Jonesboro Economical Transit System

Public Transportation Agency Safety Plan

DRAFT

Version 1

Adopted DATE HERE

In compliance with 49 CFR Part 673

Developed in conjunction with the

Arkansas Department of Transportation

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1. EXECUTIVE SUMMARY

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016 that adopted SMS as the foundation for developing and implementing a Safety Program. FTA is committed to developing, implementing, and consistently improving strategies and processes to ensure that transit achieves the highest practicable level of safety. SMS helps organizations improve upon their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks.

There are several components of the national safety program, including the National Public Transportation Safety Plan (NSP), that FTA published to provide guidance on managing safety risks and safety hazards. One element of the NSP is the Transit Asset Management (TAM) Plan. Public transportation agencies implemented TAM plans across the industry in 2018. The subject of this document is the Public Transportation Agency Safety Plan (PTASP) rule, 49 CFR Part 673, and guidance provided by FTA.

Safety is a core business function of all public transportation providers and should be systematically applied to every aspect of service delivery. At the Jonesboro Economical Transit System (JET), all levels of management, administration and operations are responsible for the safety of their clientele and themselves. To improve public transportation safety to the highest practicable level in the State of Arkansas and comply with FTA requirements, the Arkansas Department of Transportation (ARDOT) has developed this Agency Safety Plan (ASP) in collaboration with the City of Jonesboro and JET.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and the goals of the NSP, the Jonesboro City Council and JET adopt this ASP and the tenets of SMS including a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP), per 49 U.S.C. 5329(d)(1)(A)[1]. While safety has always been a primary function at JET, this document lays out a process to fully implement an SMS over the next several years that complies with the PTASP final rule.

[1] Federal Register, Vol. 81, No. 24

A. Plan Adoption – 673.11(a)(1)

This Public Transit Agency Safety Plan is hereby adopted, certified as compliant, and signed by:

Michael Black, JET Transit Director

ACCOUNTABLE EXECUTIVE SIGNATURE DATE

Since JET is considered a department of the City of Jonesboro, the main governing body is the Jonesboro City Council. Approval of this plan by the Jonesboro City Council occurred on [DATE] and is documented in [RESOLUTION] from the City Council Meeting.

B. Certification of Compliance – 673.13(a)(b)

ARDOT certifies on [DATE] that this Agency Safety Plan is in full compliance with 49 CFR Part 673 and has been adopted and will be implemented by JET as evidenced by the plan adoption signature and necessary City Council approvals under Section 1.A of this plan.

2. TRANSIT AGENCY INFORMATION – 673.23(D)

JET is the public transportation provider for the City of Jonesboro, Arkansas. The JET main office is located at 2630 Lacy Dr, Jonesboro, AR.

JET operates five fixed routes on weekdays from 5:30 am to 7:30 pm Monday through Friday and 9 am to 4 pm on Saturday. There is no service on Sunday. The City' s ADA complementary paratransit service operates during the same days and hours as the fixed routes. JET operates a fleet of seven FTA-funded buses for fixed route service. Our bus fleet consists of 29-foot cutaways with 18-20 passenger seats. The current peak requirement is five vehicles. JET also has four FTA-funded vans that are operated in ADA paratransit service.

The buses are maintained at a City-owned maintenance facility adjacent to the administration office. JET services are oriented around an FTA-funded Regional Transfer Center (RTC) located at the intersection of S Matthews Ave and S Caraway Rd in Jonesboro.

JET is considered a department of the City of Jonesboro. The agency is currently managed by the Transit Director and the management team consisting of the Transportation Supervisor, and Transportation Options Coordinator.

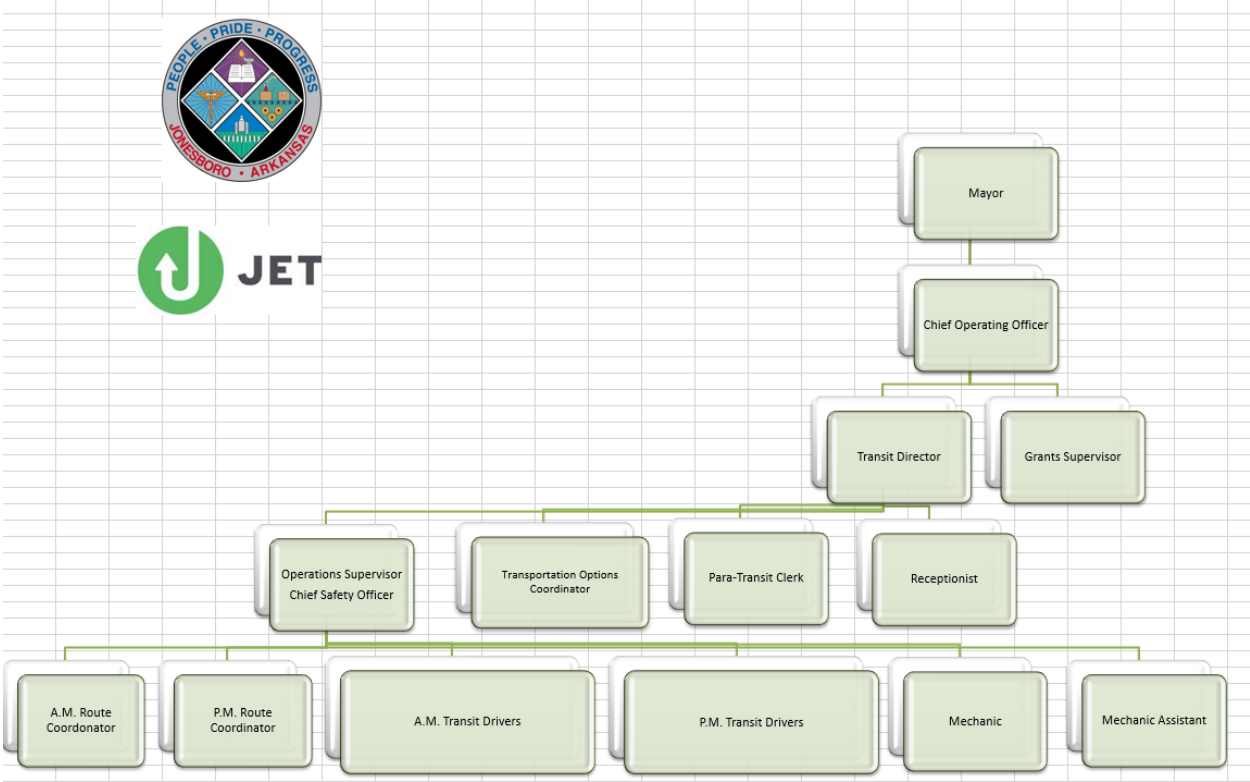
No additional transit service is provided by JET on behalf of another transit agency or entity at the time of the development of this plan.

