



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion 16128

Proposed No. 2022-0067.2

Sponsors Zahilay

1 A MOTION approving a reimagining transit safety and
2 security implementation report, in response to the 2021-
3 2022 Biennial Budget Ordinance, Ordinance 19210,
4 Section 113, Proviso P5.

5 WHEREAS, the 2021-2022 Biennial Budget Ordinance, Ordinance 19210,
6 Section 113, Proviso P5, states that \$5,000,000 shall not be expended or encumbered
7 until the executive transmits a reimagining transit safety and security scoping report, and
8 a reimagining transit safety and security implementation report and a motion approving
9 each report is passed by the council, and

10 WHEREAS, the Metro transit department, the Puget Sound region's largest public
11 transportation agency, is committed to providing safe, equitable and sustainable mobility,
12 and

13 WHEREAS, the Metro transit department is committed to becoming an antiracist
14 mobility agency, a goal the council strongly endorses, and

15 WHEREAS, the proviso requirement that the Metro transit department undertake
16 a transit safety, security and fare enforcement reform initiative was made in 2020, during
17 the early months of the coronavirus disease 2019 pandemic, when safety and security
18 reforms were presumed to be based upon a system operating at full capacity, and

19 WHEREAS, safety and security conditions have changed and ridership has
20 declined by more than fifty percent, and

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21 WHEREAS, the needs of the transit system will continue to change, and

22 WHEREAS, in response to the proviso requirement, the Metro transit department
23 prepared the safety, security and fare enforcement reform initiative implementation
24 report, which summarizes the internal and external stakeholder engagement process,
25 highlights safety and security pilot measures that have recently been implemented and
26 identifies potential initial concepts that could be implemented in the future following
27 additional engagement and, where necessary, budget and policy authorization, and

28 WHEREAS, the King County executive has transmitted to the council the safety,
29 security and fare enforcement reform initiative implementation report to fulfill the
30 proviso's reporting obligations, and

31 WHEREAS, council approval of the safety, security and fare enforcement reform
32 initiative implementation report indicates the concurrence of the council that the Metro
33 transit department has fulfilled the requirements of the proviso but does not endorse or
34 commit to adopt any specific recommendations in the report and does not provide
35 authorization for changes to transit policy, including changes to K.C.C. 28.96.010, which
36 is known as the transit code of conduct, and

37 WHEREAS, the council commits to collaborate with the Metro transit department
38 on a holistic, cocreative approach to transit safety and security to work toward a system
39 that is safe, accessible and equitable and that supports the well-being and safety of transit
40 riders, operators and community members;

41 NOW, THEREFORE, BE IT MOVED by the Council of King County:

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- 42 The council approves the safety, security and fare enforcement reform initiative
43 implementation report proviso response, Attachment A to this motion.

Motion 16128 was introduced on 3/15/2022 and passed as amended by the Metropolitan King County Council on 5/17/2022, by the following vote:

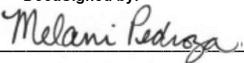
Yes: 6 - Balducci, Dembowski, Kohl-Welles, Perry, Upthegrove
and Zahilay
No: 1 - Dunn
Excused: 2 - McDermott and von Reichbauer

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

DocuSigned by:

7E1C273CE9994B6...
Claudia Balducci, Chair

ATTEST:

DocuSigned by:

8DE1BB375AD3422...
Melani Pedroza, Clerk of the Council

Attachments: A. Safety, Security, and Fare Enforcement (SaFE) Reform Initiative, SaFE Implementation Report, February 11, 2022

Safety, Security, and Fare Enforcement (SaFE) Reform Initiative
SaFE Implementation Report

February 11, 2022



King County

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II. Proviso Text

Ordinance 19210, Section 113, Transit, P5

A. Of this appropriation, \$5,000,000 shall not be expended or encumbered until the executive, in consultation with the sheriff and internal and external stakeholders including those identified at subsection C.2. and 3. of this proviso, transmits a reimagining transit safety and security scoping report and a reimagining transit safety and security implementation report and motions that should approve the reports and the motions approving the reports are passed by the council. The motions should reference the subject matter, the proviso's ordinance number, ordinance section and proviso number in both the title and body of the motion.

B. In recognition of the vital importance of reimagining and reforming safety and security functions within King County, to reduce the role of law enforcement in transit safety and security functions and to advance the Metro transit department's commitment to become an antiracist mobility agency, the county must reimagine transit safety and security, by reexamining, restructuring and reducing the department's security, fare enforcement and law enforcement practices, partnerships and resource allocation.

C. The reimagining transit safety and security scoping report shall include, but not be limited to, the following:

1. A description of the Metro transit department's safety and security functions and the goals to be achieved by reimagining, reexamining, restructuring and reducing those functions;
2. A proposal for internal engagement and cocreation with Metro transit department employees and stakeholders, including front-line Metro transit department employees, security and fare enforcement personnel and sheriff's office employees who serve as Metro transit police;
3. A proposal for external engagement and cocreation with community stakeholders including members of black, indigenous and people of color communities that have historically experienced negative impacts from policing, transit riders, jurisdictional and agency partners, human services providers and community-based organizations; and
4. A proposed timeline for the development of the reimagining transit safety and security implementation report based on the engagement and cocreation processes described in subsection C.2. and 3. of this proviso.

D. The reimagining transit safety and security implementation report shall include, but not be limited to, the following:

1. A summary of the goals to be achieved by reimagining, reexamining, restructuring and reducing Metro transit department's safety and security functions;
2. A description of the Metro transit police as currently structured, including:
 - a. the annual budget and FTE positions for the Metro transit police;
 - b. the current status of the contract between the Metro transit department and the King County sheriff's office;
 - c. the current duties of the Metro transit police; and
 - d. a monthly summary of trends of coordinator service reports and dispatched calls for service from January 2017 through March 2021;
3. A description of the Metro transit department's fare enforcement processes, including:
 - a. the annual budget for fare enforcement;
 - b. the current status of the contract between the Metro transit department and the contractor that provides fare enforcement services;

- c. the current duties of fare enforcement officers;
 - d. a description of the process that is used to resolve fare violations; and
 - e. a monthly summary of trends of fare violations and the resolution of those violations from January 2017 through February 2020 and from October 2020 through March 2021;
 4. A description of other Metro transit department safety and security functions, not included in subsection D.2. and 3. of this proviso, such as parking enforcement, including:
 - a. the annual budget and FTE positions for other transit safety and security functions;
 - b. the current status of any additional contracts between the Metro transit department and contractors providing transit safety and security functions; and
 - c. the current duties of staff or contractors carrying out other transit safety and security functions;
 5. A description of the internal and external engagement and cocreation processes that were used to develop recommendations to reimagine, reexamine, restructure and reduce transit safety and security functions, as well as a description of the ongoing plans to include, engage and cocreate with the internal and external stakeholders described in subsection C.2. and 3. of this proviso;
 6. A proposal for ongoing measurement and reporting of transit safety and security processes and incidents;
 7. A proposal for external or civilian oversight of transit safety and security functions;
 8. Any legislation necessary to implement recommendations related to transit safety and security functions; and
 9. Proposed recommendations to restructure or reduce transit safety and security functions provided by law enforcement agencies, including, but not limited, to Metro transit police and a timeline for implementation of the recommendations, with implementation to begin no later than July 2022, including, but not limited to:
 - a. a proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budgets and contracts for the Metro transit police;
 - b. a proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budget and processes for fare enforcement;
 - c. a proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budget and processes for other transit safety and security functions;
 - d. a proposal, budget and implementation timeline to increase the use of non-police services, such as mental health or homelessness navigation services, as an alternative to existing transit safety and security functions; and
 - e. a proposal, budget and implementation timeline for ongoing engagement and coordination with the internal and external stakeholders described in subsection C.2. and 3. of this proviso.
- E. The executive should electronically file the reimagining transit safety and security scoping report and the motion required by this proviso no later than March 15, 2021, and the reimagining transit safety and security implementation report and the motion required by this proviso no later than September 30, 2021, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the law and justice committee, or its successor.

III. Executive Summary

This report is provided in response to a Proviso in the adopted King County Budget, [Ordinance 19210](#). The Proviso called for the Executive to partner with community to reimagine transit safety and security by reexamining, restructuring, and reducing King County Metro's security, fare enforcement and law enforcement practices, partnerships, and resource allocation and to advance the Metro transit department's commitment to become an anti-racist mobility agency.

Background: King County Metro (Metro) is the Puget Sound region's largest public transportation agency, with over 123 million riders in 2020.¹ Metro is committed to providing safe, equitable, and sustainable mobility and prioritizing service where needs are greatest. Metro sees mobility as a human right that allows communities and individuals to access the opportunities needed to thrive. As a public agency, it is Metro's duty to assure its mobility services support livable communities, a thriving economy, and a sustainable environment. Safety and responsible financial stewardship remain core priorities for Metro.

Metro is guided by several transit specific planning and policy guidelines, along with King County Code (KCC) and state and federal statutes regarding transportation services, including [Metro Connects](#), the [Strategic Plan for Public Transportation](#), and the [Mobility Framework](#). In addition, [King County's Equity and Social Justice Strategic Plan](#) provides guidance and direction on prioritizing equity within King County departments.

The death of George Floyd and the ensuing national debate about the effects of centuries of systemic racism brought heightened attention to the need for the County to realign its programs to meet the needs of Black, Indigenous, and other people of color communities (BIPOC), with a particular focus on Black and Indigenous communities who are most impacted by systemic racism. In June 2020, the King County Executive declared that racism is a public health crisis, with King County committing to being intentionally anti-racist and accountable to individuals who identify as BIPOC. Also in June 2020, Metro's Strategic Leadership Team issued a statement directly responding to a call from the community for more anti-racist organizational changes and a commitment from the County and Metro to becoming an anti-racist and pro-equity organization. Beyond considering equity in its practices and policies, Metro recognizes that it needs to do more to be an anti-racist mobility agency.

[The SaFE Reform Initiative](#) seeks to advance equity by building upon Metro's past efforts and its current work with partners. The initiative, referred to as SaFE throughout this document, is an ongoing effort housed in King County Metro. SaFE's work informs practices, policies, and department-wide procedures to eliminate harms and emphasize customer and employee well-being. The SaFE planning process launched in January 2021 in partnership with community, is comprised of internal Metro stakeholders (employees) and external stakeholders (customers). In partnership with community and employees, SaFE carried out the work outlined in this document. SaFE's work is ongoing.

¹ Metro Annual Ridership Data 2020 [\[LINK\]](#)



Over time, Metro's approach to fare enforcement has evolved. Metro began its Fare Enforcement Program in 2010 to support Metro's fare box recovery and to foster a safer experience for both customers and operators. Metro's [fund management policies](#), which are

adopted by the King County Council, require Metro to maintain a farebox recovery ratio of at least 25 percent, with a target of 30 percent.^{2,3} Metro has adopted fare enforcement and security operations strategies to ensure the safety of customers and employees, deter disruptive behavior onboard coaches and at transit facilities, and help assure that farebox recovery goals are met and that customers are abiding by Metro's [Code of Conduct](#).

Along with Metro's work outlined in this report, the Executive is leading two related public safety initiatives, [reimagining public safety](#) in the County's urban unincorporated areas in response to community needs and the [Public Safety Advisory Committee](#). The Public Safety Advisory Committee was established to inform the selection process of an appointed Sheriff, gather stakeholder input, and provide guidance on values that stakeholder communities hold on how law enforcement services should be provided and ways the County could improve the delivery of law enforcement services to preserve and enhance public safety. As the County navigates this public safety reform work, it is expected that changes to safety practices will impact Metro due to the contract between the King County Sheriff's Office and Metro for the provision of Metro Transit Police on transit services.⁴

The Proviso calling for this report also called for a scoping report on reimagining transit safety, which was submitted on April 12, 2021, to the King County Council. It was approved on May 4, 2021.

Report Methodology: Early in the planning for the SaFE Reform Initiative, a project structure was established to create a new vision for safety and security and eliminate disproportionately negative outcomes of safety and security policies and practices on customers and employees, especially BIPOC, and execute the work called for by Ordinance 19210. This structure is outlined in the table below.

² For more information, see [Metro's Fares and Revenue Fact Sheet](#).

³ During the COVID-19 pandemic, Metro was granted a waiver related to the farebox recovery percentage. Since March 2020, Fare Enforcement on Metro services have been suspended and redeployed to support security operations throughout the transit system.

⁴ In 2020, King County voters approved amendments to the King County Charter making the King County Sheriff an appointed position within the Executive branch and requiring community stakeholder input during the selection, appointment, and confirmation process of the Sheriff.

Team Component	Role/Responsibilities
Lead Team	Responsible for planning and management components of the SaFE Reform Initiative; served as main point of contact for overarching reform efforts, facilitated and guided the engagement process, and presented initial concepts to leadership; comprised of Metro employees.
Core Team	Reviewed engagement results and report-outs from the outreach liaisons and participated in the co-creation of community agreements and the vision and definitions of safety; identified preliminary concepts for change that responded to the community engagement feedback and collaborated with the Equity Team to further develop, refine, and prioritize implementation of initial concepts; comprised of Metro employees.
Equity Team	Served as consensus-building body with employees and customers; provided strategic direction on planning activities; provided diverse perspectives from non-leadership employees and BIPOC customers; represented identities such as youth, elderly and disabled; primary influencers for engagement approach; prioritized proposed initial concepts; comprised of six non-leadership Metro employees and six community members.
Outreach Liaisons	Metro contracted with ten community-based organizations that serve the communities to assist design of engagement methods, provide feedback, and facilitate engagement in ways that are welcoming, accessible, and culturally appropriate to the communities they serve.
Ad Hoc Teams	Collaborated on research, concept development, and implementation elements; hosted in-depth feedback sessions focusing on customer experience, unhoused population; and transit police/fare enforcement; composition varies; comprised of Metro employees and external experts.
Subject Matter Experts	Knowledgeable professionals provided insight and advice on viability of activities and proposed initial concepts; assisted with risk identification, data collection, and concept design.
General Public and Metro Employees	Provided input that shaped the vision of safety, and feedback about existing safety policies and potential changes that was the basis for concept development.
Headwater People (Consultant)	Supported the design and facilitation of workshops with the SaFE Core and Equity Teams and internal and external focus groups; supported the design of Phase 3 survey and analyzed survey results and development summaries and visualization of data.
Executive Department Offices	Office of Equity and Social Justice and Office of Performance, Strategy and Budget – provided support and feedback, encouraged participation, committed to the outcomes of engagement.
Metro Leadership	Provided project oversight; participated in engagement efforts, encouraged participation by Metro employees and the public, committed to the outcomes of engagement.

Metro contracted with ten community-based organizations to assist with design of engagement methods, provide feedback, and facilitate engagement in ways that are welcoming, accessible, and culturally appropriate to the communities they serve. These organizations are listed below.

Organization	Communities Served
Africans on the Eastside	Students and families on the east side of Seattle, particularly English Language Learners, Immigrants, and BIPOC communities
Alliance of People with disAbilities	People with disabilities in King County
API Chaya	Survivors of gender-based violence and human trafficking, particularly South Asian, Asian, Pacific Islander, and immigrant communities
Chinese Information and Service Center (CISC)	Immigrants of Chinese, Eastern European, Latin American, and Asian descent, including seniors and adults with disabilities throughout King County
Hopelink	Homeless and low-income families, children, seniors, and people with disabilities in King County
Latino Community Fund	Latino communities in Washington State
Mother Africa	African refugee and immigrant women
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)	Seattle Chinatown International District neighborhood
Villa Comunitaria	Latinx community in the Duwamish Valley
Youth for Equitable Streets	BIPOC youth in South King County

This team approach provided a venue for collaboration and allowed for group decision-making amongst all SaFE teams. Notably, the SaFE Core and Equity Teams prioritized proposed initial concepts included in this report.⁵ Staff engaged with internal and external stakeholders throughout the process, collaborating with over a dozen community organizations to conduct focus groups with customers and Metro employees. Multiple surveys were provided to the public to inform the development of the proposed initial concepts in this report.

Report Requirements: This report is a point in time document. Because community engagement and co-creation will continue to evolve, the outputs of the work are identified as “proposed initial concepts” rather than “recommendations”. The proposed initial concepts outlined herein reflect the robust SaFE Reform Initiative work that is still underway with community.

- *SaFE Reform Initiative goals* - The two-fold goals of the SaFE Reform Initiative are to create a new vision for Metro’s safety and security functions and to eliminate disproportionately negative outcomes of safety and security policies and practices on customers and employees, especially BIPOC. To accomplish these goals, Metro collaborated with external and internal communities to develop a SaFE Reform Initiative vision statement: *Safe, accessible, and equitable transit that is co-created to support community well-being.*
- *Description of the current structure of Metro transit police (MTP)* – The report contains a detailed list of budget, status, positions, duties, and data trends as called for by the Proviso.

⁵ The membership rosters of all teams can be found in Appendix 4.

- *Description of Metro's fare enforcement process* - Metro uses contract fare enforcement officers (FEOs) to minimize fare evasion and increase fare payment awareness. FEOs conduct fare inspections on Metro's proof-of-payment routes and on rapid transit service lines, more commonly known as RapidRide.⁶ FEOs are unarmed, uniformed personnel contracted by Metro through a third-party security services corporation, currently Securitas USA, Inc. FEOs carry handcuffs and wear ballistics vests. FEOs order of priorities are 1) safety for all riders and Metro employees; 2) customer service; and 3) proof-of-payment inspections. The report contains a detailed description of the fare enforcement process and data trends as called for by the Proviso. Note that fare enforcement operations have been paused since March 2020 due to the COVID-19 pandemic.
- *Description of other Metro safety and security functions* - Metro utilizes the services of Securitas USA to provide security services outside of fare enforcement functions. Contracted services include account management, dispatch, security monitoring center, campus patrol, and park and ride patrol.
- *Description of the internal and external engagement and co-creation processes used and a description of ongoing plans to engage stakeholders* - To support the SaFE reform work, a four-phase engagement process to co-create with the community potential concepts for change to policies and practices was developed:
 - Phase 1 involved engagement with Outreach Liaisons to develop a definition of co-creative engagement.
 - Phase 2 involved focus groups and an open-ended online survey to envision features of safe environment.
 - Phase 3 involved an online survey and focus groups to identify existing policies and practices and potential related changes that would support the SaFE vision.
 - Phase 4 involved utilizing Phase 2 and 3 engagement results to develop proposed initial concepts for change.

Phase 1 of the engagement process saw the SaFE engagement team engage with internal and external stakeholders to deepen the understanding of what it means to co-create with communities. Metro conducted eleven stakeholder group interviews with community-based organizations that provide services to historically underserved populations, hosted an external community member focus group, and an internal employee focus group. Phase 1 engagement resulted in an engagement strategy for the SaFE reform work as well as the following SaFE vision: "Safe, accessible, and equitable transit that is co-created to support community well-being."

Phase 2 obtained feedback from participants to provide transparency in decision-making processes, devised community agreements, and co-created a vision of a safe and welcoming Metro. The SaFE vision survey received 5,641 total responses of which 1,010 identified as employees, 4,631 identified as external community members, 1,485 identified as low-income, and 2,003 identified as BIPOC, Multiracial, or Biracial. Phase 2 engagement and analysis of the resulting qualitative data resulted in the following most common themes in support of the SaFE vision:

- More cameras, lighting, accurate real-time arrival information, design for safety, and way-finding elements.
- Clean facilities and more inclusive and welcoming visual cues, including in-language information and art.
- More security and enforcement of Code of Conduct rules.
- Friendly and helpful drivers and staff.

⁶ RapidRide [\[LINK\]](#)

In addition to the themes above, some community members also shared harmful experiences with other riders yelling, threatening, being intoxicated, and breaking Code of Conduct rules.

Phase 3 survey respondents had the opportunity to identify whether current policies support the SaFE vision statement in four key areas: physical environment, Code of Conduct, fares, and security. A total of 2,053 individuals responded to the policy survey, including 216 King County Metro employees, and thirteen focus groups were hosted. In general, more than half of all respondents indicated that most *existing* policies support the SaFE vision or support the vision but are inconsistently applied. The policies listed below are those that were most frequently identified (by >65 percent of all respondents) as either supporting the vision or supporting the vision but not being consistently practiced:

- Employee facilities are cleaned twice a day
- Bus stops and Metro stations are cleaned weekly
- Operators address unsanitary conditions onboard buses or request a new coach
- Graffiti containing hate speech or symbols is the highest priority for removal
- Surveillance cameras are in place and footage is monitored at Metro facilities
- Lighting at Metro passenger facilities is implemented in limited visibility situations
- Buses have cameras on board that store video footage, but they are not monitored in real-time
- Code of Conduct rules for passengers
- Anyone in violation of the Code of Conduct may be asked to leave the Metro vehicle
- Customers should alert a driver or call 911 if there is a crime or medical emergency
- If a sleeping passenger does not respond, an operator should contact TCC

None of the existing fare or security policies were identified by more than 65 percent of all respondents as supporting the vision of safety. The only policy that was identified by less than 50 percent of all survey respondents as supporting the SaFE vision was that *anti-bias and de-escalation training are voluntary for Metro staff who are not part of the Metro Transit police*, although the fare policies that *fare enforcement is mandated by state and county code* and that *contracted fare enforcement officers can issue a violation for repeated non-payment of fares* were identified by only slightly more than 50 percent of all respondents as supporting the vision.

The most frequently identified policy changes in support of the SaFE vision are noted in the table below.

Most Frequently Identified Policy Changes in Support of the SaFE Vision	Policy Change Would Support the Vision (% of All Respondents)
There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct	49
More lighting is needed	48
Operators need more options for addressing unsanitary conditions	47
Transit facilities should be cleaned more often than weekly	46
Operators don't get the assistance they need to address customers who aren't following the code of conduct	44
Transit security officers and fare enforcement officers should be more present on Metro services	40

Most Frequently Identified Policy Changes in Support of the SaFE Vision	Policy Change Would Support the Vision (% of All Respondents)
Metro should require anti-bias and de-escalation for bus operators	39
Cameras are needed at additional types of locations	33
The Code of Conduct does not do enough to control disruptive rider behavior	33
Metro community transit ambassadors should be present to address customer questions or concerns	28
Fare payment should be enforced but in different ways	26

The most supported concepts of change for the Code of Conduct seem at odds: there need to be ways to address situations where a rider isn't following the Code of Conduct *without* the Code of Conduct providing too much control over rider behavior.

Phase 4 identified engagement themes and recommendations gathered through prior engagement phases. The feedback collected informed the development of 23 potential concepts for changes to current policies and practices, which were then reviewed and prioritized by the Equity and Core Teams into 20 proposed initial concepts. During outreach engagement, Metro identified many lessons learned based on input from participants throughout the process. The lessons learned are documented in Appendix 3. This feedback, along with implementation factors identified by the Equity and Core Teams, will help inform the next steps in the SaFE Reform initiative as well as other Metro processes to continuously improve as an anti-racist organization that seeks to build trust and positive relationships with BIPOC and other priority communities. Notably, Phase 4 differed from the process described in the scoping report, replacing a community voting exercise with workshops engaging the Equity and Core Team members in proposed concept evaluation and prioritization. This change was implemented to accommodate the complex discussions and decision making needed to select and prioritize initial concepts within existing time constraints. As SaFE continues, Metro will re-engage with stakeholders and community partners to gain more direction on the concepts and participate in ongoing engagement to continuously improve as an anti-racist organization that seeks to build trust and positive relationships with BIPOC and other priority communities.

- *A proposal for ongoing measurement and reporting of transit safety and security processes and incidents* – Measuring progress is a crucial element in assessing Metro's performance, including assessing transit safety and security processes. Metro currently has multiple data collection and visualization efforts underway that include safety, security, and fare enforcement measurements. Internally, Metro staff monitor the frequency, type, route, location and resolution of all safety and security incidents occurring across the transit system. It is proposed that Metro expand data activities to advance current measuring and reporting efforts for safety and security processes and incidents. Metro will, in collaboration with community:
 - Continue to support existing data measuring and reporting efforts within the department;
 - Continue to evaluate reporting methods to ensure that visualization of safety and security data accurately illustrates customer conditions and is accessible by the public;
 - Investigate new safety and security measurements that inform the customer and employee experience on transit;
 - Add new measurements to existing dashboards; and

- Advance internal and external processes and policy changes that will streamline data reporting.
- *A proposal for external or civilian oversight of transit safety and security functions* – Metro’s SaFE engagement processes have created a venue for the community to engage in candid conversations about transit safety and security. These conversations are integrated with local and national conversations about public safety and law enforcement practices and King County should work to see that they continue. In response, the proposal outlined below offers a two- pronged approach to civilian oversight of transit safety and security utilizing two existing County advisory bodies: the Transit Advisory Commission and the Public Safety Advisory Committee (PSAC). The two bodies could inform one another, incorporating the perspectives of customer, experts, and community, which are vital to achieving the SaFE vision. Any forum that separates oversight of transit safety and security functions from the broader public safety conversation would limit Metro's ability to achieve the SaFE vision due to the interconnectivity that safety and security have with other initiatives reshaping public safety countywide.
- *Any legislation necessary to implement recommendations related to transit safety and security functions* - At the time of the writing of this report, analysis is still underway on the potential legislation necessary to implement initial proposals related to transit safety and security functions. One potential item has been identified to date: revision of the Code of Conduct, KCC 28.96.010, to decriminalize minor violations and provide greater clarity. Further legislative changes may be identified and brought forward in the future as SaFE continues its work with stakeholders.
- *Proposed recommendations to restructure or reduce transit safety and security functions provided by law enforcement agencies, including, but not limited, to Metro transit police and a timeline for implementation of the recommendations* - Each of the proposed initial concepts identified in this report requires additional engagement with stakeholders, internal and external, to identify specific features and functions. It is necessary for the SaFE team to conduct further robust engagement with communities who are most negatively impacted by policing and enforcement activities and continue to experience disproportionate harm.

To this end, budget information is referred to as “estimated”, as further analysis may result in revision to the figures identified in this report and the transition plan, and implementation timelines are referred to as “projected” given that further development and refinement needs to occur. Each of the proposals and the actions identified in them are subject to change based on feedback and guidance from internal and external stakeholders. Finally, some proposed initial concepts appear more than once through the subsections because the report is organized to follow the structure of the Proviso. In addition to the required concepts, SaFE identified 12 additional concepts reflecting the broad and nuanced understanding of safety and security. Thus, the additional concepts are equally important to Metro’s ability of achieving the SaFE vision.

The proposed initial concepts in this report are grounded in the insights gathered through the SaFE engagement process, including from survey responses by the public and Metro employees, and guided community conversations focusing on BIPOC voices. It describes Metro's approach to date to achieving the SaFE vision. The collective impact of these concepts and actions will be to reduce harm to customers, avoid introducing customers to law enforcement, and limit pathways to the criminal legal system via transit. The table below identifies the proposed initial concepts described further in the report.

SaFE Proposed Initial Concept
<i>9a. Proposals related to Metro Transit Police</i>
1. Co-create with community an alternative enforcement approach to minor Code of Conduct violations
2. Revise the Code of Conduct to remove minor Code of Conduct violations such as tobacco and smells
3. Utilize automatic messaging and "Ride Right" information on coaches
4. Deploy problem-solving community policing strategies near transit centers through transit resource officers or community security partnerships
<i>9b. Proposals related to Fare Enforcement</i>
1. Establish and pilot a fare enforcement replacement program
2. Revise the Code of Conduct to remove minor Code of Conduct violations such as tobacco and smells
3. Update and clarify standard operating procedures for all employees who operate in shared spaces with security and fare enforcement staff and train employees on the procedures routinely
4. Pilot a program to station resources such as transit information, fare support, and crisis management at transit centers in areas where needs are greatest as described by Metro's Mobility Framework
<i>9c. Proposals related to Safety and Security Functions</i>
1. Pilot support teams, including security, fares and social services professionals
2. Pilot stationing security officers at transit centers to increase presence to deter misconduct
3. Pilot a program to station resources such as transit information, fare support, and crisis management at certain transit centers
<i>9d. Proposal related to Non-police Services</i>
1. Increase Metro's representation and participation in regional social services/human services coordination; increase participation in regional social services/human services coordination
2. Secure social services partnerships to refine practices and pilot new methods of safety and security operations and programming
3. Pilot support teams, including security, fares and social services professionals

Additional SaFE Concepts
1. Prioritize language access-related position openings
2. Develop an accessible de-escalation curriculum
3. Prioritize an anti-discrimination training program
4. Prioritize frontline supervisor staffing
5. Identify maintenance needs
6. Pilot design changes to transit stops
7. Expand marketing of reduced fare products
8. Additional training budget for frontline workers
9. Support Metro New Employee Orientation
10. Expand Neighborhood Pop-up
11. Activate transit centers

Additional SaFE Concepts

12. Pilot a communication platform for non-emergency feedback

Metro recognizes that no single change to policy or practice will achieve the SaFE vision of *safe, accessible, and equitable transit that is co-created to support community well-being* because safety and security issues are often rooted in broader societal issues which are beyond the role of transit to address, such as ending homelessness, providing appropriate behavioral health treatment and supports, or ensuring every child is on the path to positive life course outcomes. The overarching implementation approach seeks to balance the response from the community and the desperate need to reform conditions felt by those who are vulnerable to safety and security functions.

IV. Background

Department Overview

Founded in 1973, King County Metro (Metro) is one of the nation's ten largest transit agencies. Metro provides bus, paratransit, vanpool, and water taxi services, and operates Seattle Streetcar, Sound Transit Link light rail, and Sound Transit Express bus service. Prior to the global COVID-19 pandemic, Metro delivered more than 400,000 trips every weekday throughout King County. Roughly half of downtown Seattle commuters relied on transit. The American Public Transportation Association (APTA) named Metro the Outstanding Public Transportation System of the Year in 2018, recognizing its innovative leadership in mobility services, green practices, and programs for low-income customers.

Key Context

This section provides key context for the contents of this report, historical and current.

Guiding Policies and Plans - Metro is guided by several transit specific planning and policy guidelines, along with King County Code (KCC), and state and federal statutes regarding transportation services. In addition, King County's Equity and Social Justice Strategic Plan provides guidance and direction on prioritizing equity within King County departments. The following key policy documents describe how Metro operates and adapts an evolving transportation system in equitable and sustainable ways.

- [Metro Connects](#) – As Metro's long-range service and capital vision, Metro Connects describes how Metro will work toward a regional, innovative, and integrated mobility network that is safe, equitable, and sustainable. This system will support healthy communities, a thriving economy, and a sustainable environment. Over the course of 18 months, Metro embarked on a robust outreach process that gathered input from a broad range of people and stakeholders throughout King County, including the general public, transit-dependent and traditionally underserved people, cities, and regional transportation partners.
- [Strategic Plan for Public Transportation 2021-2031](#) – This plan directs Metro to work toward its mission and vision. The Strategic Plan was developed in the context of specific opportunities and challenges facing King County residents. The Strategic Plan established ten goals, along with objectives, outcomes, and strategies to achieve them and measures to track progress. Metro's Strategic Plan reflects the recommendations of several advisory groups including the Equity Cabinet and the Regional Transit Task Force.
- [Mobility Framework](#) – This report sets a vision for a regional network of traditional and new transportation services that gets people where they want to go, when they want to get there, while contributing to healthy communities, a thriving economy, and a sustainable environment. In 2019 Metro convened the Mobility Equity Cabinet—a group of leaders from historically underserved and underrepresented communities including, but not limited to, low-income populations, black, indigenous and communities of color, immigrants and refugees, limited English-speaking populations, and people with disabilities. Metro met regularly with the Equity Cabinet to co-create a set of guiding principles and recommendations for centering equity and sustainability in our policies.

Metro gathered input from transit riders and the public, especially from priority populations, regional partners, stakeholders, elected officials and employees throughout the process.⁷

- [Equity and Social Justice Strategic Plan](#): In addition to the transit-specific plans outlined above, Metro also gets direction and guidance from the King County Equity and Social Justice Strategic Plan. The Plan provides a [framework](#) for, and [direction](#) to, all County agencies and departments for how to prioritize and integrate equity, racial, and social justice approaches, strategies, goals, and outcomes for all aspects of governance, including in foundational areas such as community engagement, employee engagement, service delivery and resource prioritization, and transparency and accountability. Specifically, the Plan sets expectations for all County agencies to apply the following pro-equity and anti-racist concepts of the Equity and Social Justice theory of change to create transformational change in King County government:
 - Targeted universalism which means defining outcomes for all, identifying barriers faced by specific groups, and partnering with them to define sustainable solutions
 - Leading with racial justice and dismantling systems of oppression
 - Investing upstream to address root causes, and on people and places where needs are greatest
 - Investing in community partnerships and employees
 - Transparent and accountable leadership

Foundational Framing – The items below are summaries of key elements and initiatives that provide foundational framing for the work described in this report.

[Racism as a Public Health Crisis](#) - The death of George Floyd and the ensuing national debate about the effects of centuries of systemic racism brought heightened attention to the need for the County to realign its programs to meet the needs of Black, Indigenous, and other people of color (BIPOC) communities, with a particular focus on Black and Indigenous communities who are most impacted by systemic racism. Metro resolved to strengthen its work to look at how Metro’s policies and practices perpetuate disproportionate negative impacts and inequities largely resulting from systemic racism. The 2020 global racial justice protests of summer 2020 that demanded improvements to law enforcement policies and practices that perpetuate disparities based on race, continue to impact Metro and King County.

In June 2020 the King County Executive declared that racism is a public health crisis, with King County committing to being intentionally anti-racist and accountable to BIPOC. Also in June 2020, Metro's Strategic Leadership Team issued a statement on a "Time for Action," asking employees to "speak up and act to tear down oppression and systemic racism of Black, Indigenous, and all people of color" and "adapt and meet the needs of the community" amongst other charges.⁸ These statements directly responded to a call from the community for more anti-racist organizational changes and a commitment from the County and Metro to becoming an anti-racist and pro-equity organization. In support of this goal, Metro became an active participant in the Executive's RPHC team focusing on dismantling systems of oppression.

⁷ Metro’s Mobility Framework defines priority populations as “Black, indigenous and people of color, low- and no-income people, immigrants and refugees, limited-English speaking populations, and people with disabilities.”

[\[LINK\]](#)

⁸ The full “Time for Action” Statement is provided in Appendix 1.

Beyond considering equity in its practices and policies, Metro recognizes that it needs to do more to be an anti-racist mobility agency. To accomplish this, equity must be at the heart of the organization, embedding equity in Metro's practices and policies along with a permanent shift in County policies and operations so BIPOC can thrive in King County.

[*The Safety, Security, and Fare Enforcement \(SaFE\) Reform Initiative*](#) - This initiative seeks to advance equity by building upon Metro's past efforts and its current work with partners. SaFE's work informs practices, policies, and department-wide procedures to eliminate harms and emphasize customer and employee well-being. The SaFE planning process launched in January 2021 in partnership with community, comprised of internal Metro stakeholders (employees) and external stakeholders (customers).

The initiative, referred to as SaFE throughout this document, is an ongoing effort housed in King County Metro. SaFE relies on customers and employees to shape its work and how its proposals could and should be carried out. SaFE is progressing towards reimagining policies and practices related to safety and security functions. Its focus and purpose are to create a new vision for safety and security, and eliminate disproportionately negative outcomes of safety and security policies and practices on customers and employees, especially BIPOC. The "Time for Action" statement outlines these critical steps for SaFE: leading with love, changing systems of oppression, closing mobility gaps, and serving and sharing power with community. Please see Appendix 2 for the SaFE Initiative Charter.

Evolution of

Fare Enforcement -

Over time, Metro's approach to fare enforcement has evolved. Metro began its Fare Enforcement Program in 2010 to support Metro's fare box recovery and to foster a safer experience for both customers and operators. Fare revenue is a key pillar of Metro's financial structure.



Metro's [fund management policies](#),

which are adopted by the King County Council, require Metro to maintain a farebox recovery ratio of at least 25 percent, with a target of 30 percent.⁹ As of 2016, Metro's fund management policy states that Metro will recover at least 25 percent of bus operating costs from farebox revenues.¹⁰ Metro has

⁹ For more information, see [Metro's Fares and Revenue Fact Sheet](#).

¹⁰ During the COVID-19 pandemic, Metro was granted a waiver related to the farebox recovery percentage. Since March 2020, Fare Enforcement on Metro services have been suspended and redeployed to support security operations throughout the transit system.

adopted fare enforcement and security operations strategies to ensure the safety of customers and employees, defer disruptive behavior onboard coaches and at transit facilities, and help assure that farebox recovery goals are met and that customers are abiding by Metro's [Code of Conduct](#).

Metro conducted its [first study](#) on fare evasion in 2010.¹¹ Data was collected, via operators, by counting individuals not paying a fare upon entering coaches. This study identified that fare enforcement would be beneficial in minimizing fare evasion.¹² Three top actions identified for addressing fare evasion that emerged from Metro's first study were: 1) eliminate the "Ride Free Area" in downtown Seattle (completed in 2012); 2) provide more transit police or fare inspection officers; and 3) simplify fare structures (removal of zone and peak surcharges on the adult fare were completed in 2017).

In 2018, the King County Council adopted [Ordinance 18789](#), removing fare evasion resolution from the criminal legal system and administering fare violation resolution options through an in-house Metro program. A report on Metro's Fare Enforcement and Fare Violation Program performance has been submitted to King County Council on April 1 annually. The most recent report can be found [here](#). 

Public Safety Reform Coordination: In 2020 King County committed to addressing racism as a public health crisis by investing in community wellness to combat longstanding disproportionate impacts experienced by low income and BIPOC communities—impacts further exacerbated by the COVID-19 pandemic. Along with Metro's work outlined in this report, the Executive is leading two related public safety initiatives, [reimagining public safety](#) in the County's urban unincorporated areas in response to community needs and the [Public Safety Advisory Committee](#). The Public Safety Advisory Committee was established to inform the selection process of an appointed Sheriff and gather stakeholder input and provided guidance on values that stakeholder communities hold on how law enforcement services should be provided and ways the County could improve the delivery of law enforcement services to preserve and enhance public safety.

The public safety reform work underway will inform the direction of public safety for the Sheriff's Office. As the County navigates this public safety reform work, it is expected that changes to safety practices will impact Metro due to the contract between the King County Sheriff's Office and Metro.¹³

Similar to King County Metro, Sound Transit contracted with Securitas USA to perform fare enforcement functions, and KSCO for law enforcement functions on their transit service. In 2021, Sound Transit began a pilot to test new fare collection practices that educate travelers about fare options and encourage people to pay. Sound Transit is currently testing a ["Fare Ambassador" program](#) that provides education and resources to customers on their system and issues customer fees or citations. The interconnectedness of the Metro and Sound Transit's transit systems makes collaboration across

¹¹ Fare evasion is defined as is the act of travelling on public transportation without paying by deliberately not purchasing a required ticket or pass to travel.

¹² Fare enforcement is defined as an alternative to citing individuals with a civil infraction or a misdemeanor, as described in K.C.C. 28.96.010.A.19 and B.13, the transit division may utilize an internal process, as generally described in this section, for managing fare evasion. This process shall be in lieu of any court proceeding.

¹³ In 2020, King County voters approved amendments to the King County Charter making the King County Sheriff an appointed position within the Executive branch and requiring community stakeholder input during the selection, appointment, and confirmation process of the Sheriff.

organizations vital to customers' positive outcomes. The SaFE team will closely monitor progress and findings as Sound Transit and others learn from their pilots.

In addition, many agencies, including partners within King County, are working toward addressing policies and practices that have disproportionately negative impacts or are perpetuating inequities largely resulting from systemic racism. The KCSO and peer agencies, such as Sound Transit, are working on similar efforts to review and reform policies and practices related to enforcement activities.

Reimagining Transit Safety and Security Scoping Report: The Proviso calling for this report also called for a scoping report on reimagining transit safety, which was submitted on April 12, 2021 to the King County Council. It was approved on May 4, 2021. The scoping report includes a description of Metro's safety and security functions; a proposal for internal engagement and co-creation with Metro transit department employees and stakeholders; a proposal for external engagement and co-creation with community stakeholders; and a proposed timeline for the development of the reimagining transit safety and security implementation report. The report can be found [here](#).

Report Methodology

Early in the planning for the SaFE Reform Initiative, a project structure was established to create a new vision for safety and security and eliminate disproportionately negative outcomes of safety and security policies and practices on customers and employees, especially BIPOC, and execute the work called for by Ordinance 19210. The team structure is outlined in the table below.

Team Component	Role/Responsibilities
Lead Team	Responsible for planning and management components of the SaFE Reform Initiative; served as main point of contact for overarching reform efforts, facilitated and guided the engagement process, and presented initial concepts to leadership; comprised of Metro employees.
Core Team	Reviewed engagement results and report-outs from the outreach liaisons and participated in the co-creation of community agreements and the vision and definitions of safety; identified preliminary concepts for change that responded to the community engagement feedback and collaborated with the Equity Team to further develop, refine, and prioritize implementation of initial concepts; comprised of Metro employees.
Equity Team	Served as consensus-building body with employees and customers; provided strategic direction on planning activities; provided diverse perspectives from non-leadership employees and BIPOC customers; represented identities such as youth, elderly and disabled; primary influencers for engagement approach; prioritized proposed initial concepts; comprised of six non-leadership Metro employees and six community members.
Outreach Liaisons	Metro contracted with ten community-based organizations that serve the communities to assist design of engagement methods, provide feedback, and facilitate engagement in ways that are welcoming, accessible, and culturally appropriate to the communities they serve.
Ad Hoc Teams	Collaborated on research, concept development, and implementation elements; hosted in-depth feedback sessions focusing on customer experience,

Team Component	Role/Responsibilities
	unhoused population; and transit police/fare enforcement; composition varies; comprised of Metro employees and external experts
Subject Matter Experts	Knowledgeable professionals provided insight and advice on viability of activities and proposed initial concepts; assisted with risk identification, data collection, and concept design.
General Public and Metro Employees	Provide input that shaped the vision of safety, and feedback about existing safety policies and potential changes that was the basis for concept development.
Headwater People (Consultant)	Supported the design and facilitation of workshops with the SaFE Core and Equity Teams and internal and external focus groups; supported the design of Phase 3 survey and analyzed survey results and development summaries and visualization of data.
Executive Department Offices	Office of Equity and Social Justice and Office of Performance, Strategy and Budget – provided support and feedback, encouraged participation, committed to the outcomes of engagement.
Metro Leadership	Provided project oversight; participated in engagement efforts, encouraged participation by Metro employees and the public, committed to the outcomes of engagement.

Given the importance of the Equity Team’s inclusion of the voice of community in their work (half of the team were community members) and the Outreach Liaisons’ engagement with the community to solicit and obtain engagement feedback from the community, additional information on the Equity Team and Outreach Liaisons is provided below. Additional information on all SaFE teams is included in Appendix 4.

Equity Team

The Equity Team played a central role in the SaFE reform effort as the team that, along with the Core Team:

- Reviewed community input and worked with Metro and the Core Team to co-create the vision statement and definition of safety.
- Shaped and advanced proposed initial concepts ensuring each concept upholds the community agreement and vision for a safe and welcoming Metro.

The Equity Team consisted of six non-executive leadership Metro staff members and six external community members. Individuals were recruited to ensure representation from the impacted stakeholders as noted below.

Metro staff representing:

- Bus Operations
- Facilities
- Customer Information
- Equity, Inclusion, and Belonging
- Fare Enforcement
- Metro Transit Police

External community representing:

- Youth
- Seniors
- Refugees and Immigrants
- Individuals with Disabilities
- Transit Riders
- Low or No-income

BIPOC and those with intersections with other identities¹⁴ were given preference during the Equity Team selection process.

Outreach Liaisons¹⁵

Metro contracted with ten community-based organizations that serve the communities to assist the design of engagement methods, provide feedback, and facilitate engagement in ways that are welcoming, accessible, and culturally appropriate to the communities they serve.

Organization	Communities Served
Africans on the Eastside	Students and families on the east side of Seattle, particularly English Language Learners, Immigrants, and BIPOC communities
Alliance of People with disAbilities	People with disabilities in King County
API Chaya	Survivors of gender-based violence and human trafficking, particularly South Asian, Asian, Pacific Islander, and immigrant communities
Chinese Information and Service Center (CISC)	Immigrants of Chinese, Eastern European, Latin American, and Asian descent, including seniors and adults with disabilities throughout King County
Hopelink	Homeless and low-income families, children, seniors, and people with disabilities in King County
Latino Community Fund	Latino communities in Washington State
Mother Africa	African refugee and immigrant women
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)	Seattle Chinatown International District neighborhood
Villa Comunitaria	Latinx community in the Duwamish Valley
Youth for Equitable Streets	BIPOC youth in South King County

This team approach provided a venue for collaboration and allowed for group decision-making amongst all SaFE teams. Notably, the SaFE Core and Equity Teams prioritized proposed initial concepts included in this report.¹⁶

Metro engaged with internal and external stakeholders throughout the process, collaborating with over a dozen community organizations to conduct focus groups with customers and Metro employees. Metro administered multiple surveys to the public to inform the development of the proposed initial concepts in this report. Concurrently, Metro administered multiple surveys to create key definitions and deliverables instrumental in the development of the proposed initial concepts. For more information on engagement design, methodology, and analysis, see Section D5. Engagement Summary and Appendix 3.

¹⁴ Those with “intersecting identities” refers to individuals whose identity consists of multiple, intersecting factors, including but not limited to gender identity, gender expression, race, ethnicity, sexual identity and sexual expression

¹⁵ Metro had difficulties obtaining consistent participation from African Americans and Indigenous organizations. Additional resources will be dedicated to improving participation as SaFE continues to the implementation phase of this work.

¹⁶ The membership rosters of all teams can be found in Appendix 4.

The proposed initial concepts outlined in this report were developed using qualitative data from a variety of sources, including:

- Research from past safety- and security-related efforts;
- Reviews of industry practices;
- Pilots in peer agencies; and
- Community engagement through surveys, community conversations, focus groups, and interviews.

Metro staff compiled this report.



VI. Report Requirements

This report is a point in time document. Because community engagement and co-creation will continue to evolve the work presented in this report, the work is identified as “proposed initial concepts” rather than “recommendations”. The proposed initial concepts outlined in the subsections below reflect the robust SaFE Reform Initiative work that is still underway with community.

Metro recognizes that no single change to policy or practice will achieve the SaFE vision of *safe, accessible, and equitable transit that is co-created to support community well-being* because safety and security issues are often rooted in broader societal issues, which are beyond the role of transit to address such as ending homelessness, providing appropriate behavioral health treatment and supports, or ensuring every child is on the path to positive life course outcomes. Thus, while this report acknowledges the limited ability of transit to affect broader societal upstream problems, the proposed initial concepts herein are crafted to contribute to the well-being of Metro customers and employees. The overarching implementation approach seeks to balance the response from the community and the desperate need to reform conditions felt by those who are vulnerable to safety and security functions.

Notably among some communities, safety and security are strongly associated with police presence. Research shows that police intervention leads to inequitable outcomes for vulnerable customers, particularly BIPOC youth. For example, Sound Transit’s February 2020 report on fare enforcement indicated a significant percentage of customers without proof of payment were BIPOC, reflecting similar observations in other US cities^{17, 18}. While a law enforcement presence has been found to be desired by some customers and employees, it alone will not advance safety and security to a place where the SaFE vision is reached.

The proposed initial concepts outlined below are grounded in the insights gathered through the SaFE engagement process, including survey responses by the public and Metro employees, and guided community conversations focusing on BIPOC voices. It describes Metro's approach to date to achieving the SaFE vision. Because there are varying customer and employee perspectives on transit safety and security, multiple concepts are outlined in this report. Further, implementation of the discreet proposed initial concepts varies because additional planning, coordination, and engagement with community is needed.

The process the SaFE teams engaged in in partnership with community indicates that to increase opportunities for success, comprehensive change needs an evolving, multi-pronged approach that includes addressing immediate and long-term outcomes. Implementing multiple outcome-oriented concepts allows Metro to reform and restructure practices from different approaches simultaneously. This holistic approach will enable policies and practices that could contribute to a better experience on transit service or at transit facilities.

Once the proposed initial concepts are launched, tracking and measuring performance over time will enable the SaFE teams, Metro, and policy makers to see and use real-time data and results. As the SaFE Reform Initiative progresses to implementation, ongoing monitoring and evaluation of strategies will be

¹⁷ NYC Fare Evasion Analysis [\[LINK\]](#)

¹⁸ Washington (DC) Lawyers Committee Report 2018 [\[LINK\]](#)

performed by Metro in coordination with the Public Safety Advisory Committee and Transit Advisory Commission.

Additionally, peer transit agencies across the country are engaged in similar reimagining of public safety or fare enforcement reform projects to improve the customer experience and system performance that Metro can learn from as SaFE programming is implemented. In July 2021, TransitCenter released a report called ‘Safety for All’ that highlights these efforts in San Francisco, Portland, and Philadelphia, with similar work done in Cleveland and Los Angeles in a non-exhaustive list.^{19,20, 21}



The SaFE teams identified criteria to evaluate and prioritize the concepts in engagement phase four, described in subsection D5 below. The criteria, established by the Core and Equity teams, focused on the proposed initial concepts’ ability to contribute to

achieving the SaFE vision directly or indirectly. In addition to incorporating community feedback, the criteria established by the Core and Equity teams also noted additional considerations such as scale and anticipated internal implementation processes that are unique to implementing change within Metro. These factors are complex and outside the scope of the Equity and Core teams and require further engagement with stakeholders to develop additional details for each strategy.

This section is organized in the same order as the Proviso, with sections listed as D1 through D9 corresponding to each subsection within requirement D. Please note that the information requirement in Section C of the Proviso was provided in the [SaFE Scoping Report](#) transmitted to the King County Council in April 2021.²²

Proposals – Proposals called for the Proviso are outlined in sub-sections 9a-9d.

D1. A summary of the goals to be achieved by reimagining, reexamining, restructuring and reducing Metro transit department's safety and security functions

The two-fold goals of the SaFE Reform Initiative are to create a new vision for Metro’s safety and security functions and to eliminate disproportionately negative outcomes of safety and security policies

¹⁹ TransitCenter Safety for All Report [\[LINK\]](#)

²⁰ Greater Cleveland Regional Transit Authority Pilot Program [\[LINK\]](#)

²¹ LA Metro Public Safety Advisory Committee [\[LINK\]](#)

and practices on customers and employees, especially BIPOC. To accomplish these goals, Metro collaborated with external and internal communities to develop a SaFE Reform Initiative vision statement and proposed initial concepts that support the elimination of harm from the transit experience for customers and employees.

The SaFE Reform Initiative vision statement below was co-created with community. It establishes a revitalized vision of safety and security for Metro customers and employees.

SaFE Reform Initiative vision statement: Safe, accessible, and equitable transit that is co-created to support community well-being.

The SaFE Equity and Core Teams drafted the SaFE vision statement with qualitative information gathered through engagement processes. Drafting included creating key definitions to standardize the key concepts. The key definitions include the following:

Term	Definition
Safe	Well-being that is supported through recognition of everyone’s dignity
Accessible	Transit that is easy for community members of all backgrounds and abilities to use and provide
Equitable	Fair, complete, and equal access to transit environments that support the ability to thrive
Community	An interconnected collective of people, places, and things that make transit work as it should
Co-created	Shared ownership of creation with the understanding that the process and relationship with community is continuous

D2. A description of the Metro transit police as currently structured

The King County Metro Transit Police (MTP) is a division of the King County Sherriff's Office (KCSO). The KCSO provides contracted services to Metro in accordance with Motion 11711, Transit Security Policies, passed in June 2003. The MTP division is charged to uphold the transit “Code of Conduct” as established by [King County Code Chapter 28.96](#), and to “keep (Metro systems) safe and make it safer” for transit customers and employees.

Proviso Requirement	Response
a. The annual budget and full-time employees (FTE) positions for the Metro Transit Police	The current contract between KCSO and King County Metro for 2021 is \$15.5 million and will increase according to the KCSO union contract’s cost of living increases minus adjustments to staffing for 2022. 90.88 employees are assigned to cover the duties of MTP for 2021 with a reduction to 88.88 in 2022. ²³
b. The current status of the contract between the Metro Transit and	This contract is currently in effect and is scheduled to expire on December 31, 2022. The current contract is a biennial contract that covers 2021 and 2022. Any adjustments to the contract with MTP are

²³ The reduction of FTEs represents KCSO removing vacant positions.

Proviso Requirement	Response
the King County Sheriff's Office	required to be negotiated at least one year in advance of a new contract year.
c. The current duties of the Metro Transit Police and assigned FTEs	<ul style="list-style-type: none"> • MPT currently has 81 law enforcement full-time employees • All law enforcement employees are classified armed²⁴ • MTP roles and duties include: <ul style="list-style-type: none"> ○ 3 FTE command staff overseeing the MTP operations, including a chief and two captains ○ 48 FTE patrol deputies and sergeants working on buses, problem routes, bus zones and bus shelters, park and ride lots, and other transit properties²⁵ ○ 12 FTE bike squad (BEES/BEARS) patrol officers patrolling 3rd Avenue corridor and central business district of Seattle, providing joint emphasis patrol with other law enforcement agencies ○ 6 FTE investigation unit detectives conducting investigations on felony cases ○ 7 FTE plain-clothed undercover officers supporting criminal investigations and assisting patrol ○ 4 FTE joint transit anti-terrorism officers, including an explosive detection dog and officer/handler, providing Metro and Sound Transit employees training on active shooter, security issues, and anti-terrorism skills ○ 1 FTE transit resource officers collaborating with transit community to develop community-based responses to safety and/or operational interruptions ○ 7.88 FTE communication specialists providing dispatch services to MTP and Sound Transit Police²⁶ ○ 1.0 FTE intelligence analyst conducting crime data analysis ○ In addition to the above, when necessary, existing officers perform detective school liaison duties, responding to student problems on Metro; providing training to MTP deputies; facilitating information sharing between Metro and the schools/districts. This is a shared responsibility amongst officers with capacity to assist. ○ In addition to the above, when necessary, officers managing community-based programs such as the Operator Assault Program and Sexual Misconduct Reduction Program. This is a shared responsibility amongst officers with capacity to assist.

²⁴ Armed in this context refers to handguns, tasers, pepper spray and batons; patrol officers have access to rifles.

