.

The results of the NJDOT Inspections are documented in inspection reports that are shared with the transit agency within thirty (30) calendar days of the inspection. The NJDOT Inspector will report all immediate safety concerns (threat of death or serious physical harm) immediately upon discovery. The transit agency will respond to all Findings, including Safety Concerns, Clarification Requests, and Recommendations. All Findings will be tracked by the transit agency to closure.

Hazards and risks identified through the NJDOT inspection process are assessed using the transit agency's safety risk management process. The transit agency will provide a monthly RBI Report to NJDOT, which will be utilized by the NJDOT for risk-based inspection monitoring and prioritizing inspection activities.

Collectively, NJAC 16:53 and these procedures establish the NJDOT SSOA's authority and a comprehensive framework for the effective implementation and management of the NJDOT's RBI program.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

13.4 MAINTENANCE HAZARD IDENTIFICATION AND TRACKING

Hazards discovered during maintenance actions are identified and entered into the hazard management process (section 6.0) for corrective action and tracking until resolved.

14.0 TRAINING AND CERTIFICATION REVIEW/AUDIT

14.1 OVERVIEW

Alstom Transportation Inc. Operations personnel are trained and certified on The SNJLRTS Operating Rules and physical characteristics. In addition, the Superintendent of Transportation and Service Delivery, the Supervisors of Train Operations, the Controllers, the Assistant Superintendent Transportation and Service Delivery, and the Trainmasters of the RiverLINE are trained and certified on NORAC Operating Rules.

15.0 COMPLIANCE WITH LOCAL, STATE, FEDERAL REQUIREMENTS

15.1 EMPLOYEE SAFETY PROGRAM

Alstom Transportation Inc. provides all employees with a safe workplace. This extends to operational practices e.g. access to hazardous areas; as well as to the physical condition of the RiverLINE. Employees are provided with continuous training by Alstom Transportation Inc. and NJ TRANSIT with respect to their responsibilities in the RiverLINE Safety Program; as well as on safety related documents such as the SNJLRTS Operating Rules, Safety Rules, and the Timetable Special Instructions.

15.1.1 Occupational Safety and Health Program

Alstom Transportation Inc. Occupational Health, Safety and Environmental (HSE) Program is a high priority for the RiverLINE. Alstom Transportation Inc.'s Training Coordinator/ Health, Safety & Environment (HSE) is responsible for monitoring implementation of the HSE Program. The System Safety Supervisor, Operations, LRV Maintenance, and HSE are responsible for ensuring compliance with safety programs, all applicable OSHA standards and local codes. It is the responsibility of each department manager and supervisor to ensure a safe and healthy work environment for all employees under their direction. Human Resources has the responsibility for ensuring that employee information bulletin boards are maintained.

15.1.2 Industrial Hygiene Program

Industrial hygiene studies are performed on a hazard priority basis. Alstom Transportation Inc. conducts industrial hygiene studies such as air quality, noise level, hazardous materials, including wastes, and environmental stresses, to evaluate the degree of employee or customer

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

exposure to chemical and physical agents encountered in the work environment, including the office environment. The survey results are utilized to determine the necessary corrective action, including engineering and administrative controls and/or the required use of personal protective equipment. Reports of the industrial hygiene study are submitted to all affected departments.

Industrial hygiene studies are performed on a hazard priority basis to identify and eliminate exposures that exceed the Threshold Limit Value (TLV) and Permissible Exposure Level (PEL).

The priority are established by the RiverLINE System Safety Supervisor through an evaluation of the work processes, including type of work performed, types of chemicals or hazardous materials used to which persons are exposed, frequency and duration of exposure, and number of employee (or customers) exposed.

Examples of high priority exposures are:

- Airborne concentrations of lead, silica and other toxic particulates and aerosols
- Organic solvents
- Excessive noise levels

In addition, high priority is given to employee or customer concerns and requests for evaluations from NJ TRANSIT Risk Management or Safety.

15.1.3 Personal Protective Equipment Program

Appropriate personal protective equipment (PPE) are provided and its use required by Alstom Transportation Inc. personnel working on RiverLINE. The use of PPE is evaluated by the respective Superintendents and System Safety prior to its purchase by the using organization. Alstom Transportation Inc. management and supervisory personnel are responsible for providing the necessary PPE and enforcing its use by employees.

15.1.4 Contractor/Subcontractor Environmental, Safety and Health Programs

The intent of the Alstom Transportation Inc. Contractor/Subcontract HSE Programs is to enhance individual protection and public safety by fostering an awareness and concern for safety on the job site. Implementation of Contractor/Subcontractor HSE requirements during construction, and those covered by the Federal and New Jersey State Occupational Safety and Health Administration, are the responsibility of Alstom Transportation Inc. and are included in the Alstom Transportation Inc.'s Construction HSE Program(s).

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

15.1.6 Contractor Safety Program

The System Safety Supervisor and Training Coordinator/HSE administer the Construction HSE Program when contractors' work affects RiverLINE operations, customers, facilities, and personnel. Contractors are required to comply with all applicable OSHA standards for the safety of their own employees as well as to safeguard RiverLINE employees, contractors, customers and the public.

All contractors and subcontractors working on, or interfacing with the RiverLINE are required to attend safety training prior to working on the operating system. This training course is developed jointly by the operating department and the System Safety Supervisor. RiverLINE Operating and Safety Rules and Procedures are included in each Contractor/Subcontractor contract, and these rules and procedures bind them while performing work on or about the operating system.

16.0 RULES COMPLIANCE/PROCEDURES REVIEW

16.1 OVERVIEW

Rules and Procedures compliance require clear and concise understanding (based on training), of RiverLINE and NORAC rules and procedures to minimize any confusion of their intent.

16.2 REVIEW OF RIVERLINE AND NORAC RULES AND PROCEDURES

Critical operational documents (which are subject to configuration management and formal document control procedures), are controlled operational documents are issued with Alstom Transportation Inc. numerical identifiers and are categorized by functionality:

- Transportation, including safety & operating rules and procedures
- Rolling stock;
- System safety; and
- Fixed systems.

To help ensure the integrity of the maintenance system, the System Safety Supervisor conducts periodic audits and inspections of maintenance activities and monitors "in-service failures". In addition, the operating and safety rules are reviewed annually to determine effectiveness based on rules compliance data and regulatory changes.

16.3 ENSURING RULES COMPLIANCE

In accordance with FRA regulations 49 CFR 217 RiverLINE Managers and Supervisors conduct mandatory monthly Operational Safety Efficiency Checks to observe infractions in the areas of Customer Support, Service Quality, Transportation, Maintenance-of-Way, Safety, etc. These are unannounced observations performed by the Managers and Supervisors, and a report is presented

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

at the monthly staff meeting, to the General Manager, the System Safety Supervisor, and Superintendents for appropriate action. For items that are deemed Category I or Category II Hazards, a Corrective Action Plan is developed, and they are entered into the Hazard Management Process, and tracked until closed.

16.4 OPERATIONS AND MAINTENANCE COMPLIANCE TECHNIQUES

Alstom Transportation Inc. has developed its own requirements for assessing compliance with Rules, including the following:

- **Evaluation Process:** Job classifications and job functions are evaluated to determine the operations and maintenance staff subject to rules examination and evaluation.
- **Organizational Responsibility:** The Assistant Superintendent Transportation and Service Delivery (Rules Examiner) is responsible for all issues regarding procedure and compliance with operating rules.

He or she provides instruction to employees whose duties are in any way affected by the operating rules, and maintains records of periodic and special rules examinations. The Rules Examiner conducts field observation checks and classroom training to ensure understanding and compliance to the requirements of the operating rules.

In cases of an accident or violation of the operating rules, the Rules Examiner assists the investigation team in determining facts related to rules procedures. The Rules Examiner makes recommendations for additions, modifications, or deletions to the operating rules.