Table 1 contains agency information, while an organizational chart for JET is provided in Figure 1.

Table 1: Agency Information

Information Type	Information
Full Transit Agency Name	JET
Transit Agency Address	2630 Lacy Dr, Jonesboro, AR 72401
Name and Title of Accountable Executive 673.23(d)(1)	Michael Black, Transit Director
Name of Chief Safety Officer or SMS Executive 673.23(d)(2)	Keith Michael, Chief Safety Officer
Temporary Project Manager	
Key Staff	Michael Guthrey, Transportation Options Coordinator
KEY STAFF (ADD ADDITIONAL ROWS AS NEEDED)	
Mode(s) of Service Covered by This Plan 673.11(b)	Fixed Route Bus & Paratransit
List All FTA Funding Types (e.g., 5307, 5310, 5311)	5307
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route Bus & Paratransit
Number of Vehicles Operated	8

Figure 1: JET Organizational Chart



A. Authorities & Responsibilities – 673.23(d)

As stated in 49 CFR Part 673.23(d), JET is establishing the necessary authority, accountabilities, and responsibilities for the management of safety amongst the key individuals within the organization, as those individuals relate to the development and management of our SMS. In general, the following defines the authority and responsibilities associated with our organization.

The **Accountable Executive** has ultimate responsibility for carrying out the SMS of our public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the ASP (in accordance with 49 U.S.C. 5329(d)), and the agency's TAM Plan, in accordance with 49 U.S.C. 5326. The Accountable Executive has authority and responsibility to address substandard performance in the JET SMS, per 673.23(d)(1).

Agency leadership and executive management are those members of our agency leadership or executive management, other than the Accountable Executive, Chief Safety Officer (CSO)/SMS Executive, who have authority or responsibility for day-to-day implementation and operation of our agency's SMS.

The **CSO** is an adequately trained individual who has the authority and responsibility as designated by the accountable executive for the day-to-day implementation and operation of the JET SMS. As such, the CSO is able to report directly to our transit agency's Accountable Executive.

Key staff are staff, groups of staff, or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating our agency's SMS.

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.

In addition, over the next year, JET will be reviewing and modifying, if necessary, our current job descriptions to ensure the job descriptions comply with 49 CFR Part 673.

3. SAFETY POLICIES AND PROCEDURES

A. Policy Statement – 673.23(a)

JET recognizes that the management of safety is a core value of our business. The management team at JET will embrace the SMS and is committed to developing, implementing, maintaining, and constantly improving processes to ensure the safety of our employees, customers, and the general public. All levels of management and frontline employees are committed to safety and understand that safety is the primary responsibility of all employees.

JET is committed to:

- Communicating the purpose and benefits of the SMS to all staff, managers, supervisors, and employees. This communication will specifically define the duties and responsibilities of each employee throughout the organization and all employees will receive appropriate information and SMS training.
- Providing appropriate management involvement and the necessary resources to establish an effective reporting system that will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behavior to the management team.
- Identifying hazardous and unsafe work conditions and analyzing data from the employee reporting system. After thoroughly analyzing provided data, the transit operations division will develop processes and procedures to mitigate safety risk to an acceptable level.
- Ensuring that no action will be taken against employees who disclose safety concerns through the reporting system, unless disclosure indicates an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.
- Establishing Safety Performance Targets (SPT) that are realistic, measurable, and data driven.
- Continually improving our safety performance through management processes that ensure appropriate safety management action is taken and is effective.

I. Employee Safety Reporting Program – 673.23(b)

An effective SMS uses information from a variety of sources. Frontline employees are a significant source of safety data. These employees are typically the first to spot unsafe conditions that arise from unplanned conditions either on the vehicles, in the maintenance shop, or in the field during operations. For this reason, the Employee Safety Reporting Program (ESRP) is a major tenet of the PTASP Rule. Under this rule, agencies must establish and implement a process that allows employees to report safety conditions directly to senior management; provides protections for employees who report safety conditions to senior management; and includes a description of employee behaviors that may result in disciplinary action.

JET has a policy in the *Operator Handbook* (Appendix A, Table 8 shows the document name, file name, and date of adoption) which contains the *Customer Relations* section describing passenger complaints. The procedure requires that when complaints are submitted, the complaints are first routed to management who will do an initial investigation to determine appropriate disciplinary actions, if necessary. Over the next year, JET will review and modify, if necessary, our *Operator Handbook* to develop it into a full ESRP to ensure that the procedure complies with 49 CFR Part 673.

As contained in JET's *Operator Handbook*, JET has *Operator Safety* rules that state each operator is expected to adhere to all safety rules and regulations. Unsafe acts and conditions should be reported to a supervisor.

To ensure that future reporting is encouraged, the policy will also spell out what protections are afforded employees who report safety related conditions and will describe employee behaviors that are not covered by those protections. In addition, the policy will elaborate on how safety conditions that are reported will be reported back to the initiator(s) – either to the individual or groups of individuals or organization, up to and including the entire agency, dependent on the nature of the safety condition.

II. Communicating the Policy Throughout the Agency – 673.23(c)

JET is committed to ensuring the safety of our clientele and employees. Part of that commitment is developing an SMS and agency-wide safety culture that reduces agency risk to the lowest level possible. The first step in developing a full SMS and agency-wide safety culture is communicating the SMP throughout our agency.

The SMP and safety objectives are at the forefront of all communications. This communications strategy will include displaying visual aids such as safety-related posters, bulletins and other materials in prominent work locations for existing employees, and including the policy statement in the on-boarding material for all new employees and in the employee handbook. In addition, the policy statement will become part of our agency's regular safety meetings and other safety communications efforts. The policy will be signed by the Accountable Executive so that all employees know that the policy is supported by management.

B. PTASP Development – 673.11(d)

This PTASP has been developed by ARDOT on behalf of Northeast Arkansas Regional Transportation Planning Commission (NARTPC) and JET/City of Jonesboro in accordance with all requirements stated in 49 CFR Part 673 applicable to a small public transportation provider. ARDOT mailed a formal call for participation in a State sponsored PTASP development process to all Arkansas Section 5307 small bus transit agencies on December 21, 2018 and followed that call with a series of phone calls and additional correspondence. JET provided a letter to ARDOT opting into participation on January 15, 2019 and has been an active participant in the development of this plan through sharing existing documentation and

participating in communication and coordination throughout the development of this plan. The JET documentation used in the development of this plan is shown in Table 8, in Appendix A.