²⁵ Does not currently include patrol of the Water Taxi Service, ACCESS, Rideshare, Seattle Streetcar, or any of the Metro bases of operation except on a case-by-case basis.

²⁶ Metro is only charged for Metro Transit portion of dispatch.

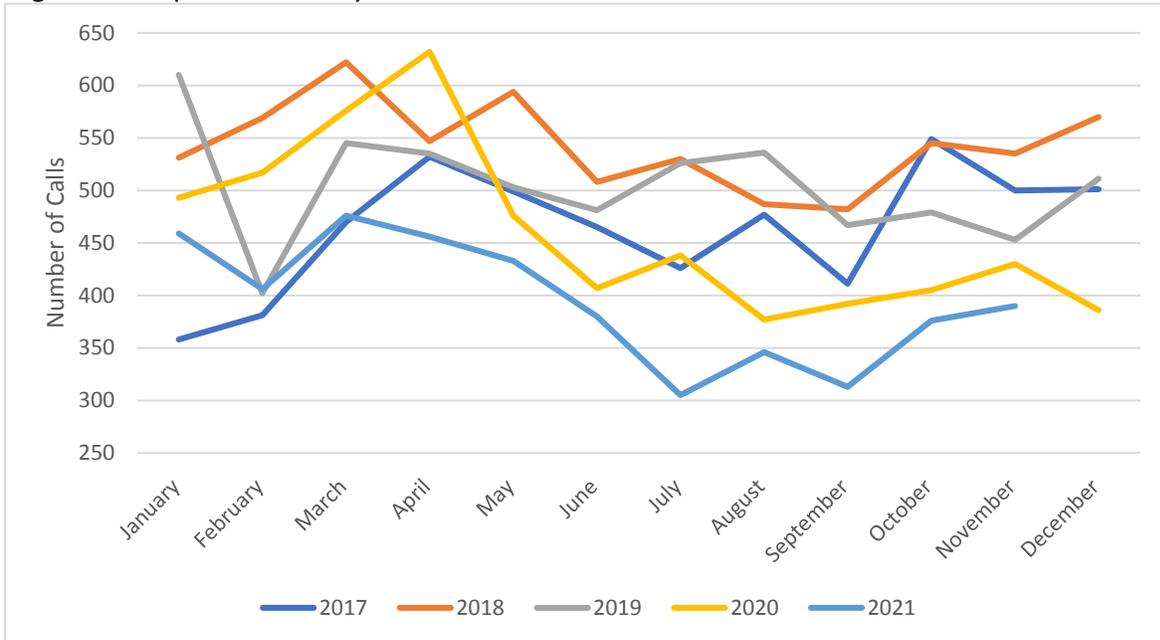
d. A monthly summary of trends of coordinator service reports and dispatched calls for service from January 2017 through March 2021.

Table 1 and Figure A below provide the data called for by item D.2.d in the Proviso. It is important to note that dispatched calls do not represent the full workload of MTP.

Table 1 - Dispatched Calls by Metro Transit Police

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
January	358	531	610	493	459
February	381	569	402	517	406
March	470	622	545	576	476
April	532	547	535	632	456
May	499	594	503	476	433
June	465	508	481	407	380
July	426	530	526	438	305
August	477	487	536	377	346
September	411	482	467	392	313
October	549	545	479	405	376
November	500	535	453	430	390
December	501	570	511	386	

Figure A – Dispatched Calls by Metro Transit Police



D3. A description of the Metro transit department's fare enforcement processes

[King County Code Title 28.96](#) (KCC) and Revised Code of Washington (RCW) [RCW 35.58.580 \(2\)](#) provide statutory guidelines for Metro's fare enforcement.

Metro uses contract fare enforcement officers (FEOs) to minimize fare evasion and increase fare payment awareness. FEOs conduct fare inspections on Metro's proof-of-payment routes and on its six branded bus rapid transit service lines, more commonly known as RapidRide.²⁷ FEOs are unarmed, uniformed personnel contracted by Metro through a third-party security services corporation, currently Securitas USA, Inc. FEOs carry handcuffs and wear ballistics vests. FEOs order of priorities are 1) safety for all riders and Metro employees; 2) customer service; and 3) proof-of-payment inspections. Please see item d in the table below for a description of Metro's fare enforcement process.

Fare enforcement operations have been paused since March 2020 due to the COVID-19 pandemic. During this time, fare enforcement officers have been redeployed on some of Metro's busiest routes to provide safety support, education, and outreach to passengers; to promote physical distancing, and the requirement to wear a mask; and provide information about social service resources to those in need.

Proviso Requirement	Response
a. The annual budget for fare enforcement	Fare enforcement 2021-2022 biennial budget is approximately \$5.1M
b. The current status of the contract between the Metro transit department and the contractor that provides fare enforcement services	<ul style="list-style-type: none"> The current contract was implemented in April 2019 and will expire in April 2024 The contract covers a service period of five years with the option of two one-year extensions to the contract through amendment During the contract term, both Metro and Securitas USA have opportunities to request the contract to be amended
c. The current duties of fare enforcement officers	<ul style="list-style-type: none"> FEOs inspect each rider onboard a coach for proof of payment, which consists of a valid paper transfer or valid ORCA card scan Provide riders with education about how proof-of-payment service works, and issuing warnings or fare payment violations when appropriate Engage riders without proof of payment to determine the reason for non-payment. By identifying the reason for not having proof-of-payment, officers can tailor the best response to enable the rider to maintain access to transit, seek out fare payment resources when needed, and understand how to pay fare on future trips

²⁷ RapidRide [\[LINK\]](#)

Proviso Requirement	Response
	<ul style="list-style-type: none"> • Fare enforcement officers will educate the customer regarding Metro's fare payment policy
<p>d. A description of the process that is used to resolve fare violations</p>	<ul style="list-style-type: none"> • FEOs request personal identification information from the customer, e.g., a driver's license or photo ID in accordance with RCW 7.80.060 • FEOs may take a photo of the customer's identification to assist with and confirm accurate documentation of the warning or violation; the photo is used only for fare enforcement purposes • FEOs may issue a verbal warning or notice of violation • At the discretion of the FEO, customers who fail to provide valid proof of payment may be directed to de-board the bus at the next stop with the officer to gather personal identification and issue a warning or violation <ul style="list-style-type: none"> ○ The fact that the customer may not be familiar with the fare payment policy does not preclude fare enforcement officers from collecting their personal identification information and issuing a verbal warning; warnings are recorded in the fare enforcement database ○ Customers found to be without valid proof of payment who choose to pay upon contact are still required to identify themselves to the fare enforcement officer; the individual may be issued a warning or violation if found to have a history of fare evasion and/or displayed deceitful behavior to evade fare payment, based on the officer's training and experience ○ FEOs have the authority to detain an individual who is to receive notice of violation if the individual is unable or unwilling to reasonably identify himself or herself per RCW 7.80.060 ○ Once a customer receives a notice of violation for not paying the fare, the customer may be eligible to receive a reduced penalty if the customer completes a resolution option within 90 days of violation • The options offered to customers to resolve fare violations include: <ol style="list-style-type: none"> 1. <u>Paying a penalty fine</u> - if customer chooses to pay the fine within 30 days of the violation date, the fine is reduced to \$25; after 30 days of the violation date, payment of the full \$50 fine is required. Customers can pay a fine online, by mail or in-person at the King County Administration Building 2. <u>Adding a minimum \$25 value to an ORCA card or minimum \$10 value to an existing ORCA LIFT, Youth or Regional Reduced Fare Permit (RRFP) card</u> - funds can be added online, by phone, or in-person at King County Metro's Customer Service Office. Once funds are added to a card, the customer must complete a Fare Violation Resolution form and submit it online

Proviso Requirement	Response
	<p>3. <u>Enrolling in ORCA LIFT or obtaining a Youth or RRF Card</u> - enrollment and adding a minimum \$5 value to the new card is required. Once funds are added to the card, the customer must complete a Fare Violation Resolution form and submit it online</p> <p>4. <u>Performing two hours of community service within 90 days of the date of violation</u> - community service may be performed at any non-profit organization.²⁸ Once community service hours are completed, the customer must complete a Fare Violation Resolution form, obtain a signature from the nonprofit or community organization, and return the completed form to the King County Metro Fare Violation Program by mail</p> <p>5. <u>Appealing the violation or requesting an alternative resolution option for extenuating circumstances</u> - appeals must be requested within 45 days of violation. Customer must complete and return a Fare Violation Resolution form. Fare Violation program staff contact the customer to review the circumstances of the violation and information provided by the customer to determine if the violation should be upheld or dismissed, or if an alternative resolution may be necessary and available. A final determination of the appeal and any further action, if needed, will be provided to the customer in writing</p>

- e. A monthly summary of trends of fare violations and the resolution of those violations from January 2017 through February 2020, and from October 2020 through March 2021.

Table 2 - Fare Violation Data Month/Year

	<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>	
	Warnings	Citations	Warnings	Citations	Warnings	Citations	Warnings	Citations
January	708	388	683	413	1515	360	671	282
February	678	332	630	443	853	364	737	287
March	604	377	535	349	847	403	261 ²⁹	99
April	433	310	609	347	818	327		
May	431	228	705	371	1361	341		
June	379	153	728	392	1124	329		
July	429	162	847	441	1147	464		
August	624	232	0 ³⁰	0	994	416		

²⁸ Individuals are able to perform community service hours at a non-profit organization of their choice.

²⁹ Fare enforcement operations have been suspended since March 12, 2020 due to the COVID-19 pandemic. The data reflected on Table 2 and Table 3 for March 2020 represents a portion of the month.

³⁰ The zeros reflected in Table 2 and Table 3 represents periods of time where violations were briefly suspended to educate customers about new fare enforcement policy changes.

September	569	264	0	0	844	388		
October	590	286	2002	0	523	241		
November	712	373	2044	0	235	97		
December	723	369	1856	0	818	306		

Figure B – Fare Violation Warnings Month/Year

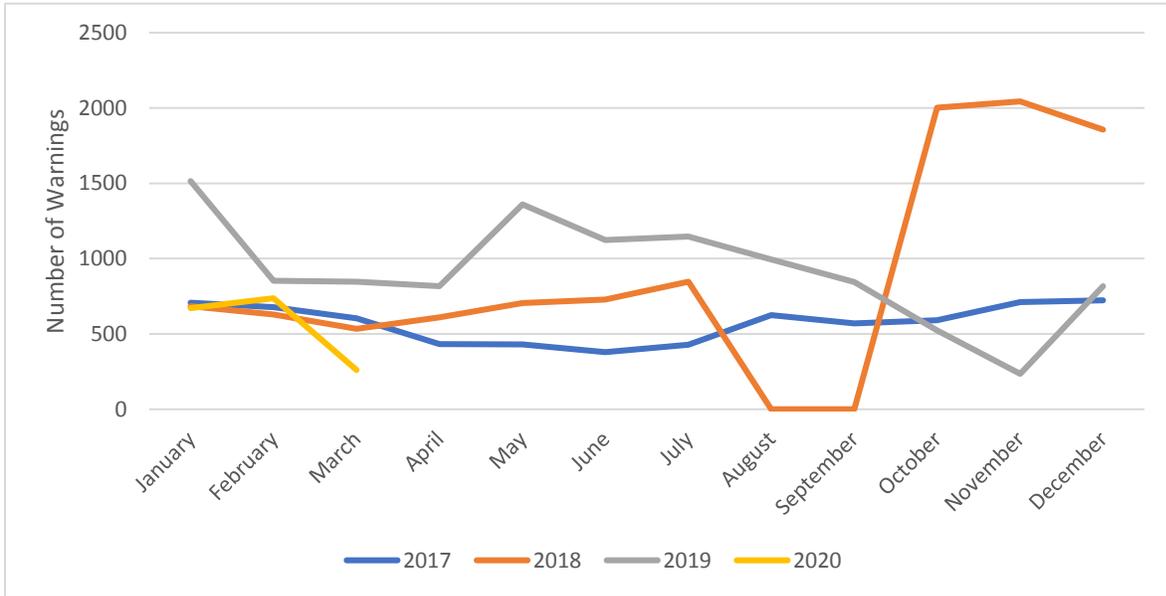


Figure C – Fare Violation Citations Month/Year

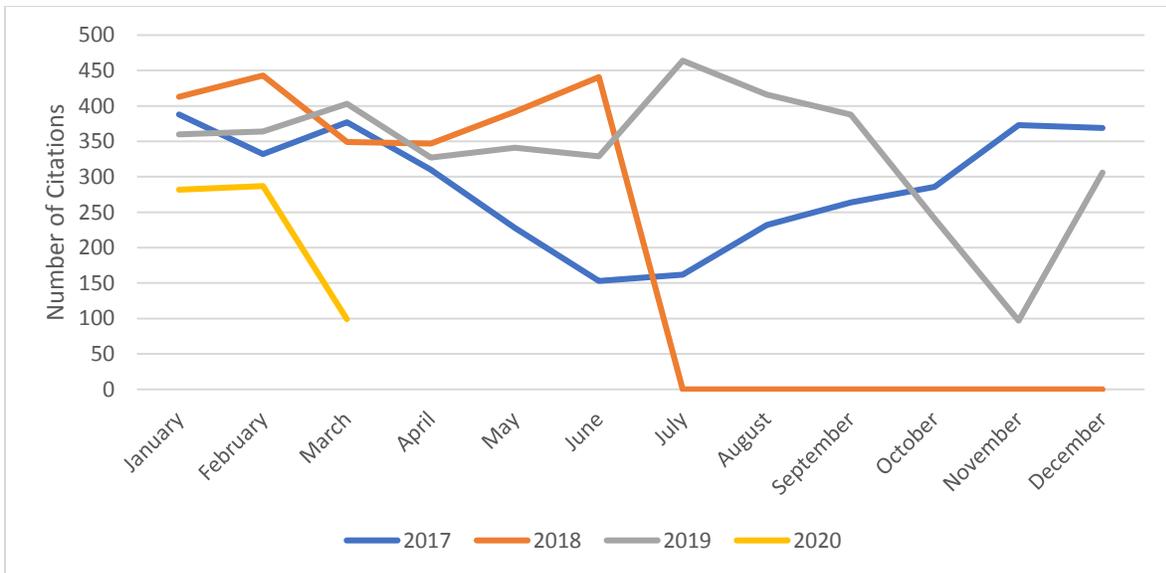
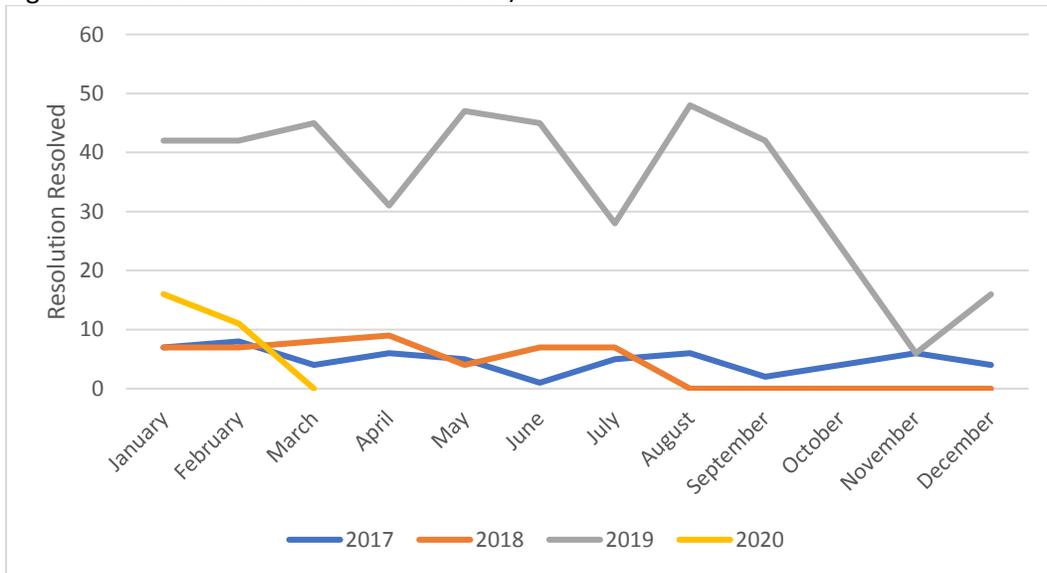


Table 3 - Violation Resolution³¹ Data Month/Year

	2017		2018		2019		2020	
	Citations	Resolved	Citations	Resolved	Citations	Resolved	Citations	Resolved
January	388	7	413	7	360	42	282	16
February	332	8	443	7	364	42	287	11
March	377	4	349	8	403	45	99	0
April	310	6	347	9	327	31		
May	228	5	371	4	341	47		
June	153	1	392	7	329	45		
July	162	5	441	7	464	28		
August	232	6	0	0	416	48		
September	264	2	0	0	388	42		
October	286	4	0	0	241	24		
November	373	6	0	0	97	6		
December	369	4	0	0	306	16		

Figure D – Fare Violations Resolved Month/Year



D4. A description of other Metro transit department safety and security functions, not included in subsection D.2. and 3. of this proviso, such as parking enforcement

Metro utilizes the services of Securitas USA to provide security services that are not included in the fare enforcement duties of MTP. The primary functions of these roles are the safety and security of customers, employees, and the general public. Metro utilizes the contracted services of Securitas USA to

³¹ Violation resolution refers to a customer successfully completing one of five options available once a customer received a Notice of Violation from Fare Enforcement for not paying fare.

provide services such as account management, dispatch, security monitoring center, campus patrol, and park and ride patrol. Security officers are not armed; they carry handcuffs and wear ballistic vests. In addition to the contracted services, one Metro FTE manages the contract with Securitas and two FTEs maintain the fare violation program.

Proviso Requirement	Response
<p>a. The annual budget and full-time equivalent positions for other transit safety and security functions</p>	<ul style="list-style-type: none"> • The Securitas contract is budgeted at approximately \$4.3M for the 2021–2022 biennium • Contracted services include account management, dispatch, security monitoring center, campus patrol, and park and ride patrol described below • Securitas also provides services for Pier 51 for \$120,000 for the 2021-2022 biennium in a separate agreement in the Marine Division³² • Metro 3.0 FTEs supporting the Securitas contracting and fare violation program are budgeted at approximately \$850,000 for the 2021-2022 biennium
<p>b. The current status of any additional contracts between the Metro transit department and contractors providing transit safety and security functions</p>	<ul style="list-style-type: none"> • The current contract was implemented in April 2019 and will expire in April 2024. • The contract covers a service period of five years with the option of two one-year extensions to the contract through amendment. • During the contract term, Metro and Securitas USA have opportunities to request the contract to be amended.
<p>c. The current duties of contractors carrying out other transit safety and security functions³³</p>	<ul style="list-style-type: none"> • <u>Account Management</u>: A Securitas account manager liaising between Metro and Securitas, and an operations manager overseeing general operations and personnel matters • <u>Security Monitoring Center</u>: Operational center actively monitoring security cameras, intrusion alarms, and panic stations at KCM facilities • <u>Dispatch</u>: Conducting dispatch services for security officers in the field, tracking officer locations, communicating with security, Metro’s Transit Control Center, and emergency first responders • <u>Campus Patrol</u>: Security officers that patrol specific Metro locations, including the three bus bases southeast of T-Mobile Park, other Metro facilities in Seattle’s SODO district, as well as the Burien Transit Center; providing perimeter security, deterring unlawful behavior at or around the properties, maintaining safe conditions for employees and customers, and responding to intruders • <u>Park and Ride Patrol</u>: Two contracted transit security officers travel between Metro's 37 permanent park-and-ride lots performing parking enforcement functions; issuing written

³² King County Metro’s Marine Division are the operators of Water Taxi’s Vashon and West Seattle Routes.

³³ All personnel performing these duties are Securitas contracted personnel.

Proviso Requirement	Response
	<p>warnings for improperly parked vehicles; initiating impounds for vehicles with multiple violations, vehicles parked in excess of Metro's 72-hour limit, or vehicles parked in fire lanes, bus lanes, or that otherwise pose immediate safety or operational concerns; inspecting for unlawful transit conduct (e.g., illegal dumping, camping, commercial vehicle storage); reporting possible stolen vehicles to law enforcement; and reporting unusual activity and safety or security concerns to Metro³⁴</p> <ul style="list-style-type: none"> • <u>Fare Violation</u>: Security personnel who manages the program activities for fare violation resolution program and external coordination with customer resolving citations • <u>COVID Security Pilot</u>: Metro implemented the following measures to mitigate safety and security issues such as mask compliance and trespassing. The deployment of security officers is in place to increase safety during the COVID-19 global pandemic. <ul style="list-style-type: none"> ○ 36 new FTE transit security officers (TSOs) deployed on coaches not covered by current security teams to increase security presence during all hours of operation, including night owl bus service (midnight to 5 a.m.). These additional resources will be deployed on routes. ○ Six additional TSOs in a 12-month pilot program to improve response times when Metro’s first-line supervisors request support by operators facing disruptive customer behavior ○ Twelve TSOs in a 12-month pilot program at Aurora Village Transit Center and at Burien Transit Center providing support to bus operators related to security and code of conduct issues

D5. A description of the internal and external engagement and cocreation processes that were used to develop recommendations to reimagine, reexamine, restructure and reduce transit safety and security functions, as well as a description of the ongoing plans to include, engage and cocreate with the internal and external stakeholders described in subsection C.2. and 3. of this proviso

The engagement process for the SaFE Reform Initiative work consisted of an internal co-creation process with Metro transit department employees and stakeholders to learn and listen to their ideas and experiences regarding Metro services. Concurrently, an external co-creation engagement process was conducted with community stakeholders, including BIPOC communities who have historically experienced disproportionate negative impacts from policing, to listen to and build on ideas and desired outcomes. The internal and external engagement processes encompassed four phases, outlined and illustrated below and discussed in detail in the following sections and Appendix 3.

³⁴ Vehicles found in violation of parking rules receive three non-monetary citations before they are towed at the owner’s expense unless the violation impacts transit operations or poses safety concerns. People found sheltering in their vehicles at park and rides are not towed and are given resource options.

Phase	1 – Getting Grounded	2 – Setting the Stage and Co-creating Vision of Safety	3 – Evaluating Current Policies and Identifying Potential Changes	4 – Developing and Prioritizing Proposed Initial Concepts
Goals	<ul style="list-style-type: none"> Co-define co-creation and inclusive engagement Develop engagement plan 	<ul style="list-style-type: none"> Develop Metro leadership and community agreements Create community vision of Safety 	<ul style="list-style-type: none"> Collect community perceptions of existing policies and operations, and potential changes to them 	<ul style="list-style-type: none"> Develop draft concepts for change Analyze draft concepts for change Develop prioritized proposed initial concepts
Engagement Methods	<ul style="list-style-type: none"> One-on-one stakeholder interviews with 11 CBOs¹ Two focus groups <ul style="list-style-type: none"> External partners Metro employees 	<ul style="list-style-type: none"> Agreement workshops² On-line open-ended survey Resonance Focus Groups 	<ul style="list-style-type: none"> On-line survey³ CBO-led focus groups (6)³ Metro-led focus groups³ <ul style="list-style-type: none"> 4 w/operators 3 w/ Black/African American Riders 	<ul style="list-style-type: none"> Internal Metro stakeholder development of draft concepts Core and Equity team workshops to analyze, refine and prioritize concepts
Analysis Methods		<ul style="list-style-type: none"> Reviewed random samples from all respondents and priority populations Coded all interviews per 44 themes and identified most common themes Resonance group analysis 	<ul style="list-style-type: none"> Tabulation and visualization of survey responses for all respondents, priority populations, intersectionalities Identification of themes from focus groups 	
Outputs	Definitions of co-creation and inclusive engagement approaches lead to a general approach for Phases 2-4	Community and employee concepts of safety that support development of potential policy changes for Phase 3 survey	Community and employee perceptions of existing policies and potential changes influence development of draft concepts for change in Phase 4	Analysis of draft concepts for change results in prioritized proposed initial concepts

Notes:

- See next section for list of CBOs engaged in this phase.
- Agreement workshops included the SaFE Core, Lead, Equity and Ad Hoc teams, as well as members of Metro's Senior Leadership team.
- Essentially the same instrument was used for the survey and the focus groups.

Goals of the SaFE Reform engagement process included the following:

- Center Black, Indigenous, and people of color community voices – internal and external – especially those most affected by safety, security, and enforcement policies and practices on and near transit.
- Host an inviting, inclusive, accessible, and productive engagement process.
- Ensure participation from all groups Metro serves: community members, customers, employees, partners, and contractors.
- Take a closer look at Metro’s policies, practices, and budgets to co-create new strategies for transit safety and security.
- Reach shared goals by sharing power, learning from each other’s experiences and ideas, and making transparent decisions.



Phase 1 Engagement - Getting Grounded

The SaFE Reform Initiative engagement team connected with internal and external stakeholders to deepen the teams’ understanding of co-creation and inclusivity, and to develop a structure for the engagement process. Phase 1 engagement included:

- One-on-one stakeholder interviews with CBOs
- Two focus groups, one with community members and one with Metro employees

Stakeholder interviews with CBOs

Metro conducted 11 stakeholder interviews with community-based organizations (CBOs) that provide services to historically underserved populations. Metro compensated all participants. The following is a list of participating CBOs.

- Alliance of People with disAbilities
- American Civil Liberties Union of Washington
- Asian Counseling and Referral Service
- Chinese Information and Service Center
- Choose 180
- Downtown Emergency Services Center
- Freedom Project
- Mother Africa
- Para Los Niños
- Rainer Valley Food Bank
- Seattle Neighborhood Greenways

Internal and External Focus Groups

Metro held two focus groups, one with external community members and partners and one with internal Metro employees. The external focus group consisted of eight participants: three representing partner organizations such as Transportation Choices Coalition, Transit Riders Union, and Hopelink and five individual community members. The internal focus group consisted of five non-leadership Metro employees.

Stakeholders and focus group attendees were asked the following questions to help co-define co-creation and inclusive engagement:

<p style="text-align: center;">Phase 1 Engagement Question Prompts</p> <ol style="list-style-type: none">1. What does co-creation mean to you?2. Have you seen any examples of successful co-creation? At Metro? Other organizations?<ol style="list-style-type: none">a. What step(s) were taken that made you feel like co-creation was happening?b. What made it successful?3. How could Metro achieve co-creation based on your definition?4. What does inclusive engagement look like?5. How might Metro balance the needs of both internal and external stakeholders in making recommendations? For example, should there be transparent decision-making criteria or should be use a consensus-based model?6. How do you tell engagement was successfully inclusive?7. A common criticism in these efforts is that an agency didn't talk to "the right people". What does that mean to you? When Metro engages on reimagining safety, security, and enforcement functions, who should be at the table? As in specific groups or people.8. What are the best communications channels? Tools?9. If [Metro] got to the end of this process and you felt thrilled about the results, what would [Metro] have achieved?
--

At the interview's end, respondents were asked to think about what the goal is/should be for engagement around safety, security, and enforcement functions. Respondents were asked to think about possible shared outcomes: things that could be agreed upon as "universal truths" when it comes to someone's experience on Metro services, at stops/stations/facilities, and in how Metro shows up/interacts in community.

Key themes for how co-creation is defined and how Metro could achieve it included:

- Create authentic and intentional relationships with community
- Create the decision-making table together – don't invite stakeholders to a pre-determined one
- Value participants' time and feedback – don't ask just to ask, know why you are asking
- Understand language matters – how things are presented is important
- Understand community needs to be able to hold Metro accountable
- Understand Metro cannot create limits before issues and concepts for change are explored

Participants in the Phase 1 engagement also discussed how Metro's engagement could be more inclusive by:

- Tailoring messages/tools to community
- Not leading with judgement or preconceived notions
- Emphasizing that engagement is not validation
- Removing barriers to access
- Understanding cultural norms and popular tools to communicate

To gauge initial thoughts on what shared outcomes could be, Metro also asked, "If Metro got to the end of this process, and you felt thrilled about the results, what would Metro have achieved?" A summary of suggestions from community included:

- Everyone who needs access should be able to access Metro services.
- Metro buses, shelters/stations, and facilities should be welcoming places that provide information.
- Operators should be trained in de-escalation and should know when to contact security/enforcement and when to contact other resources that can help address root causes.
- Metro leadership implements concepts for change instead of completing this process and doing nothing.

Co-creation and Inclusive Engagement Definitions

To complete Phase 1 of engagement, Metro put forth the following definition of co-creation and inclusive engagement for SaFE reform based on the engagement it conducted in Phase 1.

- **Co-creation**: shared ownership of a vision of what safe and welcoming service looks and feels like to those most impacted by Metro's current enforcement policies and practices, both internal and external to Metro, and the creation of policies and practices that will work to achieve that vision, with the understanding that the process is continuous – as the environment changes, policies should change with it – and will require a continued relationship with community.
- **Inclusive engagement**: a tailored, accessible, and transparent planning and decision-making process that creates trust with specific communities through open dialogue, respect for the value every stakeholder brings to creating a safe and welcoming Metro, and shared ownership and commitment to action.

Phase 2 Engagement - Setting the Stage and Co-Creating a Vision of Safety

The objectives of Phase 2 engagement were to work with community stakeholders to establish transparency in decision making processes and roles, establish community agreements, and co-create a vision of a safe and welcoming Metro.³⁵ Phase 2 Engagement included the following activities:

- Agreement workshops
- An on-line open-ended survey
- Resonance focus groups

Agreement Workshops

Workshops for the Phase 2 development of Metro commitments and community agreements included members of the Core Team, Equity Team, and Outreach Liaisons. The goals of the Phase 2 workshops were to provide an equity training to the Core, Equity, Lead, and Ad Hoc teams and to establish



foundational commitments from Metro and community agreements that served as a shared framework for the process, transparency, and accountability for all participants. The workshops were facilitated by [Equity Matters Consultants](#), a women of color-owned consultant group that specializes in supporting organizations pursuing racially just transformation. The following commitments and agreements were developed through the workshops.

Metro Commitments and Community Agreements

Metro committed to shared outcomes of the engagement process and to come into the work free of predetermined solutions. These commitments were in response to feedback collected during Phase 1 of engagement that identified the need for internal and external communities to see Metro's commitment to co-creation and an equitable engagement process.

The following foundational community agreements were established by the Core Team, Equity Team, and Outreach Liaisons to hold Metro accountable during the reform process and provide the standard of operation Metro must achieve to be able to truly co-create with community.

- Create a trusting, respectful, and Color Brave Space³⁶
- Commit to the process and work to achieve mutually shared goals
- Ensure that the engagement process is accessible for people of all backgrounds

³⁵ A description of the decision-making process and operational structure of SaFE is in the SaFE Charter in Appendix 2.

³⁶ Color Brave Space Norms, created by Equity Matters, help groups have candid conversations about race that can help groups better understand each other's perspectives and experiences without fear or hesitation. For more information, refer to the Equity matters webpage [\[LINK\]](#).

- Encourage curiosity and learning
- Maintain a clear purpose and direction
- Co-define a vision statement for a safe and welcoming Metro

Community Visioning Survey

With the community agreements in place, the teams moved forward with a visioning survey centering the same communities engaged in defining safety and security to create a vision for what a safe and welcoming Metro looks like. The survey used open-ended questions to seek feedback from respondents.³⁷ The



open-ended prompts asked respondents to identify:

- What a comfortable space feels like
- What it means to feel safe on transit
- What has made them feel safe and unsafe while using transit and what could have been done to change their experience
- What Metro can do to demonstrate that its services are safe and to build trust
- To imagine a future instance that represents their best experience on Metro and describe what that experience would look like

The teams gathered feedback from the public, riders, and Metro employees through a public online survey open from July 12-25 that received 5,641 total responses: 1,010 from employees and 4,631 from external community members. The collection and analysis of input from this engagement centered BIPOC voices and those that intersect with other marginalized and underserved communities by partnering with the identified Outreach Liaison organizations serving those communities. The online and paper surveys were offered in 12 languages.

The survey was promoted through community-based organizations through social media, GovDelivery listserv subscribers, a blog post, and to frontline employees through a tabling effort at Metro bus bases and essential employee worksites. Employees received pay for their time to take the survey. Priority population community members who took the survey through a community-based organization partner were compensated for their participation.³⁸ Respondent demographics are shown below.

- 5,641 Total survey responses (1,485/26 percent self-identified as low-income)

³⁷ Survey respondents were able to provide narrative responses to prompted questions.

³⁸ Metro priority populations include Black, Indigenous, and People of Color; people with physical and/or cognitive disabilities; people with low- to no-income; people experiencing homelessness or housing insecurity; immigrants and/or refugees; and people with linguistic diversity.

- 2,003/35 percent BIPOC, multiracial or biracial
- 1,610/28 percent BIPOC with intersecting identities such as disabled, low-income, LGBTQ+, housing unstable, linguistically diverse, youth or senior
- 1,015/17 percent Metro employees
- 422/7 percent linguistically diverse

A detailed description of the efforts to notify the public about survey participation and the survey questions asked are provided in Appendix 3.

Initial Survey Analysis

The teams initially reviewed a sample of 320 responses collected by July 22, centering BIPOC respondents and those with intersections with a disability, youth, LGBTQIA+ identity, and experience being unhoused. This centering was accomplished by Metro's grouping of responses by race and ethnicity and then gathering a random sample of responses within those categories. This helped to ensure that Metro reviewed a diverse grouping of responses that centered the voices of BIPOC intersectional communities.

Out of the sample of 320 responses, 200 were from external community members (63 percent); 120 were from employees (37 percent). Of the external community member responses, 120 were from individuals who identified as BIPOC, and 50 were from linguistically diverse respondents (these two categories are not mutually exclusive). Of the internal employee responses, 90 were from BIPOC respondents (75 percent), and 30 were from white respondents (25 percent).

Once the sample was created, a diverse team of Metro staff and consultants reviewed all open-ended responses, identified common themes using a coding framework, tallied them, and highlighted unique comments that may not have been fully captured in the coding framework or provided insight or nuance into the topics discussed in the survey.

The Core Team then reviewed the prevalent themes and highlighted comments to create a set of themes to be addressed in the vision statement and definitions. The team met with the survey reviewers to validate and identify whether anything was missing or needed to be further defined.

Comprehensive Survey Analysis

The project consultant analyzed and coded all Phase 2 survey responses using a framework developed by Metro staff. The framework outlines eight categories of codes, with a total of 44 codes among the categories. The categories included:

- Environmental factors
- Metro personnel
- Other passengers
- Metro's services
- Communications/marketing and information
- Time of day of travel
- Destinations of travel
- Ways to provide feedback with Metro.

Each individual survey was reviewed and coded using this framework, resulting in counts for each code. Step 1 of this effort included completing the data coding scheme to identify thematic categories within the survey responses. Step 2 began the analysis to apply codes to survey respondent comments if they referenced or agreed with the statement/code. Step 3 concluded the analysis with a report that tabulated the codes and identified the top 10 codes that were mentioned by respondents. The top five codes were referenced significantly more than any other codes. This analysis began to identify what communities experience and what they support regarding a safe environment.

Figure E below represents data from 5,600+ responses received during Phase 2. The coding framework along with a detailed description of the demographics of respondents and a tabulation of the frequency each code was applied to the open-ended surveys is available in Appendix 3.

Figure E- Phase 2 Engagement Results



Based on the Phase 2 survey coding analysis, Figure E identifies the top five themes overall for low-income and LGBTQIA+ populations and employees as well as the intersectional identity of BIPOC youth. These populations were selected in part based on their unique experiences with enforcement and policing as well as the qualitative data collected during the Phase 2 engagement. Based on the initial sampling of 320 survey respondents and the coding and analysis of all Phase 2 survey responses, the following key themes were identified in the Phase 2 engagement:

- Customers and employees who participated in the survey desire increased presence in the system and at facilities from Metro to feel safer. Customer respondents desired information ambassadors and Metro presence, and Metro employees desired a greater security presence.
- Customers who responded to the survey value the presence of Metro personnel that are knowledgeable and who are available to share information with customers.
- Customers feel that seeing diversity in Metro’s workforce is an important way to create a welcoming environment for riders of all identities and backgrounds.
- Customers would feel safer with improved design of infrastructure and improved lighting, cleanliness, communications, and accessible amenities.
- Customers want a better understanding of the roles and responsibilities of Metro personnel, especially on-coach staff. Policies and resources should be supportive of customer and employee safety and applied consistently throughout the transit system.
- Customers who do not follow the code of conduct (e.g., are intoxicated, yelling, threatening) make other customers feel unsafe and there is a feeling that threatening behavior is not adequately addressed. Better defining, communicating, and consistently enforcing the code of conduct with safeguards that prevent discrimination is desired.
- Lack of presence, and clear and consistent enforcement of safety policies causes the perception that Metro does not care about the well-being of employees and customers.

Refined Vision Statement

The SaFE Equity and Core Teams met to review the phase 2 survey results and to collaborate to develop a draft vision statement and definitions of a safe and welcoming Metro. The resulting SaFE vision statement is as follows:

Safe, accessible, and equitable transit that is co-created to support community well-being.

Definitions of key terms in this vision statement are as follows.

Term	Definition
Safe	Well-being that is supported through recognition of everyone’s dignity
Accessible	Transit that is easy for community members of all backgrounds and abilities to use and provide
Equitable	Fair, complete, and equal access to transit environments that support the ability to thrive
Community	An interconnected collective of people, places, and things that make transit work as it should
Co-created	Shared ownership of creation with the understanding that the process and relationship with community is continuous

Resonance Focus Groups

The SaFE Lead Team and Consultant followed up with partners who identify as BIPOC, and other intersectional identities to gather the perspectives of people who are disproportionately negatively impacted by safety and security functions. This follow up was conducted through focus groups to validate the vision of a safe and welcoming Metro, to reflect the experiences and needs of groups, and to gather a deeper understanding of common themes identified in the Phase 2 engagement around security and fare enforcement. Those conversations validated the SaFE vision statement and definitions

among those communities. A description of the feedback received during those resonance focus groups is available in Appendix 3.

Phase 3 - Evaluating Current Policies and Identifying Potential Changes

Phase 3 of the engagement asked the public, riders, and Metro employees which current policies and practices support the vision of a safe and welcoming Metro and aimed to further understand the experiences of those who are disproportionately negatively impacted by current policies and practices. Engagement was accomplished by utilizing an online survey and CBO and Metro-led focus groups, described below.

A summary of Metro’s existing policies and practices that related to the physical environment, code of conduct, fares, and security were shared with communities through focus groups and a survey where participants were asked to review them and determine how well they align or don’t align with the community vision and definition of a safe and welcoming Metro. Survey and focus group participants were also asked whether certain changes would support the community vision of safety and security and were given the opportunity to provide additional concepts for changes.

More than 2,000 respondents completed the online survey. Survey respondents from the public were disproportionately white compared to the King County population overall. Metro employee respondents were also disproportionately white compared to the Metro workforce. The survey instrument, demographics of survey respondents, detailed description of the survey results, and the feedback received through open-ended comments are available in Appendix 3.



In addition, SaFE Outreach Liaisons hosted six focus groups with the community of people they serve, while the SaFE engagement team held four focus groups with bus operators and three focus groups with individuals who identify as Black or African American to gather insights related to existing policies and

practices.

Similar to the Phase 2 survey, the promotion and analysis of input from this engagement centered BIPOC voices, and those that intersect with other marginalized and underserved communities, by partnering with our Outreach Liaison organizations that serve those communities and translating online and paper surveys in twelve languages. The survey was promoted to communities through social media, a blog post, and GovDelivery listserv notifications, and to front-line employees through the Operator Bulletin, at staff meetings and announcements by base Chiefs and Supervisors, and at Metro bases and essential

employee work sites, to discuss the SaFE Reform in person with employees and encourage them to take the survey. Employees received pay for their time to take the survey and priority population community members who took the survey through a community-based organization partner were compensated for their participation as well.

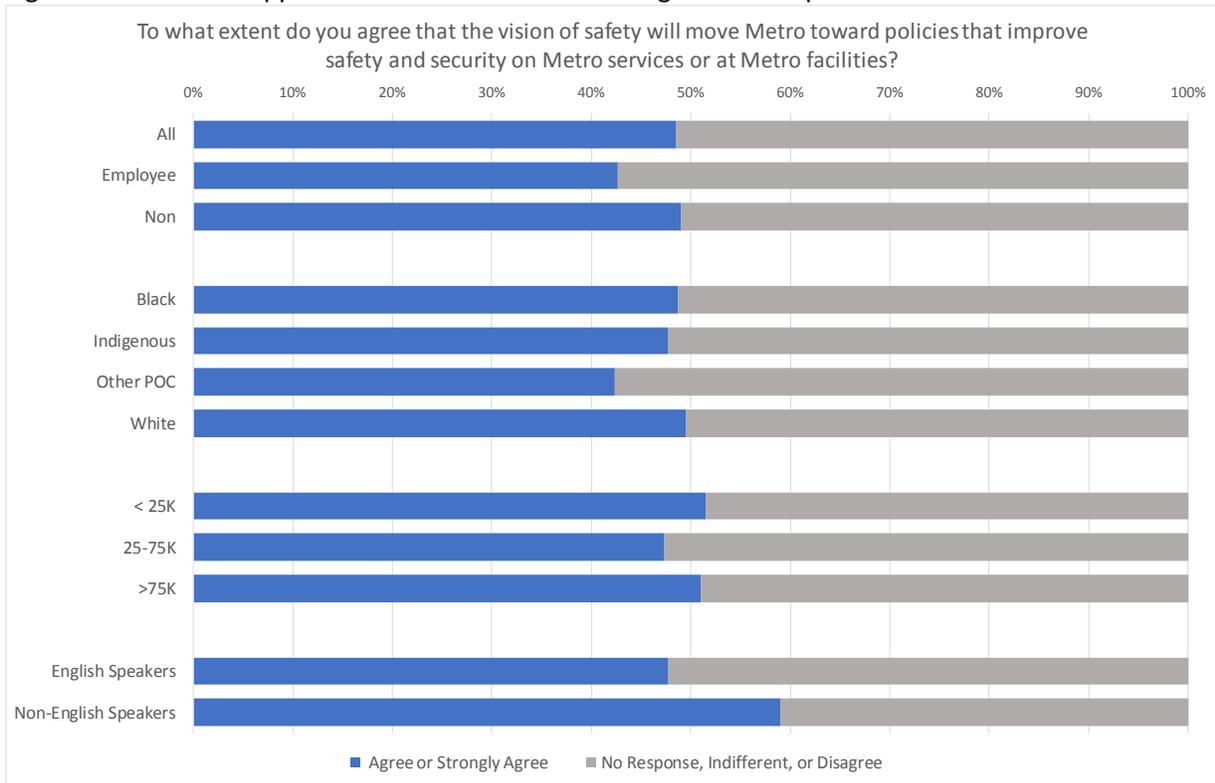
A detailed description of the ways community was notified about the opportunity to participate in the survey is provided in Appendix 3 along with charts of phase 3 survey data and a detailed description of feedback from the Phase 3 focus groups.

Phase 3 Survey Results

Before asking survey respondents about specific policies or changes, the survey presented the SaFE vision statement and asked to what extent survey respondents agree that this vision of safety will move Metro toward policies that improve safety and security.

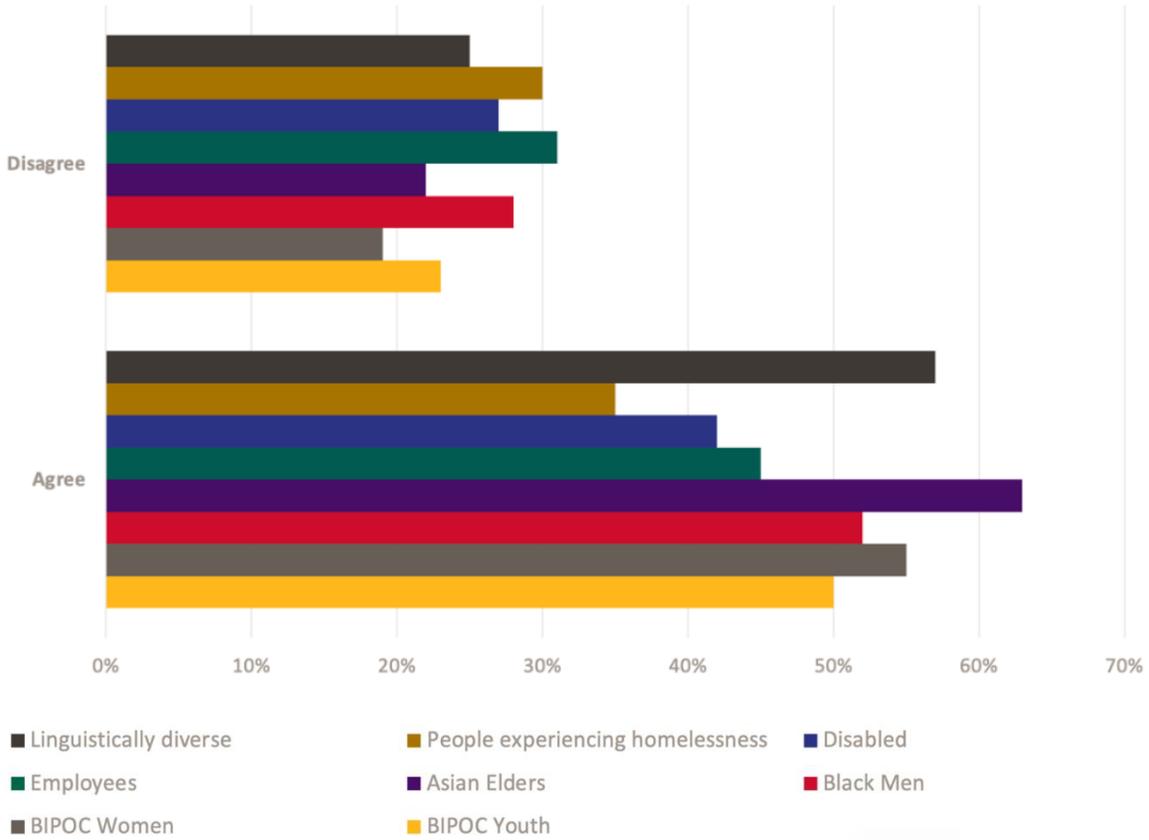
As illustrated below, about half of all respondents agreed or strongly agreed with the statement that the SaFE vision will help move Metro toward policies to improve safety and security. This same pattern was observed among various priority populations and also for specific communities including BIPOC youth, BIPOC women, Black men, Asian elders, linguistically diverse people. However, agreement was lower among employees, people experiencing homelessness, and individuals with disabilities. Employees and people experiencing homelessness indicated the lowest level of agreement among the priority populations for the statement that the SaFE vision would support policies that would improve safety and security.

Figure F1 - Level of Support for Vision Statement Among Various Populations³⁹



³⁹ It should be noted that not all survey respondents were willing to provide demographic information such as race, income, gender identity, etc. Data provided in charts in this report represents information for specific populations based on respondent indication of demographics, acknowledging that respondents who did not provide demographic information/identify specific demographics could also fall into the detailed population categories but would not be represented in the detailed population categories in the charts. Respondents who did not provide demographic information would be captured in the “all respondents” information.

Figure F2 - Level of Support for Vision Statement Among Select Intersectional Identities



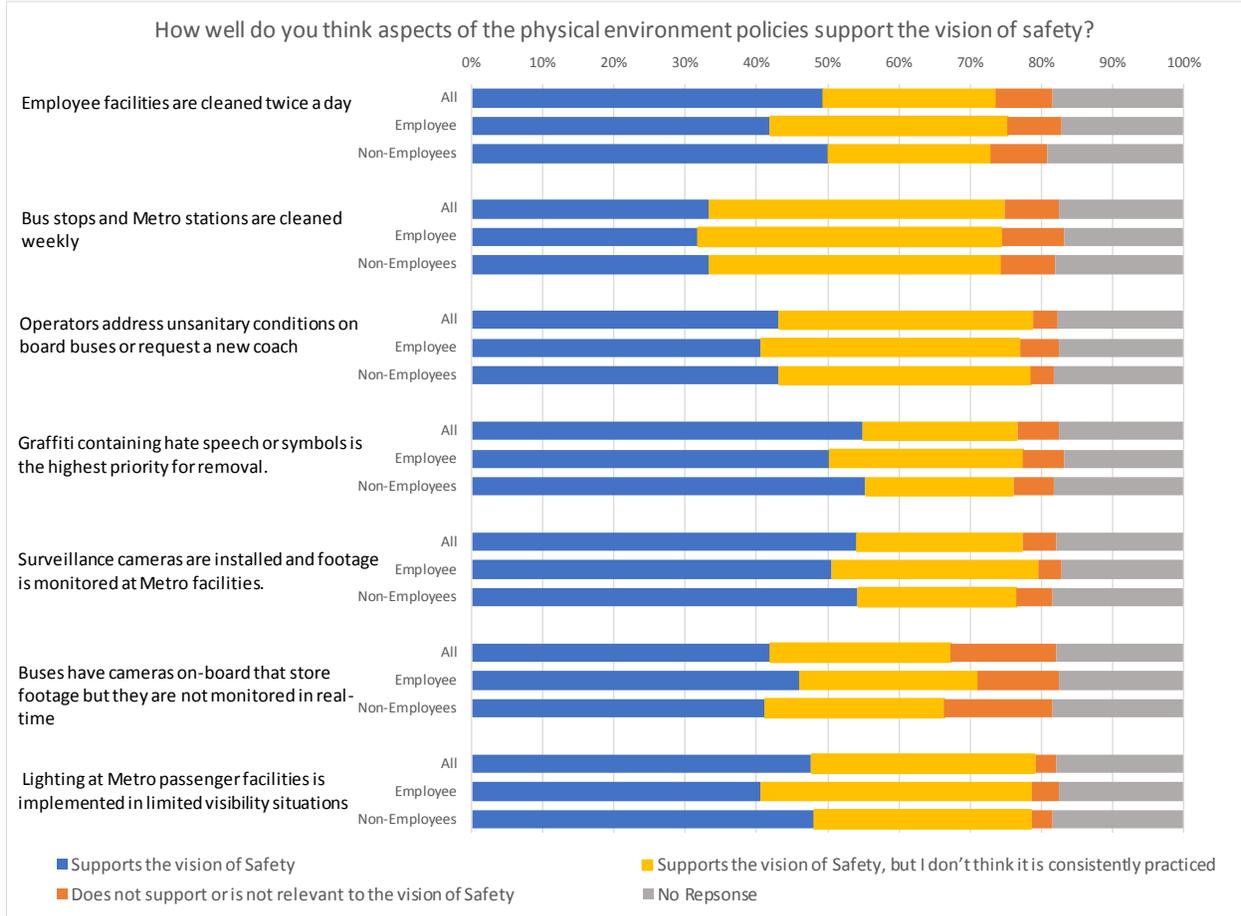
For each of the four topic areas – physical environment, Code of Conduct, fares, and security – survey respondents were asked to read a summary of the related policies, and then were asked if individual policies support the SaFE vision (possible responses included “Supports the vision of Safety”, “Supports the vision of Safety, but I don’t think it is consistently practiced”, “Does not support the vision or is not relevant to the vision of Safety”), and which of a list of specific policy changes would support the SaFE vision (respondents were requested to check all that applied). Results for these survey questions are discussed below.

Physical Environment Policies Feedback

As illustrated in the chart below, between 65 and 80 percent of all respondents indicated that existing physical environment policies “Supports the vision of Safety” or “Supports the vision of Safety, but I don’t think it is consistently practiced”⁴⁰, with lower overall support for the vision associated with the policy that *buses have cameras on-board that store footage but they are not monitored in real-time*. As compared to all respondents, responses did not vary substantially for employees and non-employees.

⁴⁰ Hereafter, the possible choices of “Supports the vision of Safety” or “Supports the vision of Safety, but I don’t think it is consistently practiced” are generally aggregated and shortened to just “support(s)” or “support(s) the SaFE vision”.

Figure G1 - Existing Physical Environment Policies Support for SaFE Vision for All Respondents, Employees, and Non-employees



Responses indicating that policies support the vision but were inconsistently applied ranged from 20 to 40 percent, with higher indication of inconsistency in application for the following policies:

- Bus stops and Metro stations are cleaned weekly
- Operators address unsanitary conditions on board buses or request a new coach
- Lighting at Metro passenger facilities is implemented in limited visibility situations

Responses did not vary substantially from the information provided above for all respondents when evaluated by race, income, or language, except as follows (see also Appendix 3 for additional data visualization):⁴¹

Respondent Population	Percent Indicating Most Policies Support the Vision	Relative to All
Indigenous	80%, but also with higher indication of inconsistent application of the policy	Higher
Other POC	65% for employee facilities are cleaned twice a day	Lower

⁴¹ Throughout this section, differences in response rates are highlighted when population rates are different from that for all respondents by plus or minus five percentage points or more.

Respondent Population	Percent Indicating Most Policies Support the Vision	Relative to All
Non-English Speakers	83% for employee facilities are cleaned twice a day, but also higher indication of inconsistent applications	Higher
	84% for bus stops and Metro stations are cleaned weekly	Higher
	65% for operators address unsanitary conditions on board buses or request a new coach	Lower
	84% for lighting at Metro passenger facilities is implemented in limited visibility situations	Higher

Per these results, many respondents indicated that the existing physical environment policies supported the SaFE vision, with a potential need to evaluate consistency of application of most of these policies.