16.5 SUPERVISORY PERSONNEL COMPLIANCE TECHNIQUES

Supervisory personnel are subject to the same compliance requirements as are operations and maintenance personnel, including rules examination and training at the supervisory level, and are subject to the same scrutiny by the Rules Examiner.

16.6 COMPLIANCE DOCUMENTATION AND CORRECTIVE ACTIONS

As indicated in Section 13.4, responsibility above, the Rules Examiner maintains records of periodic and special rules examinations.

Corrective action is taken for rules and procedures infractions, including re-training and re-certification, and/or progressive discipline.

16.7 HOURS OF SERVICE

Operator and Signal Technicians Hours of Service

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Operators, Controllers and Signal Technicians will be governed by the Federal Railroad Administration Hours of Service act.

Per 49 CFR 228, the Hours of Service Rule, Operators and Signal Technicians will be permitted to perform service for no more than 12 hours. Prior to returning to work Operators who have worked 11:59 must have 8 hours rest. Operators who work 12 hours must have 10 hours rest. Signal Technicians are required to have 10 hours of rest under any circumstances prior to performing covered service.

Controllers Hours of Service

Controllers can perform service for no more than 9 hours in a tour and must have 15 hours rest prior to returning to duty.

In addition the FRA has issued the following amendment to 49 CFR 228 the Hours of Service rule:

The amendment focuses on the time of day assignments report for duty and the number of consecutive days a covered service employee can work without observing rest days. The amendment has not affected the maximum hours authorized, which remains at twelve, or 8/10 hours of rest.

Amended HOS regulation defines work assignments as type 1 or 2:

Type 1: any shift with an on-duty time between 04:00 and 19:59

Type 2: any shift with an on-duty time between 20:00 and 03:59

The majority of RiverLINE shifts are “type 1.” The exceptions being, any qualified operator/controller, signal technician, or work train crew member scheduled to sign up 8 PM or later.

Rest days required under amended regulation are as follows:

Type 1 – A covered service employee working 13 or more consecutive days in a period of 14 consecutive days on a “type 1” assignment must have 2 consecutive calendar days of rest prior to returning to duty.

Type 2 - A covered service employee working 6 consecutive days that include at least 1 “type 2” assignment is required to observe 24 consecutive hours of rest prior to returning to duty. Also, if a covered service employee works 13 days in any 14 day period they must observe 2 consecutive days of rest prior to returning to duty.

17.0 ROADWAY WORKER PROTECTION

RiverLINE has an established FRA roadway worker protection program for employees and contractors working on, or in close proximity to, RiverLINE controlled property. The System

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Safety Supervisor oversees worker safety. Contractors are required to comply with all applicable OSHA and FRA standards for the safety of their own employees. All employees and contractors working on, or interfacing with the RiverLINE are required to attend safety training while working on the operating system. This training course is developed jointly by the operations department and system safety.

18.0 Required Safety Program Compliance

Safety program requirements for compliance are an integral part of numerous RiverLINE committees that have been previously described, or are as identified below. These committees establish the rules, procedures and guidance that must be complied with, for worker safety.

18.1 Safety Committees

The RiverLINE has established several safety committees to facilitate distribution of information and the proper resolution of safety issues.

18.2 System Safety Committee (SSC)

The System Safety Committee oversees all Safety activities for RiverLINE, conducts monthly meetings, and is responsible for:

- Reviewing documentation, assigning responsibilities for open issues and approvals of certification documentation, conducting site visits, and defining safety and security-related tests and analyses, as required.
- Determining whether to accept specific conditions or requiring corrective action(s), including determining the specific methods to mitigate the potential hazards. After internal determination, all corrective action plans will be submitted to SSO for approval.
- Providing recommendations to the General Manager regarding certification and noncompliance of system elements.

The SSC consists of the following members:

- General Manager
- Superintendent, Transportation and Service Delivery
- Assistant Superintendent, Transportation and Service Delivery
- Superintendent of Maintenance
- Superintendent of Maintenance of Way
- Lead Field Service Engineer
- System Safety Supervisor
- Superintendent, Contracts and Administration

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Superintendent, Light Rail Operations – NJ TRANSIT

The System Safety Committee is chaired by the System Safety Supervisor.

In addition to ensuring the employees' welfare, each RiverLINE manager and supervisor is responsible for having knowledge of, and enforcing compliance with, all applicable federal and state OSHA laws, standards and regulations. This is in addition to FRA Regulations.

Although OSHA stipulates that employees are responsible for complying with OSHA standards, Alstom Transportation Inc. considers that it is responsible for the employees' compliance. Alstom Transportation Inc. ensures that procedures are established by all departments that facilitate disciplinary action against those individuals who fail to comply with applicable FRA Regulations, OSHA laws, standards, and regulations.

Examples of types of employee actions that require disciplinary action include but are not limited to, failure to use/wear required personal protective equipment, failure to follow appropriate chemical handling procedures, and the unauthorized modification of safety equipment and devices.

19.0 HAZARDOUS MATERIALS

The fundamental requirements of the Federal and State of New Jersey Right-To-Know laws/standards are included in the RiverLINE Hazard Communication Program. The Alstom Transportation Inc. Safety Supervisor enforces procedures that ensure compliance with the standards by employees of all departments.

Safety Data Sheets (SDS) are available for employee review and use for all chemicals and other hazardous materials that are being considered for purchase and use are reviewed and evaluated by the System Safety Supervisor for approval, prior to use. The user will furnish the manufacturer's SDS for hazardous products, and information on the planned use and application methods. SDS's are kept and updated electronically on the kiosk in the shop area.

Alstom Transportation Inc. trains its employees in the use of chemicals and hazardous materials. Follow-up is conducted on the field use of approved products to ensure that safe, proper handling methods are utilized.

19.1 Environmental Protection Program

As the operator of RiverLINE facilities and equipment, it is the responsibility of Alstom Transportation Inc. to minimize and control the generation of hazardous waste and pollutants to protect the environment. Alstom Transportation Inc. management ensures all facilities and

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

equipment under its control and direction are in compliance with all applicable NJDOT and federal environmental regulations.

The System Safety Supervisor is responsible for the coordination of hazardous waste manifests, storage, and removal and safe disposal of wastes from RiverLINE facilities, and for the maintenance of any required records.

The System Safety Supervisor performs routine environmental protection inspections throughout all RiverLINE sites to ensure compliance with applicable regulations. Procedures are established by the System Safety Supervisor to monitor and coordinate all environmental protection activities of all RiverLINE departments.

The Spill Prevention, Control and Countermeasure (SPCC) Plan described in Waste Management & Spill Prevention Control/Countermeasure Plan is required by the USEPA Regulations 40 CFR 112. The Plan is required to be available for implementation on-site to prevent oil spills, to control spills if they occur, and to employ the necessary countermeasures to contain the spill. It should be noted that the LRV Service and Maintenance Shop facility does not meet the criteria of a facility that "could reasonably be expected to cause substantial harm to the environment by discharging into or on the navigable waters or adjoining shorelines." The Shop is generally designed as an Unlimited Area and Low Hazard S-2. The analysis was based on Uniform Construction Code of New Jersey BOCA. This is referenced in the Waste Management & Spill Prevention Control/Countermeasure Plan.

19.2 HAZARDOUS WASTE MANAGEMENT PROGRAM

The System Safety Supervisor administers the Hazardous Waste Management Program to ensure all RiverLINE facilities minimize and control the generation of hazardous waste and insure the disposal is in accordance with environmental regulations. Solvent and oil recycling programs are established to assist in maintaining the status of "Small Quantity Generator." Hazardous materials storage areas are established for each facility, including designated accumulation storage areas. In addition, all employees having responsibility for the control and disposal of hazardous waste are appropriately trained to ensure compliance with environmental regulations. Hazardous material emergency responses are developed and implemented to deal with emergency situations.