In support of tracking performance on our SA and SP processes, JET conducts a yearly safety culture survey. The survey is intended to help JET assess how well our agency communicates safety and safety performance information throughout our organization by gauging how safety is perceived and embraced by JET's administrators, supervisors, staff and contractors. The survey is designed to help assess how well our agency is conveying information on hazards and safety risks relevant to employee's roles and responsibilities and informing employees of safety actions taken in response to reports submitted through our ESRP. Results from our most recent survey were analyzed and incorporated into the implementation strategies contained in this ASP.

After review of the JET existing documentation, ARDOT personnel conducted an on-site interview with JET to gain a better understanding of the agency and our personnel. This understanding was necessary to ensure that the ASP was developed to fit JET's size, operational characteristics, and capabilities.

The final ASP was delivered to JET in March 2020 for review and comment. Once review was completed and any adjustments made, the final was delivered to JET for review and adoption.

C. PTASP Annual Review – 673.11(a)(5)

Per 49 U.S.C. 5329(d)(1)(D), this plan includes provisions for annual updates of the SMS. As part of JET's ongoing commitment to fully implementing SMS and engaging our agency employees in developing a robust safety culture, JET will review the ASP and all supporting documentation annually. The review will be conducted as a precursor to certifying to FTA that the ASP is fully compliant with 49 CFR Part 673 and accurately reflects the agency's current implementation status. Certification will be accomplished through JET's annual Certifications and Assurances reporting to FTA.

The annual review will include the ASP and supporting documents (Standard Operating Procedures [SOPs], Policies, Manuals, etc.) that are used to fully implement all the processes used to manage safety at JET. All changes will be noted (as discussed below) and the Accountable Executive will sign and date the title page of this document and provide documentation of approval by the Jonesboro City Council whether by signature or by reference to resolution.

The annual ASP review will follow the update activities and schedule provided below in Table 2. As processes are changed to fully implement SMS or new processes are developed, JET will track those changes for use in the annual review.

Table 2: ASP Annual Update Timeline

Task	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Review Agency Operations	→							
Review SMS Documentation • *Safety Policy;* • *Risk Management;* • *Safety Assurance; and* • *Safety Promotion*.		→	→					
Review Previous Targets and Set or Continue Targets			→	→				
Report Targets to National Transit Database (NTD), ARDOT, NARTPC					→			
Make Any Necessary Adjustments to PTASP						→	→	
Update Version No., Adopt & Certify Plan Compliance								★

The following table, Table 3, will be used to record final changes made to the ASP during the annual update. This table will be a permanent record of the changes to the ASP over time.

Table 3: ASP Record of Changes

Document Version	Section/Pages Changed	Reason for Change	Reviewer Name	Date of Change
Header	Text	Text	Text	Text
Header	Text	Text	Text	Text
Header	Text	Text	Text	Text

The implementation of SMS is an ongoing and iterative process, and as such, this PTASP is a working document. Therefore, a clear record of changes and adjustments is kept in the PTASP for the benefit of safety plan performance management and to comply with Federal statutes.

D. PTASP Maintenance – 673.11(a)(2);(c)

JET will follow the annual review process outlined above and adjust this ASP as necessary to accurately reflect current implementation status. This plan will document the processes and activities related to SMS implementation as required under 49 CFR Part 673 Subpart C and will make necessary updates to this ASP as JET continues to develop and refine our SMS implementation.

E. PTASP Documentation and Recordkeeping – 673.31

At all times, JET will maintain documents that set forth our ASP, including those documents related to the implementation of JET's SMS and those documents related to the results from SMS processes and

activities. JET 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 the ARDOT. JET will maintain these documents for a minimum of three years after the documents are created. These additional supporting documents are cataloged in Appendix A and the list will be kept current as a part of the annual ASP review and update.

F. Safety Performance Measures 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 to include 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 Plan).

There are seven (7) SPTs that must be included in each ASP that are based on the four (4) performance measures in the NSP. These SPTs are presented in terms of total numbers reported and rate per Vehicle Revenue Mile (VRM). Each of the seven (7) are required to be reported by mode as shown in Table 4:

Table 4: NSP Safety Performance Measures

Safety Performance Measure	SPT	SPT
Fatalities	Total Number Reported	Rate Per Total VRM
Injuries	Total Number Reported	Rate Per Total VRM
Safety Events	Total Number Reported	Rate Per Total VRM
System Reliability	Mean distance between major mechanical failure	

Table 5 presents baseline numbers for each of the performance measures. JET collected the past five (5) years of reported data from 2014 to 2018 to develop the rolling averages listed in the table.

Table 5: Baseline 2018 Safety Performance Measures

Mode	Fatalities	Rate of Fatalities*	Injuries	Rate of Injuries*	Safety Events	Rate of Safety Events*	Mean Distance Between Major Mechanical Failure
Fixed Route (Bus)	0	0%	1	0.00008%	2	0.00015%	312,196
Demand Response	0	0%	0	0%	0	0%	69,595

*rate = total number for the year/total revenue vehicle miles traveled

While safety has always been a major component of the JET operation, the adoption of this ASP will result in changes across all aspects of the organization. The SPTs set in Table 6 and Table 7 reflect an

acknowledgement that SMS implementation will produce new information that will be needed to accurately set meaningful SPTs. We will set our targets at the current NTD reported five-year average as we begin the process of fully implementing our SMS and developing our targeted safety improvements. This will ensure that we do no worse than our baseline performance over the last five years.

Table 6: Fixed Route (Bus) Safety Performance Targets

Measures	Baseline	Target
Fatalities	0	0
Rate of Fatalities*	0	0
Injuries	1	1
Rate of Injuries*	0.00008%	0.00008%
Safety Events	2	2
Rate of Safety Events*	0.00015%	0.00015%
Mean Distance Between Major Mechanical Failure	312,196	312,196

*rate = total number for the year/total revenue vehicle miles traveled

Table 7: Demand Response Safety Performance Targets

Measures	Baseline	Target
Fatalities	0	0
Rate of Fatalities*	0	0
Injuries	0	0
Rate of Injuries*	0	0
Safety Events	0	0
Rate of Safety Events*	0	0
Mean Distance Between Major Mechanical Failure	69,595	69,595
Other	0	0

*rate = total number for the year/total revenue vehicle miles traveled

As part of the annual review of the ASP, JET will reevaluate our SPTs and determine whether the SPTs need to be refined. As more data is collected as part of the SRM process discussed later in this plan, JET may begin developing safety performance indicators to help inform management on safety related investments.

G. Safety Performance Target Coordination 673.15(a)(b)

JET will make our SPTs available to ARDOT and the NARTPC to aid in those agencies' respective regional and long-range planning processes. To the maximum extent practicable, JET will coordinate with ARDOT and the NARTPC in the selection of State and NARTPC SPTs as documented in the Interagency Memorandum of Understanding (MOU).