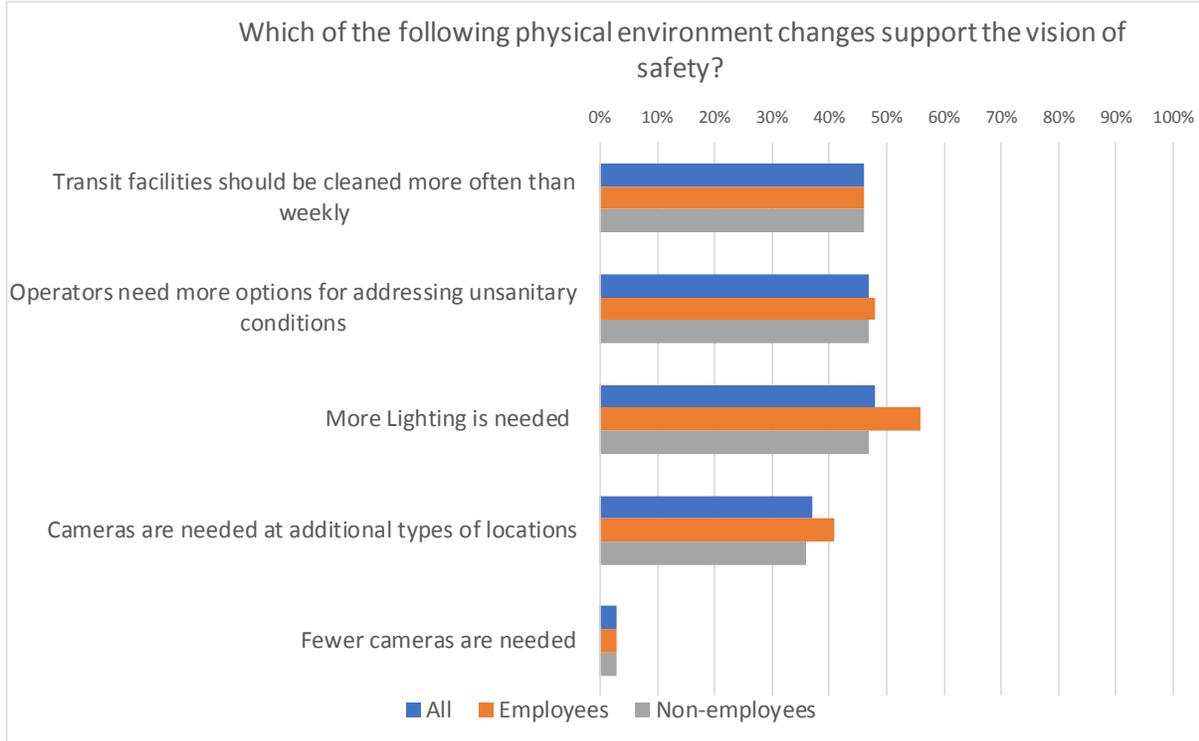
As illustrated in the chart below, regarding potential changes to Metro physical environment policies, about 45 percent of respondents indicated that the following changes would support the SaFE vision:

- Transit facilities should be cleaned more often than weekly
- Operators need more options for addressing unsanitary conditions
- More lighting is needed

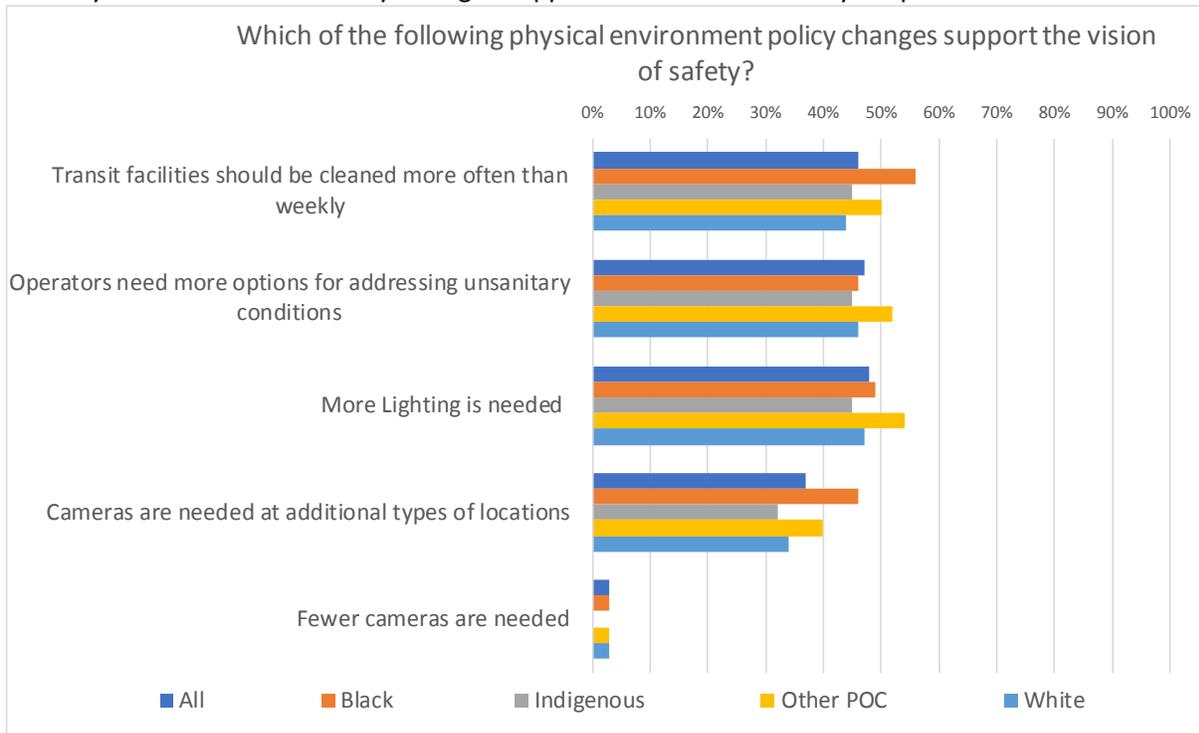
In addition, about 35 percent indicate that *adding cameras at additional types of locations* would support the SaFE vision. Relatively few respondents indicated that *having fewer cameras* would support the SaFE vision.

As compared to all respondents, responses were not substantially different for employees and non-employees, except that more employees indicated that *more lighting* would support the SaFE vision (55 percent).

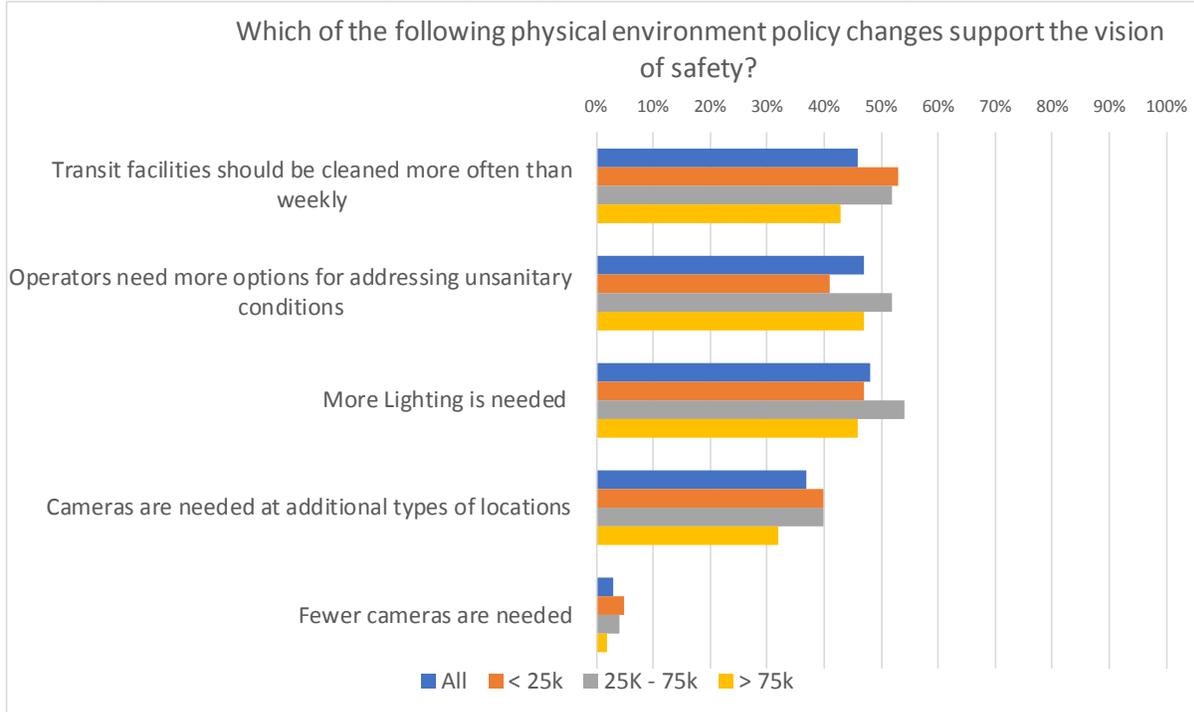
H1 - Physical Environment Policy Changes Support of the SaFE Vision for All Respondents, Employees, and Non-employees



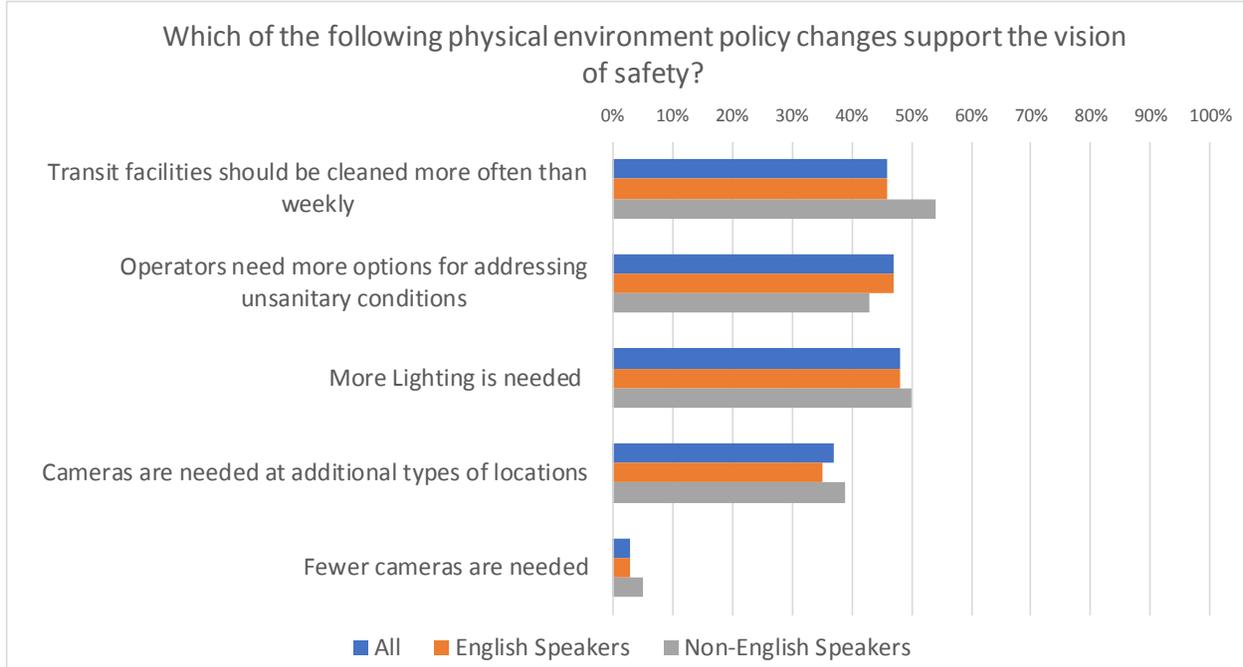
H2 - Physical Environment Policy Changes Support of the SaFE Vision by Respondent Race



H3 – Physical Environment Policy Changes Support of the SaFE Vision by Respondent Income



H4 – Physical Environment Policy Changes Support of the SaFE Vision by Respondent Language Spoken



As indicated above, in general four of the five physical environment policy changes were identified by relatively more respondents as supporting the SaFE vision. However, some populations of respondents

indicate less frequently that these policy changes would support the vision. These lower levels of support are highlighted below (see Appendix 3 for additional data charts).

	Priority Population Responses Indicating that Policy Change Would Support the SaFE Vision at Lower Rates than for All Respondents			
	Transit facilities should be cleaned more often than weekly All = 46%	Operators need more options for addressing unsanitary conditions All = 47%	More lighting is needed All = 48%	Cameras are needed at additional types of locations All = 37%
Indigenous				32
Income < 25K		41		
Income <25K BIPOC		41		
Income <25K BI	39	30	43	25
Income <25K Other POC		42	40	
All Youth		32	41	27
BIPOC Youth		35	43	14

While overall most respondents indicated that *having fewer cameras* would not support the vision of SaFE, some intersectional populations indicated greater agreement with the idea that *fewer cameras would support the vision*, including BIPOC housing instable (14%) and youth (11%).

Given the above information relative to overall results, priority populations, and intersectional identities, additional consideration should be given to/engagement should be performed to understand potential impacts to/concerns of low-income individuals and youth regarding providing:

- Operators with more options to address unsanitary conditions
- More lighting
- More cameras at additional locations

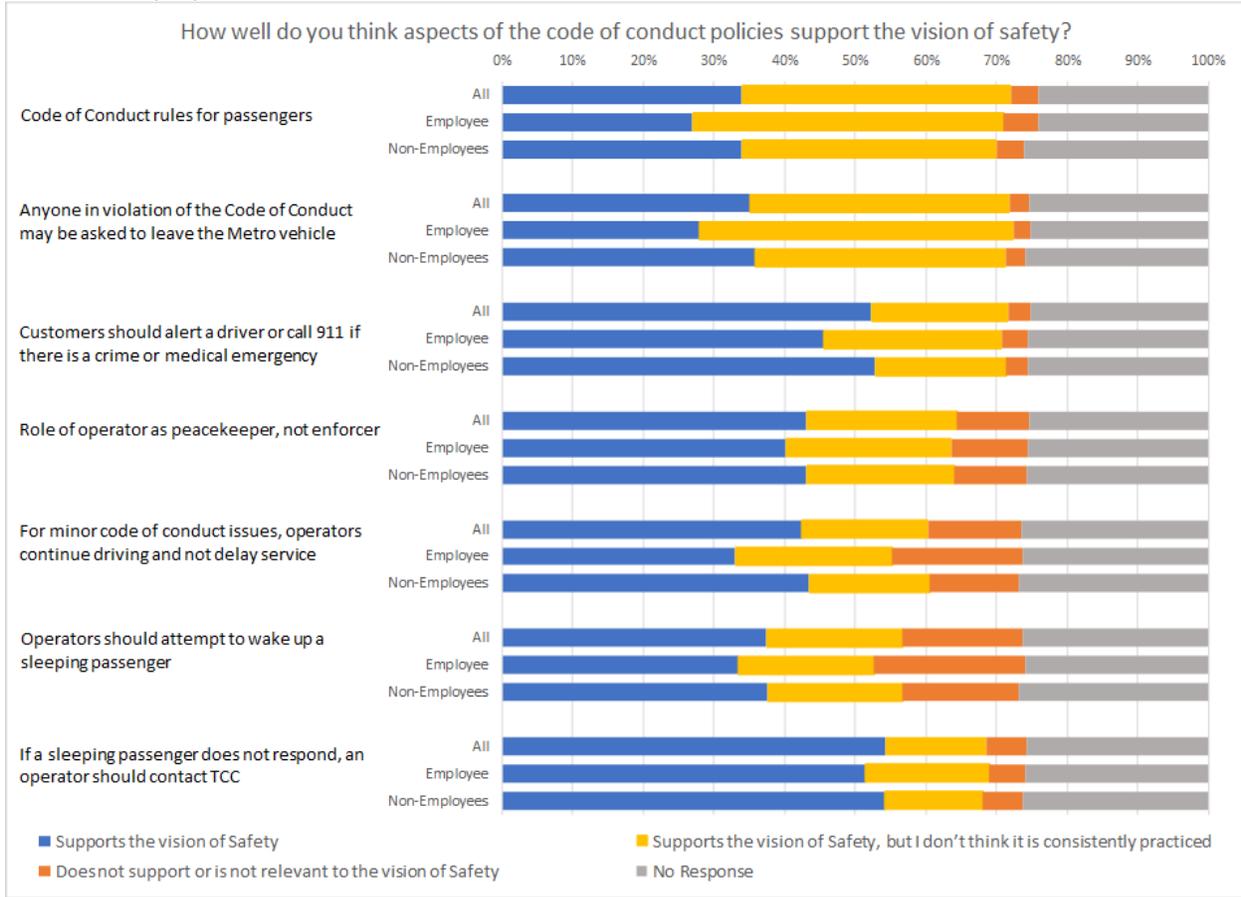
Code of Conduct Policies Feedback

As illustrated in the chart below, between 55 and 70 percent of all respondents indicated that existing fare policies “Supports the vision of Safety” or “Supports the vision of Safety, but I don’t think it is consistently practiced”, with higher overall support for the vision associated with the following policies:

- Anyone in violation of the Code of Conduct may be asked to leave the vehicle
- Customers should alert a driver or call 911 if there is a crime or medical emergency
- If a sleeping passenger does not respond, an operator should contact the TCC

As compared to all respondents, responses did not vary substantially for employees and non-employees except that a lower percent of employees indicated that the policy *for minor code of conduct issues, operators continue during and do not delay service* supports the vision.

Figure I1 – Existing Code of Conduct Policies Support for SaFE Vision for All Respondents, Employees, and Non-employees



Responses indicating that policies supported the vision but were inconsistently applied were generally about 20 percent, but they were higher (close to 40 percent) for the policy that there is a *Code of Conduct for passengers* and *anyone in violation of the Code of Conduct may be asked to leave the vehicle*.

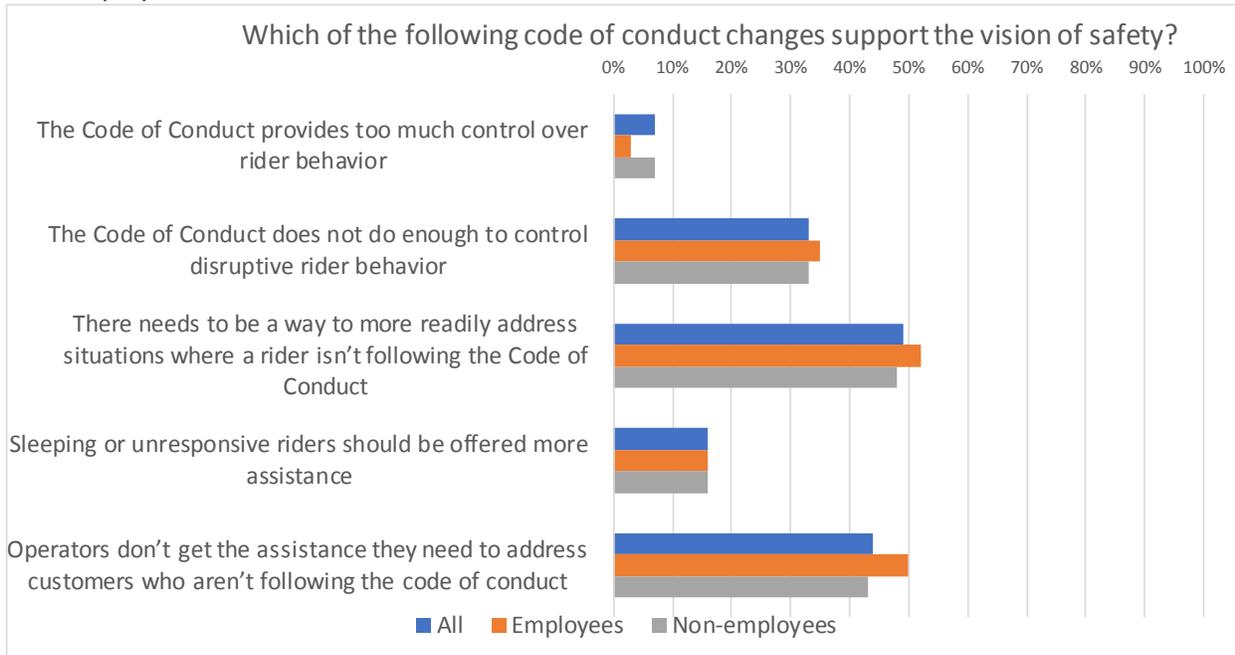
Responses did not vary substantially from the information provided above for all respondents when evaluated by race, income, or language, except as follows (see also Appendix 3):

Respondent Population	Percent Indicating Most Policies Support the Vision	Relative to All
Indigenous	70-75%, but also with higher indication of inconsistent application of the policy	Higher
Income <25 K	65-75%	Higher
Non-Native English Speakers	65-80%	Higher

Per these results, many respondents indicated that these existing code of conduct policies supported the SaFE vision, with a potential need to evaluate consistency of application of most of these Code of Conduct policies, but especially the policy that *anyone in violation of the Code of Conduct may be asked to leave the vehicle*.

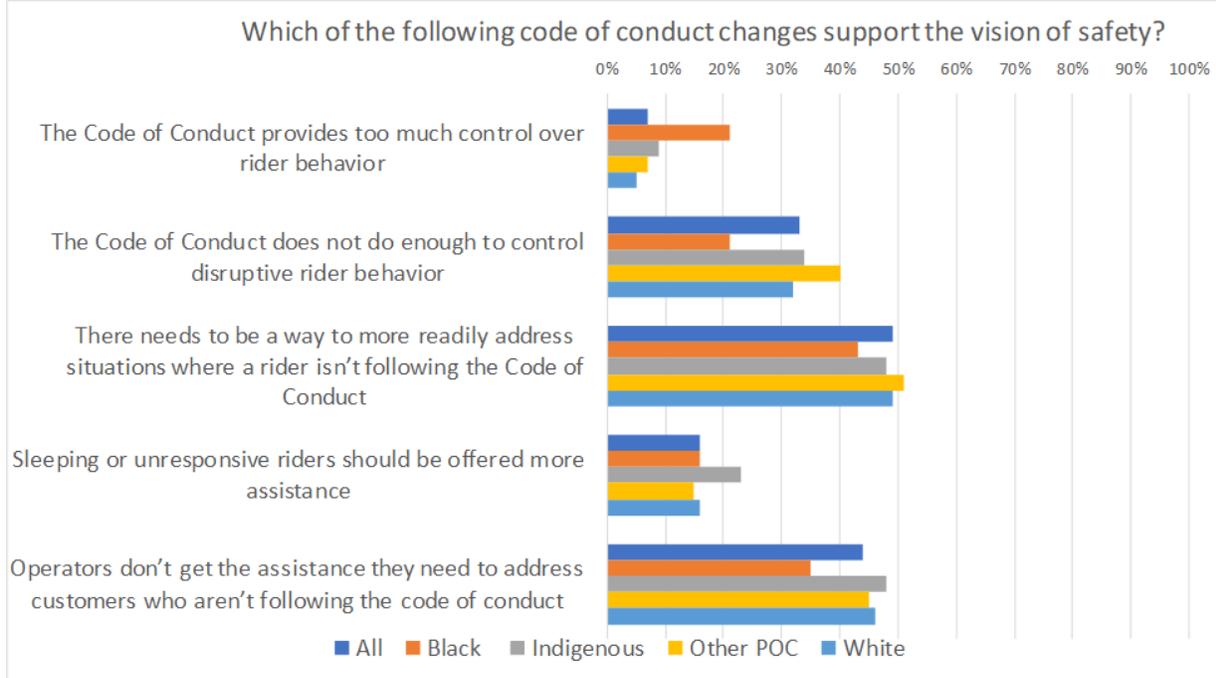
As illustrated in the chart below, regarding potential changes to Metro Code of Conduct policies, nearly 50 percent of respondents indicated that *developing new ways to address situations where a rider isn't following the Code of Conduct* would support the SaFE vision, and another 44 percent indicated that *providing operators more assistance* would as well. About one third of respondents indicated that the *Code of Conduct does not do enough to control disruptive behavior* and would support the SaFE vision. Relatively fewer respondents indicated that *sleeping or unresponsive riders should be offered more assistance*, and few respondents indicated that *the Code of Conduct provides too much control over rider behavior or that*.

J1 – Code of Conduct Policy Changes Support of the SaFE Vision for All Respondents, Employees, and Non-employees

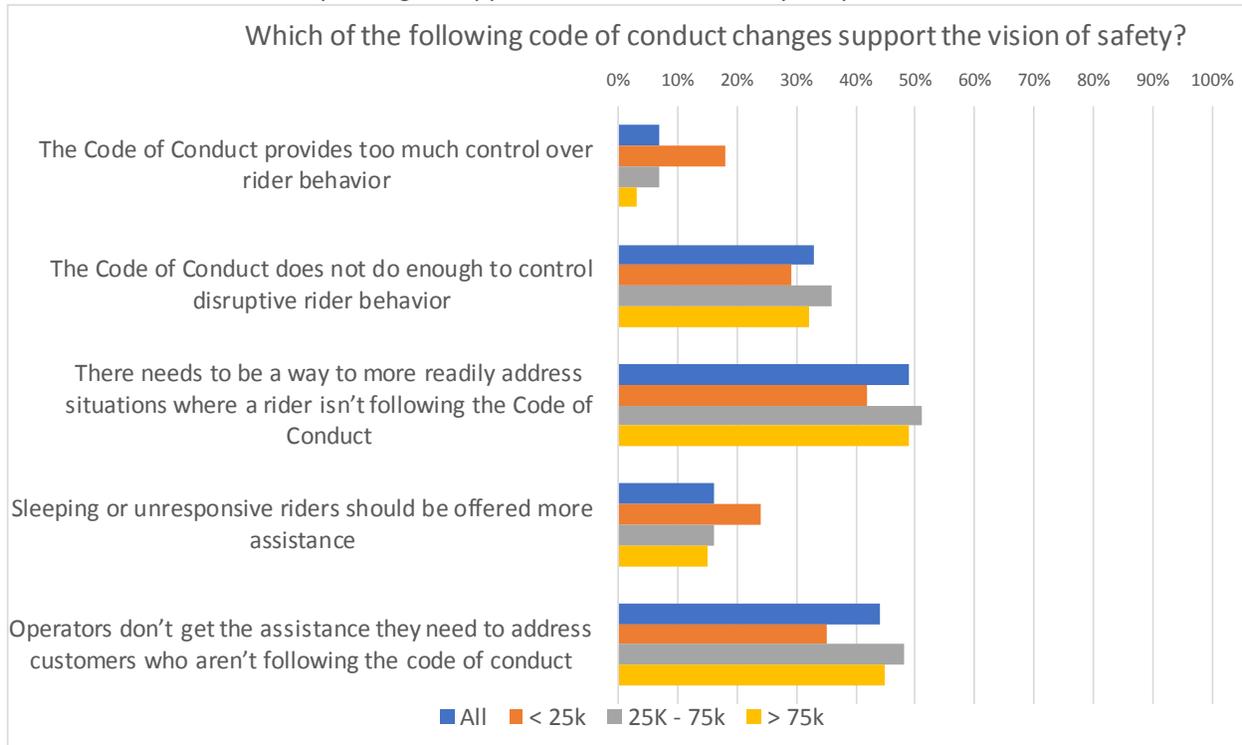


As compared to all respondents, responses were not substantially different for employees and non-employees, except that more employees (about 50 percent) indicated that *providing operators more assistance* and *operators getting more assistance to address Code of Conduct issues* would support the SaFE vision.

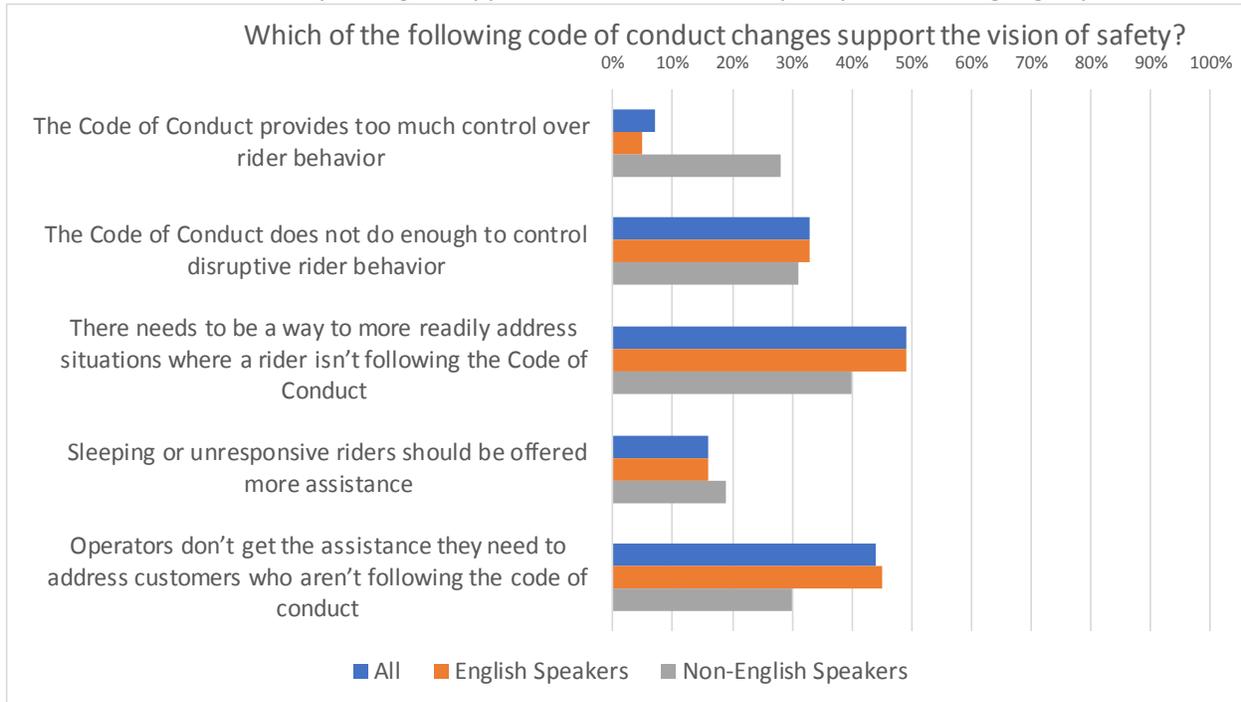
J2 – Code of Conduct Policy Changes Support of the SaFE Vision by Respondent Race



J3 – Code of Conduct Policy Changes Support of the SaFE Vision by Respondent Income



J4 – Code of Conduct Policy Changes Support of the SaFE Vision by Respondent Language Spoken



As indicated above, in general three Code of Conduct policy changes were identified by larger numbers of respondents as supporting the SaFE vision than the other two potential Code of Conduct changes:

- Making changes to address that *the Code of Conduct does not do enough to control rider behavior*
- *There needs to be a way to more readily address Code of Conduct violations*
- *Operators don't get the assistance they need to address customers who aren't following the Code of Conduct*

However, some populations of respondents indicated less frequently that these policy changes would support the vision. These lower levels of support are highlighted below (see also Appendix 3 for additional charts).

	Priority Population Responses Indicating that Policy Change Would Support the SaFE Vision at <u>Lower Rates</u> than for All Respondents		
	The Code of Conduct does not do enough to control disruptive rider behavior All = 33%	There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct All = 49%	Operators don't get the assistance they need to address customers who aren't following the Code of Conduct All = 44%
Black		43	35
Income < 25K		42	35
Non-English Speakers		40	30
BI Men			38
Income < 25K BIPOC		42	35
Income <25K BI	20	29	27
Income <25K Other POC		40	33
BIPOC Housing Instable		43	34
BI w/Disability		37	37
Youth	12	30	15
BIPOC Youth	11	32	22
BIPOC Elder	21	29	29

While overall fewer respondents indicate that *the Code of Conduct provides too much control over rider behavior* would support the SaFE vision and that *providing more assistance to sleeping or unresponsive riders* would support the vision, some priority populations and intersectional identities more frequently indicated that changes to these policies would support the vision, as highlighted below (see also Appendix 3 for charts).

	Priority Population Responses Indicating that Policy Change Would Support the SaFE Vision at <u>Higher Rates</u> than for All Respondents	
	The Code of Conduct provides too much control over rider behavior All = 7%	Sleeping or unresponsive riders should be offered more assistance All = 16%
Black	21	
Indigenous		23
Income < 25K	18	24
Non-English Speakers	28	
BI Men	17	
Income <25K BIPOC	18	24
Income <25K BI	27	
BIPOC Housing Instable	17	32
All w/Disability	13	23
BI w/Disability	20	
Other POC w/Disability		33
Youth	24	
BIPOC Youth	18	

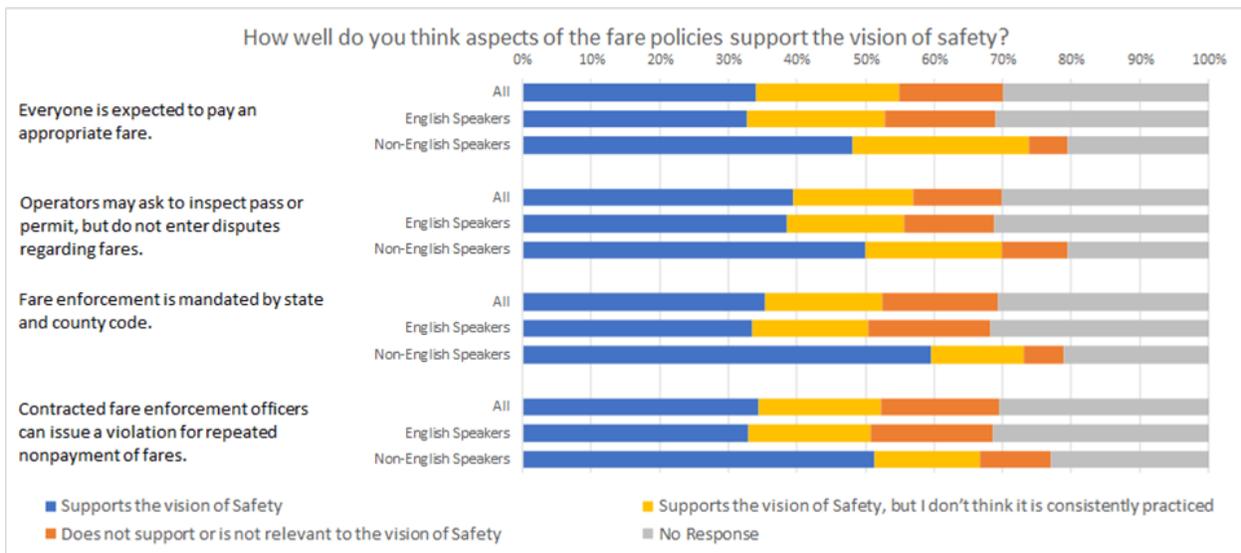
Given the data above relative to overall results, priority populations, and intersectional identities, additional consideration should be given to/engagement should be performed to determine:

1. Whether the code of conduct exerts too much control over behavior, whether it does not do enough to control disruptive behavior, or if somehow both are true and why.
2. What are potential concerns of/impacts to priority populations associated with developing ways to more readily address situations when a rider isn't following the code of conduct.
3. What are potential concerns of/impacts to priority populations associated with providing additional assistance to operators to address customers not following the code of conduct.
4. What could be the potential benefits, especially to priority populations, of providing more assistance to sleeping or unresponsive riders.

Fare Enforcement Policies Feedback

As illustrated in the chart below, approximately 55 percent of all respondents indicated that existing fare policies “Supports the vision of Safety” or “Supports the vision of Safety, but I don’t think it is consistently practiced”. As compared to all respondents, a lower percent of employees generally indicated that the fare policies supported the vision.⁴²

Figure K1 – Existing Fare Policies Support for the SaFE Vision for All Respondents, Employees, and Non-employees



Responses that policies supported the vision but were inconsistently applied were generally about 20 percent, but they were higher for employee responses regarding the policy that *everyone is expected to pay an appropriate fare*.

Responses did not vary substantially from the information provided above for all respondents when evaluated by race, income, or language, except as follows (see also Appendix 3):

⁴² While overall fewer respondents indicated that these policies support the vision than did so for some previously discussed policies, it should be noted that the response rate appears to be lower for the questions later in the survey.

Respondent Population	Percent Indicating Most Policies Support the Vision	Relative to All
Indigenous	35-45%	Lower
Income <25 K	60-65%	Higher
Non-Native English Speakers	65-75%	Higher

Respondent Population	Percent Indicating Individual Policies Support the Vision	Relative to All
Black	60% for fare enforcement is mandated by state and county code	Higher

Per these results, many respondents indicated that these existing fare policies supported the SaFE vision, with a potential need to (1) evaluate consistency of requirements around fare payment and (2) understand concerns of Indigenous populations.

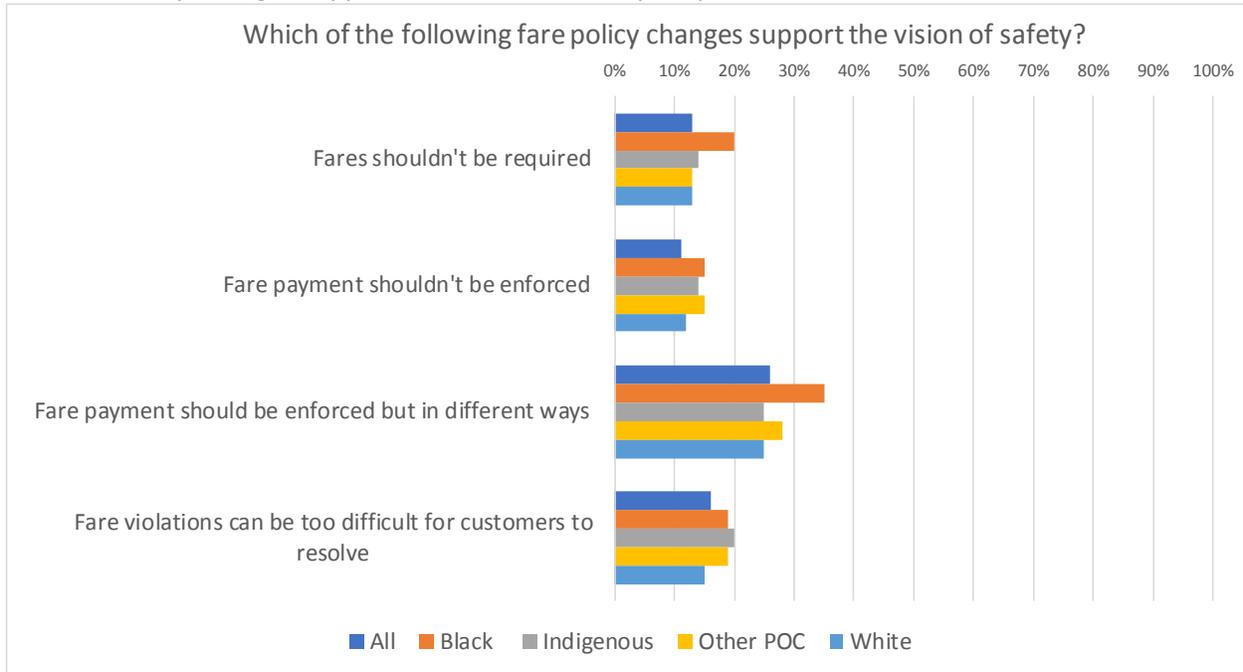
As illustrated below, regarding potential changes to Metro fare policies, no changes were identified by more than 30 percent of respondents as supporting the SaFE vision, but of all fare policy changes listed in the survey, the most frequently cited as supporting the SaFE vision was *having fare payment enforced in different ways* (26 percent of all respondents). Other potential fare policy changes were identified as supporting the vision by 16 percent or less of all respondents.

L1 – Fare Policy Changes Support of the SaFE Vision for All Respondents, Employees, and Non-employees

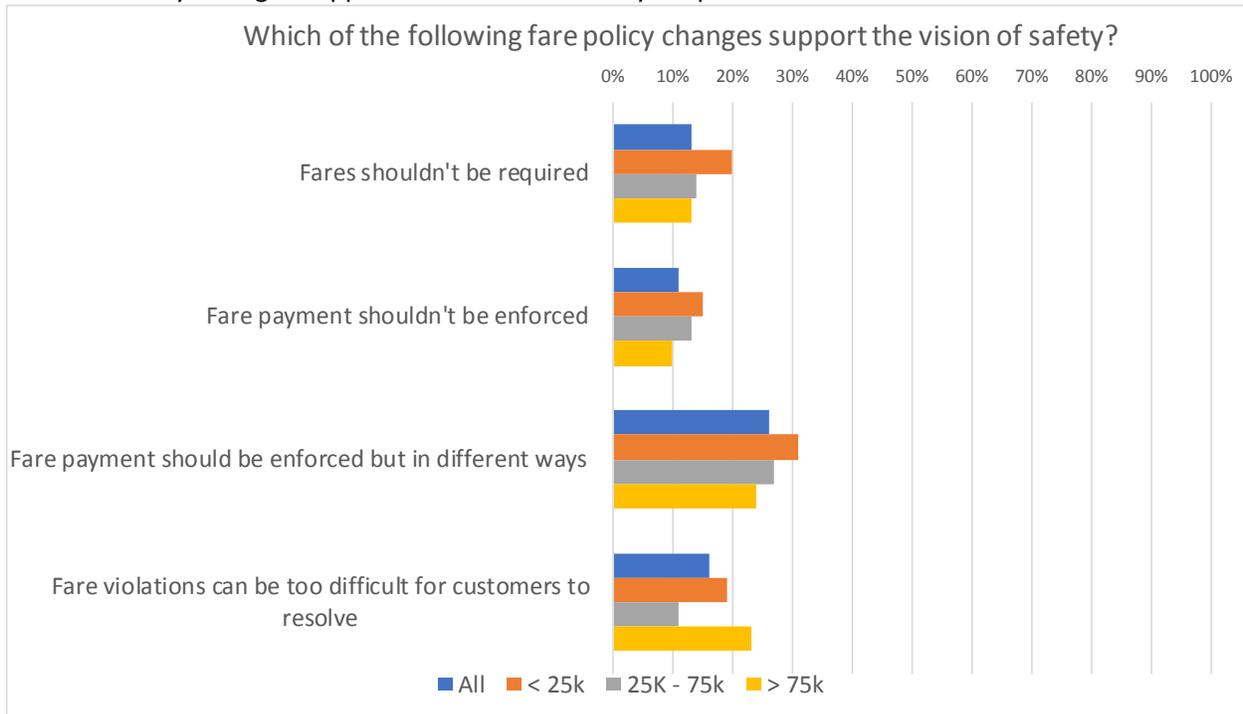


Responses were not substantially different between employees and non-employees, except that more non-employees indicated that *enforcing fare payment in different ways* would support the SaFE vision (32 percent). Additional data regarding priority population responses to the above questions are provided below, and charts illustrating responses for intersectional identities are contained in Appendix 3.

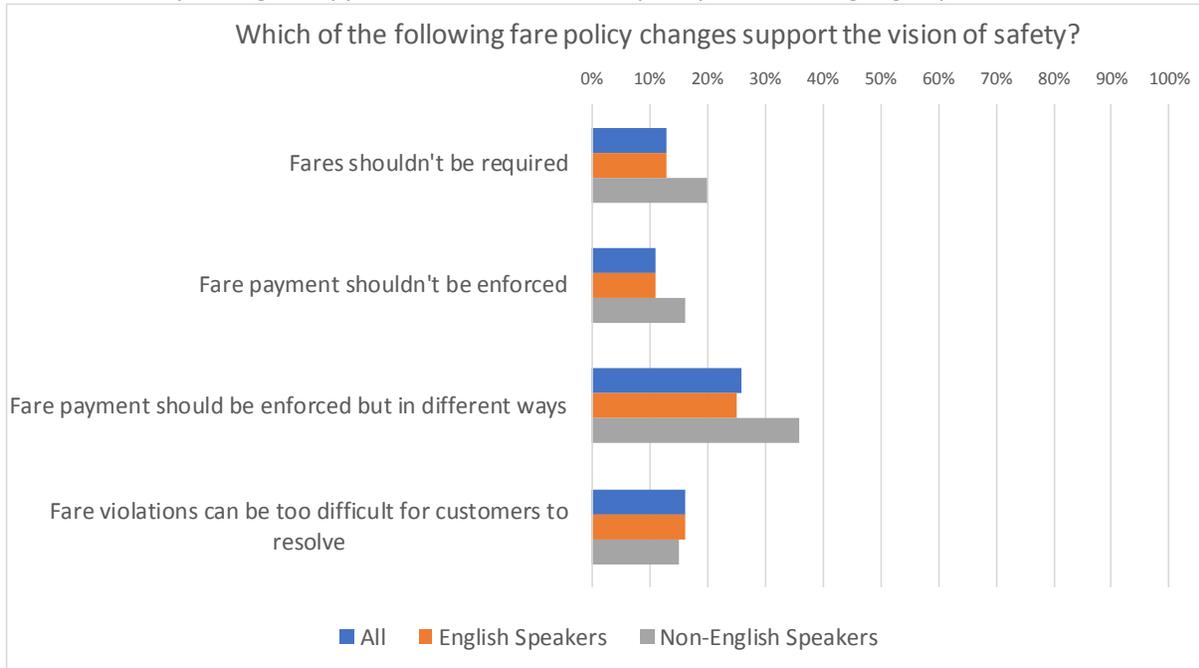
L2 – Fare Policy Changes Support of the SaFE Vision by Respondent Race



L3 – Fare Policy Changes Support of the SaFE Vision by Respondent Income



L4 – Fare Policy Changes Support of the SaFE Vision by Respondent Language Spoken



While relative to other potential changes (physical environment, Code of Conduct) fewer survey respondents indicated that the potential fare policy changes would support the vision, some priority populations and intersectional identities did indicate that the policy changes would support the vision at a greater rate than that of all respondents. These data are highlighted below (see also Appendix 3).

	Responses Indicating that Policy Change Would Support the SaFE Vision at Higher Rates than for All Respondents			
	Fares shouldn't be required All = 13%	Fare payment shouldn't be enforced All = 11%	Fare payment should be enforced but in different ways All = 26%	Fare violations can be too difficult to resolve All = 16%
Black	20		35	
Income < 25K	20		31	
Non-English Speakers	20	16	36	
BI Men	23		42	
Other POC Men			34	
Income <25K BI	21	16	31	
Income <25K Other POC			35	
BIPOC Housing Instable	21	19		23
All w/Disability	19	16		
BI w/Disability		20		
Other POC w/Disability				23
Youth	24	21		27
BIPOC Youth	22	19		27
BIPOC Elder			40	

Given the above information relative to all results, priority populations, and intersectional identities, additional consideration should be given to the following, especially for the populations noted in the table above:

- How to make fare payment affordable for all populations
- How to better enforce fare payment
- How to make resolving fare payment easier for youth, individuals with disabilities, and those who are housing instable

Security Policies Feedback

As illustrated in the chart below, approximately 60 percent of all respondents indicated that existing security policies “Supports the vision of Safety” or “Supports the vision of Safety, but I don’t think it is consistently practiced”, with the one exception being *anti-bias and de-escalation trainings being voluntary for other Metro employees*, with only 40 percent. As compared to all respondents, responses did not vary substantially for employees and non-employees.⁴³

Responses indicating that policies supported the vision but were inconsistently applied were generally about 10 percent, but they were higher for *the provision of security officers aboard services* and *contracting with the King County Sheriff to provide police response*.

Responses did not vary substantially from the information provided above for all respondents when evaluated by race, income, or language, except as follows (values presented for all policies except the anti-bias/de-escalation exception) (see also Appendix 3):

Respondent Population	Percent Indicating Most Policies Support the Vision	Relative to All
Indigenous	50-60%	Lower
Income <25 K	60-70 %	Higher
Non-Native English Speakers	65-70%	Higher

Respondent Population	Percent Indicating Individual Policies Support the Vision	Relative to All
Black	46% for anti-bias and de-escalation trainings are voluntary for other Metro staff	Higher

⁴³ While overall fewer respondents indicated that these policies support the vision than did so for some previously discussed policies, it should be noted that the response rate appears to be lower for the questions later in the survey.

Figure M1 – Existing Security Policies Support for the SaFE Vision for All Respondents, Employees, and Non-employees

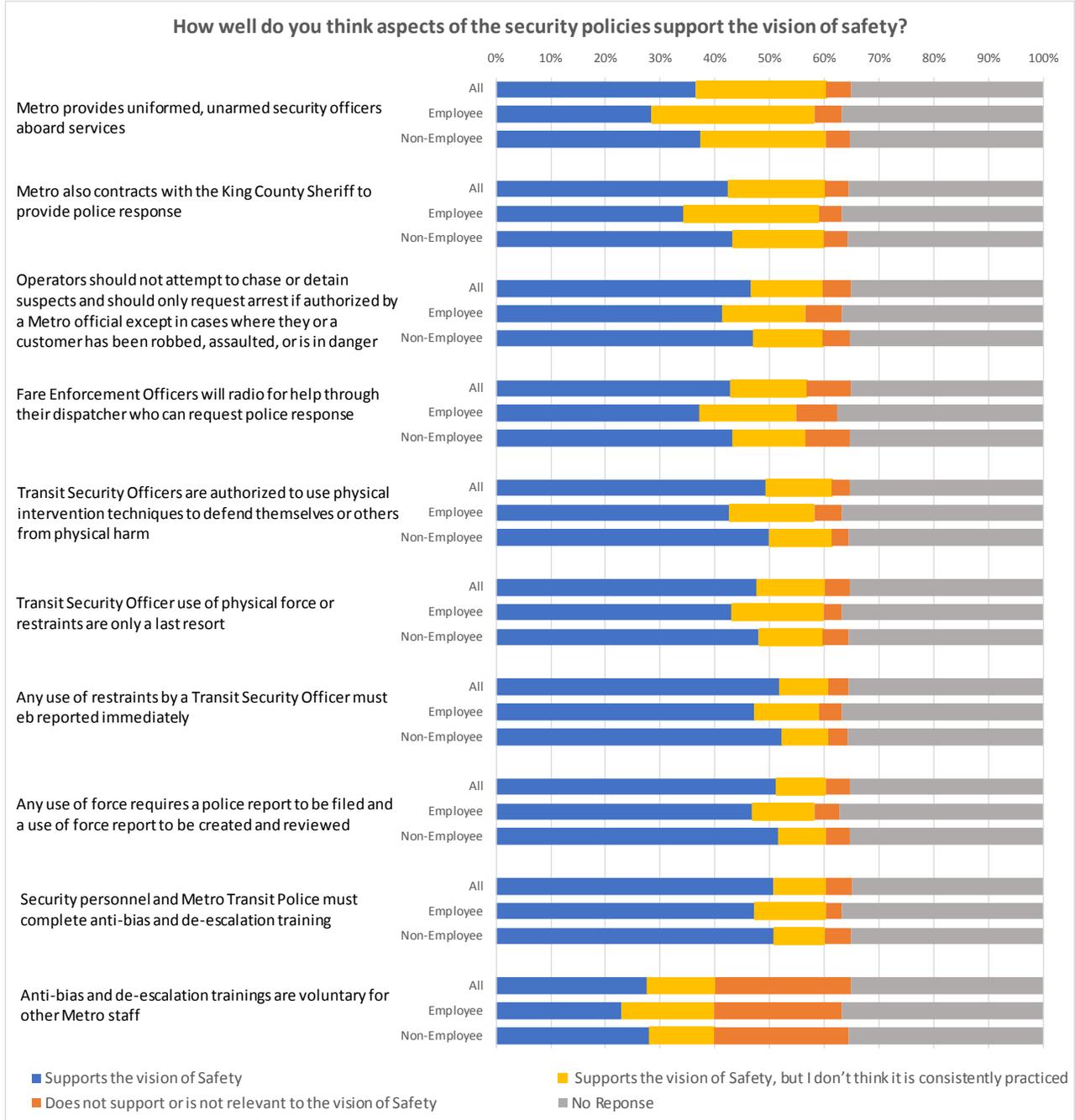
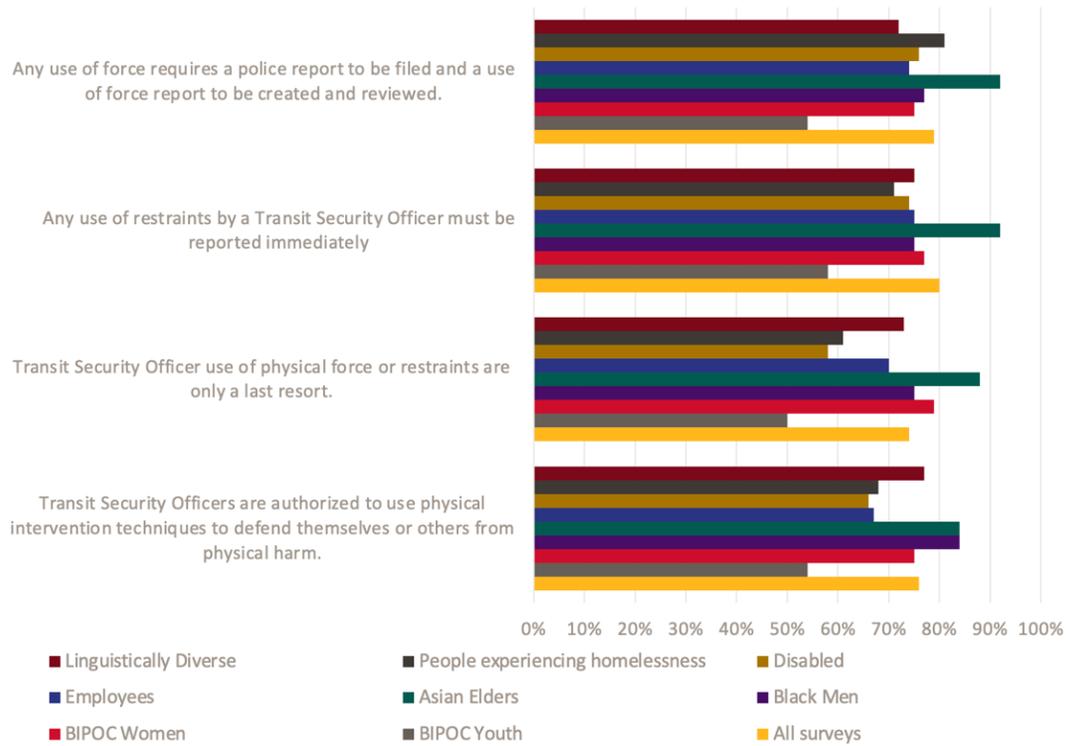


Figure M2 - Use of Force Security Policies Support for the SaFE Vision for Select Intersectional Identities



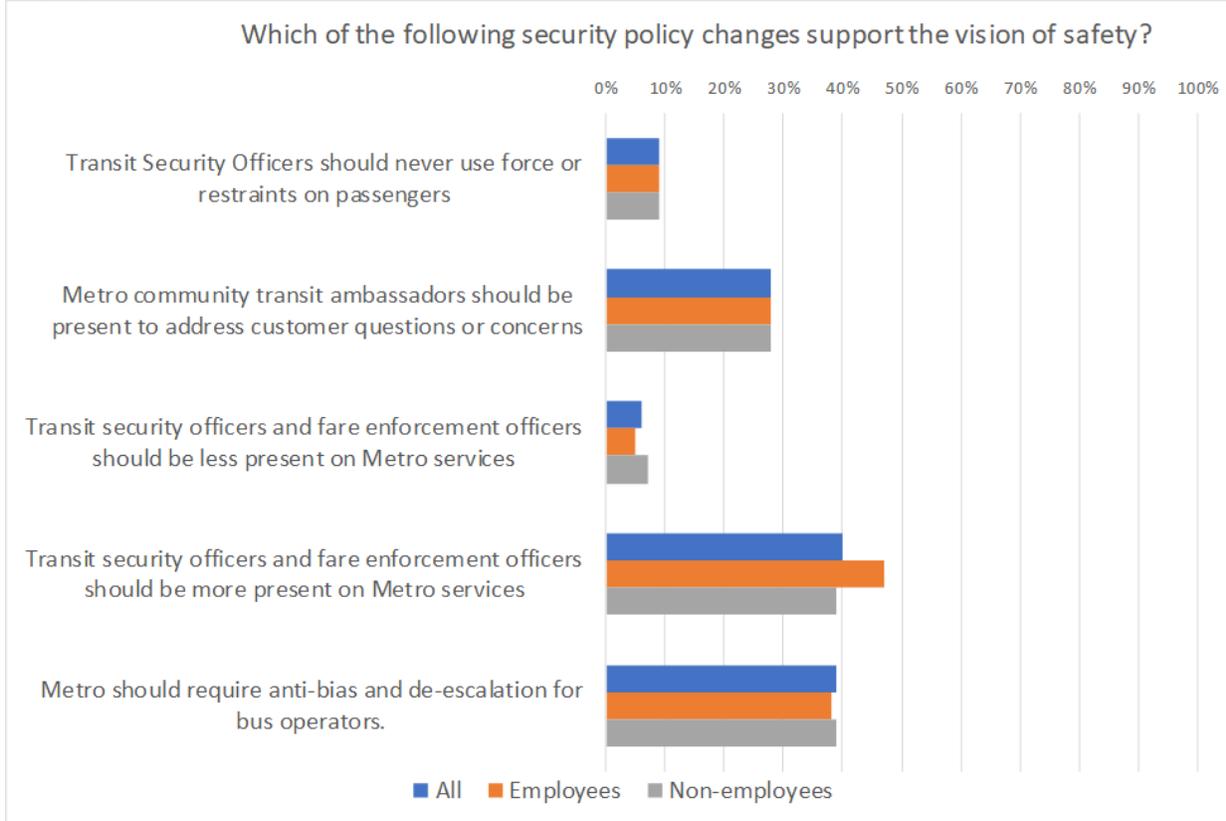
Per the chart above, an analysis of current use of force and reporting policies indicated that priority communities generally supported all four policies, with about 60% indicating that the policies support the SaFE vision. However, BIPOC youth indicated less frequently that these policies support the vision (about 50 percent), and 80 percent of Black men and Asian elders indicated that the policy that *Transit Security Officers are authorized to use physical intervention techniques to defend themselves or others* supports the SaFE vision. Employees indicated that all four policies regarding the use of force support the SaFE vision, with over 80 percent indicating this.