19.3 WASTE WATER ABATEMENT PROGRAM

The Superintendent of Maintenance of Way maintains the Waste Water Abatement Program to ensure that all spills and concentrations of hazardous materials and in process waste water from RiverLINE facilities and equipment are controlled to minimize surface wash-off spillage in

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

exterior areas. Alstom Transportation Inc. management is responsible for implementing the program for RiverLINE systems.

20.0 DRUG AND ALCOHOL PROGRAM

The administration of the Drug and Alcohol Policy/Program is the responsibility of Human Resources. The program includes training supervisors in the signs and symptoms of substance abuse, initial testing of employees prior to being hired, or their placement in safety sensitive positions; record-keeping of test results, and an employee drug information program.

The purpose of the Drug and Alcohol Policy/Program is to assure employee fitness for duty and to protect Alstom Transportation Inc. employees, customers, and the public from the unnecessary risk posed by worker use of drugs or alcohol. This program is intended to comply with all applicable Federal regulations (49 CFR, part 653), governing workplace drug use and alcohol misuse in the transit industry.

Regulations issued by the U.S. Department of Transportation (USDOT) and the Federal Transit Administration (FTA) mandate urine drug testing and evidential breath alcohol testing for safety-sensitive positions. The policy sets forth Alstom Transportation Inc.'s drug and alcohol abuse program and the testing and reporting guidelines for covered employees as required by those regulations and for employees in covered positions.

It is the goal of the Drug and Alcohol Program to prevent substance abuse. However, all persons covered by the policy should be aware that violations of the policy results in discipline, up to and including termination, or in not being hired.

Alstom Transportation Inc. Drug and Alcohol Abuse Policy addresses:

- Applicability of the Drug and Alcohol Abuse Program
- Safety-Sensitive functions
- Prohibited substances
- Prescription drug use
- Prohibited activity
- Alcohol use
- Compliance with testing
- General provisions for drug and alcohol testing
- Types of testing
- Post-offer/pre-employment
- Reasonable suspicion
- Post-accident

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Random-safety sensitive employees
- Return-to-duty
- Follow-up
- Methodology
- Substance Abuse Professional Evaluations
- Confidentiality
- Retests
- Notification of criminal or driving while intoxicated conviction
- Employee absences
- Employee Assistance Program
- Education and training
- Discipline
 - Return-to-Work requirements
 - Program administration

21.0 PROCUREMENT

21.1 SAFETY/PROCUREMENT PROCESS

The System Safety Supervisor and other potentially affected departments perform safety and security reviews of procurement specifications, designs for facilities, equipment, or systems, which may affect the safety and security of employees and customers of the RiverLINE. The review is performed to assure the incorporation of safety requirements in contract specifications and designs, and to assess compliance with the safety requirements through the testing and/or inspection of the facility, equipment, or system.

A system to control procured material, equipment, and/or services, with sufficient specification detail to meet design requirements is in place. Applicable design bases and Quality Assurance program requirements are included or referenced in documents used for procurement of materials, parts, equipment, and/or services.

A materials procurement and inventory control program through “MAXIMO” is used. This is comprised of the specification, purchase, inspection, storage, issue, and use of all spare replacement parts. All spare parts whether new or remanufactured are to be equal to or better than the original equipment parts. The spare parts inventory is monitored on a regular and frequent basis to ensure there is an adequate and cost effective spare parts inventory.

Procurement of new systems such as facilities, equipment, and light rail vehicles includes safety requirements in specifications, codes/standards and design reviews.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Employee Assistance Program

Alstom Transportation Inc. recognizes its commitment and responsibility to its employees by seeking to provide, through the Employee Assistance Program (EAP) and/or Substance Abuse (Program) Provider SAP, an opportunity for employees to deal with drug and alcohol-related problems. Any employee who voluntarily requests assistance in dealing with a personal drug and/or alcohol problem may do so through the Employee Assistance Program and/or SAP in complete confidence and without jeopardizing his/her employment with Alstom Transportation Inc. solely because of the request for assistance.

Other treatment programs for drug and alcohol problems are available through the health and welfare provider selected by individual employees. The immediate discontinuation of any involvement with alcohol or drugs is an essential requisite for participation in any treatment program.

Drug and Alcohol Abuse Education and Training

It is the policy of Alstom Transportation Inc., that training and education programs are made available to all its employees. Supervisors, managers, and officials receive instruction on supervisory responsibilities, effects of alcohol and drug misuse, procedures of Alstom Transportation Inc. drug and alcohol program, and indicators of probable alcohol and drug misuse.

Employees receive information on the effects of drug and alcohol misuse and their effect on an individual's health, work, and personal life; signs and symptoms of drug and alcohol problems; and available methods of intervention.

PROCUREMENT

The Manager, Maintenance, and Construction, the System Safety Manager and other potentially affected departments perform safety and security reviews of procurement specifications, designs for facilities, equipment, or systems, which may affect the safety and security of employees and passengers. The maintenance program is monitored on a regular and frequent basis in order to identify trends in equipment performance. The review is performed to assure the incorporation of safety requirements in contract specifications and designs, and to assess compliance with the safety requirements through the testing and/or inspection of the facility, equipment, or system.

A system to control procured material, equipment, and/or services, with sufficient specification detail to meet design requirements is in place.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Applicable design bases and Quality Assurance program requirements are included or referenced in documents used for procurement of materials, parts, equipment, and/or services.

A materials procurement and inventory control program through the CMMS is used. This is comprised of the specification, purchase, inspection, storage, issue, and use of all spare replacement parts. All spare parts whether new or remanufactured are to be equal to or better

than the original equipment parts. The spare parts inventory is monitored on a regular and frequent basis to ensure that there is an adequate and cost-effective spares inventory.

Procurement of new systems such as facilities, equipment, and light rail vehicles includes safety requirements in specifications, codes/standards and design reviews.

PART 5- SAFETY PROMOTION

22.0 SAFETY PROMOTION

22.1 RiverLINE Safety Culture Goal

RiverLINE's goal is to provide guidance, suggestions, and recommendations toward improvement in our safety culture, both to our employees and our passengers. Specifically, our goal is to identify the transit industry's best practices of safety excellence and make recommendations to strengthen our safety culture.

22.1.1 Safety Culture Purpose

RiverLINE's safety culture is reflected by our actions, attitudes, and behaviors of our staff (managers, supervisors, and employees), concerning safety.

Our purpose is to ensure that staff understand that safety is a positive attribute; preventing injuries and saving lives, with improved productivity are positive outcomes. Safety is actively practiced and regarded as a critical core value by our staff

22.1.2 Philosophy toward a Safety Culture

Employees can report unsafe conditions, either anonymously or with contact information, using three (3) existing methods:

- Notification to the employee's supervisor
- Safety Hotline
- Safety Observation Program (anonymous or identified – employees can provide contact information on the Employee Safety Observation Card)

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

RiverLINE fully understands that safety culture is based on attitude and is structural, as it relates to both individuals and organizations. It requires recognition of safety issues, balancing them with appropriate action. Additionally, it is difficult to measure when the fundamental criterion for measuring safety is the absence of accidents and incidents.

Personal attitudes and RiverLINE commitment toward safety aid in identifying unsafe acts and conditions that are precursors to accidents and incidents.

Safety culture extends beyond adhering to procedures. All responsibilities important to safety must be implemented correctly, with alertness, careful thought and full knowledge, sound judgment, and a sense of accountability.

In November of 2016, the NJDOT established the Rail Safe Hotline, which allows transit workers to report safety concerns anonymously via telephone or fax 24-hours a day. Rail Safe posters are displayed on RiverLINE's properties (1-844-RAILSAFE).

RiverLINE has a Safety Observation Program that provides instructions for employee and relevant contractor reporting of unsafe behaviors and conditions to the CSO or Senior management for immediate action if required.