Each year during the FTA Certifications and Assurances reporting process, JET will transmit any updates to our SPTs to both the NARTPC and ARDOT (unless those agencies specify another time in writing).

4. SAFETY MANAGEMENT SYSTEMS – 673 SUBPART C

As noted previously, FTA has adopted SMS as the basis for improving safety across the public transportation industry. In compliance with the NSP, National Public Transportation Safety Plan, and 49 CFR Part 673, JET is adopting SMS as the basis for directing and managing safety and risk at our agency. JET 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: SMP, SRM, SA, and 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 shown in Figure 2.

Figure 2: Safety Management Systems

Implementing SMS at JET will be a major undertaking over the next several years. This ASP is the first step to putting in place a systematic approach to managing our agency's risk. JET has already taken several

steps to implement SMS, such as developing this initial ASP and designating a CSO. During the first year of implementation, JET will identify SMS roles and responsibilities, key stakeholder groups and key staff to support this process. JET will also ensure that these key staff receive SMS training, develop a plan for implementing SMS, inform stakeholders about the ASP, and discuss our progress with the Jonesboro City Council and planning partners.

A. Safety Risk Management – 673.25

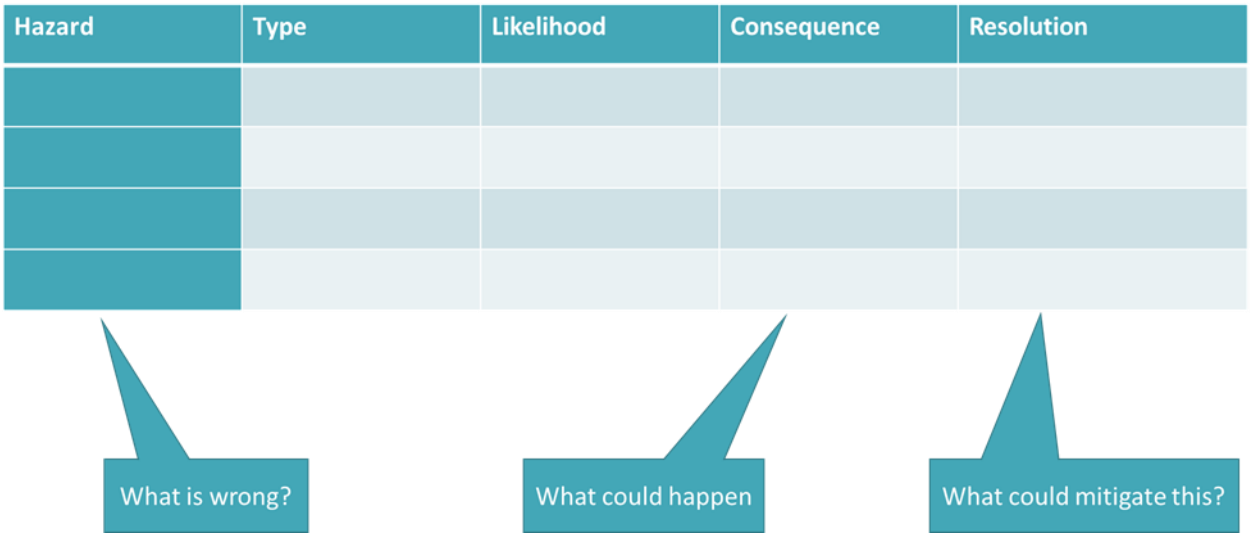
By adopting this ASP, JET is establishing the SRM process shown in Figure 3 for identifying hazards and analyzing, assessing and mitigating safety risk in compliance with the requirements of 49 CFR Part 673.25. The SRM processes described in this section are designed to implement the JET SMS.

Figure 3: Safety Risk Management Process

The implementation of the SRM component of the SMS will be carried out over the course of the next year. The SRM components will be implemented through a program of improvement during which the SRM processes will be implemented, reviewed, evaluated, and revised, as necessary to ensure the processes are achieving the intended safety objectives as the processes are fully incorporated into JET's SOPs.

The SRM is focused on implementing and improving actionable strategies that JET has undertaken to identify, assess and mitigate risk. The creation of a Risk Register provides an accessible resource for documenting the SRM process, tracking the identified risks, and documenting the effectiveness of mitigation strategies in meeting defined safety objectives and performance measures. The draft Risk Register is shown in Figure 4.

Figure 4: Draft Risk Register



As the SRM process progresses through the steps of identifying what may be wrong, what could happen as a result, and what steps JET is taking to resolve the risk and mitigate the hazard, the CSO completes and publishes the various components of the Risk Register. These components include the use of safety hazard identification, safety risk assessment, and safety risk mitigation, as described in the following sections.

I. Safety Hazard Identification – 673.25(b)

JET has a *Safety Policy* (Appendix A) in place to identify safety and operational risks based on individual assets. The *Safety Policy* has an *Equipment Evaluation Procedure* which states employees shall immediately, and at the conclusion of each shift, report all defects of equipment. At no time shall the company require employees to use equipment that is not in safe operating condition. The Transit Coordinator or his designee shall have the final determination as to whether equipment is safe to operate. Proper reporting forms are available from the Administrative Assistant. Employees who fail to report accidents or unsafe working conditions may be subject to disciplinary actions.

In addition to the *Equipment Evaluation Procedure* the *Safety Policy* has a *Post-Accident Testing* section that states an employee who performs a safety-sensitive function who is involved in an accident will be required to take drug & alcohol tests. A post-accident drug test will be administered as soon as possible but not later than 32 hours following the accident. An alcohol test will also be administered as soon as possible but not later than 8 hours following the accident. Although the current procedures have been effective in achieving our safety objectives, to ensure compliance with 49 CFR Part 673, JET is working to implement the following expanded SRM process.

The JET SRM process is a forward-looking effort to identify safety hazards that could potentially result in negative safety outcomes. In the SRM process, a hazard is any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infra-structure of a public transportation system; or, damage to the environment.

Hazard identification focuses on out-of-the-norm conditions that need special attention or immediate action, new procedures, or training to resolve a condition that is unacceptable and return conditions to an acceptable level. JET uses a variety of mechanisms for identifying and documenting hazards, namely: Daily inspections with Pre / Post trip forms, 2 way radio, Tablets, and with cameras.