The above information demonstrates that many respondents indicated that existing security policies generally support the SaFE vision, with a potential need to:

- Evaluate consistency of security presence and response
- Understand concerns of Indigenous populations
- Require anti-bias/de-escalation training for more Metro employees

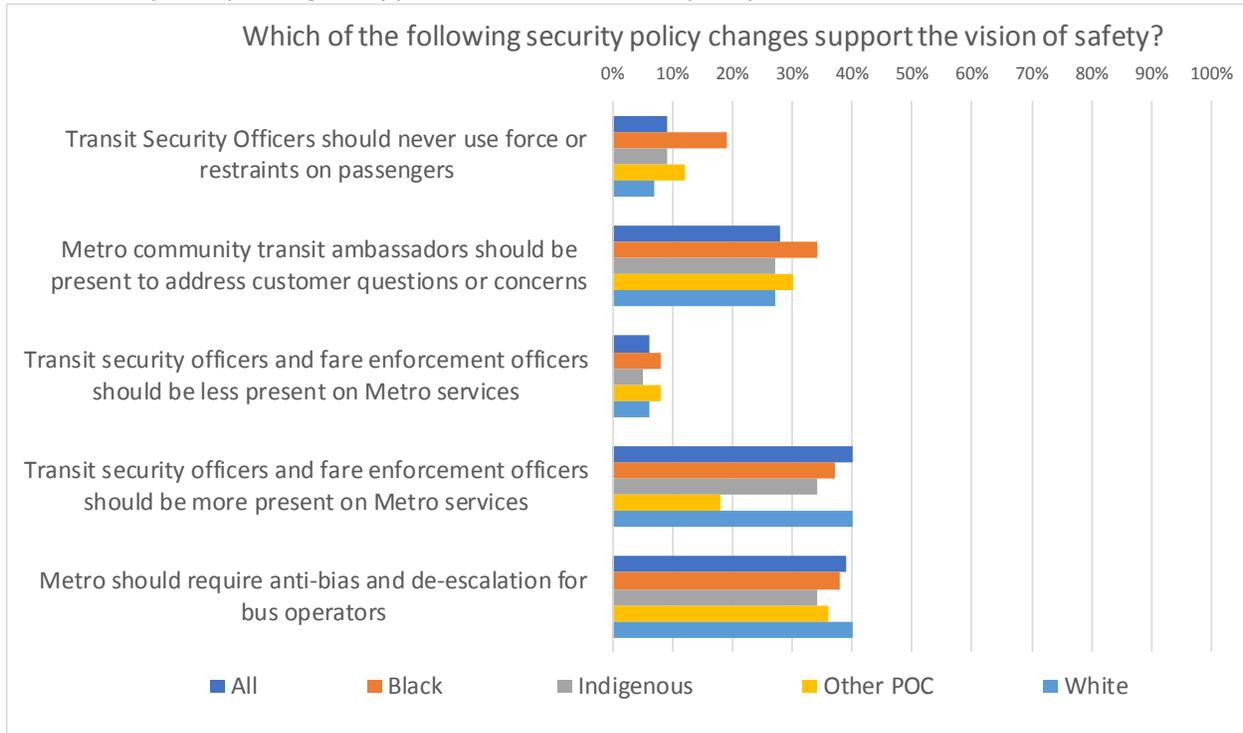
Regarding potential changes to security policies, changes relating to *having more security officers and fare enforcement officers* and *requiring anti-bias and de-escalation training to other Metro employees* were most frequently identified as supporting the vision of SaFE (40 percent and 39 percent of all respondents respectively – see chart below). In addition, approximately 30 percent of respondents indicated that *having more Metro ambassadors present to address questions* would support the SaFE vision. *Mandating that security officers never use force or restraints* or *having less fare enforcement and security officers present* were substantially less frequently identified as supporting the vision.

N1 – Security Policy Changes Support of the SaFE Vision for All Respondents, Employees, and Non-employees

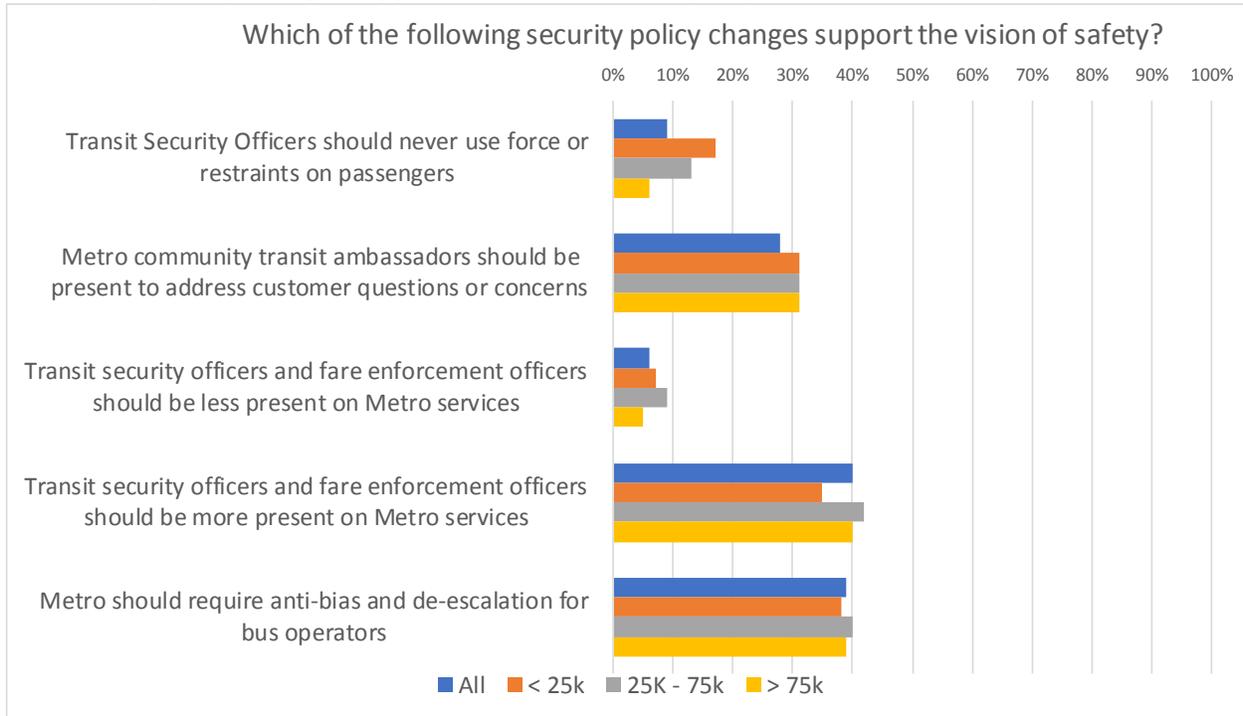


As compared to all respondents, responses were not substantially different for employees and non-employees, except that more employees indicated that *security and fare enforcement officers being more present* would support the SaFE vision.

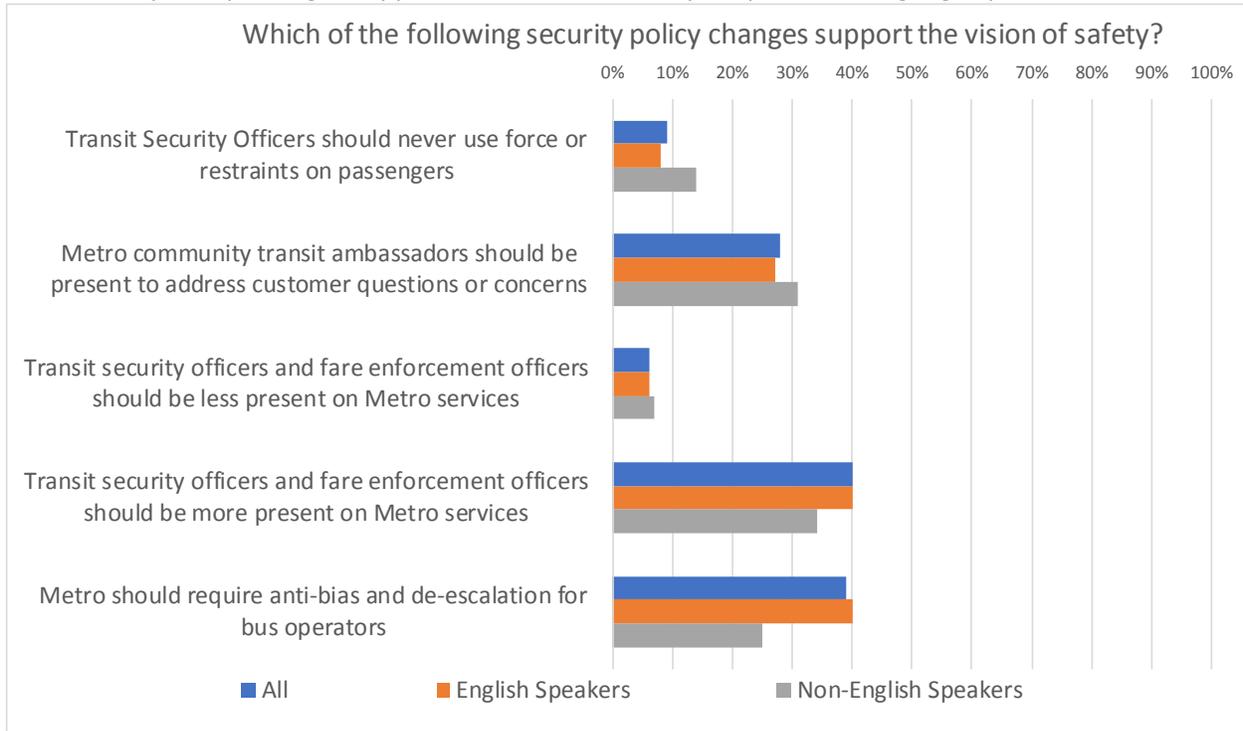
N2 – Security Policy Changes Support of the SaFE Vision by Respondent Race



N3 – Security Policy Changes Support of the SaFE Vision by Respondent Income



N4 – Security Policy Changes Support of the SaFE Vision by Respondent Language Spoken



As indicated above, in general three security policy changes were identified by larger numbers of respondents (relative to other potential security policy changes) as supporting the SaFE vision: (1) *Metro community ambassadors should be present to address questions*, (2) *security and fare enforcement officers should be more present*, and (3) *Metro should require anti-bias and de-escalation training for operators*. However, some populations of respondents indicated less frequently that these policy changes would support the vision. These lower levels of support are highlighted below (see also Appendix 3).

	Responses Indicating that Policy Change Would Support the SaFE Vision at Lower Rates than for All Respondents		
	Metro community ambassadors should be present to address questions All = 28%	Security/fare enforcement officers should be more present All = 40%	Metro should require anti-bias/de-escalation training for operators All = 39%
Indigenous		34	
Other POC		18	
Income <25K		35	
Non-English Speakers		34	25
Income <25K BI	21	21	29
BI w/Disability		35	30
Youth		14	29
BIPOC Youth		14	30

While lower levels of all respondents indicated that (1) *security officers should never use force or restraint* or (2) *security/fare enforcement officers should be less present* would support the SaFE vision, some priority populations and intersectional identities more frequently indicated that changes to these policies would support the vision, as highlighted below (see also Appendix 3).

	Responses Indicating that Policy Change Would Support the SaFE Vision at Higher Rates than for All Respondents	
	Security officer should never use force or restraint All = 9%	Security/fare enforcement officers should be less present All = 6%
Black	19	
Income < 25K	17	
BI Men	22	11
Income <25K BIPOC	17	
Income <25K BI	16	
Income <25K Other POC	14	
BIPOC Housing Instable	25	
All w/Disability	15	
BI w/Disability	15	
Other POC w/Disability	20	11
Youth	26	18
BIPOC Youth	22	16
BIPOC Elder	14	18

Given the above information relative to priority populations and intersectional identities, additional consideration should be given to (1) how to limit the use of force and (2) the potential negative impacts of having security and fare enforcement officers more present, especially regarding the specific priority populations noted in the table above.



Phase 3 Metro and External Focus Group Engagement

In addition to the online survey, focus groups were held virtually. SaFE Outreach Liaisons hosted six (6) focus groups with the communities they serve, and the SaFE engagement team held four (4) focus groups with bus operators and three (3) focus groups with individuals who identify as Black or African American to gather insights related to existing policies and practices.

Themes collected from focus groups are summarized below.

Physical Environment:

- Operators need easy access to bathrooms. Comfort stations should be available, and their installation/construction prioritized.
- The bus stops and stations are overrun and very unclean.
- Stations should be cleaned more than once a week.
- The weekly cleaning of stations is not being practiced; they are not clean.
- Buses should be cleaned in between trips.
- Bus stops that are particularly poorly lit should be identified and more lighting put in place.
- Cameras and lighting make some riders feel safer.
- There is not equitable service in terms of bus cleanliness.
- Graffiti should be removed because of racist/offensive language.
- Metro should invest in BIPOC communities and prioritize marginalized groups.

Code of Conduct:

- All of the codes of conduct listed are broken each and every trip.
- Metro should communicate with communities and talk directly with communities about potential changes.
- Operators should be able to focus on driving and should not have to deal with code of conduct issues.
- Operators are given no tools for dealing with mental illness.
- Metro should communicate to passengers what is and is not the role of operators and what are the security roles and protocols in place.

Fares:

- Employees
 - There is a culture of “free fares”.
 - Operators do not want to be involved in fare enforcement.
- Customers
 - Fares should be required, but fare enforcement is not a high priority.
 - Fare payment is not enforced.

Security:

- Anti-bias and de-escalation trainings should be offered for Metro staff.
- De-escalation trainings are not optional and should have customized curriculum to respond to the real scenarios.
- Security needs to be more present.

Phase 4 – Developing and Prioritizing Proposed Initial Concepts

In Phase 4 of engagement, the Equity and Core Teams reviewed the results of the community input, and through a series of workshops, shaped and prioritized the proposed initial concepts described in D9 SaFE Implementation Strategy section of this report. The Phase 4 engagement differed from the process described in the scoping report, replacing the previously proposed community voting exercise with workshops engaging the Equity and Core Team members in proposed concept evaluation and prioritization. This change was implemented to accommodate the complex discussions and decision making needed to select and prioritize initial proposed concepts within existing time constraints.

The Equity and Core Teams first reviewed and further defined a set of implementation factors that would be important to consider during the design and implementation of proposed concepts in the Implementation Report, and to advance opportunity and/or minimize harm for BIPOC and vulnerable communities. The implementation factors are listed below with details, including some direct quotes from Team members, in Appendix 4. The groups then reviewed a set of proposed initial concepts that were developed by Ad Hoc team members and the Lead Team based on engagement findings. These concepts were categorized by how well they supported or did not support the community vision of safety.

Implementation factors as identified by Equity and Core Teams:

- Minimize risks to wellbeing of community, especially for priority/vulnerable populations
- Develop shared understanding and agreement in community
- Consider implications for systems change
- Identify cross-divisional impacts
- Define funding and budget impacts
- Identify needs for elected official support
- Define staffing and contractor impacts

In the final workshop, the Equity and Core Teams identified which priority concepts they believe are ready to move forward for proposed action, and which should move forward with further considerations and/or community input and development based on the implementation factors. The criteria, established by the Core and Equity teams, focused on the proposed initial concept's ability to contribute to achieving the SaFE vision directly or indirectly. In addition to incorporating community feedback, the criteria also noted additional considerations (scale, cost estimates, anticipated internal implementation processes) that are unique to implementing change within Metro; these factors are complex and outside the scope of the Equity and Core teams and would require further engagement with stakeholders to develop additional details for each strategy. Through this process, concepts were given a priority ranking of 1-3 to indicate which concepts were more urgent (3), high priority (2), or medium priority (1).

Summarized below is the feedback from the entire engagement process, including the vision statement and themes statement from Phase 2 and 3 outreach phases, and how that cumulative feedback informed the draft concepts reviewed in Phase 4 by the Equity and Core Teams.

The images on the next page present the feedback in the four core areas (physical environment, security, fares, and code of conduct) from Phases 2 and 3 that was reviewed by the Equity and Core teams before completing workshops in Phase 4. The images show what was heard in previous phases and how the feedback connects to the concepts reviewed and prioritized in Phase 4.

Most supported Physical Environment policies and concepts for change from Phase 2 and 3 feedback:

- Graffiti containing hate speech or symbols is the highest priority for removal.
- Surveillance cameras are installed, and footage is monitored at Metro facilities.
- Transit facilities should be cleaned more often than weekly.
- Operators need more options for addressing unsanitary conditions.
- More lighting is needed.

Phase 4 Draft Concepts Reviewed and Ranked by Core and Equity Teams

	Priority Rank
Pilot structural design changes to transit stops that maximize visibility and minimum safety risk.	3
Increase in facilities maintenance to improve the cleanliness and regular maintenance of sites, especially trash pick-up, cleaning, graffiti, and vandalism.	3
Pilot designated locations (highly populated transit centers) where customers and employee resources (security, customer information, fare support, etc.) are permanently stationed.	2
Pilot hosting community-based organizations (CBOs) and community activities at passenger locations, schools, senior centers, etc. to increase community presence, interest, and usability of transit spaces.	3
Pilot a program to partner with businesses and community centers to serve as comfort "stations" with bathroom facilities for bus operators to use on their breaks along their routes.	3

Most supported Code of Conduct policies and concepts for change from Phase 2 and 3 feedback:

- If a sleeping passenger does not respond, an operator should contact TCC
- Customers should alert a driver or call 911 if there is a crime or medical emergency
- Code of Conduct rules for passengers
- There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct.
- The Code of Conduct provides too much control over rider behavior.

Phase 4 Draft Concepts Reviewed and Ranked by Core and Equity Teams

	Priority Rank
Expand the automatic messaging and "Ride Right" announcements on coaches and communication materials for customers and King County Metro employees.	2
Create an alternative approach to "petty" conduct violations that do not introduce customers to law enforcement.	2
Research and offer anti-bias training program for all Metro employees.	3
Pilot a communication platform that will allow customers or employees to communicate security, safety, or operational issues to the appropriate team at Metro. This communication platform intends to report non-emergency events or maintenance issues (property damage, suspicious conduct, and safety concerns).	2
Update standard operating procedures to provide employees with clear and actionable direction related to navigating customer conduct issues with care and dignity.	2
Pilot a customer service representative program where they assist customers and employees during their experience on King County Metro services and at transit facilities with information, rider resources, or references to social service providers.	3
Pilot a program to develop role-specific de-escalation curriculum to offer for all in the Metro transit community. The de-escalation training is mandatory for all Metro employees who respond to conduct violations. Trainings for transit riders would be offered online and through written materials.	2

Most supported Fares policies and concepts for change from Phase 2 and 3 feedback:

- Operators may ask to inspect pass or permit, but do not enter disputes regarding fares.
- Fare enforcement is mandated by state and county code.
- Contracted fare enforcement officers can issue a violation for repeated nonpayment of fares.
- Fare payment should be enforced but in different ways.
- Fare violations can be too difficult for customers to resolve.
- Fares shouldn't be required.

Phase 4 Draft Concepts Reviewed and Ranked by Core and Equity Teams

	Priority Rank
Pilot support teams with fare enforcement, security personnel, and social service professionals to assist employees and customers in crisis at various locations throughout the transit system.	3
Pilot program where bus operators staff the designated permanent or pop-up stations where customers and employee resources (security, customer information, fare support, etc.) are offered. Leverage where orca cards are already loaded (grocery stores, etc.).	2
Pilot where Fare Enforcement implements communications and process to increase access to free and reduced fare options. Fare Enforcement officers help sign ups and hand these out in the moment and stays with process is from start to finish.	3
Communications strategy for rebranding of fare enforcement (uniforms, title, etc.), promoting community understanding to know what fare enforcement does and the changes that have been made.	3
Reprioritize Fare Enforcement operations. Starting with wellbeing and access to program information, violations are least priority. <u>Has to</u> happen before the pilot of fare enforcement officers are out in the field increasing access to the free and reduced fare programs.	3

Most supported Security policies and concepts for change from Phase 2 and 3 feedback:

- Any use of force requires a police report to be filed and a use of force report to be created and reviewed.
- Security personnel and Metro Transit Police must complete anti-bias and de-escalation training.
- Any use of restraints by a Transit Security Officer must be reported immediately
- Transit Security Officer use of physical force or restraints are only a last resort.
- Transit Security Officers are authorized to use physical intervention techniques to defend themselves or others from physical harm.
- Metro community transit ambassadors should be present to address customer questions or concerns.
- Transit security officers and fare enforcement officers should be more present on Metro services
- Metro should require anti-bias and de-escalation for bus operators.

Phase 4 Draft Concepts Reviewed and Ranked by Core and Equity Teams

	Priority Rank
Pilot a staffing increase of security officers at transit centers to provide increased security presence to deter unlawful behaviors.	3
Pilot increased Transit Resource Officers (TRO) staffing and expand training to bring more coverage and ability to respond to employees and customers on the transit system. The objective for Transit Resource Officer is to improve Metro Transit security through problem solving and community-oriented policing techniques.	3
Refresh and clarify the standard operating procedures for all employees who operate in shared spaces related to accountability, the use of force law, and the roles and responsibilities of security personnel, law enforcement, and fare enforcement.	3
Pilot a staffing increase of front-line supervisors in proportion with the number of service hours to support operators in the line of duty.	3
Pilot a program that expands formal partnerships with social service providers to <u>provide assistance</u> and resources related to mental illness, substance abuse, homelessness, and violent behavior.	2
Pilot support teams with security personnel and social service professionals to assist employees and customers in crisis at various locations throughout the transit system.	3

The implementation factors detailed in Appendix 4 should be incorporated into the development, evaluation, and implementation of concepts for change, which will require additional engagement with the community.

Engagement Summary

To support the SaFE reform work, a four-phase engagement process was used to co-create with the community potential concepts for change to policies and practices:

- Phase 1 involved engagement with Outreach Liaisons to develop a definition of co-creative engagement.
- Phase 2 involved focus groups and an open-ended online survey to envision features of safe environment.
- Phase 3 involved an online survey and focus groups to identify existing policies and practices and potential related changes that would support the SaFE vision.
- Phase 4 involved utilizing Phase 2 and 3 engagement results to develop proposed initial concepts for change.

Phase 1 engagement resulted in an engagement strategy for the SaFE reform work as well as the following SaFE vision: “Safe, accessible, and equitable transit that is co-created to support community well-being.”

The **Phase 2** engagement and analysis of the resulting qualitative data resulted in the following most common themes in support of the SaFE vision:

- More cameras, lighting, accurate real-time arrival information, design for safety, and way-finding elements.
- Clean facilities and more inclusive and welcoming visual cues, including in-language information and art.
- More security and enforcement of Code of Conduct rules.
- Friendly and helpful drivers and staff.

In addition to the themes above, some community members also shared harmful experiences with other riders yelling, threatening, being intoxicated, and breaking Code of Conduct rules.

In **Phase 3** of the engagement, survey respondents had the opportunity to identify whether current policies support the SaFE vision statement in four key areas: physical environment, Code of Conduct, fares, and security. In general, more than half of all respondents indicated that most *existing* policies support the SaFE vision or support the vision but are inconsistently applied. The policies listed below are those that were most frequently identified (by >65 percent of all respondents) as either supporting the vision or supporting the vision but not being consistently practiced:

- Employee facilities are cleaned twice a day
- Bus stops and Metro stations are cleaned weekly
- Operators address unsanitary conditions onboard buses or request a new coach
- Graffiti containing hate speech or symbols is the highest priority for removal
- Surveillance cameras are in use and footage is monitored at Metro facilities
- Lighting at Metro passenger facilities is implemented in limited visibility situations
- Buses have cameras on board that store video footage, but they are not monitored in real-time
- Code of Conduct rules for passengers
- Anyone in violation of the Code of Conduct may be asked to leave the Metro vehicle
- Customers should alert a driver or call 911 if there is a crime or medical emergency
- If a sleeping passenger does not respond, an operator should contact TCC

None of the existing fare or security policies were identified by more than 65 percent of all respondents as supporting the vision of safety.

The *only* policy that was identified by less than 50 percent of all survey respondents as supporting the SaFE vision was that *anti-bias and de-escalation training are voluntary for Metro staff who are not part of the Metro Transit police*, although the fare policies that *fare enforcement is mandated by state and county code* and that *contracted fare enforcement officers can issue a violation for repeated non-payment of fares* were identified by only slightly more than 50 percent of all respondents as supporting the vision.

While overall support was strong for many policies, respondents indicated a high level of inconsistency in the application of many policies, especially related to the following policies (percent of all respondents indicating inconsistent application of policy in parenthesis):

- Bus stops and Metro stations are cleaned weekly (42 percent)
- Code of Conduct rules for passengers (38 percent)
- Anyone in violation of the Code of Conduct may be asked to leave the vehicle (37 percent)
- Operators address unsanitary conditions on board buses or request a new coach (36 percent)
- Lighting at Metro passenger facilities is implemented in limited visibility situations (32 percent)
- Buses have cameras on-board that store video footage, but they are not monitored in real-time (25 percent)
- The provision of uniformed, unarmed security officers aboard services (24 percent)

The most frequently identified policy changes in support of the SaFE vision are noted in the table below.

Most Frequently Identified Policy Changes in Support of the SaFE Vision	Policy Change Would Support the Vision (% of All Respondents)
There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct	49
More lighting is needed	48
Operators need more options for addressing unsanitary conditions	47
Transit facilities should be cleaned more often than weekly	46
Operators don't get the assistance they need to address customers who aren't following the code of conduct	44
Transit security officers and fare enforcement officers should be more present on Metro services	40
Metro should require anti-bias and de-escalation for bus operators	39
Cameras are needed at additional types of locations	33
The Code of Conduct does not do enough to control disruptive rider behavior	33
Metro community transit ambassadors should be present to address customer questions or concerns	28
Fare payment should be enforced but in different ways	26

The most supported concepts of change for the Code of Conduct seem at odds: there need to be a number of ways to address situations where a rider isn't following the Code of Conduct *without* the Code of Conduct providing too much control over rider behavior.

The survey responses were disaggregated by priority populations and some intersectional identities. This analysis indicates that additional consideration should be given in the next phases of the SaFE reform work to understanding the following:

- Potential impacts to/concerns of low-income individuals and youth regarding providing operators with more options to address unsanitary conditions, providing more lighting, and providing more cameras at additional locations.
- Whether the code of conduct exerts too much control over behavior, whether it does not do enough to control disruptive behavior, or if somehow both are true.
- Potential concerns of/impacts to priority populations associated with:
 - Developing ways to address situations when a rider isn't following the Code of Conduct.
 - Providing additional assistance to operators to address customers not following the Code of Conduct.
- Potential benefits of providing more assistance to sleeping or unresponsive riders especially from the perspective of low-income individuals and individuals with disabilities or those experiencing housing instability.
- How to make fare payment affordable for all populations and better enforce fare payment.
- How to make resolving fare payment easier for youth, individuals with disabilities, and those who are housing instable.
- Some Black, low-income, individuals with disabilities, youth, and BIPOC elders desire to limit the use of force and restraint.
- The potential negative impacts of having security and fare enforcement officers more present, especially to Black and Indigenous men, individuals with disabilities, youth, and BIPOC elders.

The feedback collected from the engagement informed the development of 23 potential concepts for changes to current policies and practices, which were then reviewed and prioritized by the Equity and Core Teams into 20 proposed initial concepts. These proposed initial concepts for change are detailed further in Section 9 of this report.

During outreach engagement, Metro identified many lessons learned based on input from participants throughout the process. The lessons learned are documented in Appendix 3. This feedback, along with implementation factors identified by the Equity and Core Teams, will help inform the next actions in the SaFE Reform initiative as well as other Metro processes to continuously improve as an anti-racist organization that seeks to build trust and positive relationships with BIPOC and other priority communities.



D6. A proposal for ongoing measurement and reporting of transit safety and security processes and incidents

Measuring progress is a crucial element in assessing Metro’s performance, including assessing transit safety and security processes. Assessing safety and security processes, and transparently sharing findings, will further build trust with the transit community.

Metro currently has multiple data collection and visualization efforts underway that include safety, security and fare enforcement measurements. Internally, Metro staff monitor the frequency, type, route, location and resolution of all safety and security incidents occurring across the transit system. These measurements are included in the safety and security team’s business insight dashboards on an ongoing basis. This helps Metro better understand the impact of safety and security incidents on customers and employees and how to effectively update policies and distribute resources.

Similarly, Metro monitors fare enforcement encounters, measuring the number and location of contacts as well as the numbers of warnings and violations that are issued and their resolutions. Metro also tracks the rates of fare evasion and demographic information. Visualizations of this data are also available to Metro managers. Metro uses this information to understand the impact of fare enforcement on the community, especially any disproportionate impacts. Metro adjusts its fare enforcement practices based on this information. It also provides a way to understand the effectiveness of fare enforcement efforts in decreasing fare evasion.

[Existing dashboards](#) available to the public provide safety and security metrics such as operator assaults, collisions and customer injuries, and job injury claims. Additional measurements could include data

related to the customer experience on Metro and public safety incidents reported to local law enforcement within the proximity of transit zones.

It is proposed that Metro expand data activities to advance current measuring and reporting efforts for safety and security processes and incidents. Metro will, in collaboration with community:

- Continue to support existing data measuring and reporting efforts within the department;
- Continue to evaluate reporting methods to ensure that visualization of safety and security data accurately illustrates customer conditions and is accessible by the public;
- Investigate new safety and security measurements that inform the customer and employee experience on transit;
- Add new measurements to existing dashboards; and
- Advance internal and external processes and policy changes that will streamline data reporting.

This proposal is consistent with feedback from community engagement related to the need to improve customer communication and information sharing. This work is a high priority strategy for Metro.

D7. A proposal for external or civilian oversight of transit safety and security functions

Metro's SaFE engagement processes have created a venue for the community to engage in candid conversations about transit safety and security. These conversations are integrated with local and national conversations about public safety and law enforcement practices and King County should work to see that they continue. In response, the proposal outlined below offers a two-pronged approach to civilian oversight of transit safety and security utilizing two existing County advisory bodies: the Transit Advisory Commission and the Public Safety Advisory Committee (PSAC). The two bodies could inform one another, incorporating the perspectives of customer, experts, and community which are vital to achieving the SaFE vision.

King County's permanent [Transit Advisory Commission](#) (TAC) "...advises Metro, the Executive, the Council, local jurisdictions and subarea transportation forums on transit issues and policy."⁴⁴ As established by King County Code [2.124.210](#), Metro employs a transit public involvement model to promote responsiveness and accountability to the community. Transit safety elements such as the physical safety of customers and employees are best suited to be addressed within the TAC for ongoing evaluation and discussion.

The [County's Public Safety Advisory Committee](#) (PSAC), established via [Ordinance 19249](#), performs an array of functions for King County. One key responsibility is the gathering of input from stakeholder communities "on how law enforcement services should be provided and ways the (C)ounty could improve the delivery of law enforcement services to preserve and enhance public safety."⁴⁵ In its [final report](#), the PSAC recommended that it continue to convene to help define and realize public safety goals and be the conduit for ongoing community input on improving police services and other county services that affect public safety. This component of the proposal recognizes the necessity to connect discussions of oversight of transit police to current public safety discussions. The PSAC, whose focus has

⁴⁴ King County Code [2.124.210 B.1](#)

⁴⁵ [Ordinance 19429](#)

been deeply rooted in examining law enforcement practices countywide, is well-positioned to layer transit police oversight with the other related public safety topics.

In addition, the [Office of Law Enforcement Oversight](#) (OLEO) represents the interests of the public in its efforts to hold the King County Sheriff's Office accountable for providing fair and just police services. The OLEO conducts outreach to the communities the Sheriff's Office serves.

Any forum that separates oversight of transit safety and security functions from the broader public safety conversation would limit Metro's ability to achieve the SaFE vision due to the interconnectivity that safety and security have with other initiatives reshaping public safety countywide.

D8. Any legislation necessary to implement recommendations related to transit safety and security functions

At the time of the writing of this report, analysis is still underway on the potential legislation necessary to implement initial proposals related to transit safety and security functions. This is due in part to the ongoing nature of the engagement process and to the biennial budget preparation for 2023-2024 currently underway by Metro and the Office of Performance, Strategy, and Budget.

One potential item has been identified to date: revision of the Code of Conduct, KCC 28.96.010, to decriminalize minor violations and provide greater clarity. Further legislative changes may be identified and brought forward in the future as SaFE continues its work with stakeholders.

D9. Proposed recommendations to restructure or reduce transit safety and security functions provided by law enforcement agencies, including, but not limited, to Metro transit police and a timeline for implementation of the recommendations

The overarching implementation approach for these proposed initial concepts will occur in phases that will be identified through future engagement. Each of the proposed initial concepts needs additional engagement with stakeholders, internal and external, to identify specific features and functions. It is necessary for the SaFE team to conduct further robust engagement with communities who are most negatively impacted by policing and enforcement activities and continue to experience disproportionate harm. This engagement would provide an opportunity for these communities to shape or modify a proposed concept, with the goal that resulting concepts support the dismantling of existing inequities and ensure that no further disproportionate harm is caused to these communities by policy changes.

Each subsection of 9a-9d includes 1) information describing the proposal and outlines the proposal's purpose or potential impact. A second table organizes information for requested budgets, transition plans, and implementation timelines for each of the discreet actions within each proposal.

Please note that budget information for the proposed initial concepts is referred to as "estimated", as further analysis may result in revision to the figures identified in this report. Ongoing budget estimates do not assume inflationary adjustments, including cost increases for contracts and staffing.

In addition, the transition plan and implementation timeline are referred to as "projected" given that further development and refinement of identified actions with internal and external stakeholders needs

to occur. Each of the proposals and the actions identified in them are subject to change based on feedback and guidance from internal and external stakeholders.

Some proposed initial concepts appear more than once through the subsections. This is because the report is organized to follow the structure of the Proviso.

9a. A proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budgets and contracts for the Metro transit police

Restructure MTP

Four proposed initial concepts are identified that will directly or indirectly result in the restructuring of MTP duties. The collective impact of these actions will be to reduce harm to customers, avoid introducing customers to law enforcement, and limit pathways to the criminal legal system via transit.

The engagement process led to the finding that a reduction in staffing or budget for MTP should be further evaluated as other SaFE Reform Initiative concepts are enacted. Engagement participants consistently acknowledged the value of the presence on transit services and at passenger facilities during the engagement process.

Restructure Metro Transit Police	
Proposed Initial Concept	Impact/Purpose
1. Co-create with community an alternative enforcement approach to minor Code of Conduct violations	This proposal aims to identify methods to deter and resolve undesirable customer behavior without the threat of fines, citations, or expulsion for transit service. This proposal contributes to a strategic utilization of MTP.
2. Revise the Code of Conduct to remove minor Code of Conduct violations such as tobacco and smells	This proposal aims to remove Code violations that outside a coach would be legal, allowing security operations to focus on major disruptions to the customer experience. This proposal lessens the threat of law enforcement and customer conflict and the possibility of use of force or arrest.
3. Utilize automatic messaging and "Ride Right" information on coaches. This will uniformly educate customers across the system and reduce the need for operators to provide such communications	This proposal aims to lessen the burden of customer information and monitoring for bus operators. Additionally, this proposal lessens the threat of operator and customer confrontation allowing consistency of communication. This proposal lessens the opportunity for physical conflict where significant MTP resources are spent to de-escalate the situation and/or arrest customers.
4. Deploy problem-solving community policing strategies near transit centers through transit resource officers (TROs) or community security partnerships. This includes the potentially utilizing non-law enforcement as an alternative to traditional law enforcement personnel	This proposal aims to expand collaboration with communities near transit centers to push and pull information, deter criminal behavior, and provide a physical presence at transit centers to increase the perception of transit for customers and employees. MTP has previously performed similar activities and have existing relationships in communities to make the desired impact.

Restructure Metro Transit Police			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
1. Co-create alternative enforcement approach to minor Code of Conduct violations	Initial staffing investment up to \$200,000	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis Evaluation of customer satisfaction 	Fall 2022 – Fall 2023
2. Revise the Code of Conduct to remove minor violations such as tobacco and smells	Initial staffing investment up to \$200,000	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis King Council legislation approval Legal review 	Spring 2022 – Fall 2022
3. Utilize automatic messaging and "Ride Right" information on coaches	<ul style="list-style-type: none"> Initial technology and programming investment up to \$900,000 Annual cost up to \$450,000 for personnel, maintenance, and ongoing programming 	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis Vendor research Equipment evaluation Equipment procurement and installation 	Spring 2024 – Fall 2025
4. Deploy problem-solving community policing strategies near transit centers through transit resource officers (TROs) or community security partnerships	<ul style="list-style-type: none"> Initial investment up to \$300,000 for 2.0 FTE non law enforcement personnel or TROs Annual cost up to \$300,000 for ongoing 2.0 FTE staffing 	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis Vendor negotiation Alternative analysis 	Spring 2022 – Fall 2022

9b. A proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budget and processes for fare enforcement

Restructure Fare Enforcement

SaFE recognizes that fare enforcement operations should explore leading with customer well-being, access to transit information, assistive customer contact, and referrals to social service providers while

de-prioritizing issuing fare citations to a last resort tool. In its next phases of work, SaFE should examine opportunities for moving this concept forward.

The SaFE engagement process identified support of a transit future where fare enforcement remains operational but with a revised approach prioritizing customer service. Engagement feedback identified the value of presence on transit and at facilities, bringing order to spaces where employees and customers feel vulnerable.

Four proposed initial concepts are identified for this proposal that may result in the restructuring of fare enforcement duties. Further engagement and analysis are necessary.

Restructure Fare Enforcement	
Proposed Initial Concept	Impact/Purpose
1. Establish and pilot a fare enforcement replacement program	This proposal will develop programming to perform proof of payment inspections and distribute customer information and resources onboard coaches and at transit facilities. This would lead with customer well-being and de-prioritize issuance of citations.
2. Revise the Code of Conduct for minor Code of Conduct violations such as tobacco and smells, so these violations do not introduce customers to law enforcement	This proposal aims to remove code violations that outside a coach would be legal while allowing security operations to focus on major disruptions to the customer experience. Fare enforcement officers play a role in reporting code violations to the proper authority. This proposal will impact the frequency of which the reporting is practiced, allowing for more capacity to engage with customers.
3. Update and clarify standard operating procedures for all employees who operate in shared spaces with security and fare enforcement staff and train employees on the procedures routinely	This proposal aims to define the relationships and responsibilities of Metro employees while assisting customers and performing tasks related to these job functions. FEOs will have a clear understanding of how to escalate issues to the proper Metro personnel and how to work with staff people from different functions of Metro while in customer-facing spaces.
4. Pilot a program to station resources such as transit information, fare support, and crisis management at transit centers in areas where needs are greatest as described by Metro's Mobility Framework	This proposal will provide reliable access to customer services and resources outside downtown Seattle. Stationing resources at accessible locations allows FEOs to direct customers to additional resources that align with the customer's trip.

The results of the engagement process, as previously presented, support a transit future where fare enforcement remains operational but with a revised approach to customer service. SaFE intends to align with feedback that values the presence of security personnel on transit and at facilities that brings presence and order to space where employees and customers feel vulnerable.

Restructure Fare Enforcement			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
1. Establish and pilot a fare enforcement replacement program	<ul style="list-style-type: none"> Initial investment for a new programming model, staffing and functional resources up to \$2,000,000 Annual staffing cost up to \$2,000,000 	<ul style="list-style-type: none"> Conduct community engagement Perform Equity Impact analysis Reprioritize FEOs duties Rebrand proof of payment validation process Identify alternatives to traditional security providers 	Spring 2022 – Fall 2023
2. Revise the Code of Conduct for minor Code of Conduct violations such as tobacco and smells, so these violations do not introduce customers to law enforcement	Initial staffing investment up to \$200,000	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct legal review Prepare and transmit proposed legislation to the Council 	Spring 2022 – Fall 2023
3. Update and clarify standard operating procedures for all employees who operate in shared spaces with security and fare enforcement staff and train employees on the procedures routinely	Initial staffing investment up to \$200,000	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Evaluate and update existing operating procedures 	Spring 2022 – Fall 2023
4. Pilot a program to station resources such as transit information, fare support, and crisis management at transit centers in areas where needs are greatest as described	<ul style="list-style-type: none"> Initial investment for facility improvements and 6.0 staffing of two teams of three up to \$400,000 Annual staffing cost up to \$400,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct site reviews 	Spring 2024 – Fall 2025

by Metro’s Mobility Framework		<ul style="list-style-type: none"> Identify and make needed site improvements 	
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9c. A proposal, budget, transition plan and implementation timeline to restructure or reduce the duties, staffing, budget and processes for other transit safety and security functions

Restructure Transit Safety and Security Functions

The safety and security functions are aimed to protect and serve transit spaces to ensure they are accessible and safe for customers and employees. The concepts outlined below are intended to demonstrate to customers and employees that their well-being is a top priority.

Restructure Transit Safety and Security Functions	
Proposed Initial Concept	Impact/Purpose
1. Pilot support teams, including security, fares and social services professionals	This proposal aims to assist customers in crisis related to fares, mental health, homelessness, etc. at various locations throughout the transit system.
2. Pilot stationing security officers at transit centers to increase presence to deter misconduct	This proposal aims to position security officers at locations to deter violations and disruptive behavior.
3. Pilot a program to station resources such as transit information, fare support, and crisis management at certain transit centers	This proposal will provide reliable access to customer services and resources in areas where needs are greatest as described by Metro’s Mobility Framework. ⁴⁶

Restructure Transit Safety and Security Functions			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
1. Pilot Support teams, including security, fares and social services professionals	<ul style="list-style-type: none"> Initial investment for facility improvements and 6.0 staffing for two teams of three up to \$1,150,000 for 6.0 FTE Annual staffing cost up to \$800,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform equity impact analysis Hire/retrain Evaluate existing operational procedures Procurement of supportive resources Referral process 	Spring 2022 – Summer 2023
2. Pilot stationing security officers at transit centers to increase presence	<ul style="list-style-type: none"> Initial investment for facility improvements and 6.0 FTE for two 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform equity impact analysis 	Spring 2024 – Fall 2025

⁴⁶ “Where needs are greatest” refers to direction outlined in Metro’s [Mobility Framework](#) to address historic and ongoing disadvantages that are not equitably spread due to systemic issues built around power and decision-making that face Priority populations.

Restructure Transit Safety and Security Functions			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
to deter misconduct	teams of three up to \$400,000 • Annual staffing cost up to \$400,000	<ul style="list-style-type: none"> Identify alternatives to traditional security providers Negotiate contract changes Conduct site review Identify needed site improvements 	
3. Pilot a program to station resources such as transit information, fare support, and crisis management at transit centers in areas where needs are greatest as described by Metro’s Mobility Framework	<ul style="list-style-type: none"> Initial investment for staffing of 6.0 FTE of two teams of three up to \$400,000 Annual staffing cost up to \$400,000 	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis Site review Site improvements Hiring/retrain 	Spring 2024 – Fall 2025

9d. A proposal, budget, and implementation timeline to increase the use of non-police services, such as mental health or homelessness navigation services, as an alternative to existing transit safety and security functions

Non-Police Services

Non-police services are supportive functions that ensure the well-being and preservation of the regional transit system. Metro has opportunities to do more for customers and employees by providing customers with resources and connections that could improve customers’ quality of life. The ability of customers to utilize the transit system comfortably returns value to all riders and improves the quality of the system.

Non-Police Services	
Proposed Initial Concept	Impact/Purpose
1. Increase Metro's representation and participation in regional social services/human services coordination	This proposal aims to improve understanding of current and future regional work underway to address social and human service issues. Metro will gain valuable knowledge related to providers' capacity constraints, funding levels, and methods that have successfully achieved positive contributions to desired outcomes.

Non-Police Services	
Proposed Initial Concept	Impact/Purpose
2. Secure social services partnerships to refine practices and pilot new methods of safety and security operations and programming	This proposal aims to establish partnerships with service providers to restructure and improve non-transit resources available to customers. These partnerships could include new practices related but not limited to addressing homelessness or behavioral health issues.
3. Pilot Support teams, including security, fares and social services professionals	This proposal aims to assist customers in crisis related to fares, mental health, homelessness, etc. at various locations throughout the transit system.

Non-Police Services			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
1. Increase Metro's representation and participation in regional social services/human services coordination	<ul style="list-style-type: none"> Initial investment for staffing support cost up to \$100,000 Annual staffing support cost up to \$100,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Coordination with external agencies doing similar work 	Spring 2022 – Fall 2024
2. Secure social services partnerships to refine practices and pilot new methods of safety and security operations and programming	<ul style="list-style-type: none"> Initial investment for contracting with up to three social services organizations up to \$750,000 Annual partnership cost up to \$750,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Explore partnership opportunities including with King County departments Conduct procurement processes Coordination with external agencies doing similar work 	Spring 2022 – Fall 2023
3. Pilot Support teams, including security, fares and social services professionals.	<ul style="list-style-type: none"> Initial investment for facility improvements and 6.0 staffing of two teams of three up to \$1,150,000 for 6.0 FTE Annual staffing cost up to \$800,000 for 6.0 FTE 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Hire/retrain Evaluate existing operating procedures Procure resources that could assist customers faced with 	Spring 2022 – Summer 2023

Non-Police Services			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
		social challenges such as food, blankets • Create or leverage an existing referral process to connect customers to services	

9e. A proposal, budget and implementation timeline for ongoing engagement and coordination with the internal and external stakeholders

Ongoing Engagement

As noted earlier, further engagement is planned by the SaFE team to shape the concepts, answer questions, and define important concept details to ensure that the concepts and next actions are consistent with feedback and ideas expressed by community. It is particularly important for robust engagement to be conducted with communities who are most negatively impacted by policing and enforcement activities and continue to experience disproportionate harm. This robust engagement would provide an opportunity for these communities to shape or modify a proposed concept, with the goal that resulting concepts support the dismantling of existing inequities and ensure that no further disproportionate harm is caused to them by policy changes.

Ongoing Engagement	
Proposed Initial Concept	Impact/Purpose
Continuation of the SaFE co-creation process with a focus on BIPOC and front-line employees.	This proposal aims to continue and expand the SaFE engagement process, including into the implementation phases of initial concepts. This process will further scope and detail each concept related to budget, risk, social impact, and schedule. SaFE will expand participation for BIPOC communities, review examples of practices and pilots performed by peer agencies, and share findings and otherwise shape or modify a proposed concept.

Ongoing Engagement			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
Continuation of the SaFE cocreation process with a focus on BIPOC and front-line employees.	<ul style="list-style-type: none"> Initial investment for engagement resources and consultant support up to \$250,000 Annual engagement resources and 	<ul style="list-style-type: none"> Conduct stakeholder engagement Recruit customers to be part of SaFE teams 	Spring 2022 – Fall 2025

Ongoing Engagement			
Proposed Initial Concept	Estimated Budget	Projected Transition Plan	Projected Timeline
	consultant support cost up to \$250,000	<ul style="list-style-type: none"> Organize and execute data collection and analysis Conduct procurement 	

Additional Activities and Strategies

In addition to the initial concepts outlined above, SaFE identified the following activities and strategies related to implementation of the initial concepts. Through the engagement process, customers and employees identified a variety of elements that influence their feelings of safety. Consequently, it is important to apply a broad and nuanced understanding to safety and security, rather than considering only traditional aspects of safety and security. To that end, the following concepts are equally important to Metro's ability of achieving the SaFE vision. These items are anticipated to contribute to achieving the SaFE vision of safe, accessible, and equitable transit that is co-created to support community well-being.

Additional Concepts	
Additional Concept	Impact/Purpose
1. Prioritize language access-related position hiring	This proposal aims to prioritize the hiring of existing language translation and coordination positions, one within Metro's Partnerships and Engagement Team and one within the Marketing Team. These positions are essential to Metro's ability to effectively communicate with customers, create a standard process for producing creative and in-language materials across workgroups, and engage employees in the process.
2. Develop and deploy a community accessible de-escalation curriculum	This proposal aims to develop and deploy a community accessible de-escalation curriculum that will provide baseline knowledge for customers and employees in the transit community.
3. Prioritize anti-discrimination training program for Metro employees	This proposal aims to advance 5,000 hours of anti-discrimination training programming for all Metro employees to establish a baseline of understanding of anti-discrimination to utilize in the line of duty.
4. Prioritize frontline supervisor staffing	This proposal aims to prioritize staffing of frontline supervisors creating additional capacity to provide assistance and direction to bus operators in addressing operator requests and operational challenges.
5. Identify maintenance needs	This proposal aims to address facility and vehicle maintenance needs that could improve the frequency of cleaning and routine maintenance of transit stops, coaches, transit stations, and elevators.

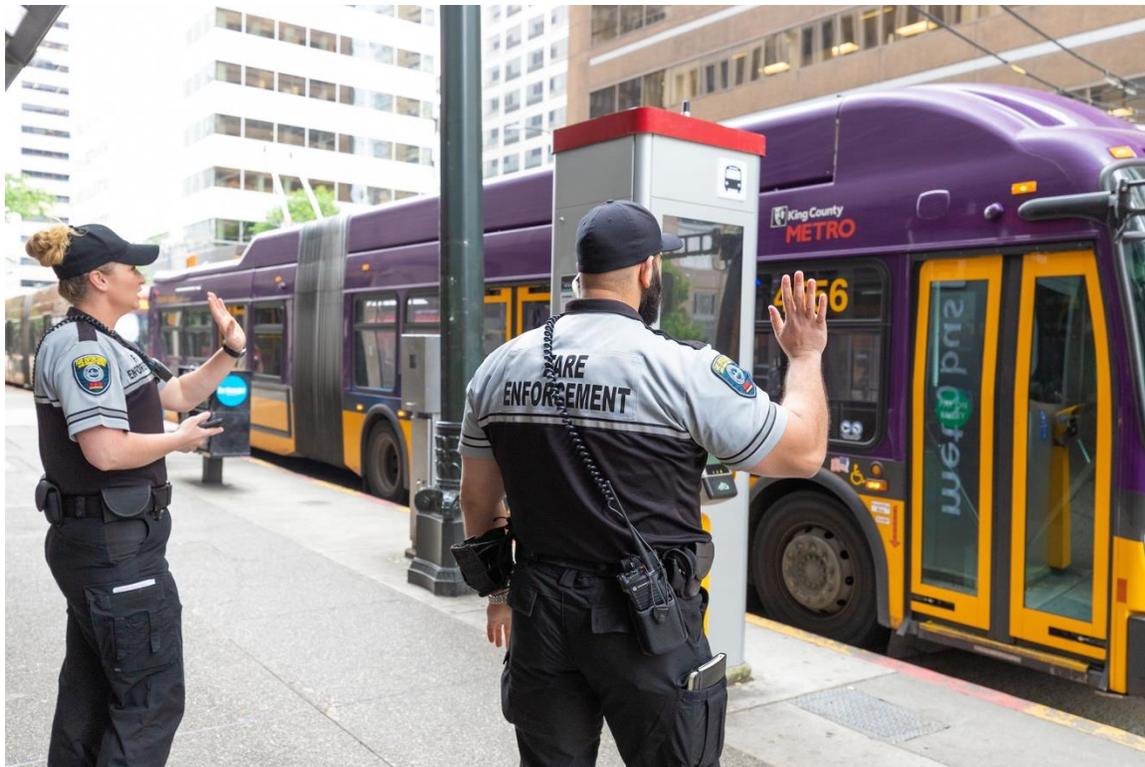
Additional Concepts	
Additional Concept	Impact/Purpose
6. Pilot design changes to transit stops	This proposal aims to maximize visibility and reduce safety risk at transit stops. This proposal could significantly improve the perception of safety during low or no light periods or when surrounding elements as such trees or structure limits visibility.
7. Expand marketing of reduced fare products	This proposal aims to increase awareness of Metro's free and reduced-fare options, especially to those who identify as BIPOC, students, low-income, housing instable, and other priority populations as identified in the Mobility Framework. As next generation ORCA rolls out, there could be opportunities to leverage marketing to customers onboard coaches and at transit facilities. ⁴⁷
8. Additional job-specific training budget for frontline workers	This proposal aims to increase available job-specific training for front-line workers in Metro. Front-line workers are faced with limited opportunities to attend training opportunities to learn about new policies, processes, and equipment; a front-line worker often needs a replacement to fill their job function to take advantage of training opportunities.
9. Support Metro New Employee Orientation	This proposal aims to continue support and improvement to the "Welcome to Metro" New Employee Orientation, which equips new employees with knowledge and access to resources. This opportunity covers Metro's mission, values, goals, equity and social justice principles, customer experience standards, and other valuable information for new employees to succeed.
10. Expand Neighborhood Pop-up	This proposal aims to pilot utilizing front-line employees to staff permanent or pop-up locations such as schools, senior centers, libraries, or community centers where customer and employee resources such as security, customer information, fare support, are available.
11. Activate transit centers	This proposal aims for transit centers to host community-based organizations (CBOs) and community activities to increase community presence, interest, and usability of transit spaces. Potential locations should align with where needs are the greatest as described in Metro's Mobility Framework.
12. Pilot a communication platform for non-emergency feedback	This proposal aims to improve customers' and employees' ability to access communications related to security, safety, operational issues, or other topics quickly. This communication platform could enable the public to capture and report non-emergency events or maintenance issues and report them to Metro personnel.