RiverLINE employees are encouraged to report unsafe behaviors and conditions to Senior management without the fear of retaliation. Examples of types of employee actions that require disciplinary action include but are not limited to, failure to use/wear required personal protective equipment, failure to follow appropriate chemical handling procedures, and the unauthorized modification of safety equipment and devices.

When unsafe conditions reported from employees are resolved, task completion is communicated to the workforce through daily job briefings, safety meetings and continuous reporting through the RiverLine Safety Messaging Board.

22.1.3 Safety Attitudes, Awareness and Ethics

Safety awareness and attitudes are important attributes that exist in an accident free environment for the RiverLINE. Procedures and good record keeping provide valuable information toward improving RiverLINE's safety culture.

22.1.4 Safety Culture Implementation

RiverLINE considers each of the four key elements as integral to our safety culture and important to implementation of our safety awareness. They are:

- Safety Training
- Communicating Safety and Safety Alerts
- Continued Safety Awareness

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

- Data Collection and Lessons Learned

22.1.5 Safety Culture Training

The RiverLINE places considerable effort toward our safety culture in every aspect of our training programs, including hiring orientation, placing emphasis on safety in every training module, and continually monitoring safe practices in our employees' everyday work assignments. All training outlined in Section 10.4.2 is developed and implemented in a consistent manner with safety promotion as a foundation.

Train Operators, Control center staff, and Maintenance personnel performing critical safety functions in their work are regularly certified and re-certified to ensure they continue to perform their work in a safe manner.

22.1.6 Communicating Safety

The RiverLINE employs several means of communicating safety, SMS initiatives, achievement of SPTs, Performance Targets that are performed in coordination with NJT OSS and department manager and supervisors to RiverLINE employees, passenger, and the public in general.

RiveLINE Management communicates the Safety Management Policy to employees and contractors through:

- New Employee and Contractor Safety Training
- LRV Operator Training
- Safety Management policy posted on bulletin boards
- Handout in the contractor training session
- Safety Meetings
- Risk Assessments
- Toolbox Talks / Job Briefings
- Safety Bulletins and Alerts
- Safety Review and Joint/ Labor Management Committee Meetings
- Department Bulletin Board Postings
- Employee Rulebook
- Safety Reporting and Event Investigations

The process or methods of communicating safety information through: Hazardous conditions reported from employees are resolved, task completion is communicated to the workforce through daily job briefings, safety meetings and continuous reporting through the RL Safety Messaging Board.

Safety Committees

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Safety Committee meet with the System Safety Supervisor to discuss observed or potential hazards and position provides guidance and ensures that safety decisions meet all guidelines.

Policies and Procedures

RiverLINE documents commitment to safety, which defines agency safety objectives and the accountabilities and responsibilities of its employees in regard to safety

Employee Reporting

Common sense and practical experience command that the RiverLINE implement effective reporting systems by learning from smaller mishaps and incidents to preclude serious workplace accidents.

New hire orientation — During new hire orientation the importance of personal safety by providing information regarding the dangers of working on a transit system (electric power, working on the right- of-way, signaling, track and switch machines, train movements, slips, trips, falls, etc.), and emphasize that safety is their responsibility.

Formal on the job training (OJT) — Training, specific to the work/craft they are performing, stresses the importance of their personal safety, both in the classroom, and on-the-job training.

Signs — Numerous warning signs are throughout the RiverLINE to forewarn employees and passengers of danger, or what to do in the event of an emergency.

Notices and Posters – RiverLINE recognizes its responsibility for keeping our employees and passengers out of harm's way. There are regulations, including emergency exit and evacuation signs and hazardous materials notices. Safety posters promote positive messages and practical instruction on how to work safely and respond to emergency situations. Posters are placed in lunchrooms, breakrooms and other employee locations to create a safer working environment

Conversation Based Safety Tours — These tours are designed for top level management to engage in, preferably, group based safety conversations with all levels of employees in the organization. This is a much more proactive approach to safety, and communicates to all staff that safety is a central focus from all parts of the organization.

Safety-Observations — Safety observations are completed by employees, and are designed to both reinforce positive safety behaviors as well as identify potential hazardous situations.

22.1.7 Non-Punitive Reporting

Common sense and practical experience command that the RiverLINE implement effective reporting systems by learning from smaller mishaps and incidents to preclude serious workplace accidents.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Confidentiality is key in receiving timely reports, and will subsequently improve the quality of the reports. Reports made to

Personnel are encouraged to accept responsibility for communicating information that could affect a safe working environment for themselves and others. Personnel are trained that safety is everyone's responsibility and unsafe acts and/or conditions must be reported immediately so that they can be addressed/mitigated.

Refer to Section 22.1.2 above for the anonymous reporting tool available to all NJ RTA's.

22.1.8 Continued Safety Awareness

Employee safety is an essential element in improving productivity, quality, and minimizing workers' comp costs.

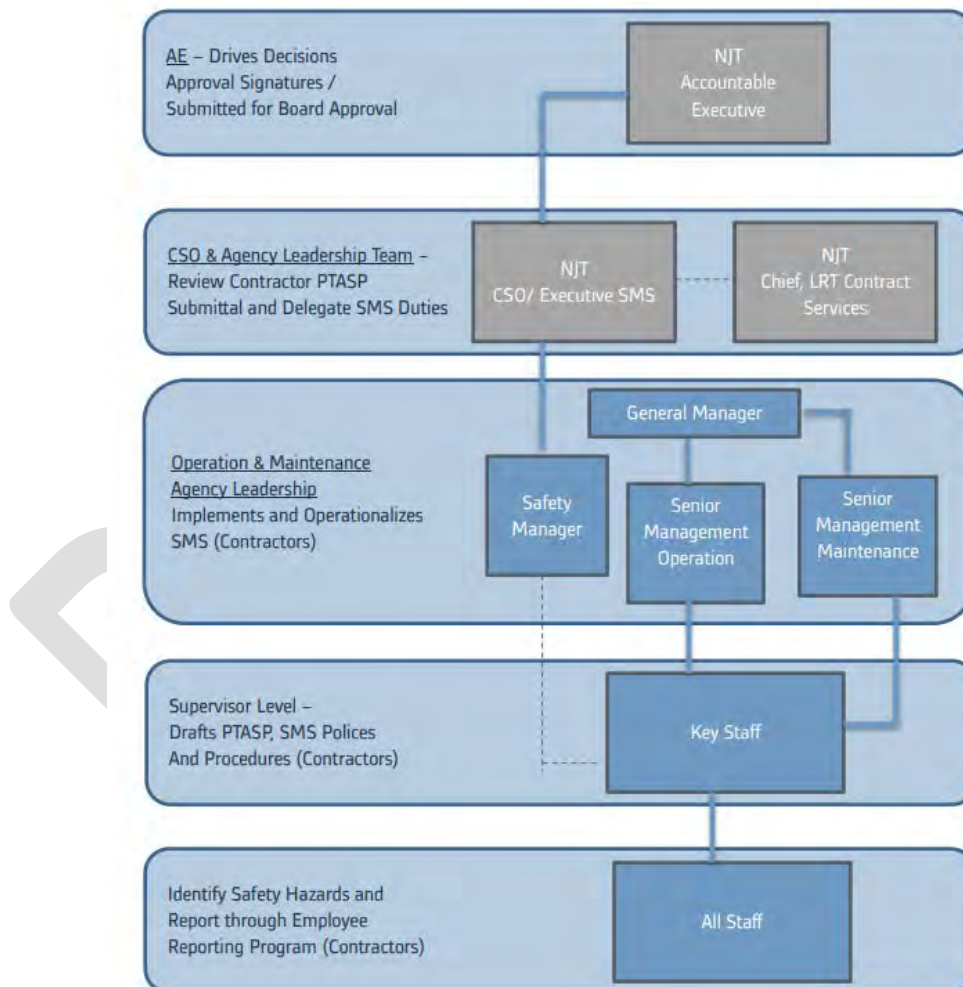
Most workplace accidents are the result of unsafe acts, not unsafe conditions. Employee safety promotions increase safety awareness. By integrating our safety promotion complements our training and education programs to enhance RiverLINE's safety culture.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