- Through training and reporting procedures JET ensures personnel can identify hazards and that each employee clearly understands that the employee has a responsibility to immediately report any safety hazards identified to the employee's supervisors. Continued training helps employees to develop and improve the skills needed to identify hazards.
- Employee hazard training coupled with the ESRP ensures that JET has full use of information from frontline employees for hazard identification.
- Upon receiving the hazard report, supervisors communicate the identified hazard to the CSO for entry into the risk register for risk assessment, classification and possible mitigation.
- In carrying out the risk assessment, the CSO uses standard reporting forms (e.g. Pre-and Post-trip Inspections to mitigate mechanical based safety hazards that are identified) and other reports completed on a routine basis by administrative, operations and maintenance. The *JET Transit Asset Management Plan (TAMP)* (Appendix A) *Maintenance Strategy* contains daily service check procedures for inspecting bus operations, top-off fluid levels and verify that tires are properly inflated. Any abnormal fluid or inflation levels shall require that the vehicle be removed from revenue service.
- Supervisors in particular are responsible for performing and documenting regular safety assessments, which include reporting and recommending methods to reduce identified hazards.
- JET uses incident reports and records to determine specific areas of training that need to be covered with employees to ensure safety hazard identification is continually improved, and thus ensure that hazards are identified before an event recurrence.
- Incident reports are also analyzed by the risk management team to identify any recurring patterns or themes that would help to identify underlying hazards and root causes of the event that can be mitigated to prevent recurrence.
- If a hazard is such that an employee would be reluctant to report the information due to perceived negative consequences (e.g. disciplinary action), alternative, anonymous reporting mechanisms are available through an anonymous suggestion box or anonymous online reporting form, or other secure mechanism.

- To increase the safety knowledge of our agency, the CSO and subject matter experts are also encouraged to participate in available professional development activities and peer-to-peer exchanges as a source of expertise and information on lessons learned and best practices in hazard identification.
- Other sources for hazard identification include:
    - ESRP
    - Inspections of personnel job performance, vehicles, facilities and other data
    - Investigations of safety events
    - Safety trend analysis on data currently collected
    - Training and evaluation records
    - Internal safety audits
    - External sources of hazard information could include:
        - FTA and other federal or state authorities
        - Reports from the public
        - Safety bulletins from manufacturers or industry associations

In addition to identifying the hazard, the hazard identification process also classifies the hazard by type (organizational, technical or environmental) to assist the CSO in identifying the optimal combination of departmental leadership and subject matter expertise to select in assembling the safety risk assessment team.

The various hazard types can also be categorized by subcategory for each type. For example, organizational hazards can be subcategorized into resourcing, procedural, training or supervisory hazards. Each of the subcategories imply different types of mitigation strategies and potentially affect overall agency resources through varying costs for implementation. Technical hazards can be subcategorized into operational, maintenance, design and equipment. Additionally, environmental hazards can be subcategorized into weather and natural, which is always a factor for every operation.

II. Safety Risk Assessment – 673.25(c)

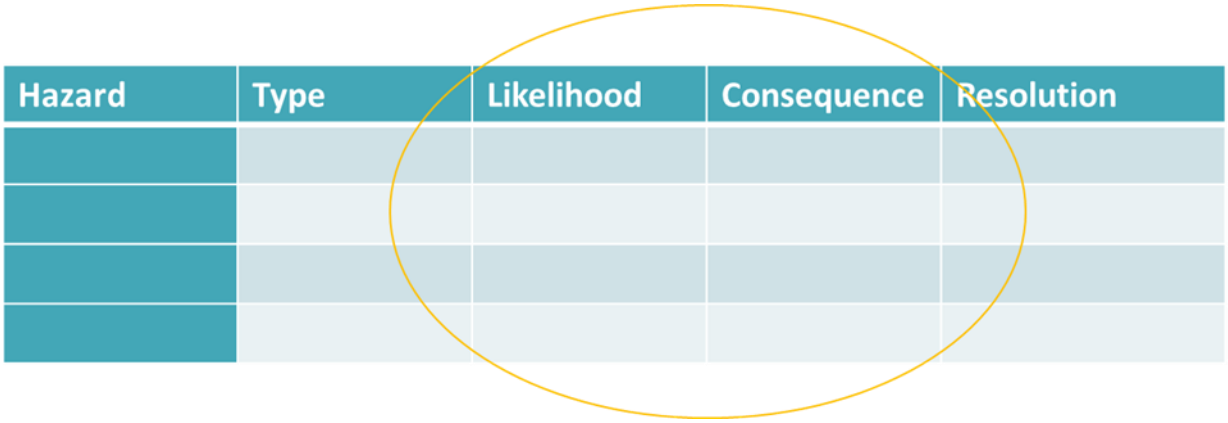
JET currently uses a *TAMP* with a similar framework for assessing risks and threats with reference to security for the transportation system. This assessment procedure can be found in the *Management Approach to Asset Management* section. The section contains strategies for acquisition, maintenance and disposal.

As part of the new SRM process, JET has developed methods to assess the likelihood and severity of the consequences of identified hazards, and prioritizes the hazards based on the safety risk. The process continues the use of the Risk Register described in the previous section to address the next two components.

To accurately assess a risk, JET may need to perform an investigation. JET currently investigates accidents or crashes, but will need to develop a full investigation procedure to inform the SRM process. The investigation procedure will start with the Assessment Form and framework found in the Management Approach to Asset Management and will be developed to cover all risk assessment. Once fully developed, the document will become the Investigation SOP. The SOP will include accident investigation procedures as well as risk investigation procedures. These procedures will be used to investigate risks identified from multiple sources including the ESRP.

Safety risk is based on an assessment of the likelihood of a potential consequence and the potential severity of the consequences in terms of resulting harm or damage. The risk assessment also considers any previous mitigation efforts and the effectiveness of those efforts. The results of the assessment are used to populate the third and fourth components of the Risk Register as shown in Figure 5.

Figure 5: Safety Risk Assessment Steps in Populating the Risk Register



The risk assessment is conducted by the CSO through the safety compliance committee supplemented by subject matter experts from the respective department or section to which the risk applies. The process employs a safety risk matrix, similar to the one shown in Figure 6, that allows the safety team to visualize the assessed likelihood and severity, and to help decision-makers understand when actions are necessary to reduce or mitigate safety risk.

Figure 6: Safety Risk Assessment Matrix

RISK ASSESSMENT MATRIX				
SEVERITY / LIKELIHOOD	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	High	Medium
Probable (B)	High	High	Medium	Medium
Occasional (C)	High	Medium	Medium	Low
Remote (D)	Medium	Medium	Low	Low
Improbable (E)	Medium	Low	Low	Low

Although the current version of the matrix relies heavily on the examples and samples that are listed on the PTASP Technical Assistance Center website, lessons learned from the implementation process during the coming years will be used to customize the matrix that JET will use to address our unique operating realities and leadership guidance.

The Risk Assessment Matrix is an important tool. If a risk is assessed and falls within one of the red zones, the risk is determined to be unacceptable under existing circumstances. This determination means that management must take action to mitigate the situation. This is the point in the process when SRMs are developed. If the risk is assessed and falls within one of the yellow zones, the risk is determined to be acceptable, but monitoring is necessary. If the risk falls within one of the green zones, the risk is acceptable under the existing circumstances.