⁴⁷ Next Generation ORCA [\[LINK\]](#)

Additional Concepts			
Additional Concept		Impact/Purpose	
Additional Activities and Strategies			
Activity/Strategy	Estimated Budget	Projected Transition Plan	Projected Timeline
1. Prioritize language access related position hiring	Initial investment - for staffing support cost up to \$10,000	<ul style="list-style-type: none"> Hire staff Evaluate existing operational procedures 	Spring 2022 – Summer 2022
2. Develop and deploy an accessible de-escalation	Initial investment for staffing support cost up to \$100,000	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct evaluation of existing materials Develop messaging 	Fall 2022 – Summer 2023
3. Advance anti-discrimination training program for Metro employees	<ul style="list-style-type: none"> Initial investment for training hours cost up to \$500,000 Annual training hours cost up to \$500,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct hiring/retraining 	Spring 2023 – Fall 2023
4. Advance frontline supervisor staffing	<ul style="list-style-type: none"> Initial investment for staffing 3.0 FTE cost up to \$450,000 Annual training hours cost up to \$450,000 for 3.0 FTE 	<ul style="list-style-type: none"> Stakeholder engagement Perform Equity Impact analysis Hiring/retraining 	Fall 2023 – Spring 2024
5. Identify maintenance needs	<ul style="list-style-type: none"> Initial investment for maintenance support for 8.0 FTE up to \$800,000 Annual staffing cost up to \$800,000 for 8.0 FTE 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Hire/retrain 	Fall 2023 – Spring 2024
6. Pilot design changes to transit stops	Initial investment for staffing support cost up to \$100,000	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct peer research Perform site reviews Evaluate policy 	Fall 2023 – Spring 2024

Additional Concepts			
Additional Concept		Impact/Purpose	
7. Expand marketing of reduced fare products	Initial investment for staffing support cost up to \$100,000	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Develop and execute messaging and communication strategies Conduct procurement processes 	Spring 2023 – Fall 2024
8. Additional training budget for frontline workers	<ul style="list-style-type: none"> Initial investment for training hours cost up to \$500,000 Annual training hours cost up to \$500,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Hire/retrain 	Spring 2023 – Fall 2024
9. Support Metro New Employee Orientation	<ul style="list-style-type: none"> Initial investment for learning resources and staffing cost up to \$75,000 Annual learning resources and staffing cost up to \$75,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Organizational coordination 	Spring 2024 – Fall 2025
10. Expand Neighborhood Pop-up	<ul style="list-style-type: none"> Initial investment for staffing support up to \$400,000 for 4.0 FTE Annual staffing cost up to \$400,000 for 4.0 FTE 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Hire/retrain Develop and execute messaging and communication strategies 	Spring 2024 – Fall 2025
11. Activate transit centers	<ul style="list-style-type: none"> Initial investment for staffing and event support cost up to \$150,000 Annual operations cost up to \$150,000 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Identify potential partnership opportunities Conduct procurement processes 	Spring 2024 – Fall 2025

Additional Concepts			
Additional Concept		Impact/Purpose	
		<ul style="list-style-type: none"> Organizational coordination Develop and execute messaging and communication strategies 	
12. Pilot a communication platform for non-emergency feedback	<ul style="list-style-type: none"> Initial investment - for acquisition of platform cost up to \$1,000,000. Annual operations cost up to \$200,000. 	<ul style="list-style-type: none"> Conduct stakeholder engagement Perform Equity Impact analysis Conduct procurement processes Organizational coordination Develop and execute messaging and communication strategies 	Summer 2024 – Fall 2025



VII. Next Actions

It is necessary for the SaFE team to conduct further robust engagement with communities who are most negatively impacted by policing and enforcement activities and continue to experience disproportionate harm. This engagement would provide an opportunity for these communities to shape or modify a proposed concept, with the goal that resulting concepts support the dismantling of existing inequities and ensure that no further disproportionate harm is caused to these communities by policy changes.

SaFE anticipates developing additional details about each concept, such as updated cost estimates, outputs, and performance targets. The implementation phase progress will be tracked and evaluated on an ongoing schedule to maximize the opportunity to adjust strategies to ensure performance aligns with the SaFE vision *a safe, accessible, and equitable transit that is co-created to support community well-being*.

SaFE will begin programming for community engagement with external and internal partners. It will reconvene the Equity and Core Teams to design the next phases of engagement to be consistent with the co-creation approach used for earlier phases of this work. SaFE will perform an equity analysis for each concept strategies. SaFE will partner with Metro's Equity, Inclusion, and Belonging Team to navigate the equity analysis process with stakeholders to develop the tools and techniques needed for the process to be successful.

Beyond considering equity in its practices and policies, Metro recognizes that it needs to do more to be an anti-racist mobility agency. The SaFE process indicates that to sustain comprehensive change, a multi-pronged strategy— that addresses both immediate and long-term outcomes— heightens the opportunity for success. Implementing multiple strategies specific to desired outcomes allows Metro to reform and restructure practices on it's path to becoming an anti-racist mobility agency.

VIII. Appendices

Appendix 1: Time for Action Statement



Time for Action

We, the Strategic Leadership Team of King County Metro, ask you to join us

- to speak up and act to tear down oppression and systemic racism of Black, Indigenous, and all people of color,
- to embrace each other, our differences, and our sameness with love and compassion,
- to build a workplace where employees feel respect from one another,
- to take action to rebuild a transit system that is centered on equitably improving the quality of life in Martin Luther King, Jr. County,
- and to adapt and evolve to meet the needs of the community.

The events of 2020 demand that we take more action. The Metro Strategic Leadership Team is committed to:

Lead with love. Make change through compassion, listening, and love. We recognize that systemic racism and injustice exist in King County and our society and this cannot be tolerated. We will take action, at Metro and in our community, to root out the words and actions that disrespect and undervalue people of color. Within Metro, we will build a culture where employees feel heard, valued, and respected by each other. We will build Metro service as a safe space where everyone is welcome and respected. We will continually take bold necessary steps to eradicate racism from our agency and replace it with love.

Change systems of oppression. Slavery, Jim Crow laws, segregation, and exclusionary real estate and land use practices are just some of the systems of legalized White supremacy. These systems have inequitably distributed access to mobility in our community and to opportunity within Metro. And our organization has perpetuated this. Black people continue to pay dearly under these injustices. That cost must be acknowledged and reckoned with. **We affirm that Black lives matter, Black health matters, Black minds matter, Black families matter, Black wealth matters.** We must correct injustices in Metro transit service and within Metro itself.

Close mobility gaps. We support and will use the Mobility Framework proposed by the Metro Equity Cabinet and adopted by the King County Council to dismantle and rebuild structures that support racism and other forms of inequity. We will listen to the community as we restructure the existing transit system resources. And, we will seek to deliver those resources to Black and other historically disadvantaged communities first.

Serve and share power with community. Metro reflects the community and exists to serve it. The community has entrusted us to provide mobility. We will fulfill this obligation by listening to the community and leading with them to close the mobility gap. Metro is also a community. Within our organization, we will listen to, respect, and love one another as we replace historical structures of racism with new structures of equity.

Moving forward together,
 The Strategic Leadership Team of King County Metro

- Rob Gannon, General Manager
- Terry White, Deputy General Manager
- Michelle Allison, Chief of Staff
- Diane Carlson, Capital Division Director
- David Eldred, General Counsel
- Brent Jones, Assistant General Manager, Strategy and Partnerships
- Chris O’Claire, Mobility Division Director
- John Resha, Assistant General Manager, Finance & Administration
- Lisa Voight, Interim Assistant General Manager, Employee Services



Appendix 2: SaFE Charter

Purpose

Metro is committed to reimagining and reforming its safety, security, and fare enforcement functions to advance its commitment to become an anti-racist mobility agency. To do this, Metro will co-create a desired safety, security, and fare enforcement vision with the community, customers, labor, and employees and will identify and implement strategies to achieve the shared vision.

Metro's goal for SaFE is to host an inclusive engagement process with representation from Metro employees, local partners, and members of Black, Indigenous, and people of color communities (BIPOC), whom safety and security policies and functions have most impacted. During the SaFE process, SaFE will reevaluate Metro's policies, practices, and resource allocation to co-create a new vision for transit safety and security that will accomplish the shared vision. Throughout the process, we aim to share power, listen to others' experiences and ideas, and create transparent decision-making that centers the shared goals co-created during the engagement process.

In addition, the County Council has directed Metro through Proviso P5 of Ordinance 2020-0306 to submit a reimagining transit safety and security scoping report by April 12th, 2021 and an implementation report by January 2022.

Background

In June 2020, King County Executive Dow Constantine declared racism as a public health crisis. Executive Constantine reaffirmed the county's commitment to becoming an anti-racist and pro-equity organization. This declaration came amidst a growing local, national, and global awakening – led by the Black Lives Matter movement – to the experiences of police brutality and racist systems that disproportionately harm Black communities. Metro strengthened its commitment to equity and began exploring new approaches to working with communities. Metro serves as a core agency that helped develop the King County Executive's Racism as a Public Health Crisis policy and budget priorities for the 2021-2022 budget. The agency sought to deepen relationships to advance safety, equity, and inclusion and center the voices of and input from Black, Indigenous, and people of color (BIPOC) communities that enforcement systems have most negatively impacted.

With the passage of the 2021-2022 budget, a King County Council proviso was included to review Metro's function and practices related to safety, security, and fare enforcement. This body of work aligns with BIPOC communities' concerns of and impacts from over-policing and law enforcement-type practices. Through this process, Metro will reimagine transit safety and security by looking at ways to reexamine, restructure, and reduce the department's security, fare enforcement, and law enforcement practices, penal codes, partnerships, and resource allocation.

The Safety, Security, and Fare Enforcement (SaFE) Reform Initiative aims to accomplish shared goals developed through a co-creation process with stakeholders, to reimagine and reform safety and security functions at Metro. Fare Enforcement, Transit and Facility Security, and Metro Transit Police all contribute to Metro's ability to address customers' and employees' safety and security needs. These safety and security functions provide Metro with the appropriate public safety resources to uphold the transit "Code of Conduct" on Metro services. As established by King County code, the Code of Conduct addresses "quality of life" and safety issues as needed on transit. Reforming the role of transit safety and law enforcement practices is critical to King County Metro's advancement to becoming an anti-racist mobility agency.

The following engagement proposal is one that is iterative and designed to share power with community. Metro understands the need to involve community in decision-making if it is to establish more equitable policies and practices around safety, security, and enforcement and reduce inequities and adverse impacts based on race. To do this requires an extensive and inclusive engagement process in which people learn from one another's experiences, data is evaluated, empathy is built, and a shared vision for what a "safe and welcoming" experience for customers, employees, and providers is co-created – aboard services, at stops/stations, in facilities, and within community.

SaFE's Impact on King County

- SaFE aims to address disproportionate negative impacts on BIPOC communities caused to safety and security functions at Metro.
- SaFE will contribute to the achievement of King County's Equity, and Social Justice Strategic Plan, its shared vision, and progress of its strategies.
- SaFE introduces a new approach to working in partnership with customers and employees to co-define problems and co-create solutions to the problems' outcomes.

SaFE Scoping

- **Within Scope** - The SaFE Reform Initiative may examine issues that need to be addressed to meet the desired shared goals and outcomes established by internal and external stakeholders including but not limited to homelessness, encampments, unhoused riders, impacts on youth, riders with disabilities, regional coordination, and many more.
- **Outside Scope** - The SaFE Reform Initiative is not meant to make a determination on whether fare payment should be required, whether universal free transit is a possibility or if cash payments are un-acceptable on Metro services. Other project teams at Metro investigating these specific issues.

Potential barriers, challenges, and risk

- Government agencies often find it challenging to establish and grow trusted working relationships with BIPOC communities due to historical harms perpetrated against them.
- Law enforcement practices are being examined across the country. Expectations related to outcomes may not be aligned with the results from the engagement process.
- Changes to security and security functions may cause a departure from negotiated labor agreements.

Political sensitivities

- The community unrest in summer 2020, following the murder of George Floyd, placed a microscope on law enforcement and their treatment of community members. Following this heightened attention, a deep divide in opinion has emerged that will have to be managed in the engagement process.
- Executive leadership has publicly committed to addressing systems of oppression and inequalities rooted in government and security practices.

Targeted completion dates

- January: Onboarding of SaFE Lead Team

- Feb – April: Establish operational structure; Recruit community-based organizations for Phase 1 engagement to create engagement approach for later phases
- May - August: Phase 2 of engagement
- September - October: Phase 3 of engagement
- October: Phase 4 of engagement; draft Report document with recommendations for proviso response
- October – December: review process
- 2022: transition of recommendations to current policies and practices

SaFE Operational Structure – Decision Making Flow Chart

<p><u>Internal Engagement Process</u></p> <p><u>Stage 1a</u></p> <p>Purpose Learn from the first-hand experiences of employees and consider concepts that could contribute to the achievement of the SaFE vision.</p> <p>Participants</p> <ul style="list-style-type: none"> • Employees (emphasizes on frontline employees) • Subject Matter Experts • Labor Reps <p>Outputs</p> <ul style="list-style-type: none"> • Recommendation concepts for further consideration. • Identified barriers and risks to policy changes. • Identified resources required to change Metro systems. 	<p><u>External Engagement Process</u></p> <p><u>Stage 1b</u></p> <p>Purpose Learn from the first-hand experiences of customers, especially BIPOC communities. Co-create concepts that could contribute to the achievement of the SaFE vision.</p> <p>Participants</p> <ul style="list-style-type: none"> • Individual Community Members • Community-Based Organizations <p>Outputs</p> <ul style="list-style-type: none"> • Recommendation concepts for further consideration. • Identified desired safety and security outcomes.
<p><u>Internal/External (Combined) Development Process</u></p> <p><u>Stage 2</u></p> <p>Purpose The Core Team will review the content captured during Stage 1 for relevance, organize the content to be evaluated later in the process, and identify concepts that may face significant challenges related to implementation or impact on practices, policies, or labor.</p> <p>Participants</p> <ul style="list-style-type: none"> • SaFE Core Team • SaFE Ad Hoc Teams <p>Outputs</p> <ul style="list-style-type: none"> • Identify potential pathways to implement recommendation concepts. 	

<ul style="list-style-type: none"> Identify potential impacts of recommendation concepts on labor, customers, and resources. 	
<p><u>Implementation Strategy Development</u> Stage 3a Purpose The Equity Team and Core Team will collaborate to finalize recommendation concepts then prioritize recommendation concepts in an implementation strategy.</p> <p>Participants</p> <ul style="list-style-type: none"> SaFE Equity Team SaFE Core Team <p>Outputs</p> <ul style="list-style-type: none"> Prioritized recommendations for the implementation strategy. Safety and security areas for continued research and engagement. 	<p><u>Implementation Strategy Development</u> Stage 3b Purpose The Lead Team will marry all information gathered throughout the SaFE process to provide detailed descriptions and insight into each recommendation in the implementation strategy. The descriptions will include cost estimates, implementation timeline, risks, and an implementation strategy. The Lead Team will package the implementation report to move forward for consideration.</p> <p>Participants</p> <ul style="list-style-type: none"> SaFE Lead Team <p>Outputs</p> <ul style="list-style-type: none"> Communication of SaFE and its progress. Development of written implementation report.
<p><u>Implementation Report Finalization</u> Stage 4 Purpose Leadership will evaluate the content in the implementation report for consistency and connectivity to King County strategic direction and assess the associated risks related to the implementation report.</p> <p>Participants</p> <ul style="list-style-type: none"> Metro General Manager/ Metro Strategic Leadership Team King County Executive <p>Outputs</p> <ul style="list-style-type: none"> Near-final reform recommendations that are ready to be formally finalized. Identify substantial risks to the organization that needs additional attention. Closing of feedback loop with the community related to SaFE Reform recommendations and next actions toward implementation. 	

Roles and Responsibilities

Metro Strategic Leadership Team (SLT)

- Provide strategic direction to SaFE teams related to internal and external coordination.
- Support and strategic support on recommendation concepts.
- Conduit to push emergent issues and strategy needs to stakeholders and partners, including the County Executive.

- Identify issues for the SaFE team to investigate further.
- Formalize policy implementation to advance recommendations.
- Support SaFE through the budget process.

SaFE Executive Sponsors

- Represents SaFE at the senior leadership level.
- Accountable to the SLT for SaFE deliverables.
- Champion for the SaFE team to secure resources and cross-functional collaboration.
- Acts as the link between the project and the SLT – responsible for keeping the SLT informed and building consensus for decision making.
- Provides guidance to the SaFE Lead Team.
- Serve as an escalation point for decisions, scope and role clarification, and issues beyond the scope of the SaFE Lead Team.

SaFE Lead

- Works with the SaFE teams, SLT, and other external and internal stakeholders to identify outcomes and approaches to achieve those outcomes.
- Working with PM, responsible for creating and carrying out a project plan to deliver the SaFE Reform Initiative.
- Ensure SaFE adheres to processes and protocols established in the outline document and/or charter.
- Organize, facilitate, and ensure follow-up action on issues raised in the meetings.
- Lead the SaFE process to develop scope assignments for the task forces.
- Lead the review and approval process for SaFE team recommendations.
- Raise coordination or role clarification issues quickly if needed to SLT to minimize confusion.
- Facilitate the decision-making process to support timely response; communicate and track decisions.

SaFE Engagement Lead

- Work with SaFE Lead on all engagement and communication activities in the SaFE initiatives.
- Organize and facilitate partnerships with stakeholders.
- Report out findings from surveys, focus groups, and other activities related to participant feedback.
- Raise coordination or role clarification issues quickly if needed to SaFE Lead Team to minimize confusion.

SaFE Project Manger

- Escalates issues to SaFE Lead for direction as needed.
- Lead meetings as needed.
- Maintain notes, products, and information.
- Responsible for co-leading the proviso response.
- Perform duties of the SaFE Lead as needed.

SaFE Administrative Support

- Supporting SaFE Lead Team as needed.

- Assist with meeting scheduling and notes.
- Document management as needed.
- Document preparation and review.
- Perform duties of the SaFE Lead as needed.

Appendix 3 – SaFE Engagement Report

The following provides additional supporting information and documentation for each phase of the engagement process described in the engagement summary in Section D5. Detailed information about outcomes of stakeholder engagement, the methods used to notify communities about the SaFE engagement process and invite them to participate, the questions we asked, who participated, and the feedback received from the public and stakeholders is provided in support of the summary.

Phase 1 Engagement

Blog Post



A Metro Matters blog post was published on May 4, 2021 notifying readers of Metro’s next actions in the SaFE Reform initiative following its approval by the King County Law and Justice Committee.

Blog [\[LINK\]](#)

In this Phase 1 of engagement, Metro spoke to over a dozen community organizations in one-on-one stakeholder interviews and conducted two focus groups, one with external partners and the other with Metro employees. This initial engagement helped Metro co-create the SaFE Reform engagement process.

SaFE Reform Phase 1 Engagement Participants

- ACLU-WA
- Alliance of People with disabilities
- Asian Counseling and Referral Service (ACRS)
- CISC
- Choose 180
- Downtown Emergency Services Center (DESC)

- Freedom Project
- Hopelink
- Kandelina
- King County Transit Advisory Commission
- Metro Bus Operations Division
- Metro Customer Information Division
- Metro Equity Cabinet
- Metro Fare Enforcement

- Metro Transit Police
- Mother Africa
- Rainier Valley Food Bank
- Seattle Neighborhood Greenways
- Transportation Choices Coalition
- Transit Riders Union

Stakeholders and focus group attendees were asked the following questions to help co-define co-creation and inclusive engagement.

1. What does co-creation mean to you?
2. Have you seen any examples of successful co-creation? At Metro? Other organizations?
 - What step(s) were taken that made you feel like co-creation was happening?
 - What made it successful?
3. How could Metro achieve co-creation based on your definition?
4. What does inclusive engagement look like?
5. How might Metro balance the needs of both internal and external stakeholders in making recommendations? For example, should there be transparent decision-making criteria or should be use a consensus-based model?
6. How do you tell engagement was successfully inclusive?
7. A common criticism in these efforts is that an agency didn't talk to "the right people". What does that mean to you? When Metro engages on reimagining safety, security, and enforcement functions, who should be at the table? As in specific groups or people.
8. What are the best communications channels? Tools?

To wrap up the interview, Metro asked respondents to think about what the goal is/should be for engagement around safety, security and enforcement functions. To do that, the respondent was asked to think about possible shared outcomes. Things that could be agreed upon as "universal truths" when it comes to someone's experience on Metro services, at stops/stations/facilities, and in how Metro shows up/interacts in community.

9. If we got to the end of this process and you felt thrilled about the results, what would we have achieved?

Phase 1 Engagement Central Themes

The lists below contain paraphrased statements provided by the participant organizations identified above. They should not be viewed as direct quotes.

Co-Creation

- Create authentic and intentional relationships with community.
- Start from the beginning. Avoid bringing stakeholders into the process late.
- Value participant's time and feedback. Don't ask just to ask, know why you are asking.
- Overcommunicate and be transparent to help build trust.
- Share power with community when it comes to decisions that affect community.
- Ensure community is able to hold Metro accountable.
- Set up community agreements/shared rules for operating.
- Don't put limits on ideas or potential solutions before opportunities to discuss them are held.

- Acknowledge that language matters: Are we trying to fix a system we know is broken or are we trying to create a system that works?
- Be responsive. Nothing is one size fits all, things change constantly, be willing to change with it.
- Ensure leadership commitment to the process. Be uncomfortable with being pushed; be open to listening; understand decisions made at the top mean you may not always know what's happening at the bottom and their impact.

Inclusive Engagement

- Tailor engagement to community; different communities need different tools and tactics.
- Acknowledge and value that trusted community partnership is a two-way street.
- Do your homework, engage when you need to: no one wants to be asked the same questions over and over again, no one wants to be asked about something they already issued a statement/report on.
- Do not lead with judgement or preconceived notions.
- Remove barriers to access.
- Understand people are many things (intersections of who they are) and allow space for that.
- Understand culture norms and popular tools to communicate.

Shared Outcomes/Expectations

- There are no enforcement issues if there are no fares.; everyone understood that no fares likely aren't possible, but it needed to be stated.
- Everyone who needs access gets access to Metro services.
- Metro buses, shelters/stations, and facilities are welcoming places and provide information.
- Operators are trained in de-escalation and know when to contact security/enforcement and when to contact a social worker – finding the root issue.
- Recommendations have equitable impact.
- Metro owns past mistakes – we don't reimagine things that harm.
- Metro visibly shows that it is a welcoming and tolerant place.
- Everyone knows how and why decisions are made.
- We create a process that is replicable.
- This initial engagement helped Metro co-create the SaFE Reform engagement process from the beginning.

The feedback gathered in this initial outreach influenced the next phases of engagement, which are described below.

Phase 2 Engagement

The following provides detailed information about Phase 2 of the SaFE engagement process, including supporting information from the Phase 2 stakeholder workshops, the methods used to notify communities the invitation to participate, the questions asked, who participated, and the feedback received from the public and stakeholders.

Phase 2 Community Agreements Workshops

Workshops for Phase 2 development of community agreements were facilitated by Equity Matters Consultants (<https://www.equitymattersnw.com>), a women of color consultant group that specializes in supporting organizations pursuing racially just transformation. The Color Brave Space Norms (below)

were introduced and set the tone of the discussions. These norms were used to support the facilitation of candid conversations about race in order to help participants better understand each other’s perspectives and experiences without fear or hesitation.



Phase 2 Engagement Notifications

The following methods were used to notify communities about the SaFE engagement process and invite people to participate.

Gov Delivery Notifications

GovDelivery is a list serve that Metro uses to notify subscribers about service updates and other announcements and news. A GovDelivery announcement inviting recipients to participate in the online survey was sent on July 21, 2021.

- Sent to 60,837 subscribers.
- 8,296 unique subscribers opened the message.
- 141 unique users clicked the survey link.

Blog post



A blog post was published on July 21, 2021 notifying readers about the next phase of community engagement and how to participate with links to the survey in twelve (12) languages.

Tabling at Metro Bus Bases

The engagement team coordinated a tabling effort at bus bases and essential employee work sites, staffed by the engagement team, Core Team members, Ad Hoc Team members, SaFE Reform Subject Matter Experts, and other staff. Seventy five shifts were filled at 3 hours each for a total of 225 hours spent encouraging staff participation. All frontline staff who took the survey received compensation for their time.

Outreach Liaison Phase 2 Outreach

Metro partnered with community-based organizations to center BIPOC voices and voices that intersect with other marginalized and un(der)served communities. These partners guided survey collection, promotion, and analysis. The survey was available online and on paper in twelve (12) languages. Metro paid respondents to take the survey through a community-based organization. The following table provides a summary of the liaisons' promotion activities.

Organization	Phase 2 Outreach Descriptions
Africans on the Eastside	Activities: Shared survey with networks. Number of people engaged: 84
Alliance of People with disabilities	Activities: Shared survey with networks.
API Chaya	Activities: Shared survey with networks. Number of people engaged: 113
Chinese Information and Service Center (CISC)	Activities: Shared survey with networks; held three focus groups with Chinese and Vietnamese communities. Most participants were over 65 years old. Number of people engaged: 145
Hopelink	Activities: Shared survey with networks.
Latino Community Fund	Activities: Shared survey with networks. Number of people engaged: 57
Mother Africa	Activities: Shared survey with networks; held two focus groups with Arabic and Dari speakers. Number of people engaged: 258

Seattle Chinatown International District Preservation and Development Authority (SCIDpda)	Activities: Held one focus group with Chinese community members. Number of people engaged: 5
Villa Comunitaria	Activities: Shared survey with networks; held one focus group with BIPOC youth that live in South Park. Number of people engaged: 108 people
Youth for Equitable Streets	Activities: Shared survey with networks; tabled at Cham Night Market. Number of people engaged: 90+

Phase 2 Survey Questions

The Phase 2 engagement survey was provided online and on paper and in twelve (12) languages including Amharic, Arabic, Chinese (traditional), Dari, English, French, Korean, Russian, Somali, Spanish, Swahili, Ukrainian, and Vietnamese. The following questions were asked.

Creating a safer Metro
King County Metro’s Safety, Security, and Fare Enforcement (SaFE) Reform Initiative wants to co-create with community (that means you!) a definition and vision of what it means to be safe on and at Metro. Your responses to the following questions will help us shape that definition and vision of what it means to feel and be safe.
How you identify
These questions help Metro ensure we’re centering the voice of those most impacted by our safety, security, and enforcement policies. The data won’t be used for anything other than our analysis for this project. Feel free to only answer the questions you are most comfortable with.
<p>1. Are you employed by or are contracted with King County Metro?</p> <ul style="list-style-type: none"> a. Yes b. No c. Don’t know d. Prefer not to share
<p>3. Which of the following best describes you? (Please choose one or more.)</p> <ul style="list-style-type: none"> a. American Indian or Alaskan Native b. Asian or Pacific Islander c. Black or African American d. Hispanic or Latino/a/x e. White f. Multiracial or Biracial g. A race/ethnicity not listed here (please specify) h. Don’t know i. Prefer not to share
<p>5. What is your gender?</p> <ul style="list-style-type: none"> a. Male b. Female c. Transgender Male d. Transgender Female e. Non-binary f. Different identity (Please specify)

<ul style="list-style-type: none">g. Don't knowh. Prefer not to share
<p>7. Do you identify as LGBTQIA+?</p> <ul style="list-style-type: none">a. Yesb. Noc. Don't knowd. Prefer not to share
<p>9. What is your age?</p> <ul style="list-style-type: none">a. Younger than 18b. 18-19c. 20-24d. 25-34e. 35-44f. 45-54g. 55-64h. 65 or overi. Prefer not to share
<p>11. What is the primary language you speak at home?</p> <ul style="list-style-type: none">a. Englishb. Chinese (Mandarin, Cantonese, etc.)c. Koreand. Spanishe. Tagalogf. Vietnameseg. Russianh. Somalii. Other (please specify)j. Prefer not to share
<p>13. What is your total annual household income?</p> <ul style="list-style-type: none">a. Less than \$7,500b. \$7,500 – 14,999c. \$15,000 - 24,999d. \$25,000 – 34,999e. \$35,000 – 54,999f. \$55,000 – 74,999g. \$75,000 – 99,999h. \$100,000 – 149,999i. Over \$150,000j. Don't knowk. Prefer not to share
<p>15. Do you have a disability and/or barrier (as defined by the Americans with Disabilities Act) that limits your ability to do one or more major/day-to-day life activities? (Such as walking, climbing stairs, running errands, hearing announcements, using a computer, reading, or understanding written or visual signs?)</p> <ul style="list-style-type: none">a. Yesb. No

<ul style="list-style-type: none"> c. Don't know d. Prefer not to share
<p>17. Are you currently experiencing homelessness? Or have you recently experienced homelessness?</p> <ul style="list-style-type: none"> a. Yes b. No c. Prefer not to share
<p>19. Please choose the statement that best describes you.</p> <ul style="list-style-type: none"> a. I usually ride transit by choice. I have access to other modes of transit (such as a car) if I choose to use it b. I usually ride transit because I have no other option (such as access to a car) to get where I need to go c. Don't know d. Prefer not to share
<p>Safety</p>
<p>1. Imagine entering a new space, where you don't know anyone, and your surroundings may feel unfamiliar.</p> <ul style="list-style-type: none"> a. What would make you feel comfortable? b. What would make you feel safer in that new or unfamiliar environment?
<p>3. What does it mean to feel safe on transit? This can include places such as bus stops where there is contact between Metro and the public.</p>
<p>5. Think of your past experiences on/at Metro.</p> <ul style="list-style-type: none"> a. Where or what has made you feel safe? Where or what has made you feel unsafe? b. If you would like to share, what happened and what was the experience like? c. Could Metro have done anything to change this experience? d. Would you have wanted to provide feedback about this experience to Metro? Yes/No <ul style="list-style-type: none"> i. If so, by which method: <ul style="list-style-type: none"> 1. Phone call 2. Email 3. Text 4. Social media post or direct message 5. Other (please specify):
<p>7. How can Metro demonstrate to you it is safe to use its services, visit one of its facilities, like a bus stop, and interact with its employees and representatives?</p>
<p>9. What can Metro do to build trust so you could feel safe to ride and interact with Metro?</p>
<p>An imagination exercise</p>
<p>In this next section, we'd like to take you through a guided imagination exercise. Though this may feel challenging, let go of all barriers and obstacles you might see as limiting the opportunity to be successful. We want you to actually believe in the future as a possibility Metro can work on every day to create. Your responses to the following questions will help Metro create the vision it will work toward every day.</p>

1. Imagine sometime in the future you are traveling on a Metro service or visiting a Metro facility, like a bus stop or customer service office, where there is contact between Metro and the public. It is your best experience on/at Metro.

- a. What was your experience like getting to the service or facility?
- b. Why are you using a Metro service or visiting a Metro facility?
- c. Where are you going if you are using a service? Or, why are you visiting a facility?
- d. What time of day are you traveling or visiting?
- e. What do you notice around you?
 - i. Describe your surroundings.
 - ii. Did a Metro operator or representative interact with you?
 1. What was this experience like?
 - iii. Are you being treated the same way as others in the space? Why is there a difference (if any)?
- f. Did this experience meet your expectations for what a safe and welcoming experience on/at Metro should be? Yes/No
 - i. Please explain.

Phase 2 Coding Scheme

The Phase 2 survey was analyzed based on the coding scheme below. Tallies of how many responses referenced each code are represented in the table with the top, most frequently counted codes (300 or more) highlighted in yellow.

1	Environmental factors	
1.1	Inclusive and welcoming visual cues (cleanliness, in-language information, art)	1687
1.2	Code of conduct signs, communications	425
1.3	Cameras, lighting, accurate real-time arrival info, design for safety, wayfinding	1898
1.4	Seating at bus shelters or on buses	580
1.5	Bus stops easy to get to; sidewalks, bike lanes, protection from cars	247
1.6	Passenger amenities (bathrooms, water fountains, trash/recycle, Wifi)	161
2	Personnel	
2.1	Drivers enforce code of conduct	297
2.2	Friendly, helpful, cautious, compassionate, knowledgeable drivers/staff	1081
2.3	Unfriendly drivers	36
2.4	More diverse personnel	55
2.5	Reduce or eliminate enforcement staff	102
2.6	Enforcement staff make me feel unsafe	90
2.7	More security, enforcement of code of conduct rules	1344
2.8	Non-enforcement staff/ambassadors	167
2.9	Operator/staff training, onboarding, support, recognition, anti-bias	160
3	Other passengers	
3.1	Other riders act respectfully (not yelling, not intoxicated, non-threatening)	474
3.2	Other riders yelling, threatening, intoxicated, sexual misconduct	625
3.3	Crowds; not being alone	273
3.4	Was alone at a stop or on the bus	22
3.5	Friendly passengers/ diverse/ sense of community	501
3.6	People wearing masks, practicing social distancing	581
3.7	Provide services to help homeless people	195
4	Service	
4.1	Frequent service	138
4.2	Reliability/on-time service	213
5	Communications/Marketing/Information	
5.1	Information kiosk; service information	44
5.2	In language information/interpreters	21
6	Time of day	
6.1	Early morning	43
6.2	Morning	428
6.3	Mid-day	251

6.4	Afternoon	322
6.5	Evening	265
6.6	Late at night	43
7	Ways to provide feedback	
7.1	Email	261
7.2	Text message	96
7.3	Phone call	87
7.4	QR Code	4
7.5	Social media	52
8	Destinations	
8.1	Medical appointments	72
8.2	Social/friends/family	105
8.3	Events; sports, concerts, theater	82
8.4	Employment	525
8.5	School/education	51
8.6	Shopping, food bank, library, etc.	98
8.7	Buy an ORCA card, visit a Metro office, customer service, etc.	27

Phase 2 Survey Respondent Demographics

A total of 5,641 people took the SaFE Reform Survey between July 12-25, 2021. The following tables describe the demographic breakdown of survey respondents.⁴⁸

Category	Percentage	Total number of responses
American Indian or Alaskan Native	1.8	103
Asian or Pacific Islander	15.7	887
Black or African American	10.7	603
Hispanic or Latino/a/x	7.6	431
White	57.5	3,242
Multiracial or Biracial	5.4	303
Don't know	2.3	131
Prefer to self-describe (please specify)	4.7	265

English speaking public (4,204 total respondents)

Category	Percentage	Total number of responses
American Indian or Alaskan Native	1.9	77
Asian or Pacific Islander	15.3	635
Black or African American	8.7	360
Hispanic or Latino/a/x	6.7	278
White	63.6	2,649

⁴⁸ The sum of the number of the responses in this and the following demographic tables totals to more than the number of respondents noted in the narrative above the table and the sum of the percentages totals to more than 100 because respondents sometimes mark more than one demographic category.

Multiracial or Biracial	5.9	244
Don't know	1.9	79
Prefer to self-describe (please specify)	3.8	160

English speaking Metro employees (1,015 total respondents)

Category	Percentage	Total number of responses
American Indian or Alaskan Native	2.5	25
Asian or Pacific Islander	14.6	148
Black or African American	19.5	198
Hispanic or Latino/a/x	4.7	48
White	49.8	505
Multiracial or Biracial	5.6	57
Don't know	3.0	30
Prefer to self-describe (please specify)	4.2	43

Non-English speaking (422 total respondents)

Category	Percentage	Total number of responses
American Indian or Alaskan Native	0.2	1
Asian or Pacific Islander	24.6	104
Black or African American	10.7	45
Hispanic or Latino/a/x	24.9	105
White	20.9	88
Multiracial or Biracial	0.5	2
Don't know	5.2	22
Prefer to self-describe (please specify)	14.7	62

BIPOC intersecting with other vulnerable identities (1,610 total respondents)

Category	Percentage	Total number of responses
Disability	4.5	188
Income (<= 25k)	7.4	311
LGBTQ	9.4	397
Housing instability	1.3	54
Non-English primary language	10.4	437
Youth (under 18)	2.4	100
Seniors (65 and older)	2.9	123

Phase 2 Survey Sample Open-ended Comments

The following is a sample of comments received in the Phase 2 survey organized by demographics and separating out comments from Metro employees and non-employees.

Random sample of all responses

Non-employees (n= 4,631)	Metro employees (n=1,010)
No homeless, drug addicts sleeping at stops, using drugs, and making it their public toilet. There is a	I'd feel safer in that new or unfamiliar environment if there was technology/tool available that either I

<p>black market of stolen goods including alcohol that is at the transit stop on 12 and jackson. How is this safe for our kids and community No one using drugs on the bus, i have been on the bus when an addict started smoking meth. Not allowing violent mentally disturbed/high/drunk passengers on transit. No alcohol drinking being enforced Security on the more dangerous routes, such as the 7 and any that have a hig history of incidents. having posted on the Bus, how to text if you are witnessing an incident.</p>	<p>can use to report an incident and receive assistance asap, or that's watching over my surroundings to help deter/record incidents.</p>
<p>Not being worried about riding transit at night. As a woman, knowing I won't be harassed while riding or at the transit stop. That i have a clear way to note an emergency at the bus stop or on the bus. That I can rest on the bus without fear that me or my belongings will be disturbed.</p>	<p>Clarity of my role in that space and clear instruction on how to navigate the space.</p>
<p>No law or fare enforcement</p>	<p>I know security presence is not a feasible option, so better lighting, more space between frequently used stops (especially after 3PM, pre-pandemic we were shoulder to shoulder in Downtown), camera's to deter unwanted activity, panic buttons at stops (similar to what's on college campus's)</p>
<p>Reassurance that Metro locations, stops, stations, and vehicles are safe spaces, sufficient training for drivers and Metro employees to direct and support passengers/customers to resources or assistance they may need. Security that is there to help, not harass, and trained with proper de-escalation procedures in case something bad happens. Signs with clear directions, and in multiple languages. More accurate digital signage, especially at the link stations and select bus stations so that passengers can know what time vehicles are arriving and can plan or prepare to stay at a given stop or station for a certain period of time.</p>	<p>Listen to customers, drivers - create a space for dialogue</p>
<p>An lgbtqia symbol somewhere especially upon entering, diverse persons welcoming me and around me, a Safe Space sign.</p>	<p>Take public ownership of your shortcomings and actually make and enforce changes. Stop with the empty promises/goals. Ensure employees are treating riders with dignity and respect and are greeting riders with friendly words and smiles and helping them when needed instead of being so dismissive, mean and surly at times. Actually listen to your ridership and their needs.</p>
<p>Signs in my language</p>	<p>Establish safe areas at the train stops especially in Tukwila. Have security get on and off each trains</p>

	<p>more i.e. maybe ride from one end to the other and walk through each car to make their presence know. I would rather see doing that then fair enforcement for now. On the bus, have them ride during busy times, not so much during the commuter hours i.e. all the rapid rides need more of a presence. I see folks hanging around from Tukwila to 320th on Pac Hwy doing all kind of crazy stuff. I don't know how your PM drivers handle it, those routes should receive hazard pay.</p>
<p>Street lights. A place to sit on a bench. Frequent bus service, so I don't need to wait outside long before the bus arrives. A way to easily tell how soon the bus will arrive.</p>	<p>To me, it means I can go about my business without having to feel like I'm on high alert.</p>
<p>Signing stating inclusive policies and how to report if violated AND knowing something will come of reporting</p>	<p>Where your physical and mental health is free from injury.</p>
<p>It depends I've been racially profiled by people on the bus, and the bus driver. Usually people seem to judge me based on my size and the fact I'm a black youth. Especially on the bus because you can see they are uncomfortable with me being there, which in return makes me uncomfortable.</p>	<p>To feel safe on transit means that you as a rider or driver are not concerned for your physical or emotional well-being, that you can get to your destination with the expectation that you will not be injured in any way.</p>
<p>See proactive measures and continue to have safe and positive experiences. See change at bus stops where folks aren't living there or using them as a place to do, buy, or sell drugs. See inclusive messaging at locations and messaging that unlawful behavior is not tolerated.</p>	<p>Riding transit should be an anonymous experience in that it doesn't matter who you are, what you do, if you're a well off office worker or addict experiencing homelessness. Get on at your stop, get off where you need to go, nothing more complicated than that.</p>
<p>Proactive communication of what intentional steps they are taking, having very strong and clear values RE: why transit is critical to the health of our communities, and supporting riders with reliable service, ambassadors and clean facilities.</p>	
<p>It should be well lighted, clean, unobstructed and can be seen by the public, no one should be able to bully me, I should not be discriminated by the metro security team and the people who are traveling with me.</p>	
<p>Some metro drivers; male and female are very professional and engage with the passengers. This makes me feel that this person is interested in his job and would notice something out of the ordinary.</p>	
<p>some have been very kind to me and my child and some have simply not made us feel welcomed</p>	

<p>when boarding. Sometimes I have been 1 cent short and they have yelled at me that I needed to pay the cent or get off, and it has been embarrassing for me. A few times, I have not brought the necessary change and I have only been a few cents short and they have not given me the ticket, that is very rude and I disagree. Also, sometimes the ticket does not have the time it should have stamped and they do not give it to you, even if you tell them, they ignore you or they answer you in a rude way in front of everyone.</p>	
<p>Metro services thousands, if not more, customers daily. All coming from different walks of life, and most of them depending on public transit. Metro should and needs to do its best to make sure that everyone that uses their services feels safe and welcome to do so, from clear and properly lit stops to helpful staff that are trained to handle various situations, to support for non English speaking customers. Providing customers with a genuine and safe experience goes a long way, and shouldn't be hard.</p>	

BIPOC with disabilities

The below responses related to questions asked on the Phase 2 engagement survey as indicated by Q#.

Non-employees	Metro employees
<p>I feel comfortable in spaces where it is intentional that black, queer, disabled and dark-skinned people are supposed to feel comfortable. Q12</p>	<p>Drivers focusing on driving not combined with dealing w/ mentally ill and addicts. They are having to diagnose, analyze and de-escalate in addition to driving. Q13</p>
<p>Someone being authentically friendly and having someone to talk to so I'm no longer alone in this space and have an ally. Or having an engaging activity for me to do to tune out my surroundings until I can go to somewhere more comfortable (music, movie, social media, etc) Q12</p>	<p>I dont feel comfortable riding with unruly passengers onboard which the driver usually ignores. I also do not feel safe knowing there are only two police officers that cover all of south king county on the weekend. I feel its not only unsafe for us passengers but unsafe for them. If we have to wait for Kent then it takes forever. Q14</p>
<p>Proper electronic signage that updates notifications of which stop Metro is arriving at soon. Adequate shade for the outside sitting arrangements. Metro station maps to help familiarize each station, maps that I can bring with me. A spot for me to decompress, because I get over-stimulated by new places, and it gets overwhelming to deal with. Q12</p>	<p>nothing is safe about Metro. The people running Metro do not care about those actually out there on the front lines, otherwise there would be no question about creating a safe environment. If you do NOT enforce the rules, there is no safe place on transit. Q15</p>

You can always tell when a space is made for someone that's not you. Q13	Hire more people to enforce metro rules and to help with safe at places. Hire more bus cleaners. Q21
Not feeling surveilled or monitored. Having an understanding of the norms and protocol. Q13	Be more responsive to driver concerns Q24
Maps on walls in tunnel and in train itself, paper or online maps color coding Instead of fare enforcement have navigation professionals that help you navigate where you're going Q13	
It literally means my life. If it is not safe I could die. I am forced to be on transit due to my circumstances so if I cannot rely on it, what else am I supposed to do? Q14	
The metro authorities do not help me feel safer. I have been harassed on a few occasions, but I've never felt like the fare police were there for my protection just to punish Q14	

Low-income BIPOC

Non-employees	Metro employees
I would feel more comfortable if the people there were friendly and welcoming. It would also help if I felt like I would not be judged based on my physical traits or cultural background. Q12	The presence of Transit Police. I used to take RTs #7 and #9 in Rainier valley and there used to be Metro Police shadowing to those buses. That was long time ago but I don't see that these days. We need more Transit Police on busy routes not less. Q15
Accessibility considered. Different language translations on signs. People who are designated to help, not a security but just a helper who you can ask questions to. Q12	have more Transit police around for quick response time. Q21
a spot where i can see everything ie. facing windows, door at all times; driver or transit staff that can help answer questions, assist with (un)loading, and be extra eyes for any unsafe behavior from riders; security cameras that can be used in resolving conflicts (NOT racial profiling or petty crimes) as they are reported/requested from "victims" Q12	To see drivers getting prepared and ready to hit road. Mainly to see how happy drivers who love what they do, the public service. Q25
Making connections with the people in the community. Q12	
Community members working for the purpose of support and able to diffuse altercations and experienced with mental health issues. No cops! Q13	
I think feeling safe is having confidence in riding to and from a destination unharmed and efficiently, at	

all times of day. I also think safety is having more resources city-wide for homeless folks, who often must stay at/near bus stops due to housing insecurity. Q14	
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LGBTQIA+ BIPOC

Non-employees	Metro employees
Seeing an employee (not a security guard, someone that is unarmed) that is approachable that I can ask any questions I may have, perhaps with signage indicating that they are there to help. Clean, communal seating that is accessible and comfortable would be helpful as well. Q12	Seeing people of perceived similar socio-economic outlooks on life. Q12
Smiling faces, people who acknowledge your presence. Art and poetry hanging. Diverse music playing. Q12	Clean, organized, increased security and video cameras around the premises Q12
People who look like we have things in common (age, race, gender, clothing, language). Seeing families and elders. Being welcomed verbally or through body language. Knowing what to expect from the situation and interactions with people. Q12	People following the rules, either explicitly stated or implicit. Q13
Knowing that everyone was behaving under a set of guidelines to protect others Q12	Clean spaces, regular security patrols. Having the ability to request help via mobile device when situations are uncomfortable would be good. Q13
I feel safer when bus driver welcomes me, seems to be attentive of the environment and is engaging with riders kindly. also when no one on the bus being disruptive. Q13	It takes too long for police and supervisors to respond. Situations on the bus are dynamic and frequently escalate rapidly. I frequently feel that when I call in a situation and request help they are reluctant to send assistance or attempt to downplay what is occurring. Q21
Clearly communicated expectations for how people take care of each other and share the space. Helpful people who are ready to assist with questions or requests. Q13	post more prominent messages about safety, have a place we can text if feeling unsafe on the bus so it's not on the operator or on the rider to make it to the front of the bus to tell the operator. Once a man was harassing a woman and I sat next to her on purpose until he got off the bus. Q23
messaging (verbal, audio recorded, and written) around kindly respecting people's access needs as well as personal space, seeing incidents and conflict on the bus handled well by others on the bus and by the bus driver (NOT police, and instead by a social worker or community member if someone needed to be called in to deescalate) Q13	Safe and welcoming is both what your physical surroundings are and what is Metro doing to keep people wanting to ride transit services. When I ride on Metro I want to feel like I am not in physical harm or will not be accosted by people both at a bus stop and on a bus. The interaction with Metro staff is cordial, professional, and helpful to keep

	situations deescalated. The warm interactions with Metro staff make me feel welcomed, safe, and seen. Q34
Being able to leave whenever as soon as I feel unsafe. Feeling like someone around me will step in to help if an unsafe situation arises Q13	
Kind bus driver and others who know how to de-escalate situations. Welcoming environments where people help each other, such as offering their seat or giving directions. Thoughtfulness about the experience of riding a bus — transit is a place we share and take care of together. No worries that if I can't pay the fare, I'll be punished. Knowing that I could step up and help out someone who can't pay their fare. Kindness. Equity. Q14	
I think unsafe things can happen in public at any time, whether it is on the Metro or not. Therefore, I think I would feel safe if more people were trained in bystander intervention so that I know that if something unsafe were to happen, I could count on the random people around to me to step in and de-escalate the situation. On the other hand, I would not feel safe with increased security/police presence since I think they have a tendency to escalate the situation and put surrounding people in harms way. Q14	

BIPOC w/ housing instability experience

Non-employees	Metro employees
I feel comfortable in spaces where it is intentional that black, queer, disabled and dark-skinned people are supposed to feel comfortable Q 12	Both identified as female. Interest in increased security or fare enforcement.
Friendly people who pay attention to their surroundings, and look out for each other with good intention. Q 12	
You can always tell when a space is made for someone that's not you. Q 13	
Ensuring that bus stops and buses are well maintained and employees of Metro are engaging with passengers not just as riders but with an understanding that they can also help contribute to better conditions for the community. E.g. not humiliating or putting someone who smells like urine off the bus but maybe contacting	

community response to connect the passenger with resources or help. Q 14	
Continue with community outreach and presence. Hire more BIPOC employees. Q24	

BIPOC whose primary language is not English

Non-employees	Metro employees
<p>Good lighting, unarmed community ambassador type people to help with directions/guidance or a help desk/customer service. Q13</p> <p>Having a place be clean and minimum security. The presence of police would definitely not make me feel save. Q13</p> <p>people of color are around, bright lights, community walk groups, crowds, music, poc dancing and laughers.</p>	<p>No unruly passengers, and quick response from transit police when needed. Metro should deny services to unhygienic and violent passengers, and strictly enforce it. Q15</p>
<p>Trash cans & maintenance at bus stops, frequent buses with PPE & social distancing maintained, cleanliness, signage & announcements in several languages (at least Spanish & Chinese). Q14</p>	<p>Sometimes, Transit police can't even remove unruly passengers. It seems there are so many policies and restrictions holding back the Transit police to do their job. I don't who is making those policies but they're unsafe from the public-transit rider's safety prospective. Q17</p>
<p>Enforce the fares and rules on the bus. This is a mean of transportation not a mobile shelter. Q 21</p>	<p>To see drivers getting prepared and ready to hit road. Mainly to see how happy drivers who love what they do, the public service. Q25</p>
<p>I feel relatively safe using metro as my primary form of transportation. When unwanted behavior happens on the bus, most drivers confront it immediately. Q23</p> <p>When they install proper lighting, a bench, and empty the trash cans for all bus stops and along the sidewalks. And make it more accessible and safe for passengers who ride the bus at night. Q23</p>	
<p>take action. have advocates on buses and bus stops. ensure safety of riders as a top priority. ensure drivers and staff take training addressing patriarchy and toxic masculinity. Q24</p> <p>We have seen during covid that bus rides can be free and accessible to all. If metro was more community driven having more of the positive</p>	

experiences I've shared happen, I believe people will feel safer. Q24	
Staff are welcoming. Clear directions of where we are or destination. Perhaps a map to display would help. Bright light at the facility. Q25	
Clean facility and workers that were there were friendly and willing to help. There would also be a public plaza where there would be food and drinks and places to wait comfortable for the next leg of travel.Q25	
Bright lighting, trash/recycling/compost bins regularly serviced, not kicking out or policing homeless people (and offering them services or leaving them alone instead). Q28	
They only help me if I seek help, it's easy to access even if I don't speak English as a first language, and there are enough staff to help everyone who has questions. Q30	

BIPOC youth

Non-employees	Metro employees
Having someone that works there come and help me . Q12	
An understanding of the layout and building as well as some familiarity in terms of what it is. Q12	
For me, being safe on transit means that I feel relaxed and comfortable as if I'm with people I already know, even if I don't talk to other people on transit. I don't want to feel like I'm being watched or that I may be in danger or harmed. Q14	
Knowledge of security protocols, active security, safe looking environment. Q14	
If security or someone patrolling the stops would make me feel safer as Metro areas tend to invite conflict.Q14	
Dark environments at bus stops and/or bus stops being serviced irregularly. Q19	
To clean up that bus stop. Making seating. And to have either security or something to not have	

people that aren't waiting for the bus to be there so then bus drivers know the people there want to get on. Q21	
Hire approachable staff, don't make people feel guilty or rude if they need help, do not be a bystander if you see someone who is feeling uncomfortable. Ask if they're okay rather than staying silent. Q23	
give the public progress updates about how things are going Q24	

BIPOC seniors

Non-employees	Metro employees
Seeing that other people look comfortable in the area.going about their day - shoppers,and walkers etc. Maintained property, clean sidewalks. Good lighting. Q12	Drivers focusing on driving not combined with dealing w/ mentally ill and addicts. They are having to diagnose, analyze and de-escalate in addition to driving. Q13
Sitting too close to anyone who doesn't pay their fare. Q12 Greeters, open space with good visibility, easy to find signage Q12 Good lighting, good signage, maps with directions, visible security personnel, personal spacing (not over crowded) Q12	
Good lighting, cleanliness, culturally appropriate signage (material), someone that looks like me Q13 Well lit area, security walking around, helpful Metro employees available if needed Q13	Transit security presence eliminates issues before they begin. Q15
When the driver is paying attention to road. When riders who have mental issues are addressed. Unfortunately, many are tolerated — it's a challenge for drivers to intervene. Q15	It takes too long for police and supervisors to respond. Situations on the bus are dynamic and frequently escalate rapidly. I frequently feel that when I call in a situation and request help they are reluctant to send assistance or attempt to downplay what is occurring. Q21
As a senior there are designated sitting areas (front of bus). I was tired and needed to sit but they seats were taken by young adults who had removed their face masks. It made me feel respected/safe when the driver announced over the microphone that the	By having items in good repair and to have a more visible presence of supervisors at transit centers and high volume bus stops. Q23

young adults could allow that space for seniors and those differently abled and wear their mask Q16	
Provide more outreach to neighborhoods that are struggling Ask the riders “at the bus stop” what they want and would like to see. Q24	Be more responsive to driver concerns Q 24
For the most part, I trust Metro’s drivers and can only hope that the buses are routinely inspected and receive necessary and required mechanical maintenance on a timely basis. As stated earlier, good lighting at bus stops, and cleanliness is also important. Perhaps employ sometime of skilled intervention person on the buses to handle unruly or dangerous passengers. Yet, I can’t see that happening budget wise. Q24	

Phase 2 Outreach Liaison Community Tabling Feedback

SaFE Reform Outreach Liaisons conducted tabling events throughout Phase 2 of SaFE engagement to promote the survey. Outreach Liaisons were invited to share feedback about how the tabling went and report any feedback received verbally during tabling. The following themes were collected from the Outreach Liaisons during report-out meetings held on July 27, 2021 and July 29, 2021.