APPENDIX APPENDIX A

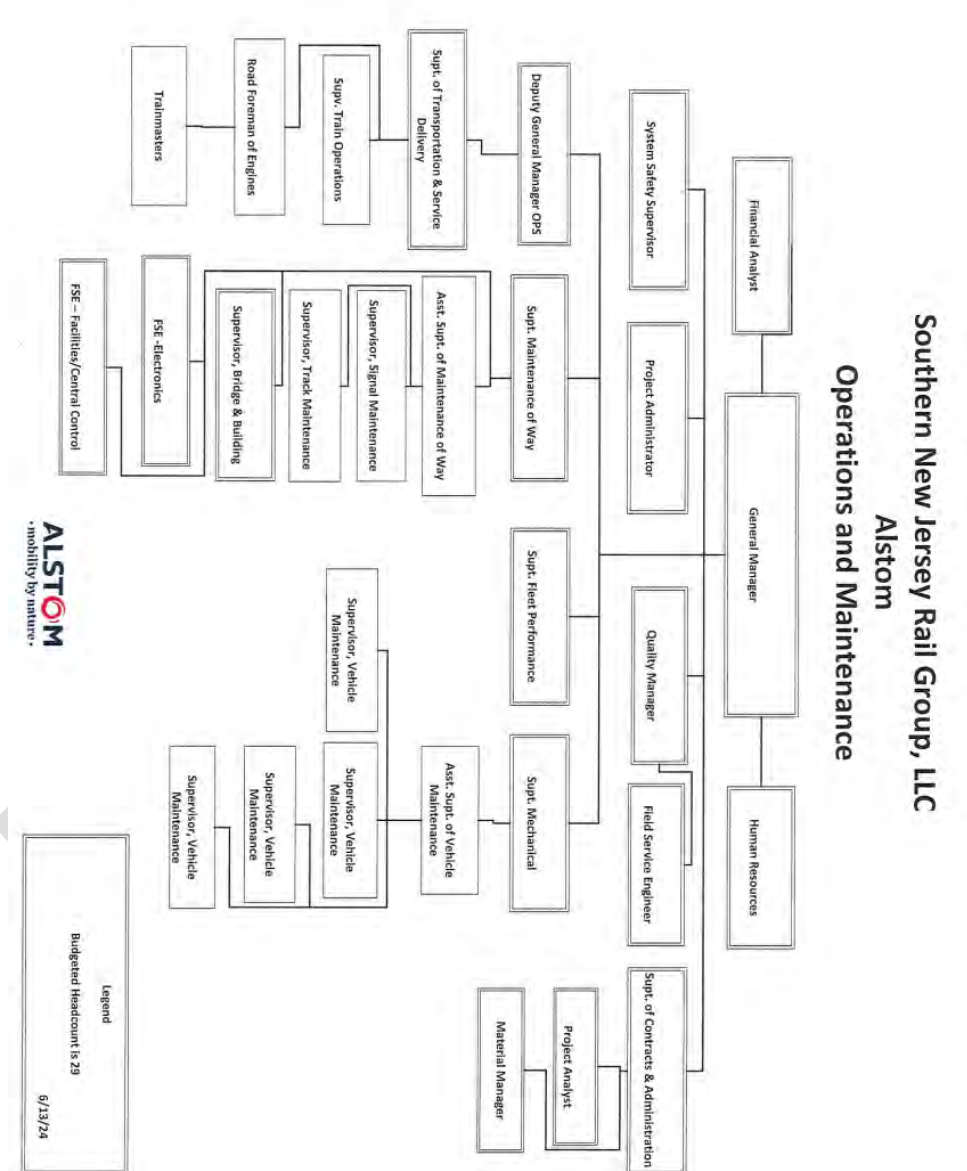
NJ Transit Roles and Responsibilities

Roles and Responsibilities- Overview RiverLine



Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

APPENDIX B



Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

APPENDIX C

ESTABLISHED SAFETY PERFORMANCE TARGETS - 2024			
<u>Goal # 1</u>	Reportable Major Safety Events (NTD) -Reduce the number of Accidents events and rate per total vehicle revenue miles:	2024 Annual Total	2024 Target Rate (FTA Formula)
<i>Objective 1.A</i>	Reducing the Number of Collisions to ≤ 11 per 1 Million revenue Miles	11	$11 * 1000000/942,406$ 11.67
<i>Objective 1.B</i>	Reducing the Number of Pedestrian Collisions to ≤ 1 per 1 Million revenue Miles	0	$0 * 1000000/942,406$ 0.00
<i>Objective 1.C</i>	Reducing the Number of Derailments to ≤ 1 per 1 Million revenue Miles	1	$1 * 1000000/942,406$ 1.06
<i>Objective 1.D</i>	Reducing the Number of Fire Occurrences to ≤ 1 per 1 Million revenue Miles	1	$1 * 1000000/942,406$ 1.06
<i>Objective 1E</i>	Reducing the Number of Evacuations for Life Safety Reasons to ≤ 1 per million revenue miles	1	$1 * 1000000/942,406$ 1.06
<i>Objective 1F</i>	Reducing the Number of Runaway Train Incidents to ≤ 1 per million revenue miles	1	$1 * 1000000/942,406$ 1.06
<i>*Objective 1G</i>	Reduce Total Major Safety Events to ≤ 20 per 1 Million revenue Miles	20	$20 * 1000000/942,406$ 21.22
<u>Goal #2</u>	Fatalities - Reduce the Number of Fatalities and rate per total vehicle revenue miles:		
<i>Objective 2</i>	Reduce the Number of Trespasser fatalities to 0 per 1 Million Revenue Miles	0	$0 * 1000000/942,406$ 0.00
<i>Objective 2.A</i>	Reduce the Number of Transit Worker fatalities to 0 per 1 Million Revenue Miles	0	$0 * 1000000/942,406$ 0.00
<u>Goal #3</u>	Injuries - Reduce the Number of Reportable Injuries and rate per total vehicle revenue miles:		
<i>Objective 3.A</i>	Reducing the Number of Passenger Injuries to ≤ 3 per 1 Million Revenue Miles	3	$3 * 1000000/942,406$ 3.18
<i>Objective 3.B</i>	Reducing the Number of Transit Worker Injuries to ≤ 1 per 1 Million Revenue Miles	1	$1 * 1000000/942,406$ 1.06
<i>Objective 3.C</i>	Reducing the Number of Transit Worker Assaults to ≤ 1 per 1 Million Revenue Miles	1	$1 * 1000000/942,406$ 1.06
<u>Goal #4</u>	System Reliability – Mean Distance Between Major Mechanical LRT Failures		
<i>Objective 4</i>	(Monthly Average miles 10032) Improvement in System Reliability (by 1%) MDBSF (based on previous year's NTD data 3 year average)	100 Miles	Total Revenue Miles/Number of major mechanical failure
<u>Goal #5</u>	Efficiency Check Program		
<i>Objective 5</i>	Establish non-compliance goal of $\leq 1\%$ to Rules and Safety-Work Practices		N/A
<u>Goal #6</u>	Reportable Safety Events-Other (SSOA) Reduce the number of Incident & Occurrence		
<i>Objective 6A</i>	Reducing the Number of Stop Signal to ≤ 4 per 1 Million Revenue Miles	4	$4 * 1000000/942,406$ 4.24
<i>Objective 6B</i>	Reducing the Number of Miss-Route to ≤ 1 per 1 Million Revenue Miles	1	$1 * 1000000/942,406$ 1.06