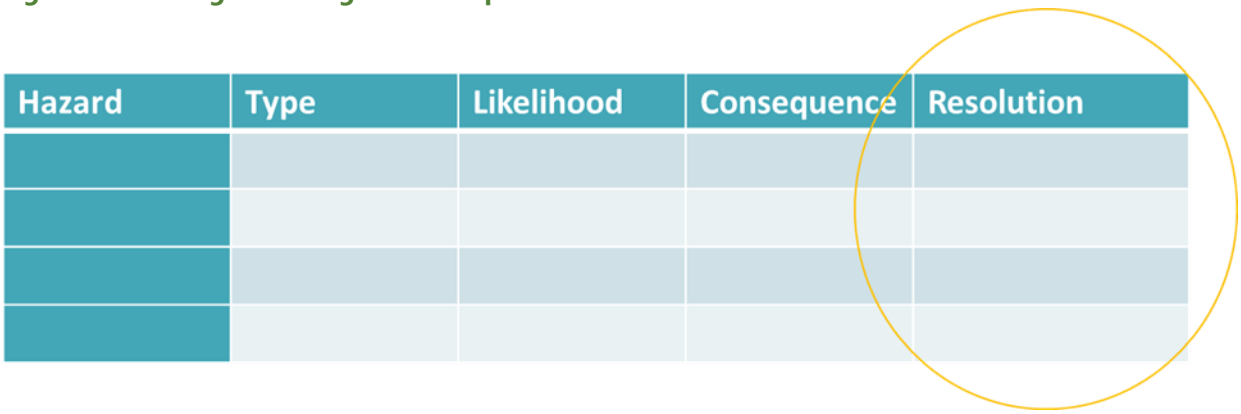
Once a hazard's likelihood and severity have been assessed, the CSO enters the hazard assessment into the Risk Register that is used to document the individual hazard and the type of risk it represents. This information is used to move to the next step, which is hazard mitigation.

III. Safety Risk Mitigation – 673.25(d)

As part of the *TAMP*, JET currently has a *TAMP Policy* which aids in identifying unacceptable risks, including safety risks, in continuing to use an asset that is not in a State of Good Repair. *The Decision Support Tools* section contains the detailed process and tools used to manage the lifecycle planning of capital public transportation assets. The *Decision Support and Capital Asset Investment Planning Process* is used as an analytical process to estimate capital investment needs over time and develop our investment prioritization.

Upon completion of the risk assessment, the CSO and safety team continue populating the Risk Register by identifying mitigations or strategies necessary to reduce the likelihood and/or severity of the consequences. The goal of this step is to avoid or eliminate the hazard or, when elimination is not likely or feasible, to reduce the assessed risk rating to an acceptable level (Figure 7). However, mitigations do not typically eliminate the risk entirely.

Figure 7: Risk Register Mitigation Component



Hazard	Type	Likelihood	Consequence	Resolution

To accomplish this objective, the CSO, through the risk management team, works with subject matter experts from the respective department or section to which the risk applies. The risk management team then conducts a brainstorming exercise to elicit feedback from staff and supervisors with the highest level of expertise in the components of the hazard.

Documented risk resolution and hazard mitigation activities from previous Risk Register entries and the resolution's documented level of success at achieving the desired safety objectives may also be reviewed and considered in the process. If the hazard is external (e.g., roadway construction by an outside agency) information and input from external actors or experts may also be sought to take advantage of all reasonably available resources and avoid any unintended consequences.

Once a mitigation strategy is selected and adopted, the strategy is assigned to an appropriate staff member or team for implementation. The assigned personnel and the personnel's specific responsibilities are entered into the Risk Register. Among the responsibilities of the mitigation team leader is the documentation of the mitigation effort, including whether the mitigation was carried out as designed and whether the intended safety objectives were achieved. This information is recorded in the appendix to the Risk Register for use in subsequent SA activities and to monitor the effectiveness of the SRM program.

B. Safety Assurance – 673.27 (a)

Safety Assurance means processes within the JET SMS that function to ensure a) implementation and effectiveness of safety risk mitigation, and b) confirm JET 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 JET's critical safety objectives and contribute towards SPTs.

I. Safety Performance Monitoring and Measuring 673.27 (b)

As the first step in the JET safety assurance program, JET collects and monitors data on safety performance indicators through a variety of mechanisms described in the following sections. Safety performance indicators can provide early warning signs about safety risks. JET currently relies primarily on lagging indicators representing negative safety outcomes that should be avoided or mitigated in the future. However, initiatives are underway to adopt a more robust set of leading indicators that monitor conditions that are likely to contribute to negative outcomes in the future. In addition to the day-to-day monitoring and investigation procedures detailed below, JET will review and document the safety performance monitoring and measuring processes as part of the annual update of this ASP.

Monitoring Compliance and Sufficiency of Procedures 673.27 (B)(1)

JET monitors our system for personnel compliance with operations and maintenance procedures and also monitors these procedures for sufficiency in meeting safety objectives. A list of documents describing the safety related operations and maintenance procedures cited in this ASP is provided in Appendix A of this document.

Supervisors have an informal process to monitor employee compliance with JET SOPs.

JET addresses non-compliance with standard procedures for operations and maintenance activities through a variety of actions, including revision to training materials and delivery of employee and supervisor training if the non-compliance is systemic. If the non-compliance is situational, then activities may include supplemental individualized training, coaching, and heightened management oversight, among other remedies.

Sometimes personnel are fully complying with the procedures, but the operations and maintenance procedures are inadequate and pose the risk of negative safety outcomes. In this case, the cognizant person submits the deficiency or description of the inadequate procedures to the SRM process. Through the SRM process, the SRM team will then evaluate and analyze the potential organizational hazard and assign the identified hazard for mitigation and resolution, as appropriate. The SRM team will also conduct periodic self-evaluation and mitigation of any identified deficiencies in the SRM process itself.

Monitoring Operations 673.27(B)(2)

Supervisors are required to monitor investigation reports of safety events and SRM resolution reports to monitor the department's operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended. If it is determined that the safety risk mitigation did not bring the risk to an acceptable level or otherwise failed to meet safety objectives, then the supervisor resubmits the safety risk/hazard to the SRM process. The CSO will work with the supervisor and subject

matter experts to reanalyze the hazard and consequences and identify additional mitigation or alternative approaches to implementing the mitigation.

II. Safety Event Investigation 673.27(B)(3)

JET 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 JET can employ to address any identifiable organizational, technical or environmental hazard at the root cause of the safety event.

JET uses the *Safety Policy* document to identify safety and operational risks based on individual assets.