Mother Africa

- Respondents feel safer with visible security cameras.
- Respondents feel safer when they see other customers who look like them.
- Safety includes knowledge of the transit system or awareness of how to access information.
- Clients are refugees, so they don't know how to get on the bus. Information about how to use the bus and where to charge the card contributes to feeling of comfort.
- Respondents do not understand the online schedule in Metro’s Transit Planning App.
- Respondents would like more information about where to get free bus tickets for new residents

Latino Community Fund

- Homelessness
 - Don't feel safe when they see homeless riders, they can be disruptive, others can display dangerous behavior. So, riders feel uncomfortable.
 - One person decided to get off the bus and walk.
- Bus stops
 - Sometimes the bus stops are used as a shelter by the unhoused. So, they don't use the bus shelter. An issue when there's weather.
- Mothers
 - Young daughters - they feel uncomfortable taking the bus because of the unhoused folks who also use the bus
- Access to information
 - At bus stops - the time schedule. That info is sometimes destroyed. They don't have the app or know how to get it. So, they get lost.

- Particular areas where they feel unsafe. Light rail feels more secure - because there are city ambassadors, fare enforcement provides sense of security.
- Suggesting if they have similar system on Metro.
- Would like to learn how employees and operators are equipped to deal with passengers, de-escalation trainings
 - Example: last person on bus, there's one person sitting in the back, the driver is an older person, so they feel bad for the driver and they feel unsafe. The rider thinks they might have to intervene on the operator's behalf.
 - Imagine safety: get onto bus without thinking about an incident

API Chaya

- If the bus driver is well taken care of, that's calming to people.
- If the bus driver has what they need to feel comfortable on the bus and has what they need in their workplace, customers feel more confident in their own experience on the bus.

Alliance of People with disAbilities

- Concerns about being left at bus stops because disability seating is full
- Providing on-board announcements verbally is helpful for people who are blind or visually impaired.
- When a bus stop is moved due to construction it puts those with mobility disabilities in a very difficult and unsafe situation.

Villa Comunitaria

- Training with metro, drivers – de-escalation
- Lighting, too harsh or no lighting.
- Children - how to teach them to get on safely and be a good rider
- South Park service

Chinese Information and Service Center

- Riders feel safe when buses are clean. Supplies should be available to empower riders to clean their own space.
- There is increased level of fear due to the high number of anti-Asian hate and bias incidents that happen on the bus.
- There is concern about physical safety, especially for elders who fear of falling on bus when the driver accelerates before they can get seated.
- Getting on the bus is challenging for elders because the bus is too far from curb, especially for those who are carrying groceries
- Reliable bus service is an important factor in feelings of safety and feeling confidence in the bus system.

Phase 2 Resonance Focus Group Script

SaFE reconnected with Outreach Liaisons and front-line employees. The purpose of the community resonance focus group process was to gather more information to:

- Ensure the definition and vision of a safe and welcoming Metro reflects the experiences and needs of groups of people who are disproportionately negatively impacted by safety, security, and fare enforcement policies.
- Gain a deeper understanding of common themes identified in the Phase 2 engagement around security and fare enforcement.

These themes were shared with the Core and Equity Teams to inform the process of developing the SaFE Vision statement at the end of Phase 2 engagement.

- **Introductions** (5-10 min depending on group size)
 - Facilitator and note taker
 - Name, pronouns, role in Metro and focus group.
 - Participants:
 - Name
 - Pronouns (if you would like to share)
 - Access needs
 - What interests you about safety, security, and fare enforcement on transit?

- **SaFE background** (2 min)
 - King County Metro is looking to reform its safety and enforcement policies and practices through the Safety, Security, and Fare Enforcement (SaFE) Reform Initiative. This multi-phase process that will result in an implementation report submitted to King County Council in fall 2021. The report will include recommendations for how to change Metro's current safety, security, and enforcement practices to ensure Metro is safe and welcoming for all.
 - To begin development of recommendations, Metro asked our employees, riders, and community members to take a transit safety survey as part of SaFE reform in July 2021. The survey asked what it means to be safe on transit and we heard from over 5,600 participants. Based on these survey results, Metro and members of the SaFE Core and Equity Teams (the Equity Team includes members of the external community) drafted a definition of safety and a vision statement.

- **Purpose of focus group**
 - The purpose of today's focus group is to 1) check for resonance with the vision statement, and 2) explore more deeply the themes that emerged from our analysis of survey data. This will help Metro get a better understanding of our community's expectations and how we can achieve those expectations.

- **Guidelines** (5 minutes)
 - This is a space for you to share your opinions and feelings about each of the prompts. Engagement looks differently for everyone, some folks may feel ready to share their thoughts immediately while some may need more time to process. We have built in time for silent reflection, and we may encourage those who we have not heard from to take up more space.
 - One speaker at a time. This may mean the facilitator calls on speakers as they raise their hands. Please use the raise hand tool to let us know you'd like to share. The facilitator will call on participants in the order they raise their hand.
 - This is not a test – there are no correct answers. This is not a place to assess accuracy or pass judgement – everyone's lived experience is valid.
 - Since we will be sharing personal experiences and opinions, as we said earlier, what you share will remain anonymous. Additionally, please keep the stories shared in this space, in this space.
 - You can also message the facilitator with any comments you would like them to share on your behalf.

- We will be in this space together for 90 minutes (minus the time we spent sharing the project background). With that in mind, please be mindful of the airtime you take up, but you may engage in relevant dialogue with one another.
- This will not be recorded, but we will be taking notes. As a reminder, ____ is our note taker. They may ask clarifying questions in order to keep accurate notes. We will also be gathering some anonymous demographic information. What is shared in this space will be summarized and provided to project staff to inform the next actions of the process.
- We will use the Zoom polling feature several times during the focus group.
- Are there any questions?
- Polling demographics (10 minutes)
 - Let's start with a practice poll before we get into the demographic poll.
 - Run "Warm up" poll
 - Light banter related to question
 - Now we have a short list of demographics questions. As a reminder, they are anonymous and the data will be summarized and will inform both our outreach and our next actions.
 - Run "Demographics" poll. Do not share results.

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First, we will review how we collected data in our first period of public outreach and engagement.

Summary of methods (2 minutes)

Metro reviewed a sample of the responses collected, centering BIPOC respondents and those with intersections with disability, youth, LGBTQIA identity, experience being unhoused. For example, 80 percent of the responses reviewed were those who identified as BIPOC and 20 percent identified as White.

The project team reviewed the prevalent themes and highlighted comments to create a set of themes that should be addressed in the vision statement and definition of safe, met with the team of survey reviewers to validate and discuss if anything was missing or needed to be further defined.

This data was then used by our SaFE teams to draft the following vision statement and the supporting definitions:

Vision Statement (share ahead of each focus group)

Safe, accessible, and equitable transit that is co-created to support community well-being.

Definitions

Safe: Well-being that is supported through recognition of everyone's dignity.

Accessible: Transit that is easy for community members of all backgrounds and abilities to use and provide.

Equitable: Fair, complete, and equal access to transit environments that support the ability to thrive.

Community: An interconnected collective of people, places, and things that make transit work as it should.

Co-created: Shared ownership of creation with the understanding that the process and relationship with community is continuous.

VISION STATEMENT

Vision Statement: Safe, accessible, and equitable transit that is co-created to support community well-being.	How well does this vision statement resonate with you? <i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i> (Zoom poll) <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	What does not resonate? <i>ask anyone who answered well to respond to any comments, if no one answer not well, have a brief discussion on why it resonates well</i>
	(follow up) How would you change the statement to better resonate?

THEMES

Facilitator: From the feedback we collected, we also observed patterns of what was shared and identified themes. We are curious how well these themes that we've pulled out reflect your views of safety on and around transit. We will reflect for 2 minutes after each theme and then run the polling function.

THEME 1

Theme 1: Metro needs to increase presence, so people feel safe on/at Metro. Employees want more security and community wants more ambassadors of information.	How well does this theme reflect your views of safety on and around transit? <i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i> (Zoom poll) <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	Why?
	(follow up) Employees: When you envision an increased security presence, what would you hope they are there to do? What does the representative look like, what are their behaviors, what are they wearing? What do you expect them to be responding to? -- Community members: When you envision an increased security presence, what would you hope they are there to do? What does the representative look like, what are their behaviors, what are they wearing?

	What do you expect them to be responding to?
	(follow up) What is the role and responsibility of this: (employees) security personnel or (community members) ambassador?

THEME 2

<p>Theme 2:</p> <p>Metro should aim to better reflect the community it serves through staffing and design of infrastructure and provide increased lighting, clear, inclusive signage, and accessible amenities so all can feel safe.</p>	<p>How well does this theme reflect your views of safety on and around transit?</p> <p><i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i></p> <p>(Zoom poll)</p> <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	<p>Why?</p>
	<p>(follow up)</p> <p>Are there any other elements you would like to see included in this list? How should they be prioritized?</p>

THEME 3

<p>Theme 3:</p> <p>Metro has created an environment where users expect operators to do much more than fulfill their primary role of operating the vehicle safely (such as act as social service provider, security, fare enforcement, and customer service). This has led to some operators wanting to refuse service to communities they deem as unable or unwilling to follow the code of conduct or are just “trouble.”</p>	<p>How well does this theme reflect your views of safety on and around transit?</p> <p><i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i></p> <p>(Zoom poll)</p> <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	<p>Why?</p>

	<p><i>(follow up)</i></p> <p>Operators of Metro services are primarily there to ensure safe operation of the vehicle. Yet, more is expected of them. What do you think should be the role of the operator in supporting/creating safety? Can you think of another way in which to support/create safety? Who should be responsible for this? What role do other riders and community members have in creating safe and welcoming transit spaces?</p> <p>Why should someone be denied service? Are there different reasons for preventing someone from boarding or removing someone already in/at a service?</p>
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THEME 4

<p>Theme 4:</p> <p>A code of conduct to ride and operate needs to be identified, clearly communicated, and enforced so Metro employees and users feel safe. Application of codes cannot unfairly target certain groups of people based on perception of inability or unwillingness to follow codes.</p>	<p>How well does this theme reflect your views of safety on and around transit?</p> <p><i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i></p> <p>(Zoom poll)</p> <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	<p>Why?</p>
	<p><i>(follow up)</i></p> <p>Employees: What are the types of behaviors from users or Metro representatives that make you feel unsafe – have you experienced or observed any of these behaviors? When you think of enforcement is it more encouraging the right behaviors or punishing wrong behaviors? What would or could it look like to uphold a code of conduct in a fair and unbiased way?</p> <p>Community: What are the types of behaviors from users or Metro representatives that make you feel unsafe – have you experienced or observed any of these behaviors? When you think of enforcement is it more encouraging the right behaviors or punishing wrong behaviors? What would or could it look like to uphold a code of conduct in a fair and unbiased way?</p>

THEME 5

<p>Theme 5:</p> <p>There is a belief that Metro doesn't care about employees or community and creates or perpetuates unsafe environments.</p>	<p>How well does this theme reflect your views of safety on and around transit?</p> <p><i>Please silently reflect for a minute or two. You may raise your hand at any time, and the facilitator will call on hands in order once we have gotten a chance to reflect.</i></p> <p>(Zoom poll)</p> <ul style="list-style-type: none"> <input type="radio"/> Well <input type="radio"/> Neutral <input type="radio"/> Not well <input type="radio"/> Unsure
	<p>Why?</p>
	<p><i>(follow up)</i></p> <p>What is Metro doing or what should Metro be doing?</p>

Revisit VISION STATEMENT

Now that we have discussed the themes that informed the development of the vision statement, let's revisit the vision statement and do another poll. It is:

"Safe, accessible, and equitable transit that is co-created to support community well-being."

<p>Vision Statement</p> <p>Safe, accessible, and equitable transit that is co-created to support community well-being.</p>	<p>How well does the vision statement reflect the themes?</p> <p><i>Again, think about it for a second in the context of what we spent the last 50 minutes discussing.</i></p> <p>Run poll.</p>
	<p>What does not resonate?</p> <p><i>ask anyone who answered well to respond to any comments, if no one answer not well, have a brief discussion on why it resonates well</i></p>
	<p><i>(follow up)</i> How would you change the statement to better resonate?</p>

Phase 2 Resonance Focus Group Feedback

The following table provides a detailed summary of themes heard across all focus group and within each focus group with participants from specific demographics.

<p>Major themes across all focus groups:</p> <ul style="list-style-type: none"> • Improve infrastructure in and around bus facilities like lighting, cameras, shelters/seating, communications, and fare payment access. • Provide more support and resources to bus operators to ensure they can operate the bus safely and provide quality customer service to riders. • De-escalation and anti-bias training should be required for all frontline staff. • How to balance safety, education, and fare enforcement.
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Participants	Highlights	Quotes/Anecdotes
BIPOC Youth (25 years and younger) 2 focus group held, 25 total participants	<ul style="list-style-type: none"> • Emphasis on increased education and customer service from Metro representatives. • Reassess operators' responsibilities. • Improve/increase operator resources and support. • Recommend de-escalation training and social work resources be available to Metro frontline staff. • Improved infrastructure – lighting and systems of communication 	<ul style="list-style-type: none"> • Safety and security should be accessible to everyone. • Bus operators pick and choose where they want to help. • The difference between good and bad customer service; small acts of kindness make a huge difference. • Should not enforce fares if you cannot guarantee that bias won't influence who is targeted
Housing insecure, 10 participants	<ul style="list-style-type: none"> • Make communications more accessible to the average person, less jargony • Improve/increase operator resources and support. • Improved infrastructure including lighting, fare payment options, and communications 	<ul style="list-style-type: none"> • Transportation should be a right for all, even riders who are using substances.
BIPOC LGBTQ+, 6 participants	<ul style="list-style-type: none"> • Improved infrastructure (lighting, shelters, communications, bathrooms). • Improve/increase operator resources and support. 	<ul style="list-style-type: none"> • I like the ambassadors of information. Don't want more Metro presence, as a black person, when I see someone in uniform, don't know what will happen. • Metro needs to increase presence – having people around is helpful. • Ambassadors would mean having education about what the best way to handle those situations would be. Everyone has different ideas on how to handle those encounters – not always appropriate, can make things worse. Don't want to add more authoritarian figures on the bus, no hall monitors. But education is everything. • Built environments really work against those who are living unsheltered. Having cameras but no surveillance state. • Code would be helpful making spaces safer, but also don't want to enable more bias against people experiencing mental illness. Other people might feel unsafe because of

		their biases, not necessarily because of the person.
BIPOC seniors, 4 participants	<ul style="list-style-type: none"> • Improve accessibility and accommodations for those with mobility needs and seniors. • Improve infrastructure including lighting, shelters, seating, communications • Improve/increase operator resources and support • Code of Conduct is important to the feeling of safety 	<ul style="list-style-type: none"> • Genesis of 'Metro' is Metropolitan – Polis is Latin word for people, so it means transit for the people. Metro services do a good job.
Internal MTP & Fare Enforcement, 10 participants	<ul style="list-style-type: none"> • Security and FE officers are not police; improve communications/education about the difference in roles. This applies to an ambassador role as well. • Partnership with other agencies (e.g. Prosecutor's office) to streamline processes and have follow up re: consequences for those with infractions. • Update and communicate Code of Conduct and consequences for breaking it. Follow through with consequences. • There are larger systemic problems related to operator and FE officer implicit bias; this is not just a Metro concern. 	<ul style="list-style-type: none"> • Even though [we] are wearing a security uniform, public perspective is that [we] are police. There is no signage or public information about the changes or roles of security or fare enforcement. • Numbers in audit are being inflated by Metro – officers are being on buses that are ridden by more Black/African American riders. Not being placed in other parts of the County. • All administrative staff and policy-makers should ride the bus first hand.
Customer Information Office, 17 participants	<ul style="list-style-type: none"> • Improve communications and access to communications related to fare enforcement, fare payment, service, etc. • Improve and increase operator resources and support 	

Phase 3 Engagement

The following provides detailed information in support of the engagement summary in section D5 of this report about the methods used to notify communities about Phase 3 of the SaFE engagement process, the invitation to participate, the questions we asked, who participated, and the feedback received.

Gov Delivery Notifications

GovDelivery is a list serve that Metro uses to notify subscribers about service updates and other announcements and news. A GovDelivery announcement inviting recipients to participate in the online survey was sent on September 29, 2021.

- Sent to 76,609 subscribers
- 12,625 unique subscribers opened the message

- 1,780 unique users clicked the survey link

Social Media

Facebook

Facebook posts were boosted with links for all 12 languages to communities surrounding RapidRide corridors and areas that historically had more interactions with fare enforcement. These posts reached 8,686 people with 111 of them clicking on a link.



- September 24 <https://www.facebook.com/kcmetro/posts/162457109392793>
- September 30 <https://www.facebook.com/kcmetro/posts/166550368983467>

Instagram

September 24 - <https://www.instagram.com/p/CUN2tEQBSKm/>

Impressions – 574, 20% weren't following our account.

Twitter

September 24 - <https://twitter.com/kcmetrobus/status/1441456761722978309>

Impressions - 6,470

Total Engagements – 70

Link clicks – 31

September 24 (tweet 2) - <https://twitter.com/kcmetrobus/status/1441463217218199561>

Impressions – 906

Safety, Security, and Fare Enforcement (SaFE) Reform Initiative

Total Engagement – 10

September 30 - <https://twitter.com/kcmetrobus/status/1443736176599318534>

Impressions - 2,152

Total engagements 19

In-Language participation through social media outreach

A shortened URL was created specifically for each in-language version of the survey and tracked the number of people who took in-language surveys through Metro’s social media posts

- Amharic – 6
- Chinese – 5
- French – 7
- Korean – 6
- Russian – 7
- Spanish – 13
- Somali – 7
- Swahili – 7
- Ukrainian – 7
- Dari – 7



Blog post

A Metro Matters Blog post was published on September 21, 2021 sharing the safety vision statement produced through phase 2 engagement and announcing the third phase of public engagement with links to the survey in 12 languages.

<https://kingcountymetro.blog/2021/09/24/metro-invites-feedback-on-safety-policies/>

Summary of Phase 3 Outreach Liaison activities

(Note: outreach activities varied between liaisons. Some liaisons provided participant demographic information, while others did not.)

Organization	Phase 2 Outreach Descriptions
Africans on the Eastside	Activities: Shared survey with networks. Number of people engaged: 6
Alliance of People with disAbilities	Activities: Shared survey with networks.
API Chaya	Activities: Shared survey with networks.
Chinese Information and Service Center (CISC)	Activities: Shared survey with networks; held three focus groups with Chinese community members. Most participants were over 65 years old. Number of people engaged: 28

Hopelink	Activities: Shared survey with networks.
Latino Community Fund	Activities: Shared survey with networks; held three focus groups with the Latino community. Number of people engaged: 9
Mother Africa	Activities: Shared survey with networks; held two focus groups with community members of Middle Eastern, African, and South Asian descent. Number of people engaged: 228
Seattle Chinatown International District Preservation and Development Authority (SCIDpda)	Activities: Held one focus group with Asian-American community members. Number of people engaged: 8
Villa Comunitaria	Activities: Held one focus group with BIPOC youth that live in South Park. Number of people engaged: 15
Youth for Equitable Streets	Activities: Held one focus group with BIPOC youth. Number of people engaged: 10

Phase 3 Focus Groups

SaFE Outreach Liaisons hosted six (6) focus groups with the community of people they serve, the SaFE engagement team held four (4) focus groups with bus operators, and three (3) focus groups with community members who identify as Black or African American to gather insights related to existing policies and practices and seek input on recommendations for changes to policies.

Metro hosted focus groups:

- Friday, September 24, 2021 | 2:00 – 3:30pm
 - 5 attendees. All external community members who identify as Black or African-American.
- Thursday, September 30, 2021 | 10:00 – 11:30am
 - 2 attendees. All external community members who identify as Black or African-American.
- Friday, October 1, 2021 | 5:30 – 7:00pm
 - 6 attendees. All external community members who identify as Black or African-American.
- Wednesday, September 29, 2021 | 12-1pm
 - North Base bus operators
- Thursday, September 30, 2021 | 1-2pm
 - Atlantic Base bus operators
- Thursday, September 30, 2021 | 2-3pm
 - South Base bus operators
- Friday, October 1, 2021 | 2-3pm
 - Central Base bus operators

Phase 3 Focus Group Script

The following script was translated into multiple languages and utilized for focus group hosted by Metro and by the Outreach Liaisons during Phase 3 of engagement.

SaFE Background

King County Metro is looking to reform its safety and enforcement policies and practices through the Safety, Security, and Fare Enforcement (SaFE) Reform Initiative. This process will result in a report submitted to King County Council in fall 2021. The report will include recommendations for how to change Metro's current safety, security, and enforcement practices to ensure Metro is safe and welcoming for all.

To begin developing recommendations, Metro asked our employees, riders, and community members to take a transit safety survey in July 2021. The survey asked what it means to be safe on transit. Based on these survey results, Metro and members of the SaFE Core and Equity Teams (the Equity Team includes members of the external community) drafted a definition of safety and a vision statement and gathered feedback on these statements from the community through a set of focus groups.

Vision Statement

The vision statement that came out of the process is:

Safe, accessible, and equitable transit that is co-created to support community well-being.

Definitions of key terms in this vision statement are as follows:

Safe: Well-being that is supported through recognition of everyone's dignity.

Accessible: Transit that is easy for community members of all backgrounds and abilities to use and provide.

Equitable: Fair, complete, and equal access to transit environments that support the ability to thrive.

Community: An interconnected collective of people, places, and things that make transit work as it should.

Co-created: Shared ownership of creation with the understanding that the process and relationship with community is continuous.

Purpose of focus group

The next step in this process is to look at Metro's existing policies and practices related to safety and security, and see how well they align with the vision statement and definition of safety that we just went over. In other words, how are Metro's current policies helping or hurting the community's vision of a safe and welcoming Metro?

The purpose of this focus group is to review Metro's policies and practices around four safety-related topics: Physical Environment; Appropriate Behavior for Staff and Passengers; Fares; and Security. We will then talk about how well these policies and practices support the vision statement. Finally, we will talk about how you would change these policies and practices in order to make Metro safer.

Guidelines (*note: these are guidelines that Metro uses for virtual meetings. Feel free to modify these to fit the nature of your focus groups.*)

- This is a space for you to share your opinions and feelings about each of the prompts. Engagement looks differently for everyone, some folks may feel ready to share their thoughts immediately while some may need more time to process.

- One speaker at a time. This may mean the facilitator calls on speakers as they raise their hands. Please use the raise hand tool to let us know you'd like to share. The facilitator will call on participants in the order they raise their hand.
- This is not a test – there are no correct answers. This is not a place to assess accuracy or pass judgement – everyone's lived experience is valid.
- Since we will be sharing personal experiences and opinions, as we said earlier, what you share will remain anonymous. Additionally, please keep the stories shared in this space, in this space.
- You can also message the facilitator with any comments you would like them to share on your behalf.
- We will be in this space together for 90 minutes (minus the time we spent sharing the project background). With that in mind, please be mindful of the airtime you take up, but you may engage in relevant dialogue with one another.
- This will not be recorded, but we will be taking notes that will be sent to Metro. Your name or identity will not be linked to anything you say in this meeting. As a reminder, _____ is our note taker. They may ask clarifying questions in order to keep accurate notes. We will also be gathering some anonymous demographic information. What is shared in this space will be summarized and provided to project staff to inform the next actions of the process.
- Any questions?

Policies and Procedures Related to Physical Environments

First, we will go over policies and procedures related to physical environments. I will read a summary of these policies, and then I will ask you a series of questions about how well these policies support the vision statement.

Policy summary:

Metro works to ensure a clean environment for those who ride or visit Metro. Employee facilities are cleaned twice a day, and transit stations are cleaned weekly. Metro will respond to requests for immediate attention when needed. Graffiti, especially that containing hate speech or symbols are the highest priority for removal.

Operators will address unsanitary conditions on board buses that present a risk to customers or requesting a new coach. Surveillance cameras are installed at Metro facilities, major transit centers, and parking structures and monitored 24-hours a day by Metro. All coaches have surveillance on-board that stores footage but is not monitored in real-time.

All Metro shelters have lighting, and additional lighting may be added in limited visibility situations.

1. Do these policies support the community vision of safety and security?
 - a. Which parts of the policy you think support the vision of a safe and welcoming Metro?
 - b. Which parts of the policy do not support the vision of a safe and welcoming Metro?
2. How should these policies change to support the community vision of safety and security?

Follow-up options to provide as examples of possible policy changes:

- *Transit facilities should be cleaned more often than weekly*
- *Operators need more options for addressing unsanitary conditions*
- *Lighting is needed at more stops and facilities*
- *Cameras are needed at additional types of locations*
- *Fewer cameras are needed*

Policies and Procedures Related to Appropriate Behavior for Staff and Passengers

Next, we will discuss policies and procedures related to appropriate behavior of staff and passengers.

Policy summary:

The Code of Conduct ordinance include the following guidelines:

- Pay the right fare
- Respect other passengers' privacy
- Do not cause safety problems
- Use headphones
- No eating, smoking or littering
- No alcoholic beverages
- Do not harass driver or other riders
- Do not lie down on the seats
- Respect transit property
- Use Metro services and facilities for transportation purposes only

Anyone in violation of the actions below may be asked to leave the Metro vehicle or facility, and risk suspension of their privileges to use Metro transit or enter transit property. The bus driver's primary job is to operate the bus safely. The role of the bus driver is that of a peacekeeper, not an enforcer. Operators do not intervene when problems occur on their bus. Instead, they each have a public address system to remind riders of appropriate behavior. Drivers also have direct lines of communication to coordinators if assistance is needed.

Customers should alert the driver if they see a problem on the bus, or if prevented from alerting the driver should call 9-1-1 to report a crime or medical emergency. Customers should note the route number (posted inside and outside of buses), and the direction the bus was traveling.

If problems arise on the bus, the bus driver's first priority is to determine if a passenger's safety or security is at stake. The driver will assess the severity of the problem and resources available and respond accordingly. The bus driver may decide to use any or all of the following approaches: talk to the passenger, call for assistance, submit a report on the incident at the end of their shift, or take no immediate action. In the case of minor infractions of the Code of Conduct, Metro's general guideline for the driver is to continue on the route rather than inconvenience other riders by delaying service. Operators may verbally attempt to wake up a sleeping or non-responsive rider and do their best to assess their health. However, operators are discouraged from touching sleeping riders. After a single attempt they should call for assistance.

More information is available on [Metro's website](#) including the complete [Code of Conduct](#).

3. Do these policies support the community vision of safety and security?
 - a. Which parts of the policy you think support the vision of a safe and welcoming Metro?
 - b. Which parts of the policy do not support the vision of a safe and welcoming Metro?
4. How should these policies change to support the community vision of safety and security?

Follow-up options to provide as examples of possible policy changes:

- *The Code of Conduct provides too much control over rider behavior*
- *The Code of Conduct does not do enough to control disruptive rider behavior*

- *There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct*
- *Sleeping or unresponsive riders should be offered more assistance*
- *Operators don't get the assistance they need to address customers who aren't following the code of conduct.*

Policies and Procedures Related to Fares

Next, we will discuss policies and procedures related to fares and fare enforcement.

Policy summary:

Everyone using a Metro service is expected to pay an appropriate fare. Operators may ask to inspect a pass or permit, but they do not enter disputes regarding fares. If a customer fails to pay, operators record the instance or submit a report for chronic non-payment. Operators allow youth ages 6-18 to ride even if they do not or cannot pay the fare (children 5 and under always ride free).

Fare enforcement is conducted on RapidRide routes and in downtown Seattle based on State and County code and Metro Transit policies. Unarmed, contracted fare enforcement officers can issue a warning for non-payment of fares. For repeat violations, officers can issue a violation notice.

If a customer receives a violation for not paying fare there are several options for resolving the violation including loading \$25 onto an ORCA card or \$10 onto an ORCA LIFT, Youth, or Regional Reduced Fare Permit (RRFP) card within 90 day; performing 2 hours of community service within 90 days; paying a \$25 fine within 30 days; or paying a \$50 fine if after 30 days;. Customers also have the option to request an appeal within 45 days of the violation.

5. Do these policies support the community vision of safety and security?
 - a. Which parts of the policy you think support the vision of a safe and welcoming Metro?
 - b. Which parts of the policy do not support the vision of a safe and welcoming Metro?
6. How should these policies change to support the community vision of safety and security?

Follow-up options to provide as examples of possible policy changes:

- *Fares shouldn't be required*
- *Fare payment shouldn't be enforced*
- *Fare payment should be enforced in different ways*
- *Fare violations can be too difficult for customers to resolve*

Policies and Procedures Related to Security

Finally, we will discuss policies and procedures related to security.

Policy summary:

Metro provides uniformed, unarmed security officers in the following places: aboard services, at transit centers, within Metro-owned facilities, and at Metro managed park-and-rides. Metro also contracts with the King County Sheriff to provide police response to criminal conduct on transit property. Policies and practices related security are meant to guide how operators, fare enforcement officers, and transit security officers should respond to security incidents, such as assault, altercation, or other situation that threatens safety.

Operators should follow these steps when a safety concern arises: stop the bus at the first safe location, open all doors, press the emergency alarm button, call the Transit Control center coordinator, and

request police response if needed. Operators should not attempt to chase or detain suspects. Operators only request arrest if authorized by a Metro official except in cases where they or a customer has been robbed, assaulted, or is in danger.

Fare Enforcement Officers will radio for help through their dispatcher who can request police response. Officers will also call the Metro Transit Control Center to report the incident.

Transit Security Officers Transit Security Officers are trained on physical intervention techniques. They are authorized to use these techniques to defend themselves or others from physical harm. If used, these techniques must only be used with reason and necessity to stop an immediate threat. Physical force or restraints such as handcuffs are only a last resort to detain an individual who demonstrates a threat to themselves or others. Restraints are never to be used on a customer for being uncooperative. Any use of restraints must be reported immediately. Any use of force requires a police report to be filed and a use of force report to be created, including video footage. This report is reviewed by a Use of Force Review Board within 7 days of the incident or when practical.

Anti-bias and De-escalation Training

Contracted security personnel are required to complete anti-bias and de-escalation training and Metro Transit Police have developed a custom training that officers must complete regularly. Anti-bias and de-escalation trainings are voluntary for Metro staff.

7. Do these policies support the community vision of safety and security?
 - a. Which parts of the policy you think support the vision of a safe and welcoming Metro?
 - b. Which parts of the policy do not support the vision of a safe and welcoming Metro?
8. How should these policies change to support the community vision of safety and security?

Follow-up options to provide as examples of possible policy changes:

- *Transit Security Officers should never use force or restraints on passengers*
- *Metro community transit ambassadors should be present to address customer questions or concerns*
- *Transit security officer and fare enforcement officers should be less present on Metro services*
- *Transit security officers and fare enforcement officers should be more present on Metro services*
- *Metro should require anti-bias and de-escalation for bus operators, fare enforcement officers and security officers.*

Phase 3 Focus Group Themes - Summary

Below are themes identified in the Phase 3 focus groups to better understand how internal and external community members feel Metro's existing policies and practices support or don't support the community created vision of safety. Themes are organized by policies related to the physical environment, code of conduct, fares, and security and show comments from Metro operators and external BIPOC community members.

Physical Environment

Bus Operators:

Stations and buses should be cleaned more often than weekly

Operators expressed that buses and bus stations are too dirty and need to be cleaned more often. Many drivers also thought that Metro doesn't do enough to prevent riders from creating unsanitary conditions on buses and at bus stations.

Community:

Facilities and routes are not serviced equitably

Participants observed that bus stops and routes that serve predominantly BIPOC and low-income communities are less likely to have shelters and more likely to be dirty and more dangerous. Metro should specifically invest in routes and facilities serving BIPOC communities and ensure that there is no favoritism when it comes to cleanliness and safety of buses and shelters.

The lack of maintenance on buses or facilities is an indication that Metro doesn't care about safety

Unsanitary or unmaintained environments on buses or at bus stops—including graffiti, litter, broken shelters, lack of lighting—send a message to many riders that Metro is not invested in creating a safe and welcoming environment.

Stations and buses should be cleaned more often than weekly

Participants expressed that many buses and bus stations were too dirty and should be cleaned more often, especially during the COVID-19 pandemic.

Informational and navigational signage should be more prominent and accessible

Information about addressing safety/security concerns, reporting maintenance issues, time schedules, and more should be clearly communicated in multiple locations, formats (including audio), and languages (including braille).

Code of Conduct

Bus Operators:

The Code of Conduct is constantly broken

Operators feel that many riders who display disruptive behavior do not care about following the Code and know that there are no consequences for breaking the rules.

Operators do not have adequate support or authority to enforce the Code of Conduct

Many operators feel that they are not equipped to deal with many of the incidents that happen on their buses. They do not feel like they have the support they need from Coordinators, Supervisors, and Metro Security to enforce the Code of Conduct, yet feel blamed for incidents that occur on their coaches.

Metro should do more to educate the community about how to ride the bus

Metro should communicate more clearly about rider expectations, including going into schools, senior centers, and businesses to educate riders about changes in practices.

Community:

Operators are expected to do too much

The public places too many responsibilities on bus drivers, even though their job is just to drive the bus. People expect drivers to enforce the code of conduct, provide security, mediate conflict, and provide customer service, all while driving the bus safely. Some participants recommended that Metro do more to communicate the role of the driver to the public.

Interactions with operators impact rider experience

Even though participants acknowledged that it is not the operator's job to provide customer service, many people mentioned that riders' experiences are greatly impacted (positively or negatively) by the way the driver engages with riders. Some mentioned that friendly drivers make them feel safe and welcome, while others said that impatient drivers can make bus rides difficult for those in need, particularly those that don't speak English or elders.

Metro should have additional staff aboard buses to serve as additional security and/or ambassadors

Metro should hire additional staff to address Code of Conduct and customer service issues on buses. Additional staff would provide more of a presence—whether for security or customer service purposes—and would support operators by allowing them to focus on driving rather than enforcing rules.

Fares

Bus Operators:

There is a culture of “free fares”

Operators expressed that many riders feel that they do not have to pay, and that Metro doesn’t care if riders pay or address fare violations.

Operators do not want to be involved in fare enforcement

Many operators felt that asking people to pay the fare was a safety issue, as people who cannot afford to pay sometimes lash out. Given that customers can often board without paying their fares, operators feel that enforcing fares is a gray area that can cause tension. Drivers suggested moving ticket vending to stations and bus stops rather than on the bus; doubling down on fare enforcement until riders are “trained” to pay the right fare; or getting rid of fares entirely.

Community:

Fares should be required, but fare enforcement is not a high priority

Participants expressed differing opinions on how fare payment should be enforced on buses. Some thought that everyone should pay the fare and felt that allowing riders to board without paying a fare devalues Metro services and creates a toxic environment. However, most participants expressed more nuanced opinions: people should pay the fares, but enforcing violations via aggressive tactics and fines does not support the vision of safety. Metro should prioritize enforcing code of conduct and other safety/health violations over fare enforcement, since it does not threaten anyone’s safety if a rider doesn’t pay a fare. Riders should also have more options available to them to resolve fare violations.

Fare payment is not enforced equitably

Many participants pointed out that the policies are not “safe and equitable” because certain routes enforce fares while others do not. Others felt that riders are not treated equally when it comes to fare enforcement: drivers and fare enforcement officers are sympathetic to some riders who can’t pay, while BIPOC riders are often not treated with dignity. Some expressed that the nature of fare enforcement itself is not equitable, as it targets those who need access to Metro services the most.

Security

Bus Operators:

Security should have a greater presence

Metro security and supervisors are not present at transit centers – they sit off-site and do not do anything to enforce security. Operators feel that there need to be actual repercussions for disruptive behavior.

Metro should provide trainings that are relevant to real-life scenarios

The de-escalation training provided to operators is not helpful for everyday situations. Metro should involve operators in creating a training curriculum that addresses issues that operators will actually face on a daily basis.

Community:

Anti-bias and de-escalation trainings should be mandatory for all staff

Participants overwhelmingly felt that anti-bias and de-escalation trainings should be mandatory for all staff. Additionally, some thought that these trainings should be standardized so that Metro staff of all levels and disciplines are operating under the same assumptions and definitions.

Metro should have a greater presence on buses

Many participants felt that operators should not be responsible for regulating rider behavior, but that someone from Metro should be present to enforce the Code of Conduct. However, people had differing opinions on what form this presence should take. Some felt that Metro Security should be able to restrain people if they are causing issues with other passengers, while others thought that a de-escalation team would be more equitable and appropriate.

Phase 3 Survey Questions

The following questions were asked in the Phase 3 online survey, open from September 24, 2021 through October 3, 2022. The Phase 3 survey asked the public, riders, and Metro employees to determine which current policies and practices help and hurt the vision of what a safe and welcoming Metro looks like and to further understand the experiences of those who are disproportionately negatively impacted by current policies and practices.

A summary of Metro’s existing policies and practices related to the physical environment, code of conduct, fares, and security were shared with survey participants and respondents were asked to review the policy summaries and determine how well they align or don’t align with the community vision and definition of a safe and welcoming Metro.

Phase 3 Survey Questions and Content
Creating policies for a safe and Welcoming Metro
Community Vision of Safety
<i>The following is a vision statement created by employee and external communities that describes what it means to be safe using Metro services, at Metro facilities, and working at Metro. Please review the vision statement and a summary of Metro’s current policies related to safety. Then tell us what you think about how well they support the community-created vision of safety and share your recommendations for changes that would better reflect the vision.</i>
<p>Community Created Vision of Safety Statement</p> <p>Vision statement: Safe, accessible, and equitable transit that is co-created to support community well-being.</p> <p>Supporting definitions:</p> <p>Safe: Well-being that is supported through recognition of everyone’s dignity.</p> <p>Accessible: Transit that is easy for community members of all backgrounds and abilities to use and provide.</p> <p>Equitable: Fair, complete, and equal access to transit environments that support the ability to thrive.</p> <p>Community: An interconnected collective of people, places, and things that make transit work as it should.</p> <p>Co-created: Shared ownership of creation with the understanding that the process and relationship with community is continuous.</p>
Support for SaFE Vision

To what extent do you agree that the vision of safety will move Metro toward policies that improve safety and security on Metro services or at Metro facilities?

- Strongly disagree
- Disagree
- Neither disagree nor agree
- Agree
- Strongly Agree

Policies About the Physical Environment

Metro works to ensure a clean environment for those who ride or visit Metro. Employee facilities are cleaned twice a day, and transit stations are cleaned weekly. Metro will respond to requests for immediate attention when needed. Graffiti containing hate speech or symbols are the highest priority for removal.

Operators will address unsanitary conditions on board buses that present a risk to customers. Surveillance cameras are installed at Metro facilities, major transit centers, and parking structures and monitored 24-hours a day by Metro. All coaches have surveillance on-board that stores footage but is not monitored in real-time.

All Metro shelters have lighting managed by Metro or the local utility, and additional lighting may be added in limited visibility situations.

Q: Do these policies support the community vision of safety and security?

- Yes, these policies support the vision
- No, these policies do not support the vision
- These policies could support the vision with some changes
- I don't think these policies are relevant to the vision
- I'm not sure or I need more information

Q: Please tell us how well you think aspects of these policies support the vision of safety.

- Supports the vision of Safety
- Supports the vision of Safety, but I don't think it is consistently practiced
- Does not support or is not relevant to the vision of Safety
 - Employee facilities are cleaned twice a day
 - Bus stops and Metro stations are cleaned weekly
 - Operators address unsanitary conditions on board buses
 - Graffiti containing hate speech or symbols is the highest priority for removal
 - Surveillance cameras are installed at major facilities and footage is monitored at Metro facilities
 - Buses have cameras on-board that store footage, but they are not monitored in real-time
 - Additional lighting at Metro passenger facilities is installed in limited visibility situations

Q: Which of the following policy changes, if any, do you think would support the community vision of safety and security? (check all that apply)

- Transit facilities should be cleaned more often than weekly
- Operators need more options for addressing unsanitary conditions
- Lighting is needed at more stops and facilities
- Cameras are needed at additional types of locations
- Fewer cameras are needed
- I'm not sure or I need more information
- Another suggestion not listed here (please describe):

Policies and Procedures Related to Appropriate Behavior for Staff and Passengers

The Code of Conduct ordinance include the following rules:

- Pay the right fare
- Respect other passengers' privacy
- Do not cause safety problems
- Use headphones
- No eating, smoking or littering
- No alcoholic beverages
- Do not harass driver or other riders
- Do not lie down on the seats
- Respect transit property
- Use Metro services and facilities for transportation purposes only

Anyone in violation of the actions below may be asked to leave the Metro vehicle or facility, and risk suspension of their privileges to use Metro transit or enter transit property. The bus driver's primary job is to operate the bus safely. The role of the bus driver is that of a peacekeeper, not an enforcer. Operators do not intervene when problems occur on their bus. Instead, they each have a public address system to remind riders of appropriate behavior. Drivers also have direct lines of communication to coordinators if assistance is needed.

Customers should alert the driver if they see a problem on the bus, or if prevented from alerting the driver should call 9-1-1 to report a crime or medical emergency. Customers should note the route number (posted inside and outside of buses), and the direction the bus was traveling.

If problems arise on the bus, the bus driver's first priority is to determine if a passenger's safety or security is at stake. The driver will assess the severity of the problem and resources available and respond accordingly. The bus driver may decide to use any or all of the following approaches: talk to the passenger, call for assistance, submit a report on the incident at the end of their shift, or take no immediate action. In the case of minor infractions of the Code of Conduct, Metro's general guideline for the driver is to continue on the route rather than inconvenience other riders by delaying service. Operators may verbally attempt to wake up a sleeping or non-responsive rider and do their best to assess their health. However, operators are discouraged from touching sleeping riders. After a single attempt they should call for assistance.

More information is available on [Metro's website](#) including the complete [Code of Conduct](#).

Q: Do these policies support the community vision of safety and security?

- Yes, these policies support the vision
- No, these policies do not support the vision
- These policies could support the vision with some changes
- I don't think these policies are relevant to the vision
- I'm not sure or I need more information

Q: Please tell us how well you think aspects of these policies support the vision of safety.

- Supports the vision of Safety
- Supports the vision of Safety, but I don't think it is consistently practiced
- Does not support or is not relevant to the vision of Safety
 - Anyone in violation of the Code of Conduct may be asked to leave the Metro vehicle or facility
 - Customers should alert a driver or call 911 if there is a crime or medical emergency.
 - Role of operator as peacekeeper, not enforcer.

- Ways a bus operator can address a situation where a customer is not following the code of conduct
- For minor code of conduct issues, operators continue driving and not delay service.
- Operators should attempt to wake up a sleeping passenger
- If a sleeping passenger does not respond, an operator should contact the Transit Control Center for assistance.

Q: Which of the following policy changes, if any, do you think would support the community vision of safety and security? (check all that apply)

- The Code of Conduct provides too much control over rider behavior
- The Code of Conduct does not do enough to control disruptive rider behavior
- There needs to be a way to more readily address situations where a rider isn't following the Code of Conduct
- Sleeping or unresponsive riders should be offered more assistance
- Operators don't get the assistance they need to address customers who aren't following the code of conduct.
- I'm not sure or I need more information
- Another suggestion not listed here (please describe):

Policies and Procedures Related to Fares

Everyone using a Metro service is expected to pay an appropriate fare. Operators may ask to inspect a pass or permit, but they do not enter disputes regarding fares. If a customer fails to pay, operators record the instance or submit a report for chronic non-payment. Operators allow youth ages 6-18 to ride even if they do not or cannot pay the fare (children 5 and under always ride free). Fare enforcement is conducted on RapidRide routes and in downtown Seattle based on State and County code and Metro Transit policies. Unarmed, contracted fare enforcement officers can issue a warning for non-payment of fares. For repeat violations, officers can issue a violation notice. If a customer receives a violation for not paying fare there are several options for resolving the violation including loading \$25 onto an ORCA card or \$10 onto an ORCA LIFT, Youth, or Regional Reduced Fare Permit (RRFP) card within 90 days; performing 2 hours of community service within 90 days; paying a \$25 fine within 30 days; or paying a \$50 fine if after 30 days. Customers also have the option to request an appeal within 45 days of the violation.

Q: Do these policies support the community vision of safety and security?

- Yes, these policies support the vision
- No, these policies do not support the vision
- These policies could support the vision with some changes
- I don't think these policies are relevant to the vision
- I'm not sure or I need more information

Q: Please tell us how well you think aspects of these policies support the vision of safety.

- Supports the vision of Safety
- Supports the vision of Safety, but I don't think it is consistently practiced
- Does not support or is not relevant to the vision of Safety
 - Everyone is expected to pay an appropriate fare.
 - Operators may ask to inspect pass or permit, but do not enter disputes regarding fares.

- Fare enforcement is mandated by state and county code
- contracted fare enforcement officers can issue a violation for repeated non-payment of fares
- Customer options for resolving a fare violation

Q: Which of the following policy changes, if any, do you think would support the community vision of safety and security? (check all that apply)

- Fares shouldn't be required
- Fare payment shouldn't be enforced
- Fare payment should be enforced, but in different ways
- Fare violations can be too difficult for customers to resolve
- I'm not sure or I need more information
- Another suggestion not listed here (please describe):

Q: Please tell us how well you think aspects of these policies support the vision of safety.

-Supports the vision of Safety

-Supports the vision of Safety, but I don't think it is consistently practiced

-Does not support or is not relevant to the vision of Safety

- Metro provides uniformed, unarmed security officers aboard services, at transit centers, within Metro-owned facilities
- Metro also contracts with the King County Sheriff to provide police response to criminal conduct on transit property.
- Operators should not attempt to chase or detain suspects and should only request arrest if authorized by a Metro official except in cases where they or a customer has been robbed, assaulted, or is in danger.
- **Fare Enforcement Officers** will radio for help through their dispatcher who can request police response
- **Transit Security Officers** are authorized to use physical intervention techniques to defend themselves or others from physical harm.
- Transit Security Officer use of physical force or restraints are only a last resort.
- Any use of restraints by a Transit Security Officer must be reported immediately.
- Any use of force requires a police report to be filed and a use of force report to be created and reviewed.
- Security personnel and Metro Transit Police must complete anti-bias and de-escalation training.
- Anti-bias and de-escalation trainings are voluntary for other Metro staff.

Q: Which of the following policy changes, if any, do you think would support the community vision of safety and security? (check all that apply)

- Transit Security Officers should never use force or restraints on passengers
- Metro community transit ambassadors should be present to address customer questions or concerns
- Transit security officers and fare enforcement officers should be less present on Metro services
- Transit security officers and fare enforcement officers should be more present on Metro services
- Metro should require anti-bias and de-escalation for bus operators.
- I'm not sure or I need more information
- Another suggestion not listed here (please describe):

Thank you for taking this survey!

Phase 3 Survey Respondent Demographics

A total of 2,053 people took the SaFE Reform Phase 3 Survey between, September 21 to October 3, 2021. The following tables describe the demographic breakdown of survey respondents.⁴⁹

Category	Percentage	Total number of responses
American Indian or Alaskan Native	2%	44
Asian or Pacific Islander	10%	197
Black or African American	8%	158
Hispanic or Latino/a/x	4%	84
White	72%	1468
Multiracial or Biracial	5%	99
Don't know	2%	41
Prefer to self-describe (please specify)	4%	78

English speaking public (1,810 total respondents)

Category	Percentage	Total number of responses
American Indian or Alaskan Native	2%	36
Asian or Pacific Islander	10%	171
Black or African American	8%	127
Hispanic or Latino/a/x	4%	74
White	73%	1310
Multiracial or Biracial	5%	88
Don't know	2%	33
Prefer to self-describe (please specify)	4%	66

English speaking Metro employees (239 total respondents)

Category	Percentage	Total number of responses
American Indian or Alaskan Native	3%	8
Asian or Pacific Islander	10%	24
Black or African American	11%	27
Hispanic or Latino/a/x	4%	10
White	64%	154
Multiracial or Biracial	5%	11
Don't know	3%	7
Prefer to self-describe (please specify)	4%	9

Non-English speaking (336 total respondents)

⁴⁹ The sum of the number of the responses in this and the following demographic tables totals to more than the number of respondents noted in the narrative above the table and the sum of the percentages totals to more than 100 because respondents sometimes mark more than one demographic category.