- Total Major Safety Events included Targets 1, 2 and 3
- NJT Office of Agency Safety Management and Light Rail Operations Department will coordinate with the State and MPOs in selecting realistic safety performance targets and will make them available to Metropolitan Planning Organization (MPO) to aid the States and MPOs in the selection of their own performance targets and planning process.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Appendix D

Definitions

24 Hour Summary	A document supplied by the RTA/Rail Property to NJOFGSSO@dot.nj.gov in editable format for safety events as per Procedure SSO-003.
Accident	An Event that involves any of the following: 1. A loss of life; 2. a report of a serious injury to a person; 3. a collision involving a rail transit vehicle; 4. a runaway train; 5. an evacuation for life safety reasons; or 6. any derailment of a rail transit vehicle, at any location, at any time, whatever the cause. An accident must be reported in accordance with the thresholds for notification and reporting set forth in 49 CFR Part 674 and NJDOT's SSPS.
Accountable Executive	A single, identifiable individual who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan accordance with 49 U.S.C. 5326.
Administrator	The Federal Transit Administrator or the Administrator's designee.
Advisory	A notice that informs or warns a recipient of hazards or risks to the recipient's public transportation system. An advisory may include recommendations for avoiding or mitigating the hazards or risks. [49 CFR Part 670]
Attempted Suicide	Refers to self-inflicted harm where death does not occur, but the intention of the person was to cause a fatal outcome. The intent can be determined by any reasonable method including police reports and eyewitness accounts. [NTD Glossary]
Audit	A review or analysis of records and related materials, including, but not limited to, those related to financial accounts. [49 CFR Part 670] See also Safety Audit.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Chief Safety Officer (CSO)	An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system. [49 CFR Part 673]
Collision	A vehicle/vessel accident in which there is an impact of a transit vehicle/Bessel with: [NTD Glossary] • Another transit vehicle • A non-transit vehicle • A fixed object • A person(s) (suicide/attempted suicide included) • An animal • A rail vehicle • A vessel • A dock
Conditional Approval	Approval given by the NJDOT SSO program to the RTA/rail property CSO indicating that a submission will be approved after specific conditions are met (e.g., RTA signatures, Board of Directors approval, etc.).
Configuration Management	A process to assure that all documentation that describes a system and its various components is current and reflects the actual functional and physical characteristics of the system throughout its life cycle.
Contractor	An entity that performs tasks on behalf of FTA, a State Safety Oversight Agency, or a Rail Transit Agency, through contract or other agreement.
Corrective Action Taken	Actions taken by the Rail Transit Agency to minimize, control, correct, or eliminate risks and hazards, prior to NJDOT SSO program approval.
Corrective Action Plan (CAP)	A plan developed by a Rail Transit Agency that describes the actions the Rail Transit Agency will take to; minimize, control, correct, or eliminate risks and hazards, the schedule for taking those actions and the individual(s) and department(s) responsible for implementation. A State Safety Oversight Agency or FTA may require a Rail Transit Agency to develop and carry out a corrective action plan.
Derailment	A non-collision event in which one or more wheels of a rail transit vehicle unintentionally leaves the rails. [NTD Glossary]

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Designated personnel	Employees and contractors identified by a recipient whose job function is directly responsible for safety oversight of the public transportation system of the public transportation agency; or employees and contractors of a State Safety Oversight Agency whose job function requires them to conduct safety audits and examinations of the rail fixed guideway public transportation systems subject to the jurisdiction of the agency. [49 CFR Part 672]
Directly responsible for safety oversight	Public transportation agency personnel whose primary job function includes the development, implementation and review of the agency's safety plan, and/or the SSOA requirements for the rail fixed guideway public transportation system pursuant to 49 CFR Part 674. [49 CFR Part 672]
Directive	A written communication from FTA to a recipient that requires the recipient to take one or more specific actions to ensure the safety of the recipient's public transportation system. [49 CFR Part 670]
Emergency	A situation, which is life threatening or which causes damage on or in any RTA facility, right- of-way or vehicle.
Employee	An individual who is compensated by the transit agency. Applies to Transit Employees and Contractors. [NTD Glossary]
Equivalent Authority	An entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.
Evacuation, reportable	A condition that occurs when persons depart from transit vehicles or facilities for life safety reasons. Evacuations to a location that may put passengers or patrons in imminent danger (such as controlled rail right-of-way) must also be reported. [NTD Glossary]
Event	An Accident, Incident or Occurrence.
Examination	A process for gathering or analyzing facts or information related to the safety of a public transportation system. [49 CFR Part 670]
External Safety Audit/Review Findings Log	A document/log created and maintained by the RTA/rail property CSO to track through implementation all findings, recommendations, and corrective actions taken/plans developed as a result of the external safety audit/review process (Triennial, FTA, etc.). The log is to be provided to the SSOA in editable spreadsheet format.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Fatality	A death or suicide confirmed within 30 days of a reported event. Does not include deaths in or on transit property that are a result of illness or other natural causes. [NTD Glossary]
Fatality (Pursuant to 49 CFR Part 674)	A death or suicide occurring at the scene or within 30 days following the accident; excludes deaths resulting from illness or other natural causes and criminal homicides that are not related to collisions with a rail transit vehicle.
Federal Railroad Administration (FRA)	An agency within the United States Department of Transportation.
Federal Transit Administration (FTA)	An agency within the United States Department of Transportation.
Findings of Non-Compliance	Those instances where the RTA's SSPP, SSP/SEPP or supporting documents and manuals do not meet state or federal requirements, or in cases where internal practices do not follow the RTA's own plans or procedures.
Findings with Recommendation	Identify conditions, practices, or procedures that are undocumented, inconsistently applied, or are non-existent despite being important to safety and security of the transit system. Industry best practices and gaps or deficiencies in the RTA's policies, procedures, or in the implementation of policies and procedures may also be accounted for.
Grade Crossing	An intersection of a roadway and a rail right-of-way that cross each other at the same level (at grade). For street-running operations, each street intersection is considered a grade crossing (excludes driveways and parking lot entrances). [NTD Glossary]
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a rail fixed guideway public transportation system; or damage to the environment.
Hazard Analysis	A systematic analysis performed to identify hazards and establish requirements for their elimination or control.
Hazardous Condition	A condition that may endanger human life or property (formally called "unacceptable hazardous condition")

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Hazardous Material	Any commodity or product identified or regulated by the United States Department of Transportation in title 49 CFR Parts 171 -179 which may be transported under restricted conditions.
Immediate Action	An action taken by transit or emergency responders to manage a safety-related event in the first few moments or hours for emergency response and securing the scene of the safety event.
Incident	An event that involves any of the following: A personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a rail transit agency. If a rail transit agency or State Safety Oversight Agency later determines that an Incident meets the definition of Accident, that event must be reported to the SSOA in accordance with the thresholds for notification and reporting set forth in 49 CFR Part 674 and NJDOT SSPS.
Incident and Occurrence Log	A document/log created and maintained by the RTA/rail property CSO to collect, track and analyze data on Incidents/Occurrences to reduce the likelihood of recurrence and inform the practice of SMS. The log is to be provided to the SSOA in editable spreadsheet format.
Individual	A passenger; employee; contractor; other rail transit facility worker; pedestrian; trespasser; or any person on rail transit-controlled property.
Injury	Any damage or harm to persons as a result of an event that requires immediate medical attention away from the scene. [NTD Glossary]
Inspection	A physical observation of equipment, facilities, rolling stock, operations, or records for the purpose of gathering or analyzing facts or information. [49 CFR Part 670]
Internal Safety and Security Audit	A formal, comprehensive, internal on-site examination by the RTA of all or part of a systems safety and security practices conducted annually to determine whether they comply with the policies and procedures required under the system's SSPP and SEPP.
Internal Safety Audit/Review Findings Log	A document/log created and maintained by the RTA/rail property CSO to track through implementation all findings, recommendations, and corrective actions taken/plans developed as a result of the internal safety audit/review process. The log is to be provided to the SSOA in editable spreadsheet format.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Investigation	The process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
Life Cycle	The course of developmental change, which a transit system passes through from its inception to its retirement and disposal
Life Safety Reason	A situation, such as a fire, the presence of smoke or noxious fumes, a fuel leak, a vehicle fuel leak, an electrical hazard, a bomb threat, a suspicious item, or other hazard that constitutes a real or potential danger to any person. [NTD Glossary]
Mainline	The primary rail over which rail transit vehicles travel between stations; it excludes: Yard and Siding track. [NTD Glossary]
Monthly Status Tracking Reports	Status tracking reports/logs that are required to be provided by the RTA/rail property CSO to the NJDOT SSO program by the 15 th of the month, unless that date falls on the weekend and then it is required by the following business day.
National Public Transportation Safety Plan	The plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
National Transportation Safety Board (NTSB)	An independent Federal agency.
Near Miss (or Mishap)	An Occurrence that did not involve personal injury or damage to equipment, but could have resulted in damage to equipment, serious injury, or death.
New Start	Any rail fixed guideway system funded under FTA's 49 U.S.C. 5309 discretionary construction program.
Occurrence	An Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a rail transit agency.
Office of Transit Safety and Oversight (TSO)	The FTA office that administers a national transit safety program and program compliance oversight process through adherence with legislative, policy and regulatory requirements as established by FTA.
Operator of a Public Transportation System	A provider of public transportation as defined under 49 U.S.C. 5302(14)