The procedures outlined in the *Operators Handbook* in the *Determination of Collision Preventability* section states management will evaluate all of the information available regarding the collision, including police reports, supervisor reports, operator reports, witness cards, photographs, etc. to determine whether the collision was preventable. Management will also determine the appropriate level of discipline to be administered in the case of a preventable collision. Additionally, the *Safety Policy* contains the *Post-Accident Testing Policy* which requires any employee who performs a safety-sensitive function who is involved in an accident to take a drug and alcohol test, as soon as possible.

Safety Event Investigations that seek to identify and document the root cause of an accident or other safety event are a critical component of the SA process because they are a primary resource for the collection, measurement, analysis and assessment of information. JET gathers a variety of information for identifying and documenting root causes of accidents and incidents, including but not limited to the following process based on the FTA's Model Bus Safety Program:

1. Obtain from the Operator the following information:
    a. The location of the incident and what direction they were traveling (inbound or outbound); if in station, indicate the situation.
    b. The bus number and the route that they are on.
    c. If there are injuries, describe how serious they appear (don't be too graphic, just generalize).
    d. Provide information about any other vehicles or pedestrians involved and their descriptions.
2. Remind the operator of the safety procedures:
    a. Turn on 4-way flashers. Place traffic warning devices (orange triangles).
    b. Recheck anyone with injuries, do not move the seriously injured.
    c. Render comfort and aid to anyone injured, as may be appropriate.
    d. Evacuate the bus, if necessary.
    e. Keep the two-way radio on and monitored.
    f. Hand out courtesy cards to the passengers and to any witnesses.
    g. Move the vehicle to the side of the road unless it is inoperable.
3. Notify the following:

   a. Call the Police. Call Emergency Medical Personnel (EMP) 911
   b. Notify/call the CSO and Supervisors over Mechanic, and immediate supervisor on duty at the time, including:
      i. CSO
      ii. Transportation Supervisor
4. The supervisor will:
   a. Determine whether the Transit Director needs to be contacted but will give them a report when the supervisor finishes the initial assessment.
   b. Let the Operator know that Police and supervision have been contacted and help and is on the way.
   c. Assign a Standby Operator to pre-trip a bus in case a standby must drive the next round for the operator on that route. When needed, the Standby Operator may take a bus out to continue a route.
   d. Let the Operator know that a Standby Operator and bus have been assigned to continue the route or that support personnel are bringing another bus out to them.
   e. Refer the operator for required drug and alcohol testing in compliance with 49 CFR § 655.44 Post-accident testing, if the safety event meets the definition of accident in 49 CFR § 655.4
   f. Return to the station.
   g. Record all accident information on the Daily Dispatch log, any missed trips, downtime, or bus change outs.
5. Dispatcher on duty will give the Operator an incident report to complete before the Operator leaves that day. Dispatcher will put the Operator's report in the CSO's box.
6. The CSO, working with content specialists, evaluates the incident report and other available information to determine the root cause of the accident/event. Follow up with driver or other cognizant parties may be necessary to elicit additional information.
7. The CSO identifies any hazards noted in the incident report and refers those hazards to the SRM process.

Monitoring Internal Safety Reporting Programs 673.27(b)(4)

As a primary part of the internal safety reporting program, our agency monitors information reported through the ESRP. When a report originating through the complaint process documents a safety hazard, the supervisor submits the hazards identified through the internal reporting process, including previous mitigation in place at the time of the safety event. The supervisor submits the hazard report to the SRM process to be analyzed, evaluated and, if appropriate, assigned for mitigation/resolution.

Other Safety Assurance Initiatives

Because leading indicators can be more useful for safety performance monitoring and measurement than lagging indicators, JET is undertaking efforts to implement processes to identify and monitor more leading indicators or conditions that have the potential to become or contribute to negative safety outcomes. This may include trend analysis of environmental conditions through monitoring National

Weather Service data; monitoring trends toward or away from meeting the identified SPTs; or other indicators as appropriate.

C. Safety Promotion – 673.29

Management support is essential to developing and implementing SMS. SP includes all aspects of how, why, when and to whom management communicates safety related topics. SP also includes when and how training is provided. The following sections outline both the safety competencies and training that JET will implement and how safety related information will be communicated.

I. Safety Competencies and Training – 673.29(a)

JET provides comprehensive training to all employees regarding each employee's job duties and general responsibilities. This training includes safety responsibilities related to the employee's position. In addition, regular driver safety meetings are held to ensure that safety related information is relayed to the key members of our agency's safety processes.

As part of SMS implementation, JET will be conducting the following activities:

- Conduct a thorough review of all current general staff categories (administrative, driver, supervisor, mechanic, maintenance, etc.) and the respective staff safety related responsibilities.
- Assess the training requirements spelled out in 49 CFR Part 672 and the various courses required for different positions. (JET is not subject to the requirements under Part 672 but will review the training requirements to understand what training is being required of other larger agencies in the event these trainings might be useful).
- Assess the training material available on the FTA PTASP Technical Assistance Center website.
- Review other training material available from industry sources such as the Community Transportation Association of America and the American Public Transportation Association websites.
- Develop a set of competencies and trainings required to meet the safety related activities for each general staff category.
- Develop expectations for ongoing safety training and safety meeting attendance.
- Develop a training matrix to track progress on individuals and groups within the organization.
- Adjust job notices associated with general staff categories to ensure that new personnel understand the safety related competencies and training needs and the safety related responsibilities of the job.
- Include refresher training in all trainings and apply it to agency personnel and contractors.

II. Safety Communication – 673.29(b)

JET regularly communicates safety and safety performance information throughout our agency's organization that, at a minimum, conveys information on hazards and safety risks relevant to employees' roles and responsibilities and informs employees of safety actions taken in response to reports submitted through the ESRP (noted in Section 3.A.I) or other means.

JET reports any safety related information to the Jonesboro City Council at their regular meetings and will begin including safety performance information. In addition, JET holds regularly scheduled meetings with drivers to ensure that any safety related information is passed along that would affect the execution of the drivers' duties. JET also posts safety related and other pertinent information in a common room for all employees.

JET will begin systematically collecting, cataloging, and, where appropriate, analyzing and reporting safety and performance information to all staff. To determine what information should be reported, how the information should be reported and to whom, JET will answer the following questions:

- What information does this individual need to do their job?
- How can we ensure the individual understands what is communicated?
- How can we ensure the individual understands what action must be taken as a result of the information?
- How can we ensure the information is accurate and kept up-to-date?
- Are there any privacy or security concerns to consider when sharing information? If so, what should we do to address these concerns?

In addition, JET will review our current communications strategies and determine whether others are needed. As part of this effort, JET has conducted, and will continue to conduct, a Safety Culture Survey to understand how safety is perceived in the workplace and what areas JET should be addressing to fully implement a safety culture at our agency.