Category	Percentage	Total number of responses
American Indian or Alaskan Native	0.5%	2
Asian or Pacific Islander	42%	141
Black or African American	20%	68
Hispanic or Latino/a/x	7%	22
White	12%	41
Multiracial or Biracial	2%	8
Don't know	4.5%	15
Prefer to self-describe (please specify)	12%	39

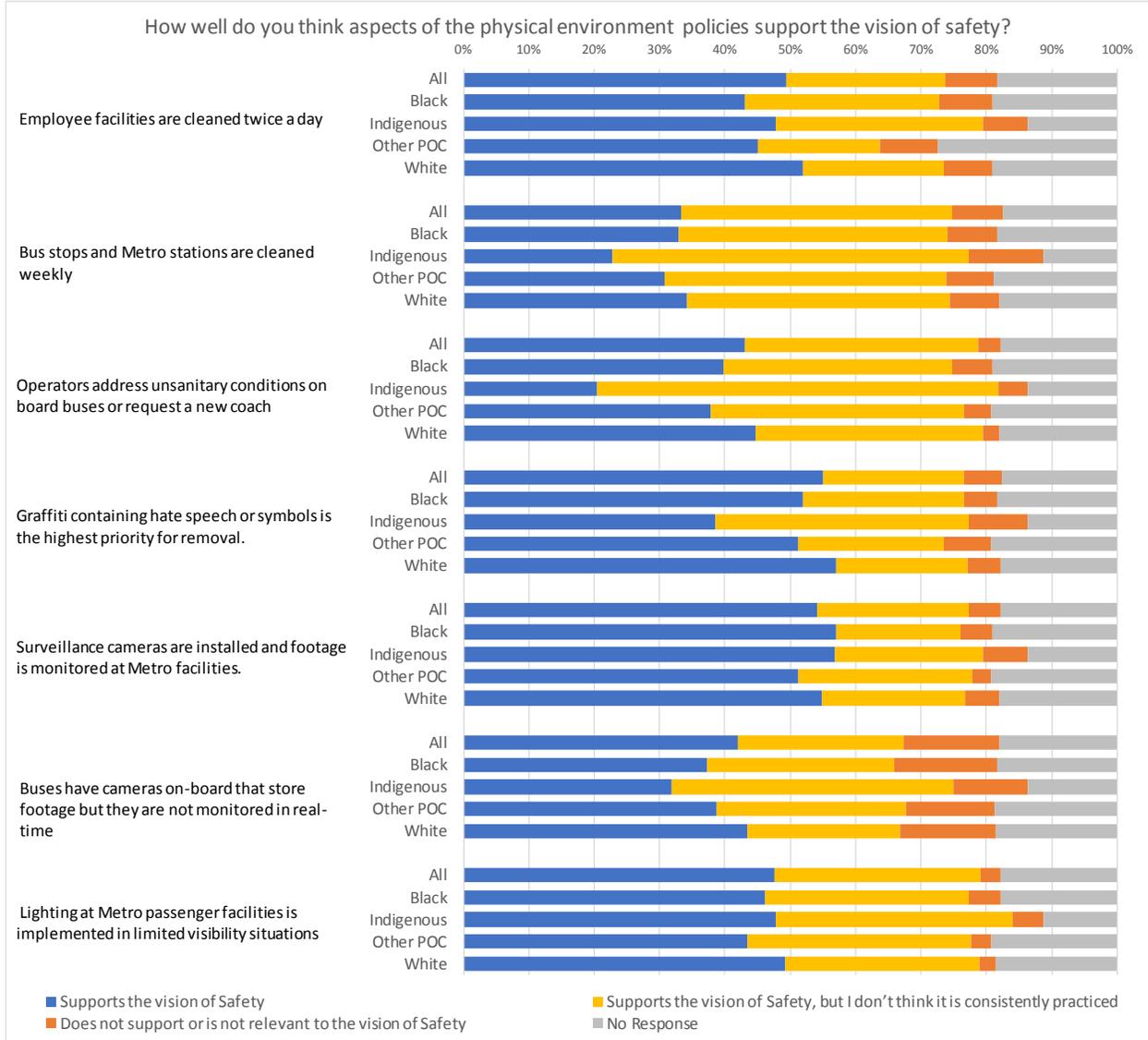
BIPOC intersecting with other vulnerable identities (625 total respondents)

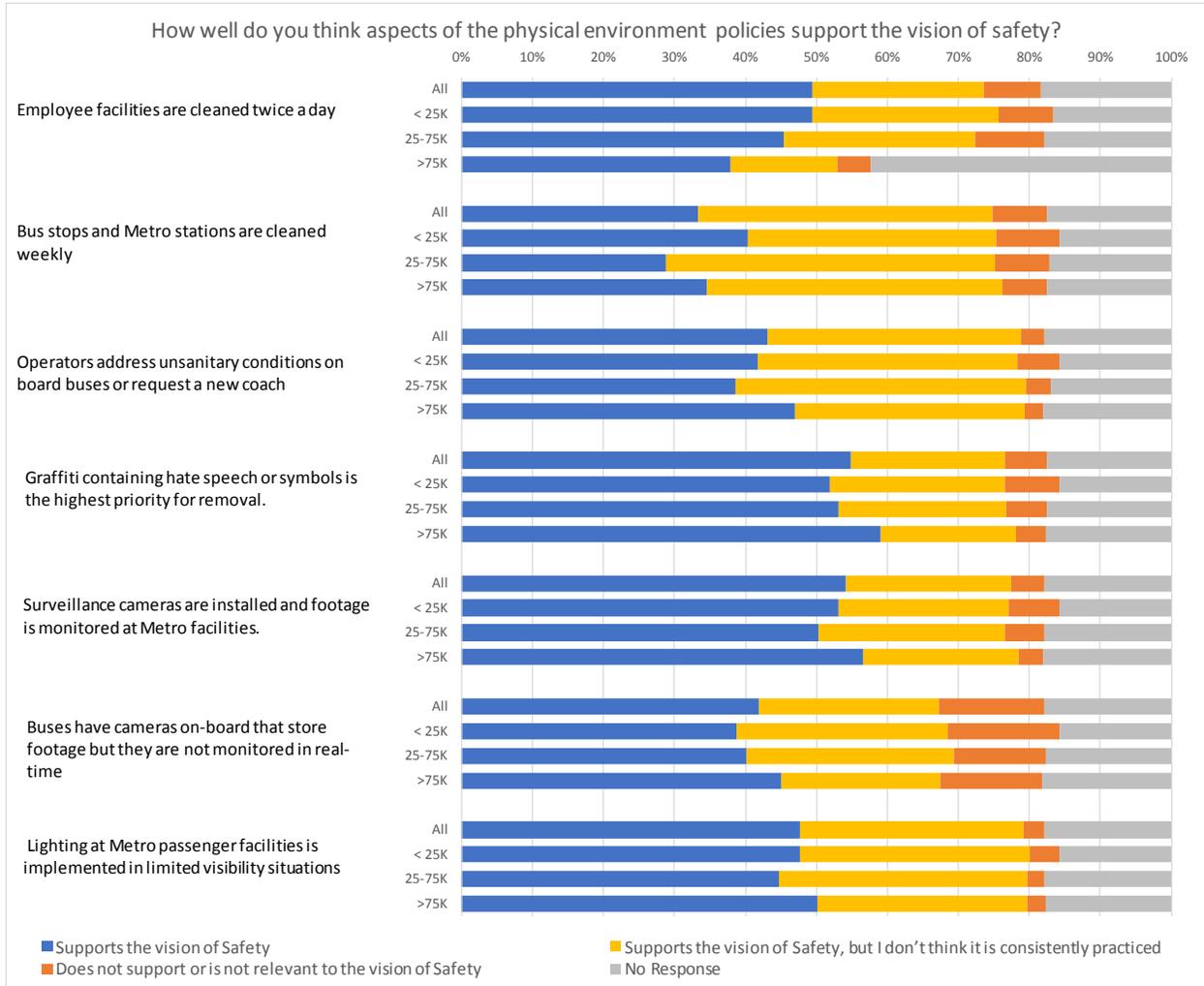
Category	Percentage	Total number of responses
Disability	17%	108
Income (<= 25k)	15%	91
LGBTQ	18%	112
Housing instability	4%	25
Non-English primary language	20%	127
Youth (under 25)	6%	39
Seniors (65 and older)	20%	123

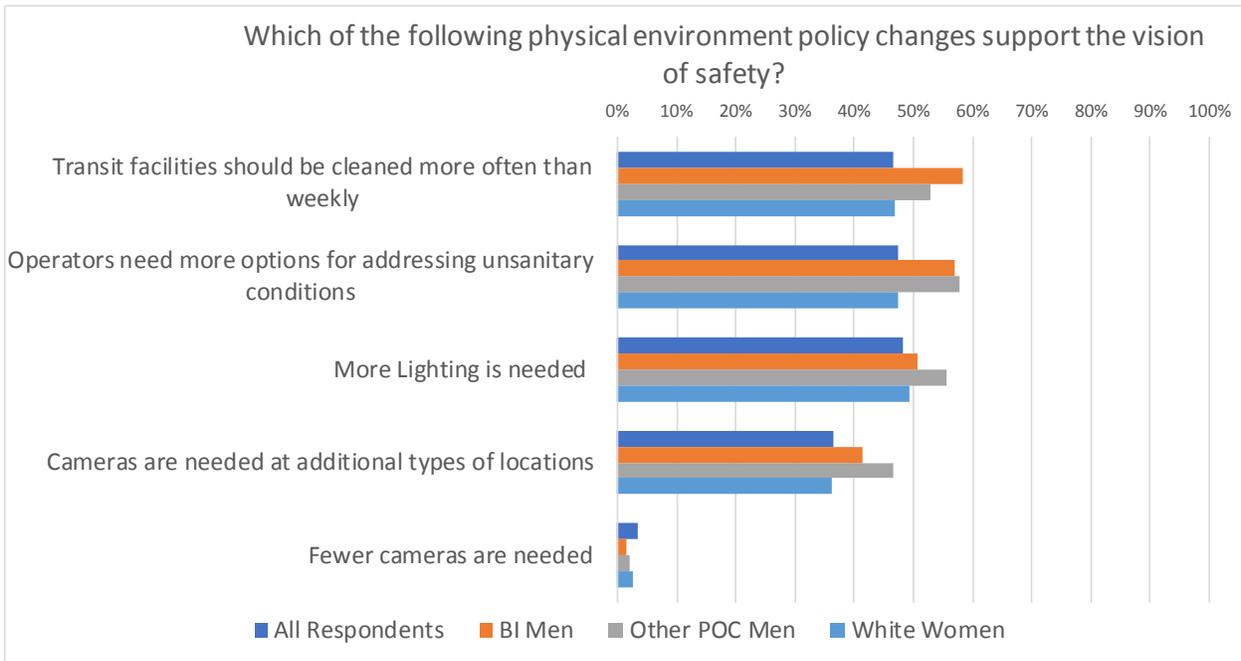
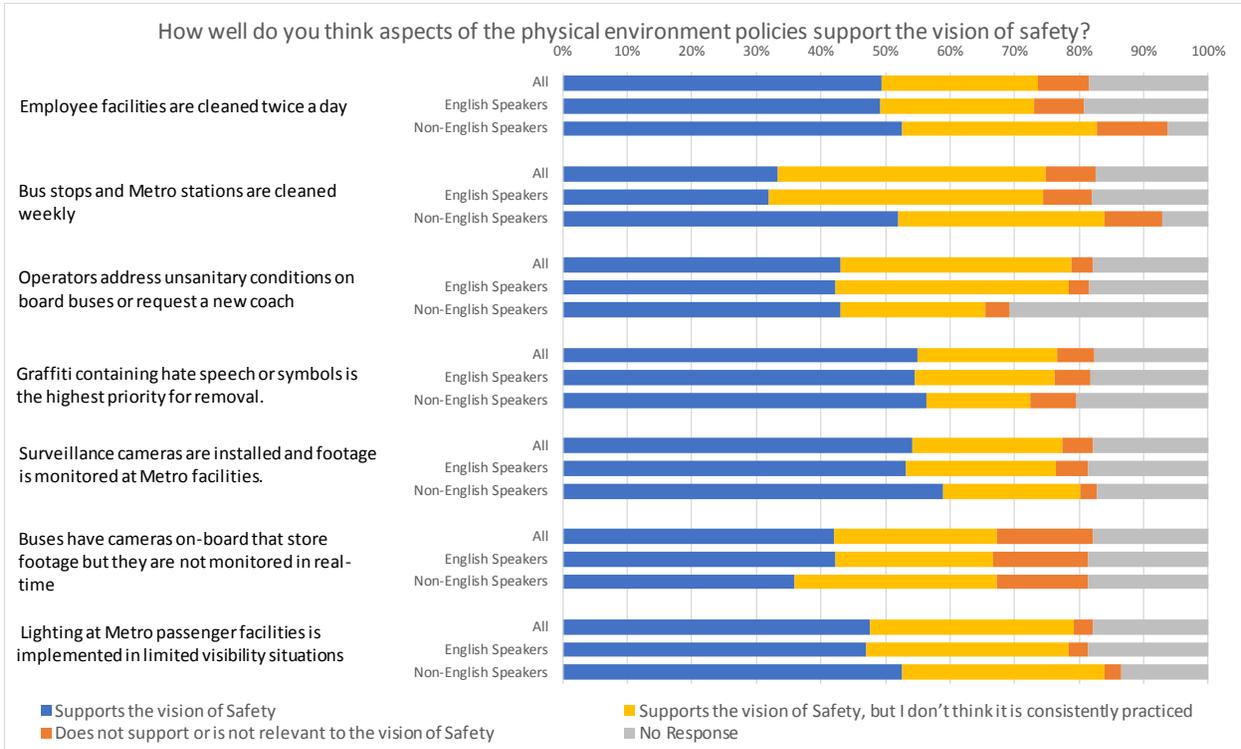
Survey Results

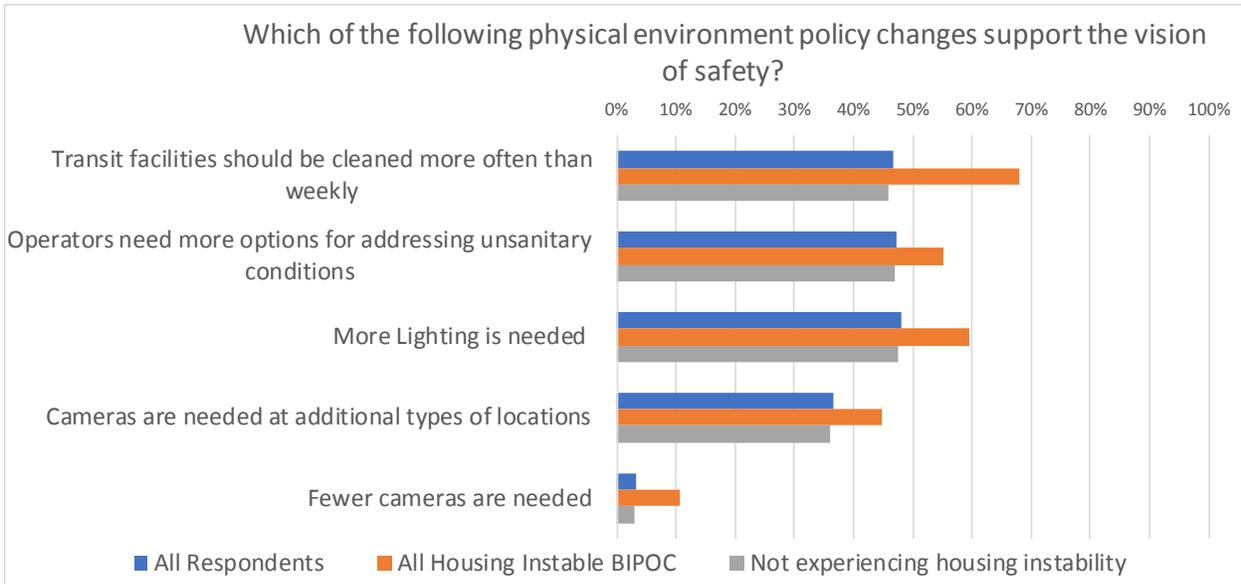
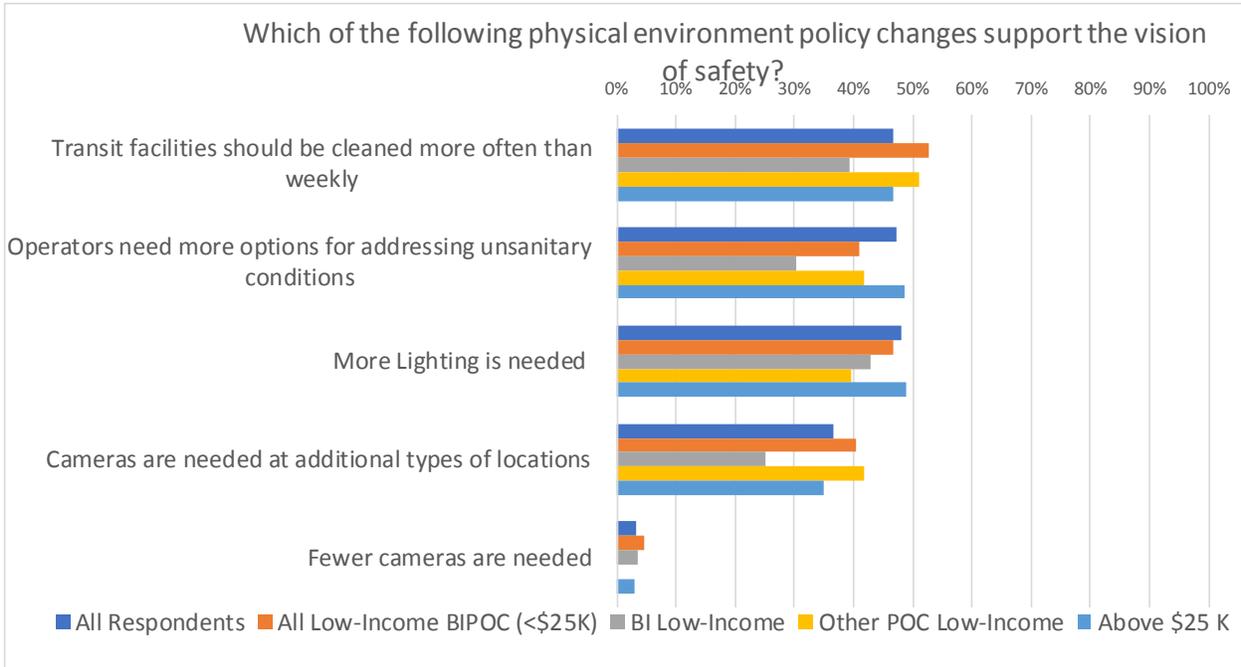
Charts in the report provide survey responses for a variety of populations. Additional results discussed but not illustrated in the text are provided below.

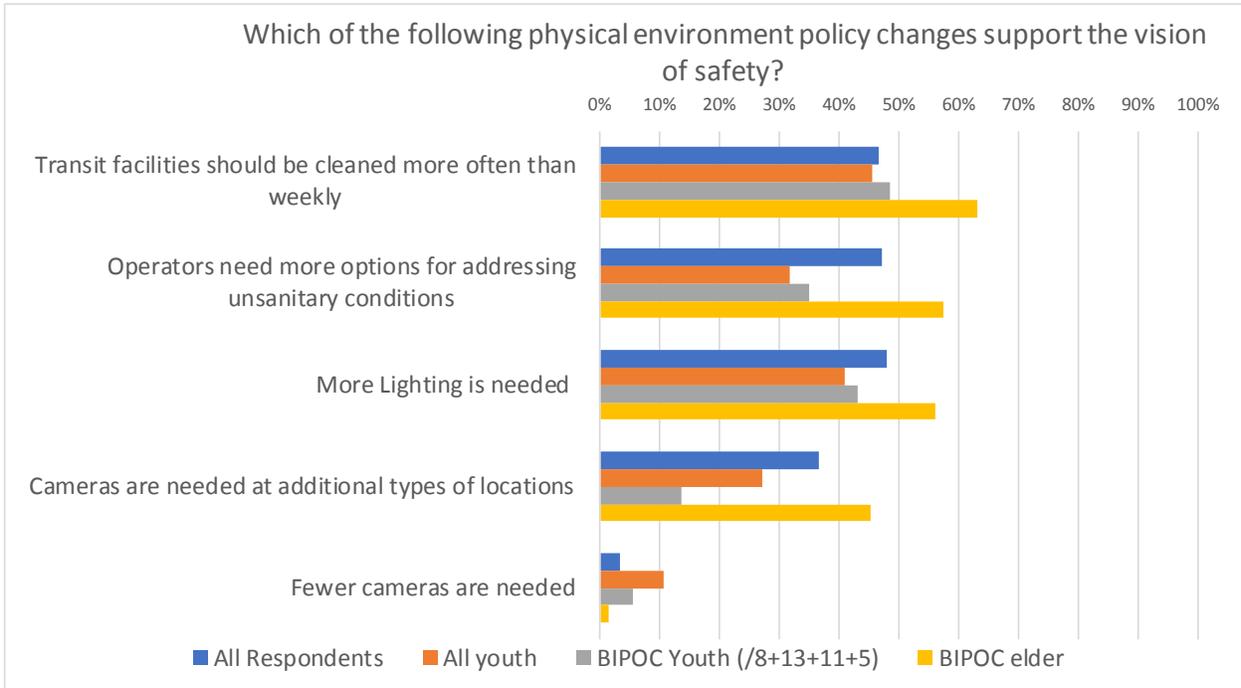
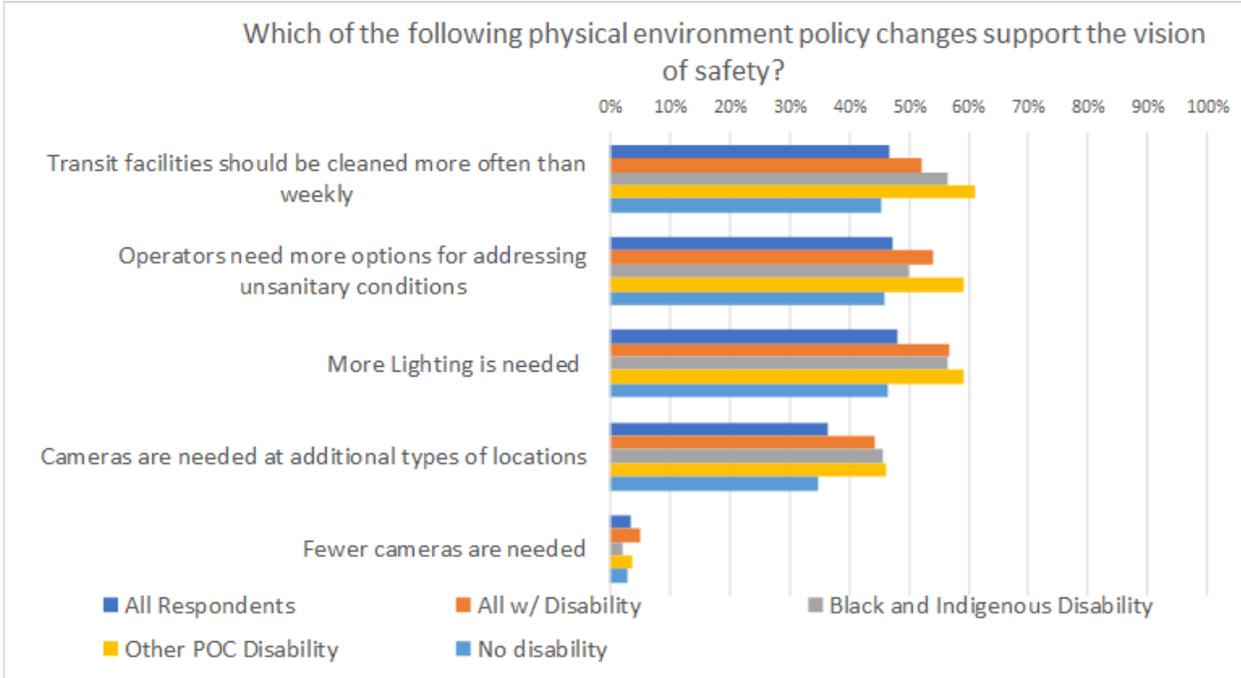
Physical Environment



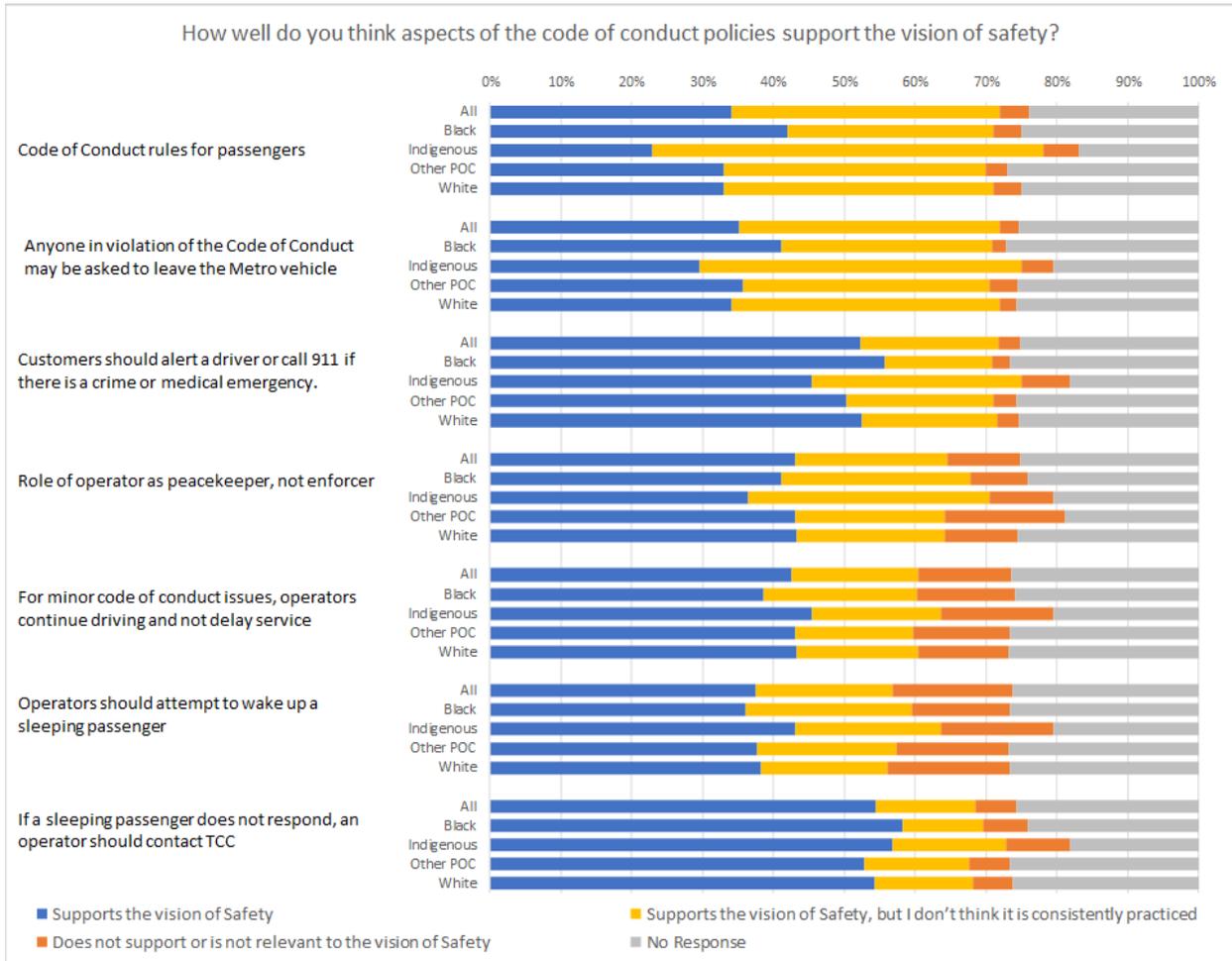


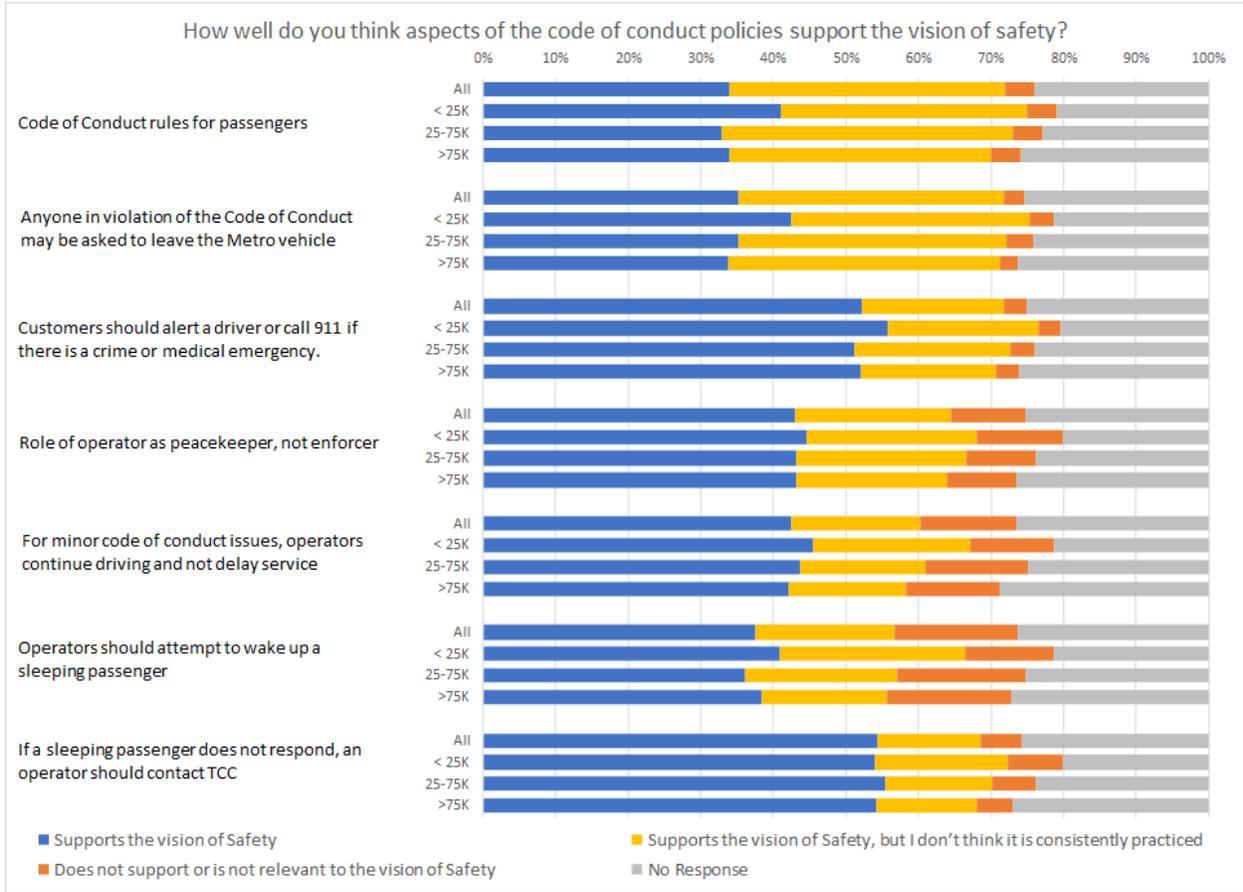


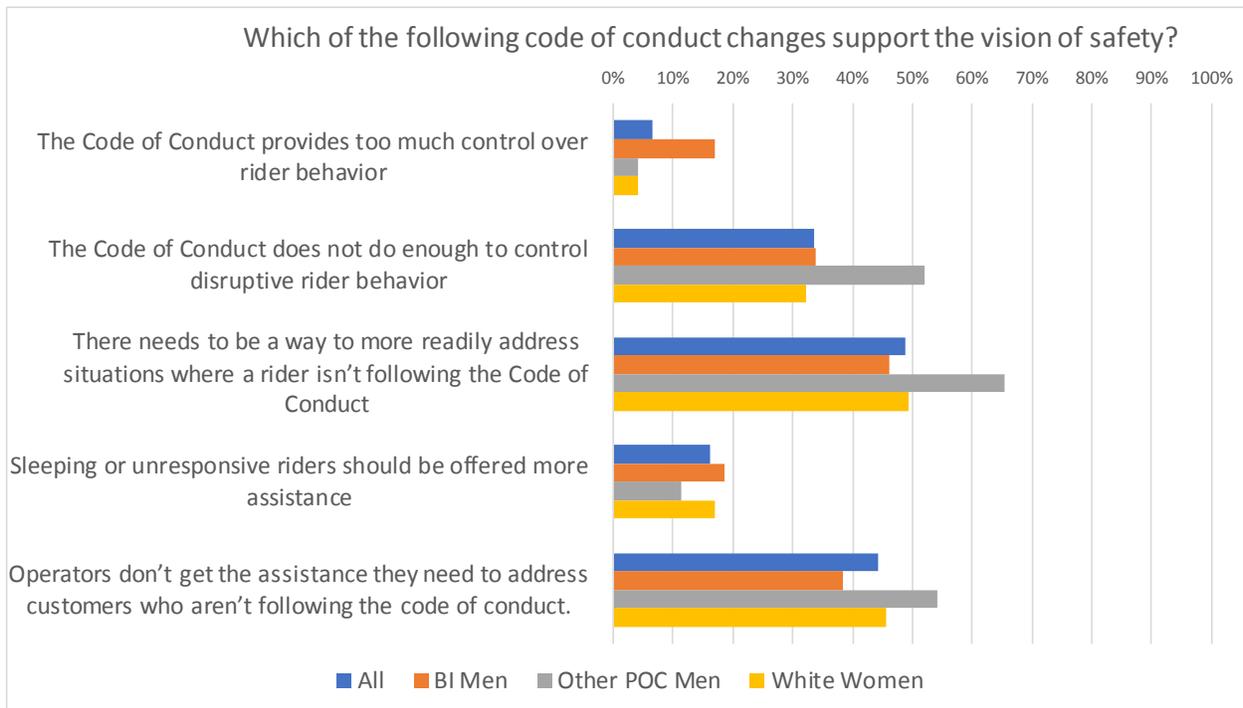
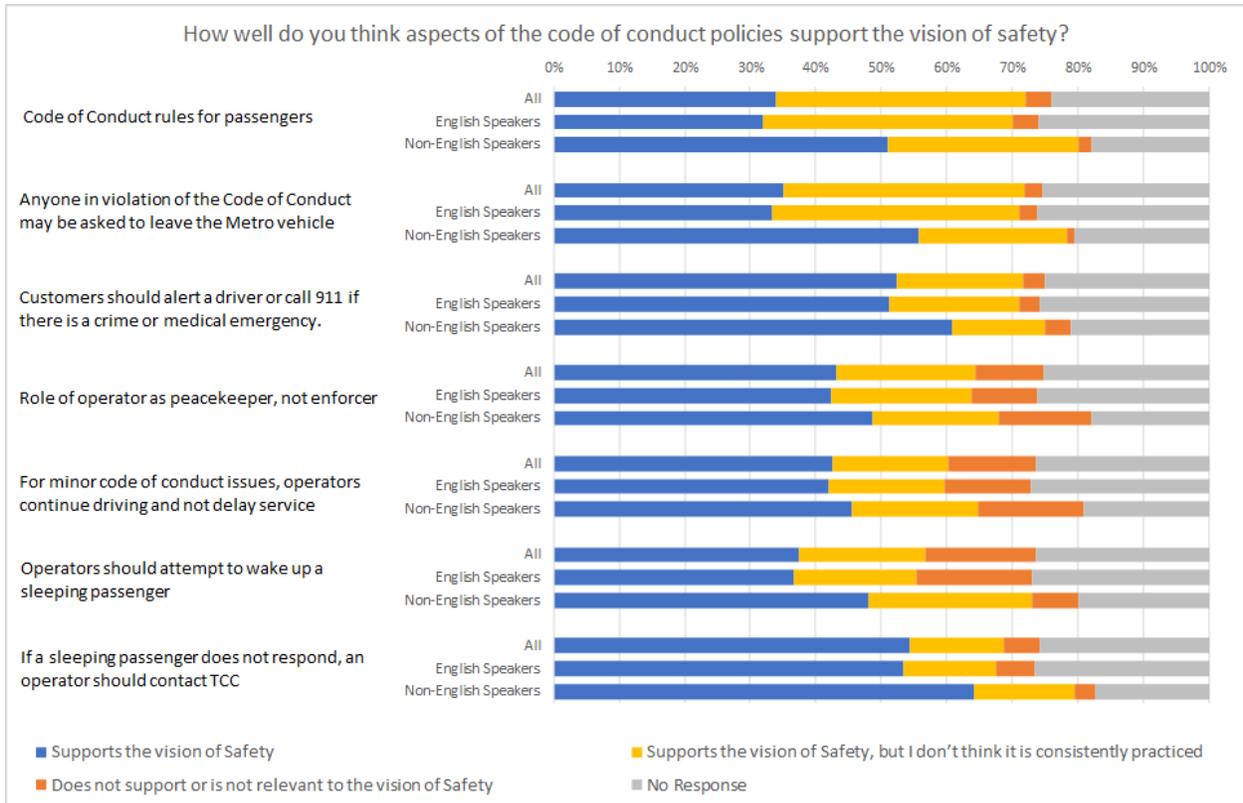


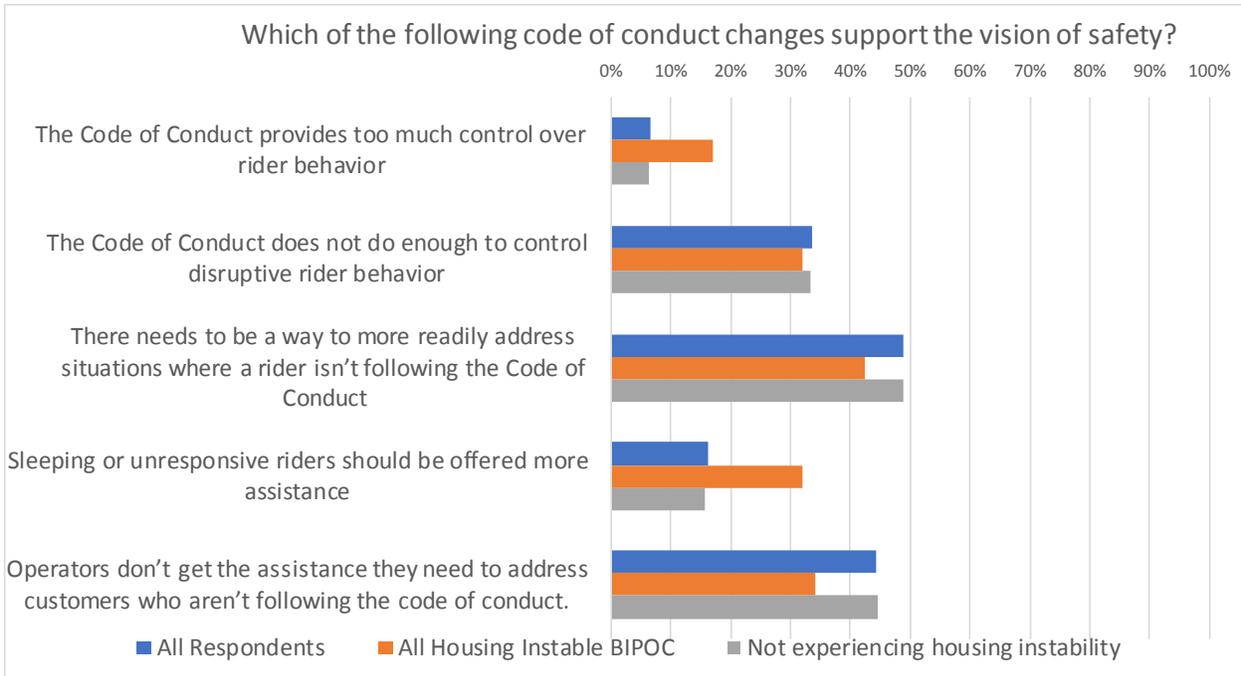
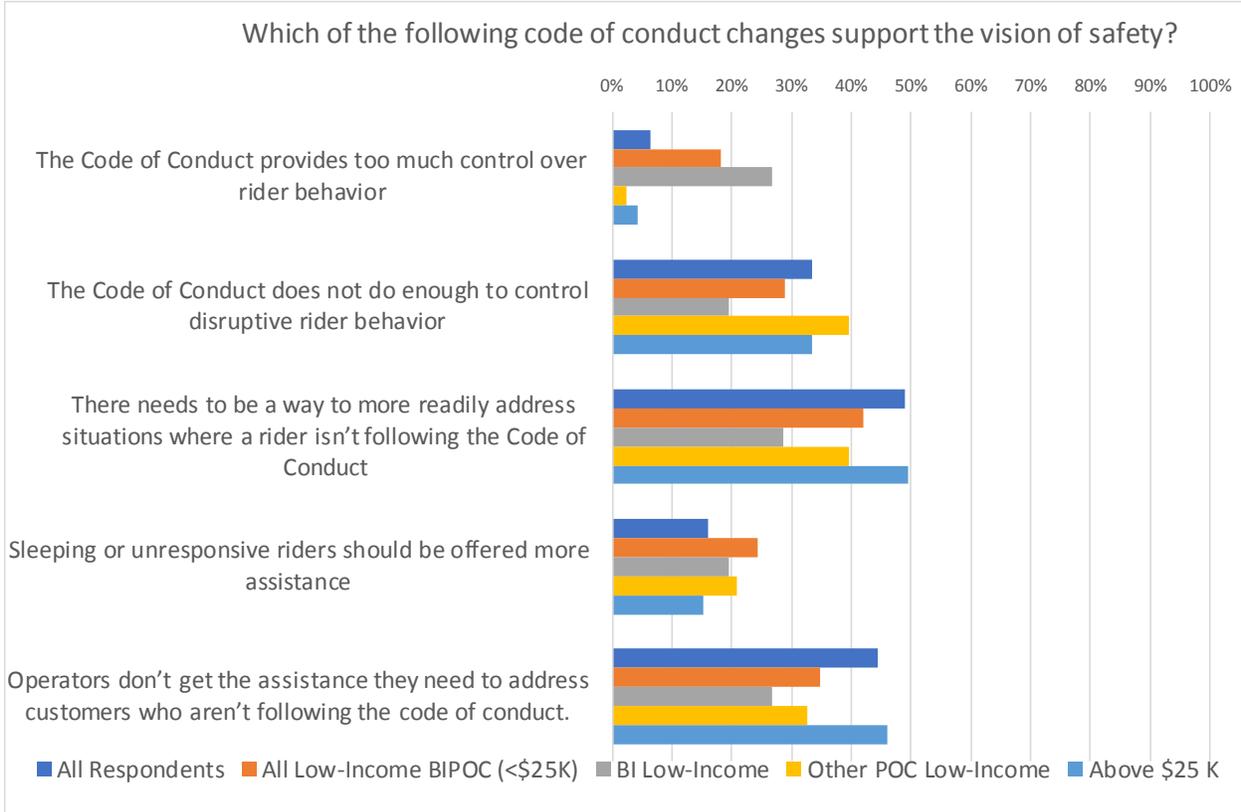


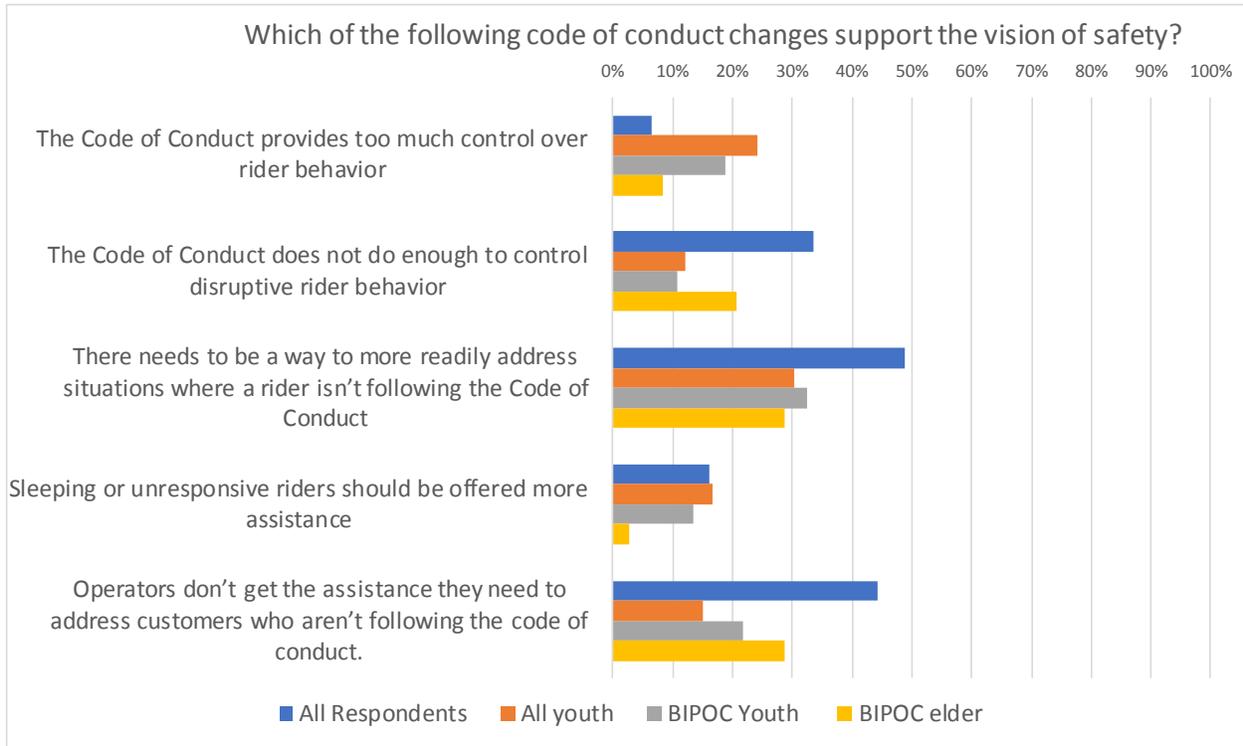
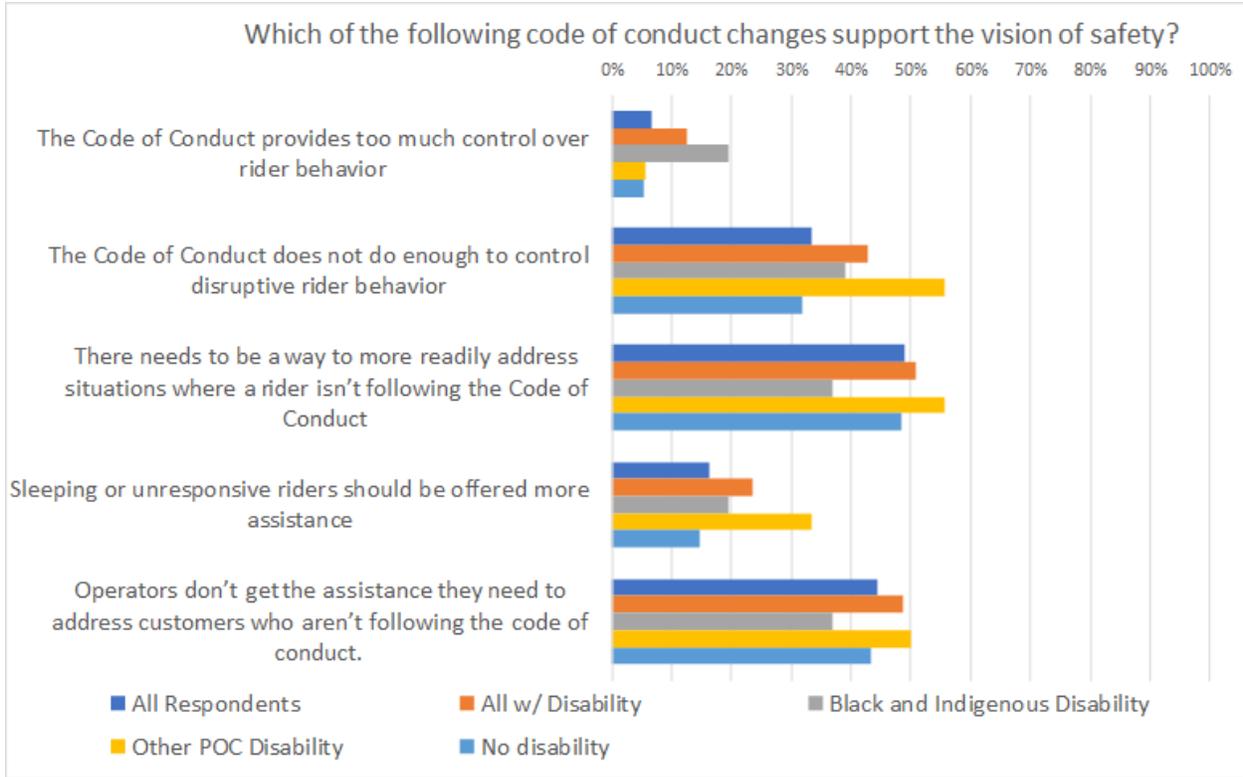
Code of Conduct



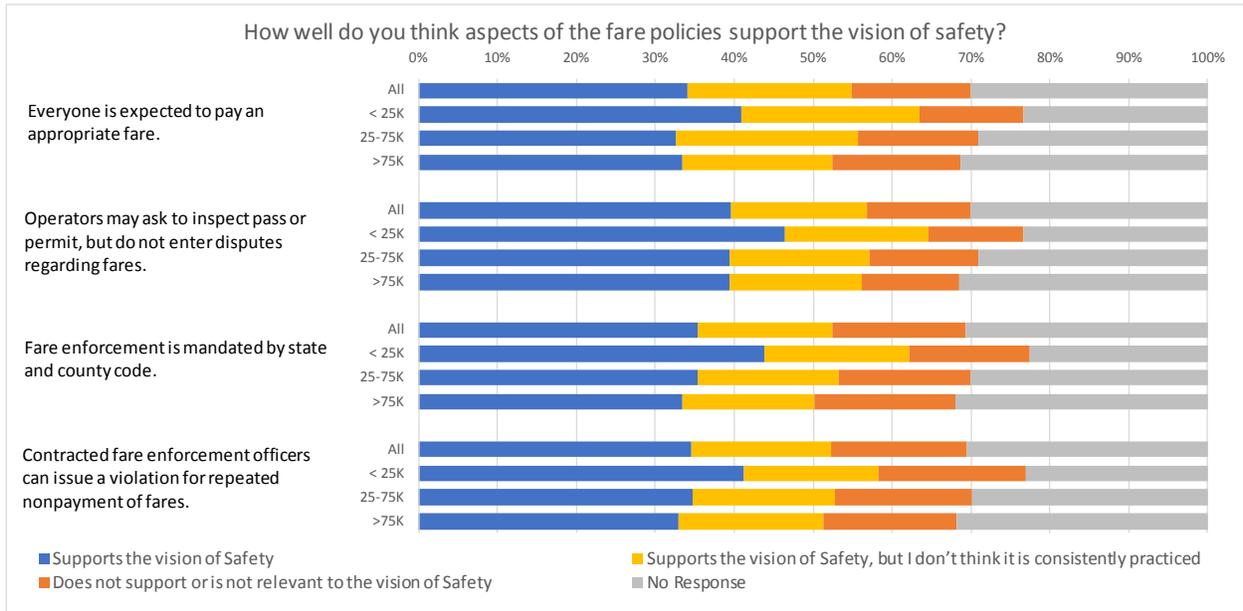
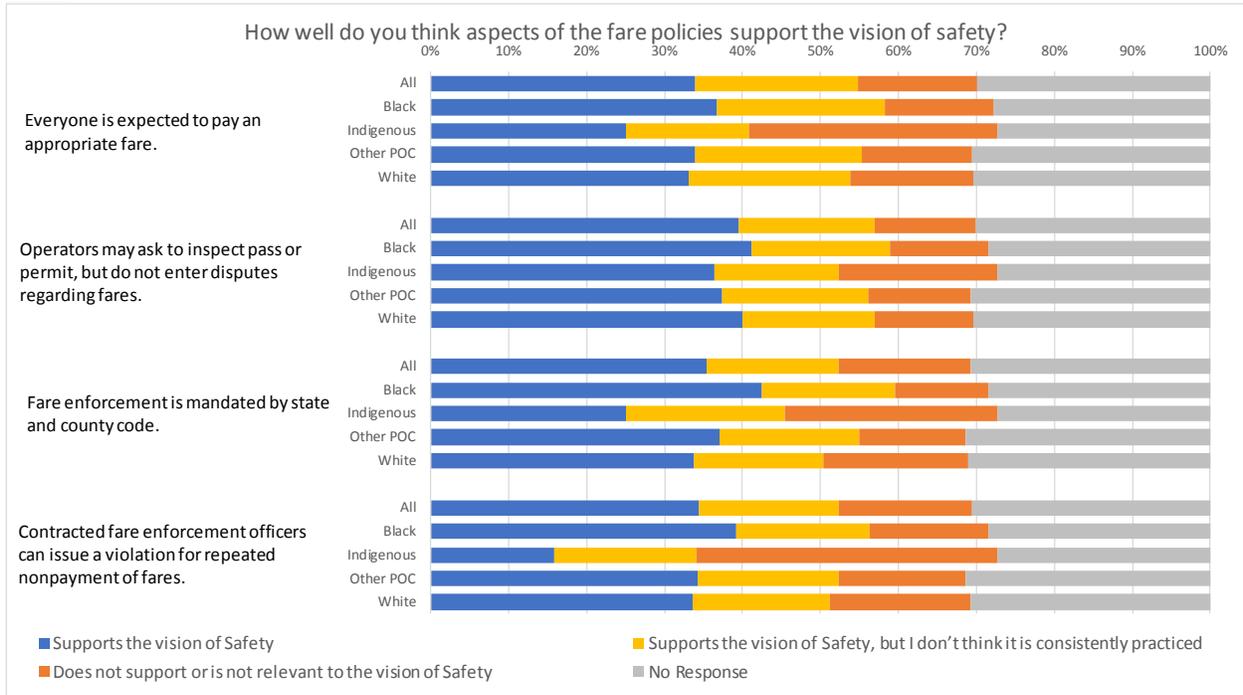


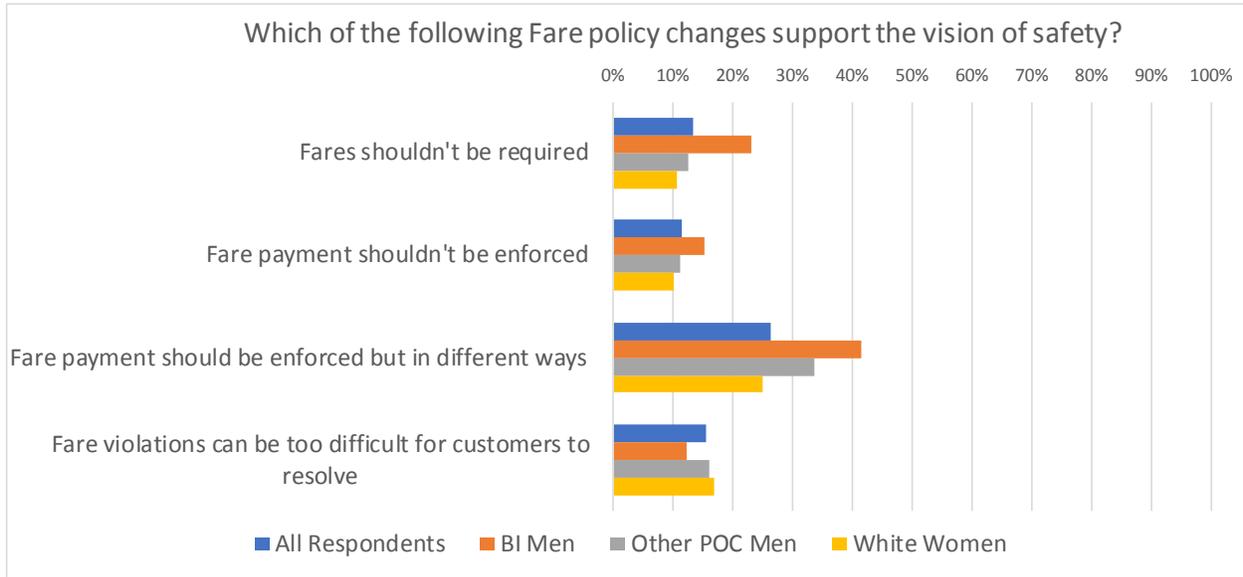
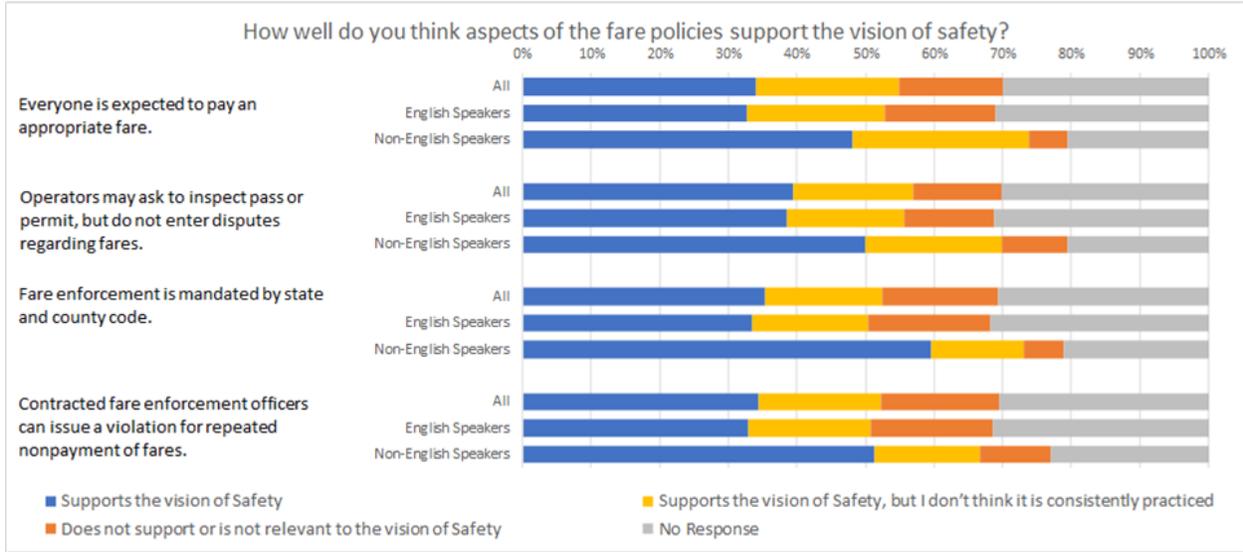