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Passenger	An individual on board, boarding, or alighting from a revenue transit vehicle. Excludes operators, transit employees and contractors. [NTD Glossary]
Passenger Operations	The period of time when any aspect of the RTA rail, bus, and paratransit operations are initiated with the intent to carry passengers.
Patron	An individual on transit property such as a bus stop or transit facility. [NTD Glossary]
Pattern or Practice	Two or more findings by FTA of a recipient's violation of the requirements of 49 U.S.C. 5329 or the regulations there under. [49 CFR Part 670]
Pedestrian Grade Crossing	location where one (1) or more fixed guideway system tracks cross a public sidewalk or pathway by pedestrians at a grade.
Performance measure	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets. [49 CFR Part 673]
Performance target	A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA. [49 CFR Part 673]
Person	A passenger, employee, contractor, pedestrian, trespasser, or any individual on the property of a rail fixed guideway public transportation system.
Public Transportation Agency Safety Plan (PTASP)	The comprehensive agency safety plan for a transit agency, including a Rail Transit Agency, that is required by 49 U.S.C. 5329(d) and based on a Safety Management System.
Public Transportation Safety Certification Training Program	Either the certification training program for Federal and State employees, or other designated personnel, who conduct safety audits and examinations of public transportation systems, and employees of public transportation agencies directly responsible for safety oversight, established through interim provisions in accordance with 49 U.S.C. 5329(c)(2), or the program authorized by 49 U.S.C. 5329(c)(1).
Rail fixed guideway public transportation system	Any fixed guideway system that uses rail, is operated for public transportation, is within the jurisdiction of a State, and is not subject to the jurisdiction of the Federal Railroad Administration, or any such system in engineering or construction. Rail fixed guideway public transportation systems include but are not limited to rapid rail, heavy rail, light rail, monorail, trolley, inclined plane, funicular, and automated guideway.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Rail/Highway Grade Crossing	A location where one (1) or more (railroad) fixed guideway system tracks cross a public highway, road, street, or private roadway.
Rail Transit Agency(RTA)	Any entity that provides services on a rail fixed guideway public transportation system.
Rail transit vehicle	Any revenue or non-revenue rail vehicle that is used on the rail system, including the mainline, yards, and non-mainline tracks.
Recipient	A State or local governmental authority, or any other operator of public transportation that receives financial assistance under 49 U.S.C. Chapter 53. The term "recipient" includes State Safety Oversight Agencies. [49 CFR Part 670]
Record	Any writing, drawing, map, recording, diskette, DVD, CD-ROM, tape, film, photograph, or other documentary material by which information is preserved. The term "record" also includes any such documentary material stored electronically. [49 CFR Part 670]
Reportable Accident	Accidents which exceed the thresholds described in Section 7 and which are associated with the operation and maintenance of rail transit vehicles, other on-track equipment, signal systems, traction power systems, or the maintenance of track and other wayside equipment.
Right-of-Way	The area through which a train travels; a train's dynamic envelope, to include the track and the area around the track. [NTD Glossary]
Risk	The composite of predicted severity and likelihood of the potential effect of a hazard.
Risk mitigation	A method or methods to eliminate or reduce the effects of hazards.
Roadway or Right-of-way Worker Protection	Providing a safe work zone while minimizing the dangers and hazards of working on the right-of way, including moving rail vehicles and other hazards on the right-of-way such as traction power delivery (overhead or third rail).
Rolling Stock	A wheeled vehicle operating on RTA tracks, as well as any bus or paratransit vehicle, including those used for non-revenue service.
Runaway Train	A train which is no longer under the control of a driver regardless of whether the operator is physically on the vehicle at the time. [NTD Glossary]
Safety	Freedom from harm resulting from unintentional acts or circumstances.

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Safety Assurance	Processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information. [49 CFR Part 673]
Safety audit	A review or analysis of safety records and related materials, including but not limited to, those related to financial accounts. [49 CFR Part 672]
Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety. [49 CFR Part 673]
Safety Management System (SMS)	A formal, top-down, organization-wide data-driven approach to managing safety risk and assuring the effectiveness of a recipient's safety risk mitigations. SMS includes systematic procedures, practices and policies for managing risks and hazards. [49 CFR Part 673]
SMS Executive	A Chief Safety Officer or equivalent. [49 CFR Part 673]
Safety Performance Target	A Performance Target related to safety management activities. [49 CFR Part 673]
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system. [49 CFR Part 673]
Safety Related Activities	An activity that performed in a prescribed manner to assure that the RTA meets its stated safety performance targets. Typical examples include designing, acquiring, constructing, inspecting, testing, operating, maintaining, repairing, modifying, or extending those elements of the public transit guideway that are important to preventing or mitigating accidents.
Safety Risk Assessment	The formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks. [49 CFR Part 673]
Safety Risk Management	A process within a Transit Agency's Public Transportation Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk. [49 CFR Part 673]
Security	Freedom from harm resulting from intentional acts or circumstances.
Serious injury	Any injury that:

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

	(1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or nose); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second- or third-degree burns, or any burns affecting more than 5percent of the body surface.
SSOA/FTA – 2 Hour Notification	An email must be sent to both the designated New Jersey Department of Transportation (NJDOT) State Safety Oversight Program Manager at NJOFGSSO@dot.nj.gov and to the FTA at TOC-01@dot.gov within two hours of the safety event that reaches the FTA reportable threshold for Accidents. Additionally, a phone call must be made to the NJDOT SSO program as per Procedure SSO-003.
State	A State of the United States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.
State of good repair	The condition in which a capital asset is able to operate at a full level of performance. [49 CFR Part 673]
State Safety Oversight (SSO) Program	The division or department within the established State Safety Oversight Agency responsible for management of the State's responsibilities defined in 49 CFR Part 674 and 49 CFR Part 673 for Rail Fixed Guideway Public Transportation Systems in the State.
State Safety Oversight Agency (SSOA)	An agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and the regulations set forth in this part.
State Safety Program Standard (SSPS)	A document developed and adopted by the oversight agency, describing the State Safety Oversight program policies, objectives, responsibilities, and procedures to provide rail transit agency safety and security oversight.
Substantial damage	Damage to any involved vehicles, facilities, equipment, rolling stock, or infrastructure that: • Disrupts the operations of the rail transit agency, and • Adversely affects the structural strength, performance, or operating characteristics of the vehicle, facility, equipment, rolling stock, or infrastructure, such that it requires towing, rescue, on-site maintenance, or immediate removal prior to safe operation. Substantial damage <u>excludes</u> damage that is limited to:

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

	• Cracked windows; • Dents, bends, or small puncture holes in the body; • Broken lights, mirrors; or • Removal from service for minor repair or maintenance, inspection, testing, or video and event recorder download. [NTD 2021 Safety & Security Reporting Manual]
Suicide	Refers to self-inflicted harm where the intention of the person was to cause a fatal outcome and death occurs. The intent can be determined by any reasonable method including police reports and eyewitness account. [NTD Glossary]
Testing	An assessment of equipment, facilities, rolling stock or operations of a recipient's public transportation system [49 CFR Part 670]
Tow-Away	Tow-away from the scene for a transit roadway vehicle or other non-transit roadway vehicle that incurred disabling damage as a result of a collision. [NTD Glossary]
Transit Agency	An operator of a public transportation system.
Transit Asset Management Plan	The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625. [49 CFR Part 673]
Trespasser	A person in an area of transit property not intended for public use (i.e., an unauthorized area). [NTD Glossary]
Vehicle	Any rolling stock used on a rail fixed guideway public transportation system, including but not limited to passenger and maintenance vehicles. Same as Rail Transit Vehicle [NTD Glossary]

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Appendix E

Acronyms and Abbreviations – 673.5

	A
AAR	After-Action Reports
AC	Alternating Current
ACID	Accident/Incident Database
ADA	Americans with Disabilities Act
AE	Accountable Executive
ALARP	As Low As Reasonably Practicable
APTA	American Public Transportation Association
AREMA	American of Railway Engineering and Maintenance of Way Association
ASP	Agency Safety Plan
	C
CAP	Corrective Action Plan
CFR	Code of Federal Regulations
CMP	Configuration Management Plan
COI	Conflict of Interest
CSO	Chief Safety Officer
	E
EAP	Employee Assistance Program
EAR	Electronic Accident and Incident Reporting Database
EMP	Emergency Management Plan
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESRP	Employee Safety Reporting Program
	F
FAST	Fixing America's Surface Transportation Act
FSR	Full Scale Exercise
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FTE	Full Time Equivalent
	H
HAZCOM	Hazardous Communications
HBLR	Hudson Bergen Light Rail
HR	Human Resources
HSEEP	Homeland Security Exercise and Evaluation Program

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

	I
IFR	Interim Final Rule
ISA	Internal Safety Audit
IT	Information Technology
ITP	Individual Training Program
	M
MAP-21	Moving Ahead for Progress in the 21st Century
MIL-STD	Military Standard
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
	N
N/A	Not Applicable
NFPA	National Fire Protection Association
NIOSH	National Institute for Occupational Safety and Health
N.J.A.C.	New Jersey Administrative Code
NJDOT	New Jersey Department of Transportation
N.J.S.A.	New Jersey Statutes Amended
NJ Transit	New Jersey Transit
NPTSP	National Public Transportation Safety Plan
NSP	National Safety Plan <i>also see NPTSP</i>
NTD	National Transit Database
NTSB	National Transportation Safety Board
	O
OC	Operations Control
OHA	Operational Hazard Assessment
OSHA	Occupational Safety and Health Administration
OPRA	Open Public Records Act
OSS	Office of System Safety
	P
PM	Preventative Maintenance
PPE	Personal Protective Equipment
PSR	Annual Public Rail Transit Safety Report
PTASP	Public Transportation Agency Safety Plan
PTSCTP	Public Transportation Safety Certification Training Program
	R
RFAI	Request For Additional Information
RFGPTS	Rail Fixed Guideway Public Transportation System
RFGS	Rail Fixed Guideway System
RFI	Request For Information
ROW	Right-Of-Way

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

RTA	Rail Transit Agency
RWP	ROW or Roadway Worker Protection
	S
S&S	Safety and Security
SA	Safety Assurance
SDS	Safety Data Sheet
SEPP	Security and Emergency Preparedness Plan
SGR	State of Good Repair
SME	Subject Matter Expert
SMS	Safety Management System
SOP	Standard Operating Procedure
SPI	Safety Performance Indicators
SPT	Safety Performance Targets
SRA	Safety Risk Analysis
SRCP	Rules Compliance Program
SRL	Safety Risk Log
SRM	Safety Risk Management
SSCP	Safety and Security Certification Plan
SSO	State Safety Oversight
SSOA	State Safety Oversight Agency
SSOR	State Safety Oversight Reporting
SSP	System Security Plan
SSPS	System Safety Program Standard
	T
TAM	Transit Asset Management
TSA	Transportation Security Administration
TSI	Transportation Safety Institute
TTP	Technical Training Plan
TTX	Tabletop Exercise
TVA	Threat and Vulnerability Assessment
	U
U.S.C.	United States Code
USDOT	United States Department of Transportation
USCG	United States Coast Guard
	V
VRM	Vehicle Revenue Miles

Subject: List of procedures and processes needed to maintain safety throughout the system	Date: January, 2025	Procedure Number:
	Approved:	

Revision Log- Additional Details

DRAFT

ITEM 2502-05: PERSONAL INJURY CLAIM OF ANTHONY COSENTINO

WHEREAS, Article VI, Section II of the By-Laws requires Board Authorization for settlement of claims in excess of \$1,000,000; and

WHEREAS, Anthony Cosentino has presented a claim with a probable settlement cost greater than \$1,000,000; and

WHEREAS, staff has reviewed the claim and recommends settling this case out of court;

NOW, THEREFORE, BE IT RESOLVED that the Chair or President & CEO is authorized to settle the claim of Anthony Cosentino, through his attorney, at an amount discussed in executive session. The Attorney General has approved the proposed settlement, subject to the availability of funds.

EXECUTIVE SESSION AUTHORIZATION

BE IT HEREBY RESOLVED pursuant to N.J.S.A. 10:4-12 and N.J.S.A. 10:4-13 that the Board of Directors of the New Jersey Transit Corporation hold an executive session to discuss personnel matters, contract negotiations, the status of pending and anticipated litigation, and matters falling within the attorney-client privilege, including, but not limited to, the Authorization for NJ TRANSIT Corporation to Enter into a Settlement with Metro North Railroad for Payment in Satisfaction of Outstanding Disputed Amounts Invoiced by NJ TRANSIT Under the Operating Agreement Between NJ TRANSIT Corporation and Metro North Railroad and the Personal Injury Claim of Antonella Pappagallo.

BE IT FURTHER RESOLVED that it is expected that discussions undertaken at this executive session could be made public at the conclusion of these matters as appropriate.

ACTION ITEM

ITEM 2502-06: AUTHORIZATION FOR NJ TRANSIT CORPORATION TO ENTER INTO A SETTLEMENT WITH METRO NORTH RAILROAD FOR PAYMENT IN SATISFACTION OF OUTSTANDING DISPUTED AMOUNTS INVOICED BY NJ TRANSIT UNDER THE OPERATING AGREEMENT BETWEEN NJ TRANSIT CORPORATION AND METRO NORTH RAILROAD

WHEREAS, since 2005, NJ TRANSIT has operated certain rail passenger service on the Port Jervis and Pascack Valley Lines for Metro North Railroad (MNR) pursuant to an operating agreement between the parties; and

WHEREAS, NJ TRANSIT invoices MNR on a monthly basis for the provision of that service; and

WHEREAS, the parties disagreed on the amount due and owing to NJ TRANSIT from MNR for December 2018 through July 2020; and

WHEREAS, NJ TRANSIT and MNR have reached an agreement wherein MNR will pay NJ TRANSIT an amount certain in full satisfaction, and release of claims on behalf of NJ TRANSIT and MNR;

NOW, THEREFORE, BE IT RESOLVED, that the Chair or President & CEO are authorized to enter into a settlement agreement with Metro North Railroad to accept payment in an amount as discussed in executive session.