5. APPENDIX A

Table 8: PTASP Supporting Documents

File Name	Revision Date	Document Name	Document Owner
E911 MOU.doc		MOU	City of Jonesboro/JETS
File2017-08-11Final Report.pdf	2017	FY 2017 Triennial Review of the City of Jonesboro JETS	City of Jonesboro/JETS
JET TAMP (6) Final (Repaired).docx	2018	JET Transit Asset Management Program (TAMP)	City of Jonesboro/JETS
JETS COMMUNITY ADVISORY BOARD 2018.docx		JETS Community Advisory Board	JETS
JETS OPERATOR HANDBOOK_UPDATED.doc	2007	Operator's Handbook	JETS
Org Chart.docx		Organizational Chart	JETS
Safety Policy.doc		Safety Policy	JETS
E911 MOU.doc		MOU	City of Jonesboro/JETS

A. Glossary of Terms

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 transit vehicles; an evacuation for life safety reasons; at any location, at any time, whatever the cause.

Accountable Executive (typically the highest executive in the agency): means a single, identifiable person who has ultimate responsibility for carrying out the SMS of a public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. 5326.

Agency Leadership and Executive Management: means those members of agency leadership or executive management (other than an Accountable Executive, CSO, or SMS Executive) who have authorities or responsibilities for day-to-day implementation and operation of an agency's SMS.

Chief Safety Officer (CSO): means 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 CSO may not serve in other operational or maintenance capacity, unless the CSO is employed by

a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Corrective Maintenance: Specific, unscheduled maintenance typically performed to identify, isolate, and rectify a condition or fault so that the failed asset or asset component can be restored to a safe operational condition within the tolerances or limits established for in-service operations.

Equivalent Authority: means 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 PTASP.

Event: means an accident, incident, or occurrence.

Federal Transit Administration (FTA): means the Federal Transit Administration, an operating administration within the United States Department of Transportation.

Hazard: means 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 public transportation system; or damage to the environment.

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.

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.

Key staff: means a group of staff or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating the agency's SMS.

Major Mechanical Failures: means failures caused by vehicle malfunctions or subpar vehicle condition which requires that the vehicle be pulled from service.

National Public Transportation Safety Plan: means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

Occurrence: means an event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

Operator of a Public Transportation System: means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Passenger: means a person, other than an operator, who is on board, boarding, or alighting from a vehicle on a public transportation system for the purpose of travel.

Performance Measure: means 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.

Performance Target: means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the Federal Transit Administration (FTA).

Preventative Maintenance: means regular, scheduled, and/or recurring maintenance of assets (equipment and facilities) as required by manufacturer or vendor requirements, typically for the purpose of maintaining assets in satisfactory operating condition. Preventative maintenance is conducted by providing for systematic inspection, detection, and correction of anticipated failures either before they occur or before they develop into major defects. Preventative maintenance is maintenance, including tests, measurements, adjustments, and parts replacement, performed specifically to prevent faults from occurring. The primary goal of preventative maintenance is to avoid or mitigate the consequences of failure of equipment.

Public Transportation Agency Safety Plan (PTASP): means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Risk: means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk Mitigation: means a method or methods to eliminate or reduce the effects of hazards.

Road Calls: means specific, unscheduled maintenance requiring either the emergency repair or service of a piece of equipment in the field or the towing of the unit to the garage or shop.

Safety Assurance (SA): means the process within a transit agency's SMS that functions to ensure the implementation and effectiveness of safety risk mitigation and ensures that the transit agency meets or exceeds our safety objectives through the collection, analysis, and assessment of information.

Safety Management Policy (SMP): means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of the agency's employees regarding safety.

Safety Management System (SMS): means the formal, top-down, data-driven, 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.

Safety Management System (SMS) Executive: means a CSO or an equivalent.

Safety Objective: means a general goal or desired outcome related to safety.

Safety Performance: means an organization's safety effectiveness and efficiency, as defined by safety performance indicators and targets, measured against the organization's safety objectives.

Safety Performance Indicator: means a data-driven, quantifiable parameter used for monitoring and assessing safety performance.

Safety Performance Measure: means 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.

Safety Performance Monitoring: means activities aimed at the quantification of an organization's safety effectiveness and efficiency during service delivery operations, through a combination of safety performance indicators and safety performance targets.

Safety Performance Target (SPT): means a quantifiable level of performance or condition, expressed as a value for a given performance measure, achieved over a specified timeframe related to safety management activities.

Safety Promotion (SP): 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: means the assessed probability and severity of the potential consequence(s) of a hazard, using as reference the worst foreseeable, but credible, outcome.

Safety Risk Assessment: means the formal activity whereby a transit agency determines SRM priorities by establishing the significance or value of our safety risks.

Safety Risk Management (SRM): means a process within a transit agency's Safety Plan for identifying hazards, assessing the hazards, and mitigating safety risk.

Safety Risk Mitigation: means the activities whereby a public transportation agency controls the probability or severity of the potential consequences of hazards.

Safety Risk Probability: means the likelihood that a consequence might occur, taking as reference the worst foreseeable, but credible, condition.

Safety Risk Severity: means the anticipated effects of a consequence, should the consequence materialize, taking as reference the worst foreseeable, but credible, condition.

Serious Injury: means any injury which:

- Requires hospitalization for more than 48 hours, commencing within seven days from the date that 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; or
- Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

Small Public Transportation Provider: means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State: means a State of the United States, the District of Columbia, or the Territories of Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of Good Repair: means the condition in which a capital asset is able to operate at a full level of performance.

State Safety Oversight Agency: means 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 49 CFR part 674.

Transit Agency: means an operator of a public transportation system.

Transit Asset Management (TAM) Plan: means 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.

Vehicle Revenue Miles (VRM): means the miles that vehicles are scheduled to or actually travel while in revenue service. Vehicle revenue miles include layover/recovery time and exclude deadhead; operator training; vehicle maintenance testing; and school bus and charter services.

B. Additional Acronyms Used

ARDOT: Arkansas Department of Transportation

ASP: Agency Safety Plan

EMP: Emergency Medical Personnel

ESRP: Employee Safety Reporting Program

FAST Act: Fixing America's Surface Transportation Act

JET: Jonesboro Economical Transit, City of Jonesboro, Arkansas

MAP-21: Moving Ahead for Progress in the 21st Century Act

MOU: Memorandum of Understanding

MPO: Metropolitan Planning Organization

NARTPC: Northeast Arkansas Regional Transportation Planning Commission

NTD: National Transit Database

RTC: Regional Transit Center

SOP: Standard Operating Procedure

TAMP: Transit Asset Management Plan

6. APPENDIX B

A. City Council Minutes or Resolution

Place here