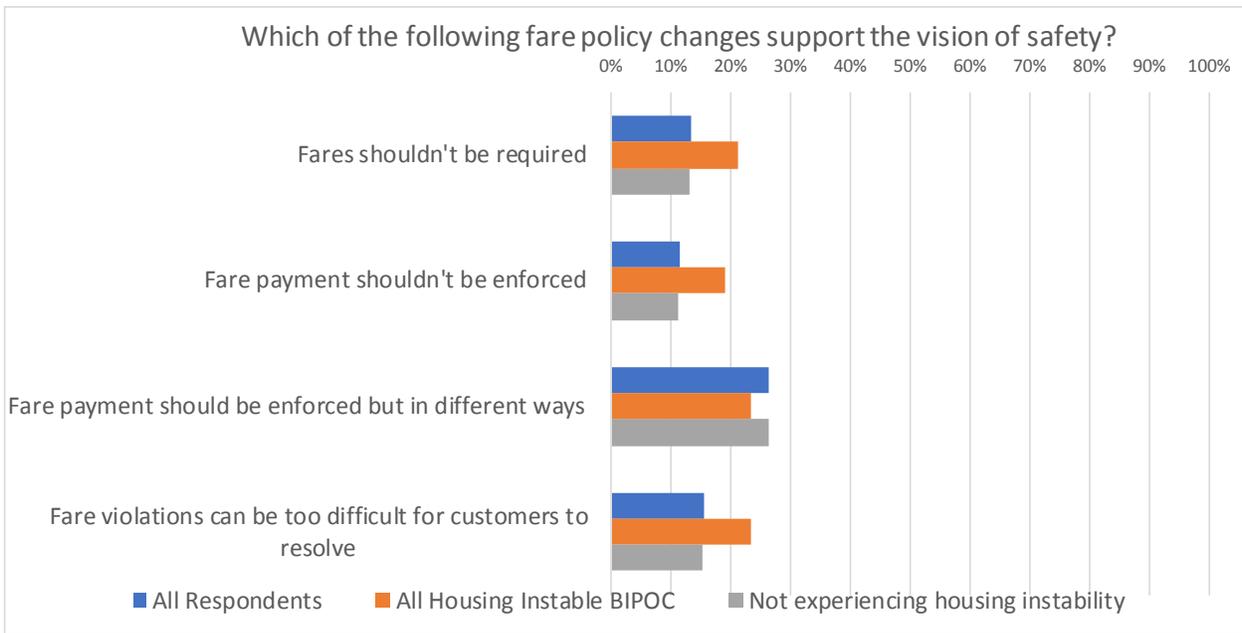
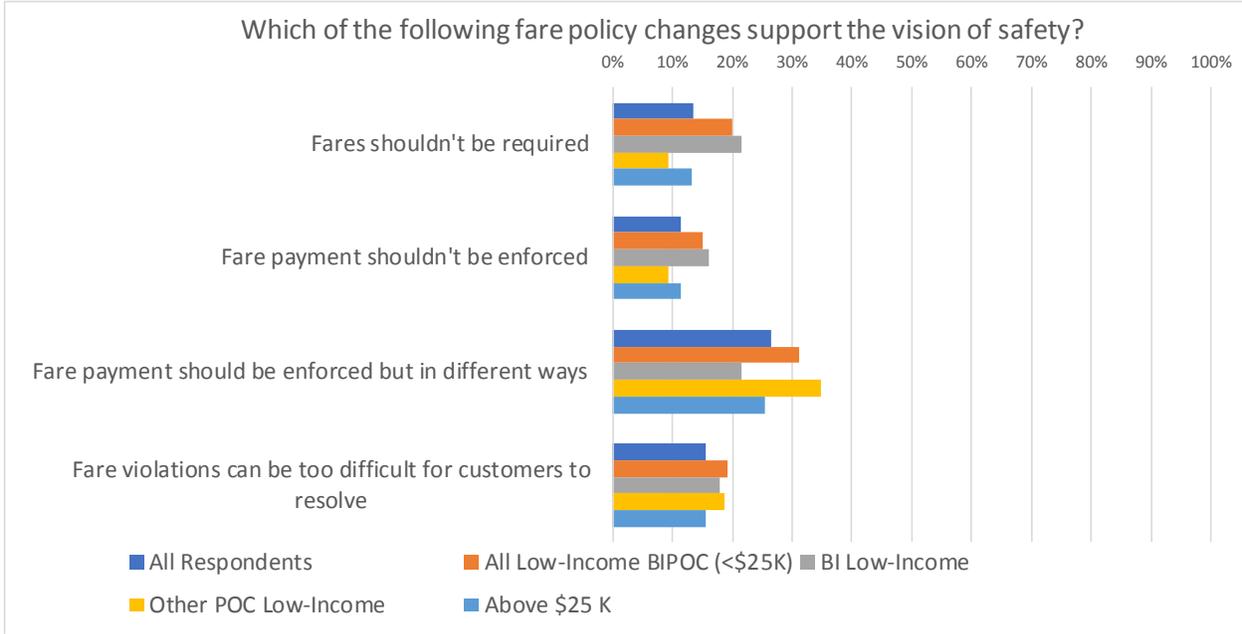


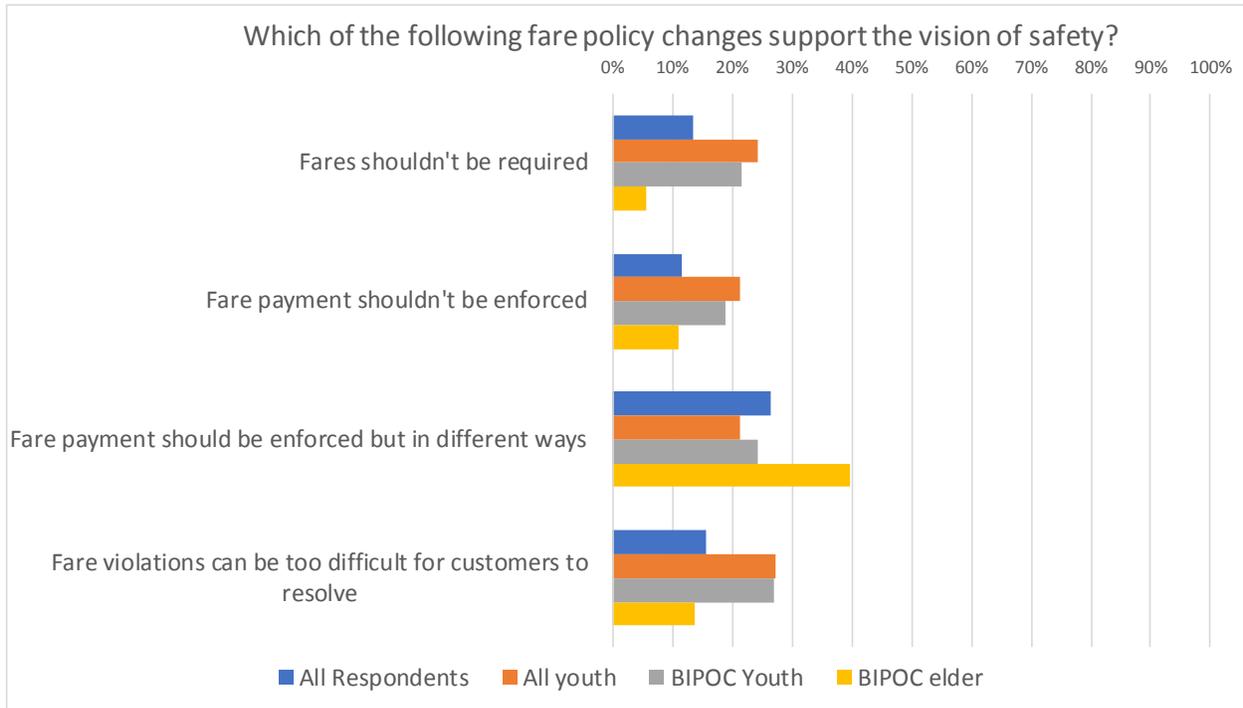
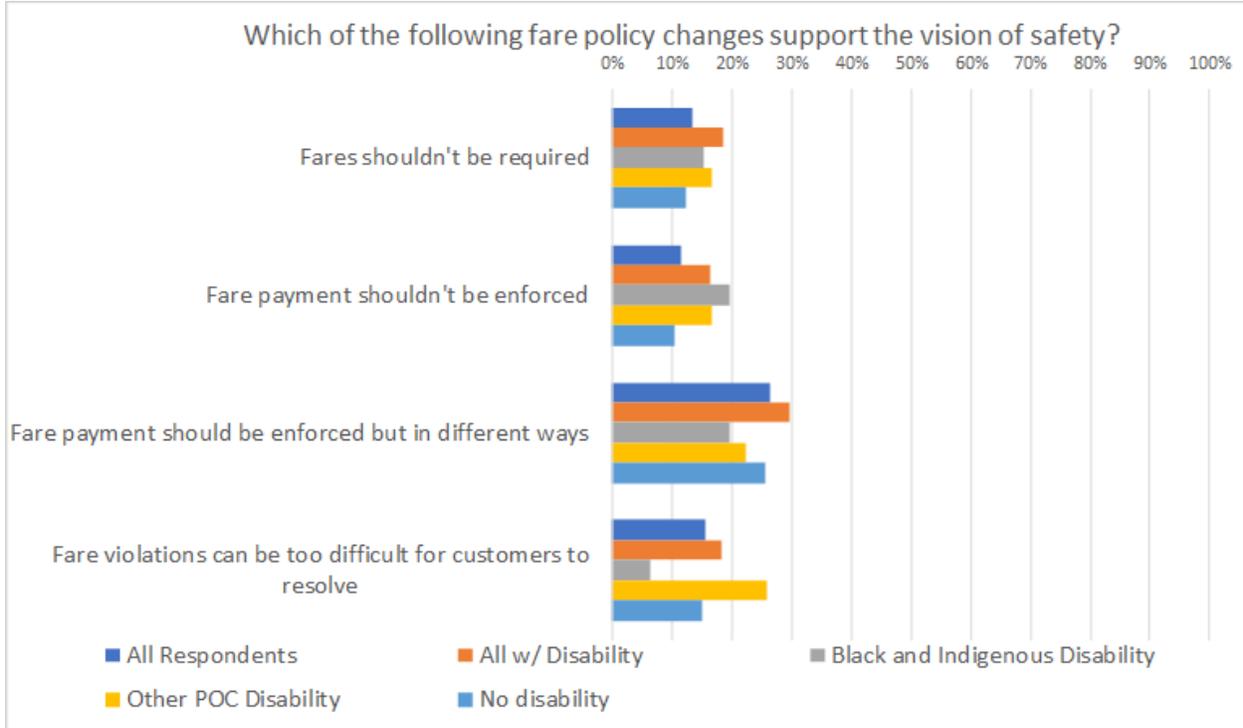


Fares

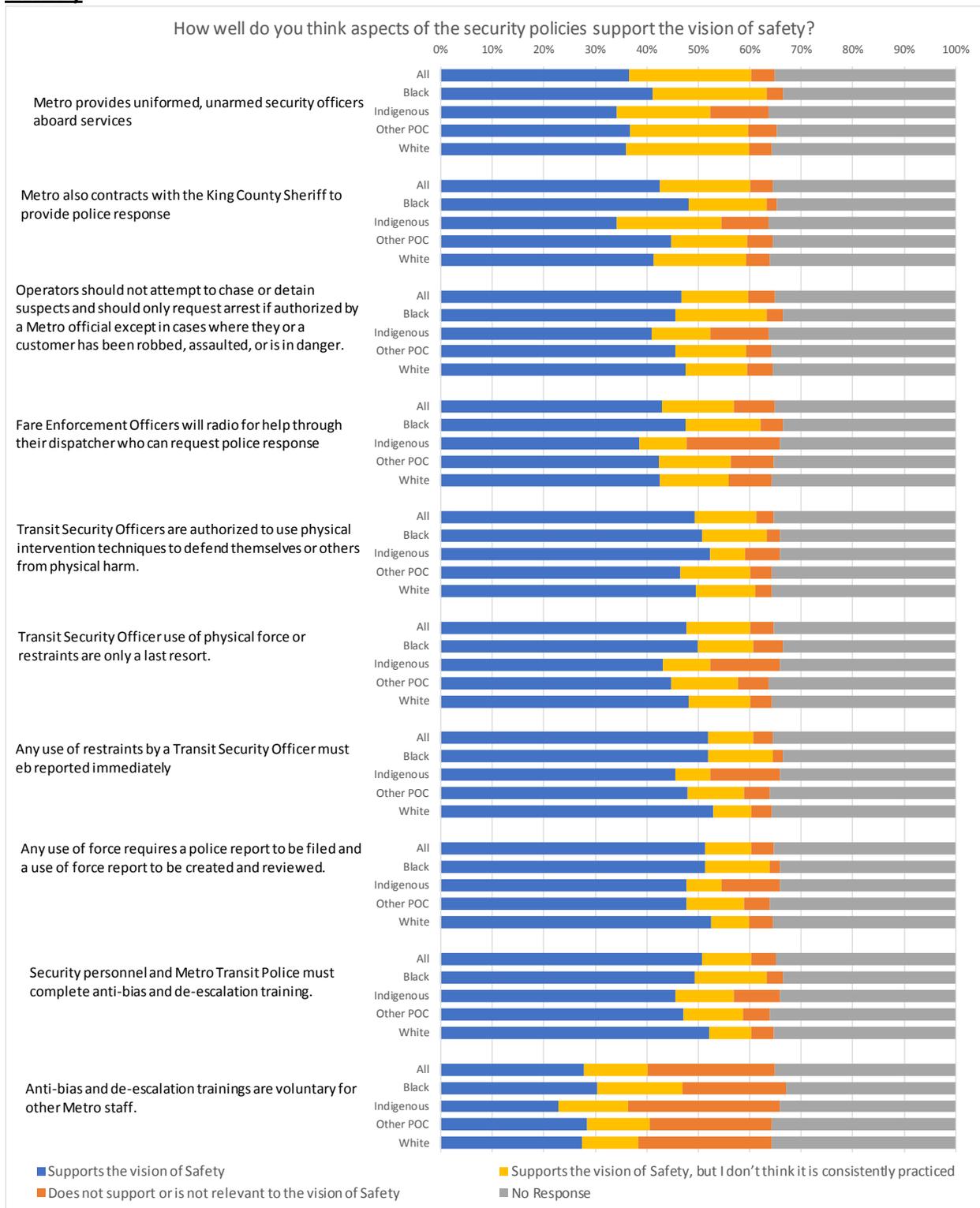


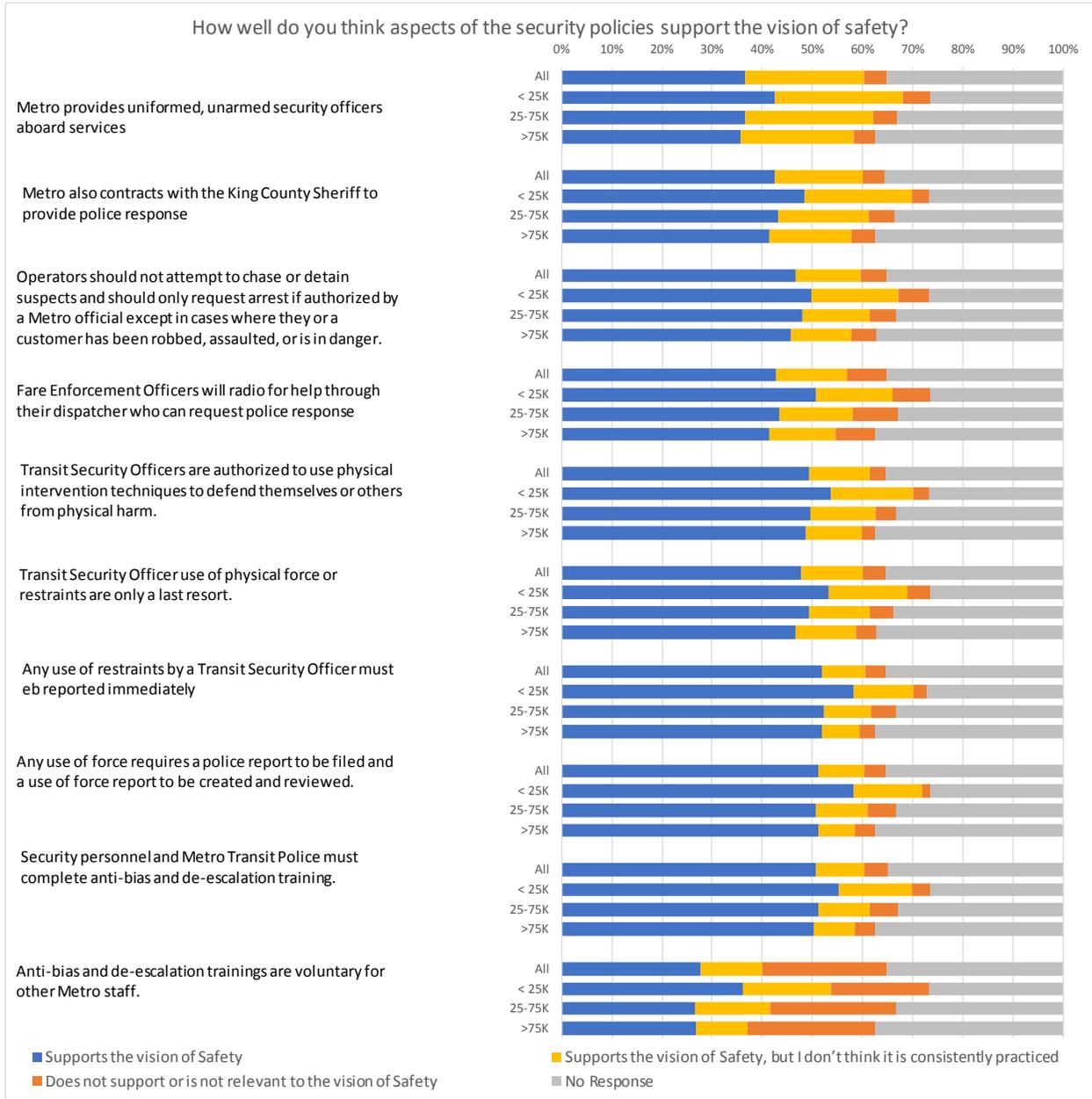


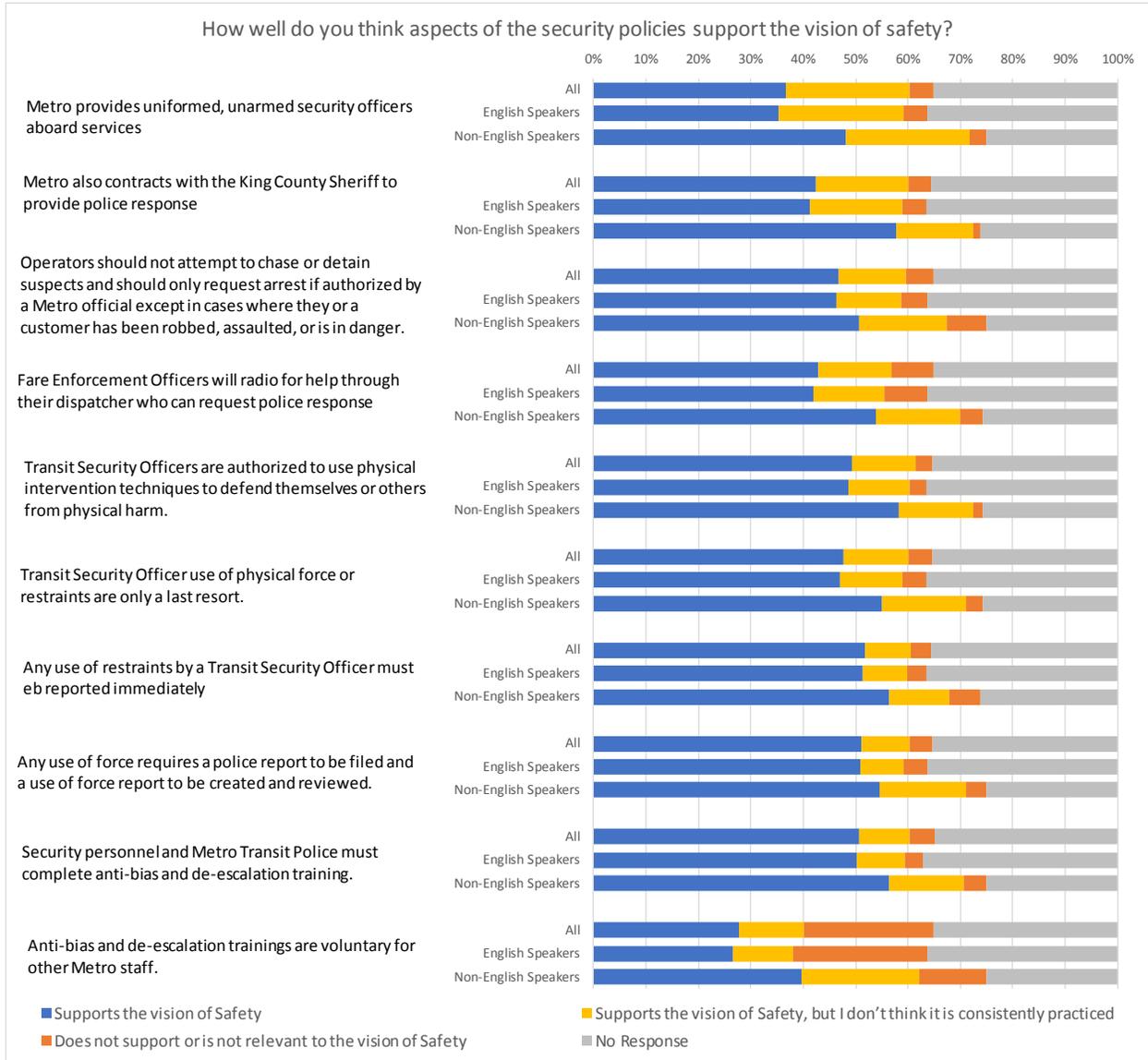


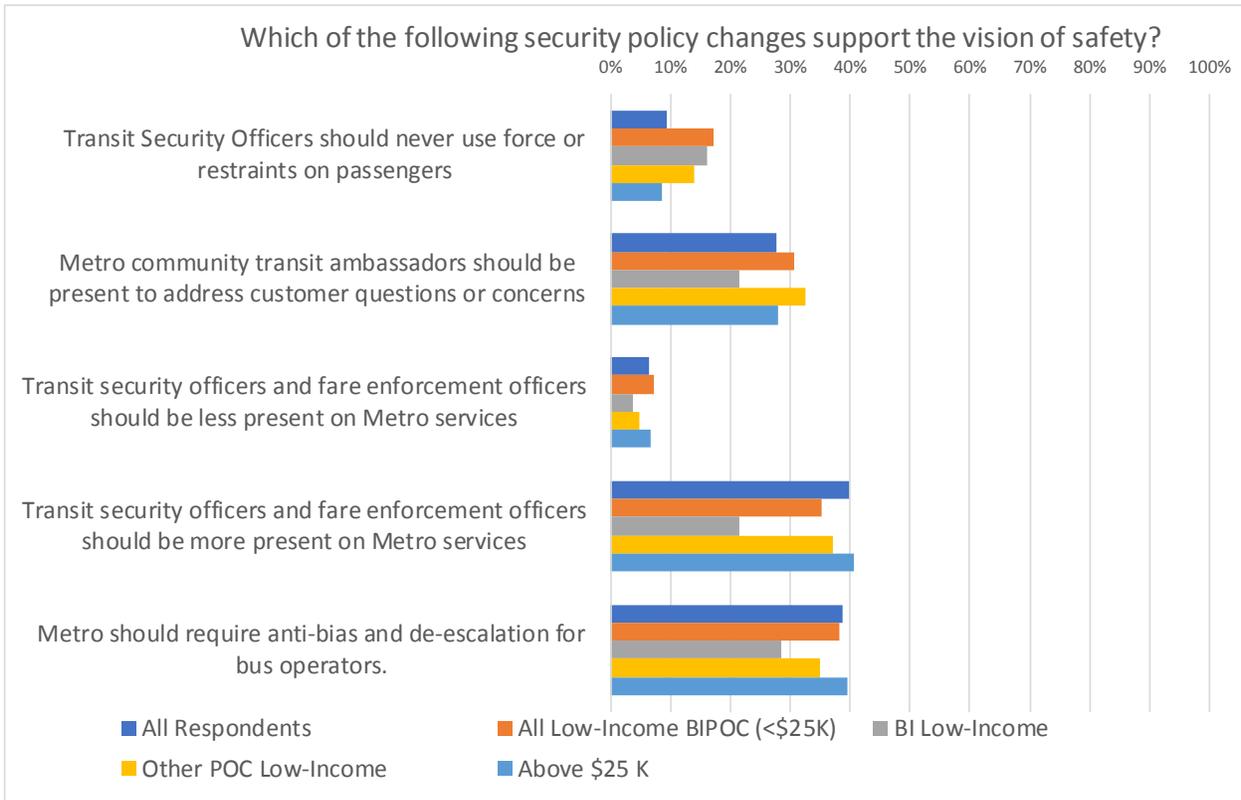
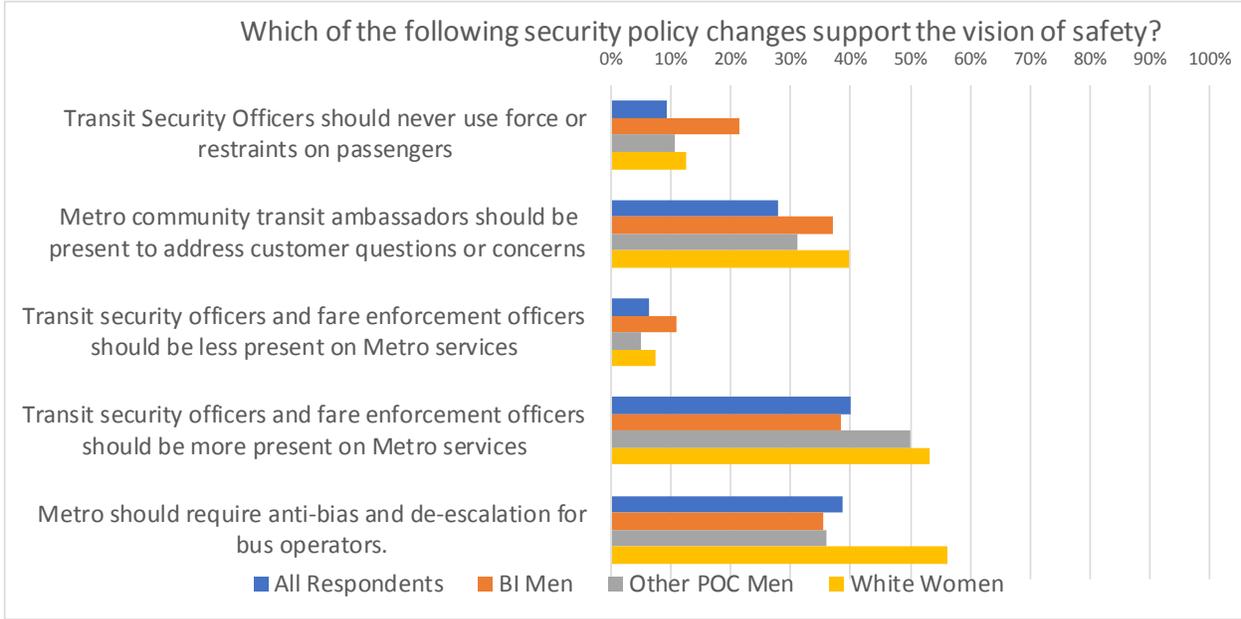


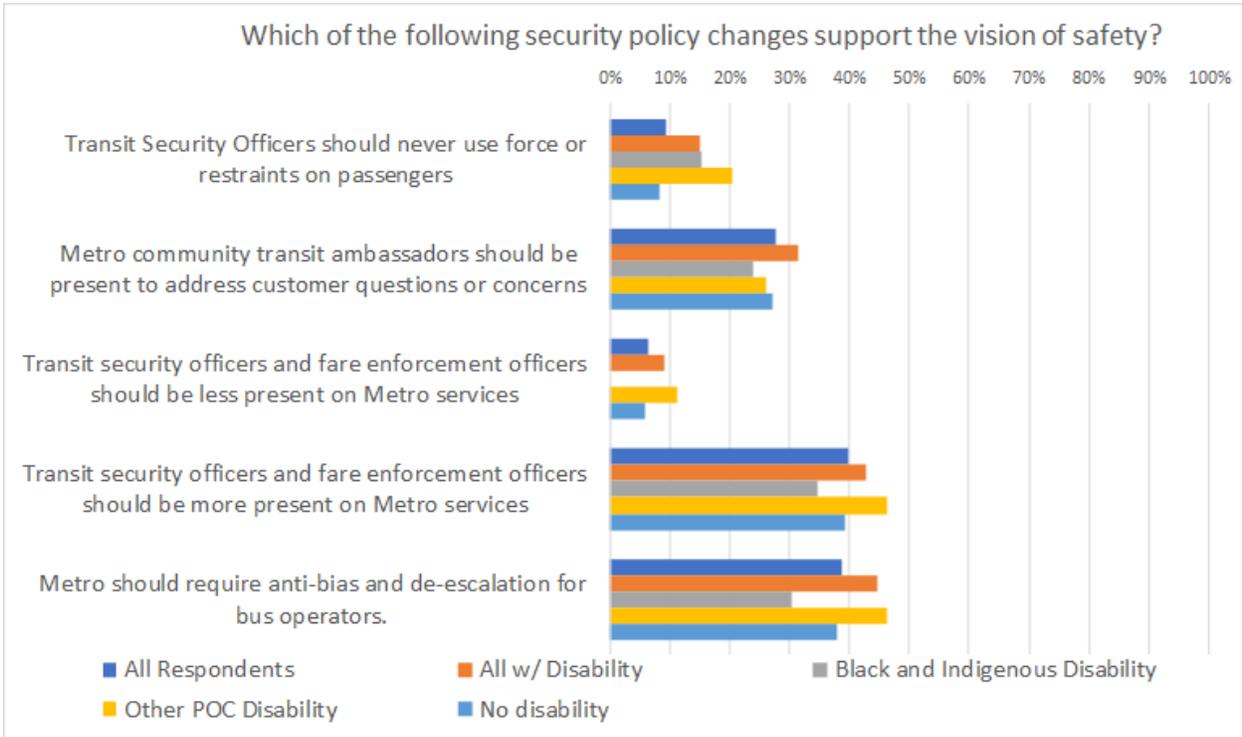
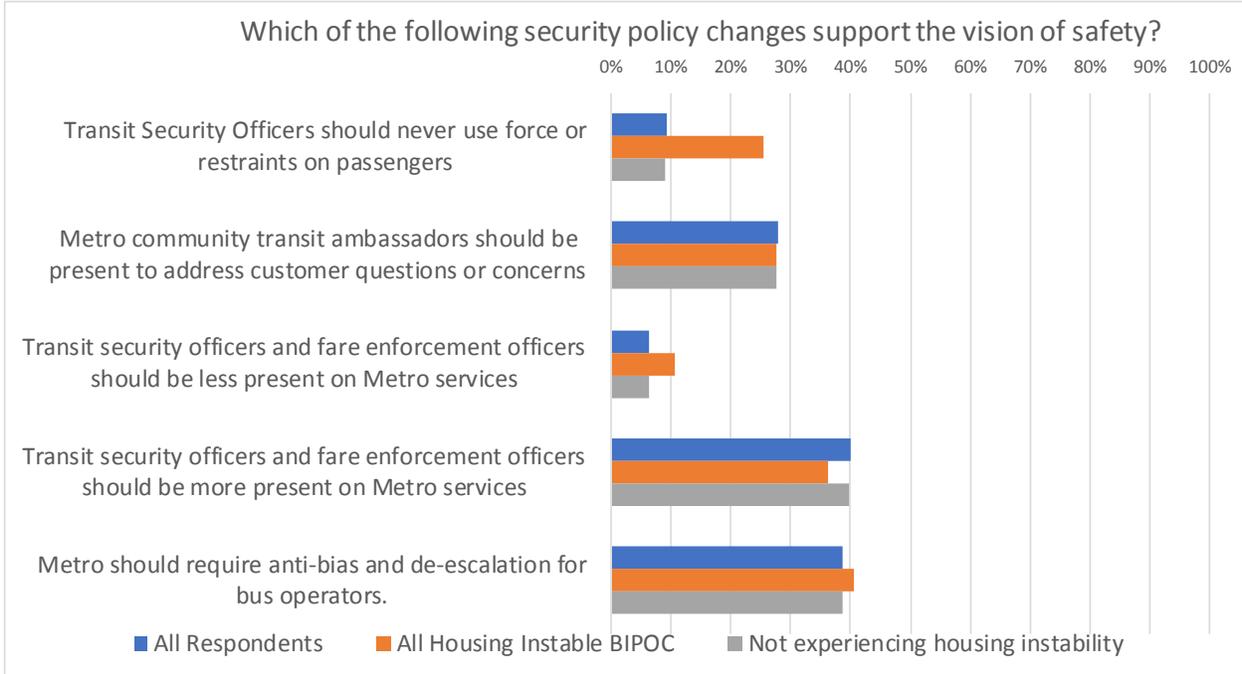
Security

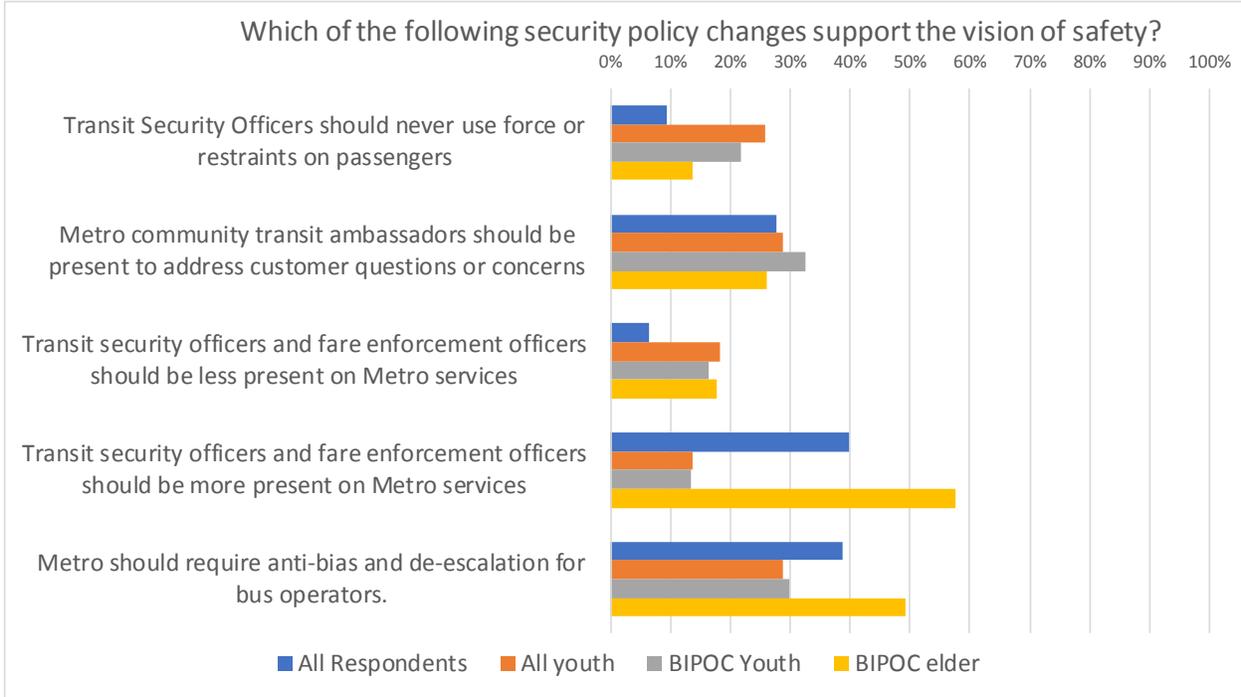












Additional comments and suggestions

295 survey respondents provided suggestions or comments when asked about what policies that they feel would support the community vision of safety. Out of all comments received, 87 percent were from external community members and 13 percent were from Metro employees. Demographic breakdowns for the additional open-ended comments were as follows:

External Community Responses	Total responses (out of 256)	Percentage
American Indian or Alaskan Native	8	3%
Asian or Pacific Islander	15	6%
Black or African American	12	5%
Hispanic or Latino/a/x	7	3%
White	169	66%
Multiracial or Biracial	21	8%
Don't know	8	3%
Prefer not to say	16	6%

Metro Community Responses	Total responses (out of 39)	Percentage
American Indian or Alaskan Native	2	5%
Asian or Pacific Islander	1	2.5%
Black or African American	1	2.5%
Hispanic or Latino/a/x	2	5%
White	31	79%
Multiracial or Biracial	1	2.5%
Don't know	0	0%
Prefer not to say	1	2.5%

Priority Community	Open-ended comments
<p>All Employees</p>	<p>The anti-bias and de-escalation training that security officers and police officers receive is not effective. It reinforces existing biases and escalation techniques. (I have this knowledge because I have been required to participate in the exact training that they receive.)</p> <p>Enforce the Code of Conduct. Work to change new law that ties the hands of Police. Transit should safe and not intimidating. Riders will not return with lax rules and laws.</p> <p>Survey too long</p> <p>Get drivers training on today's Covid-19 issues and some sort of assistance with how to deescalate the mental health issues occurring in today's world.</p> <p>Community control and accountability of transit police will ensure TSO's utilize their authority in a positive manner.</p> <p>Metro needs a different kind of worker/classification that is not a law enforcement approach to deal with homeless people riding on Metro's coaches for shelter. Through a partnership with the homeless advocacy/support community, Metro could redirect people to better shelter options and support services.</p> <p>The fare ambassadors are a big joke. It's like sending security guards out on metro with no way to protect themselves. It's no safe or a good ideal. But it's a good way to waste money.</p> <p>OMG. Stop being so pansy ass. The folks that are the problem causers are not afraid and do not care. Drivers are afraid</p> <p>More frequent service from arts, sports and entertainment venues at night so that women don't have to wait for the bus in unsafe and isolated areas. Downtown Seattle and the U-District need to have an arts transportation plan and schedule. I don't know how light rail stations will be made safe. Before COVID-19, the last bus from the Seattle Opera occurred before the end of some of the performances. Shuttles need to take concert goers to light rail or buses waiting to take them to their neighborhoods.</p> <p>Too little too late. The busses have become a free for all. Good luck fixing the problem you have created.</p> <p>The pure presence of a security officer and or fare enforcement officer on board transportation should curtail the bad behavior that is taking place on board almost all buses/trains/streetcars at this time at all hours.</p>

Priority Community	Open-ended comments
	<p>This is confusing - Operators... and should only request arrest if authorized by a Metro official except in cases where they or a customer has been robbed, assaulted, or is in danger. Why can't an operator request arrest?</p> <p>I would somewhat agree with "Transit security officers and fare enforcement officers should be more present on Metro services" but those positions should be replaced with a position whose role is to inform, not enforce. There also needs to be a marketing campaign to reduce the burden on bus operators to enforce these rules because their primary role should be to drive the bus safely, not to be an enforcer. Operators are constantly getting the short end of the stick and bear the brunt of public dissatisfaction</p> <p>Metro could do safety ride checks on all routes to monitor passengers and bus zones, but especially ones with more security instances to monitor the current situation. Things have changed during the pandemic.</p> <p>Consistency, operators should consistently ask for a fare. So many riders have not been paying and there has been no request for a payment. If the fare enforcement was established throughout then people would be familiar with the expectation to pay</p> <p>Metro Transit Police is limited. The money spent on Transit could be better spent hiring MANY more uniformed security. Their presence alone would mitigate many of the security issues. Metro can still rely on other law enforcement for actual crimes.</p> <p>end all contracts with king county sheriff and use funds to better train and pay operators and provide free transportation for those unable to pay.</p> <p>Maybe outward facing cameras on coaches to assist KCS/SPD? Miscreants flee the bus before enforcement ever arrives. The unsafe situation is temporarily resolved on the bus, and moved into the immediately adjoining community. If I was riding the bus/train and they got off at my stop, I'd stay on 'til at least the next stop. A few times of that inconvenience puts me back behind the wheel of my own car for necessary trips. More frequently, it causes me to stay out of the City entirely. Law enforcement and Metro Police only respond to crime or harm after the fact, instead of preventing or intervening. Because of this, I would love to see more of the previous suggestions to increase community care and safety instead of collaborating with law enforcement.</p> <p>I don't think that bus operators should be asking police to arrest someone. I think this is a decision for police officers to make based on a determination of probable cause as required by law. I think operators should be able to report incidents and provide facts / observations and as previously mentioned up to police to make</p>

Priority Community	Open-ended comments
	<p>arrest recommendation/determination. I think all public facing Metro employees should take anti-bias and de-escalation training. Training might need to be customized based on the public interactions staff are having with the public. Thinking paying riders vs contractors for example. Tasers should be allowed</p> <p>Any security position with the responsibility of upholding laws, codes or policies where adults are capable of understanding those laws, codes and policies should be given the appropriate equipment to deal with the threats they would routinely face in this position include assault and battery. Where laws, codes and policies that are allowed to go routinely ignored and disregarded create an unsafe condition for transit users and increase the chance of escalation of every 'peacekeeping' intervention. Let's concern ourselves with the safety and well-being of our transit employees, especially our operators and our front-line security employees, and concern ourselves less with the experience scofflaws and criminals have on our transit system.</p> <p>More emphasis should be placed on removing disruptive passengers from the coach to enable service to continue unencumbered. More security should be available and able to respond to any route in any location within four minutes of the operator initiating a request for support.</p> <p>Need more security personnel aboard buses and at transit centers. Should be noticeable to riders and drivers so they can seek assistance quickly. If Contracted with KCSO, they need to increase their presence as well. Rarely see them around transit facilities and on buses. #49: All drivers should go through this training as well.</p> <p>I have witnessed transit security tasing a young black man that was asleep on a coach AFTER he was off the coach because he ran when asked for ID. Not sure how effective the anti-bias training is.</p> <p>Have sheriffs and security personnel ride buses more often and protect the driver.</p> <p>Police and security presence should be available more times to keep people in line and remove problem passengers (homeless non destination, intoxicated, mental, issue causing passengers). SAFETY FIRST</p> <p>Transit Security should also be posted at troubled bus stops late at night and throughout the night in pairs of two.</p> <p>"Oh good transit security, this will make us safe" said no Operator ever. Transit police could be an effective tool if used properly. Sitting in their vehicles for HOURS doing nothing (in some cases seen playing video games) has to stop. They should be</p>

Priority Community	Open-ended comments
	<p>active every minute just like everyone else. They can have their vehicles 20 feet away while they greet buses. They can ride buses. Passengers are still afraid to ride buses. They shouldn't be.</p> <p>Unless there are real world, immediate consequences for hooligans and criminals riding the buses, nothing will change and it will only get worse. You are pandering to those who don't bear the brunt of their taxes supporting public transit. We are not living in socialist China, yet.</p> <p>Off duty and undercover police officers and their roles while using Metro service do not appear to be addressed.</p> <p>Transit Security Officers should use force/restraints on passengers if there is a threat to safety.</p> <p>Please do consider the possibility of more officers being present on Metro Services. I feel that creating a sense of community with those officers included in that "presence" is the most logical approach to True Safety and Security improvements. Thank you for surveying for decision data.</p> <p>drivers are great and need a lot more support, they can't babysit the whole bus and drive too. There are a LOT of high needs passengers. We would all be safer if there were more busses on busy routes so everyone had space from each other and could easily hop off and get the next bus if there was tension or unsafe situation</p> <p>More education and awareness to customers on how to report incidents.</p> <p>Survey questions are not up-to-date with latest changes.</p>
BIPOC (non-employees)	<p>Eliminate anti-bias training.</p> <p>Security and fare enforcement officers must see as their highest priority maintaining the dignity and respect of the transit rider especially when the rider may not see it that way. De-escalation training should be mandatory for all Metro employees who come into contact with the public.</p> <p>More enforcement officers empowered to intervene in situations to promote safety for other transit riders</p> <p>The only place I have seen transit ambassadors was on the tunnel platforms in the morning downtown. This never stopped homeless people from harassing riders and sleeping everywhere and using every transit location as their personal house or toilet. I have seen more crazy naked people while riding transit than anywhere else</p>

Priority Community	Open-ended comments
	<p>in the city. I have seen my transit operators endangered more than once. When I first started riding Metro, I thought it would be a good job, until I started witnessing the abuse operators take. Operators, like police and school teachers are not paid enough for the dangerous situations they face everyday with little to no back up. I stopped riding Metro, but unfortunately, my kid has to ride Metro to school since the school's own bus system can't get its shit together. Worst, idea, ever, to subcontract out the school bus to an outside company.</p> <p>Drivers must be more attentive to clearing the lane of travel when stopping and less aggressive when pulling back into traffic.</p> <p>No fares. All rides free. A security officer (or "conductor", as I described earlier) with authorization to use force must be on every bus or train. Anyway no fair or good or secure can happen under the boot of capitalism. Good day and good luck.</p> <p>Buses are not a safe mode of transportation and nothing METRO has done or will do can change this fact. The garbage collector is still a garbage collector no matter how clean the outside is presented.</p> <p>ALL staff should undergo anti-bias training, and all staff who interact with the public/passengers should undergo de-escalation training. Any use of physical restraints should be made available to the public, or at least to a community advisory board/civilian accountability group and not just the police, as the last year has made it abundantly clear that the police do not have the appropriate take on what is appropriate use of force.</p> <p>Transit security needs to have more authority. Having to call someone for permission to engage could cause harm to a rider.</p> <p>There is no fare enforcement or security officers on my route. Perhaps they could ride occasionally in the downtown core. I hear the kids on the Eastside call the bus the roach coach. It's getting that way over here.</p> <p>Punitive solutions are NOT the way. Need to have folks with training in social services, mental health solutions, & more extensive de-escalation & anti-racism principles. Should be folks from all backgrounds, nationalities, & that are recruited from the community. Should be folks with a wide range of language skills. Should be rooted in public health, NOT security/enforcement/police background. The job of the operator & those coming onto the bus shouldn't be to punish, enforce, & crack down. This creates a charged, dangerous environment on the bus. Instead of being reactive, there could be a figure on the bus to help proactively provide resources & make folks feel seen & supported in a culturally relevant way.</p> <p>Transit security officers ride services?!?! Are they in plain clothes? 8 years of riding various Metro routes depending on where I lived like 101, 150, 106 and not once</p>

Priority Community	Open-ended comments
	<p>have I seen a KCM security officer at a transit center or on a bus. 150 used to stop 3 times a month due to a fight on board yet no transit security was assigned to ride. Transit Police met us several times at stops because of issues, yet no Transit Security was seen. After 2 years of dealing with it I stopped riding 150. A clearer public understanding of how it's determined when a transit security rides a route should be published.</p> <p>Eliminate anti-bias training.</p> <p>More protection for drivers if assaulted. their proximity to passengers entering or exiting the bus leave them most vulnerable. the anti-bias and de-escalation training should be re-certified annually. That training should be paid as overtime</p> <p>Metro should require anti-bias and de-escalation for passengers.</p> <p>I generally feel safe on Metro, but I think that operators should be given more authority to enforce behavior on coaches. If something is going "wrong", that is, offending the sensibilities of a REASONABLE person, I have spoken to the operator, but MANY times have been told there was nothing he/she could do.</p> <p>Anti-bias and de-escalation trainings should be required (not voluntary) for other Metro Staff.</p> <p>Fare enforcement police need to be present during night operations too. That is when most violent attacks on passengers occur. Operators need to be equipped with devises to protect themselves as well as passengers,</p> <p>Trainings is needed but at the same time, some customers may want to take advantage of the system regardless what training provided to the staff.</p> <p>Transit Security needs to be aboard busses and have a visual presence. They also should be allowed to be armed. Not with a firearm necessity but at least a baton, cuffs and stun device. As mentioned, the Seattle City Council has screwed the tax payers and violated our comfort, rights, feelings and ability to feel safe using public transportation services. The Seattle City Council would rather spare and grant more rights to people who have no regard for contributing members of society. Which is totally unacceptable. Seattle Metro can take a step in the right direction by protecting the rights of law-abiding contributors to society then to bend to the Seattle City Councils liberal minded policies.</p> <p>Need actual enforcement of these policies! Twice within the past week I've encountered mentally unstable people on route 70 buses. One was hallucinating so badly that the driver ended up calling the sheriff to remove because he felt this passenger was a danger to herself. The other was a man making racist comments</p>

Priority Community	Open-ended comments
	<p>to white and Latina women. This man was yelling at them, getting right in passengers' faces, shaking his fingers at them, and getting so aggressive that about a dozen women finally got off the bus just to get away from him...yet the driver didn't call the police.</p> <p>All metro employees, not just operators be required to receive anti-bias and de-escalations training</p> <p>Anti-bias training for all metro staff should be required.</p> <p>Metro enforcers should call the police on users on metro property, and have them arrested. Drugs are destroying our communities. We need more law enforcement presence, and we need prosecutors to enforce our laws to keep honest community members safe.</p> <p>Anti-bias/anti-racism training should be required for ALL Metro employees and contractors.</p> <p>Enforce the policies it will make it safer. Imagine if WSP never patrolled the highways, only showed when called, no seatbelt, DUI focus etc. .. the highways would be a mess, get patrols on the buses and enforce the rules</p> <p>As much as police response can be removed, that should be pursued</p> <p>We need real security not just someone hanging out never to be found when needed!</p> <p>That all security officers be armed</p> <p>I'm not enthusiastic about these matters being evaluated by the current City Council. After all, its members made an unresolved mess attempting to reform SPD. The members don't have the requisite qualifications to make decisions on basic safety matters concerning Metro and public transportation. Now that I know that the City Council will be reviewing safety measures for public transportation, I can assure you that I already feel less safe. Best of luck to Metro and heaven help the riders if their safety is left in the hands of the City Council.</p> <p>Transit drivers and personnel should respect and treat passengers with dignity and respect.</p> <p>Remove private and public security forces from transit, replaced with community-based liaisons.</p>

Priority Community	Open-ended comments
	<p>E Line Drivers do not ever attempt to de-escalate violent, unruly behavior and just continue to drive and overload busses.</p> <p>No fares. All rides free. A security officer (or "conductor", as I described earlier) with authorization to use force must be on every bus or train. Anyway no fair or good or secure can happen under the boot of capitalism. Good day and good luck.</p> <p>What would happen if these officers encounter armed individuals who hurt them and other people. I believe security officers should be armed.</p> <p>It seems like so much of this survey is about unruly disruptive passengers being victims And not your lack of enforcement of common behaviors and respect..when it is actually the people who play by the rules who are the victims of the behavior and your unwillingness to address it because you perceive the selfish rule breaker's as being somehow victims</p> <p>Punitive solutions are NOT the way. Need to have folks with training in social services, mental health solutions, & more extensive de-escalation & anti-racism principles. Should be folks from all backgrounds, nationalities, & that are recruited from the community. Should be folks with a wide range of language skills. Should be rooted in public health, NOT security/enforcement/police background. The job of the operator & those coming onto the bus shouldn't be to punish, enforce, & crack down. This creates a charged, dangerous environment on the bus. Instead of being reactive, there could be a figure on the bus to help proactively provide resources & make folks feel seen & supported in a culturally relevant way.</p> <p>We need real security not just someone hanging out never to be found when needed!</p> <p>Anti-bias and de-escalation trainings should be required for all Metro staff. All transit employees and contractors should be required to take the anti-bias and de-escalation training. All.</p> <p>Why is every Metro survey so unwieldy? Too long, difficult to determine half the questions, and what is the reach of something like this? Anyway Metro isn't running my bus at the moment and hasn't said anything about it, so these questions are irrelevant to me because I'm walking. Your communication to the public is terrible.</p> <p>I suggest getting rid of the fare enforcement category and making all officers transit security officers. It is insulting, as a passenger, to have a team of officers who are there to make sure I paid my fare but are not there to ensure my safety. Why not just make them all transit security officers? Having officers for fare enforcement</p>

Priority Community	Open-ended comments
	<p>only makes it seem like Metro considers money to be a bigger priority than my safety. Thank you.</p> <p>More and more implicit bias and de-escalation training, not just a one off. Also, no fare enforcement but ambassadors and security if data shows it keeps ALL riders safe.</p> <p>Having a policy that use of force requires a mandatory internal review deters safety officers from handling difficult/dangerous situations because nobody wants to go through an "anti-safety-officer" review that is most likely biased against the safety officer.</p> <p>Fare enforcement regularly detains riders by demanding identification from a passenger, then calling the sheriff department and refusing to return the I.D. until the sheriff arrives. This tactic is wrong and abusive. Involving law enforcement of any kind presents a potentially deadly situation for the passenger. I have personally been verbally harassed and threatened by fare enforcement for filming them, reporting/filing a complaint to Metro and informing passengers of their rights when fare enforcement has harassed them or attempted to detain them in any manner. The presence of services that would allow avoiding police involvement or security officer involvement are better whenever conceivably possible.</p> <p>"47. Any use of force requires a police report to be filed and a use of force report to be created and reviewed." I get that this is meant to prevent some sort of abuse of the system but in practice is that a real concern? It seems like there should be some leeway to keep reporting like this internal only - perhaps make the info public for transparency but don't always send to the police. Some people just have really bad days due to any number of life circumstances and involving the police can make that worse.</p> <p>What would happen if these officers encounter armed individuals who hurt them and other people. I believe security officers should be armed.</p> <p>I've seen many (and been in a few) situations where the bus driver isn't able to see unsafe situations on the bus. Ideally more civilians would be able to intervene, but this is unrealistic. So I would like to suggest putting plain clothes security officers on buses to de-escalate situations. I think any use of uniformed officers, however, makes things less safe for everyone.</p> <p>Enforce laws and code of conduct regardless of race.</p> <p>Greater presence of security officers, quick to use force when someone in non-compliant, arrest and hand off to law enforcement where necessary, blacklist with facial recognition where not.</p>

Priority Community	Open-ended comments
	<p>ALL staff should undergo anti-bias training, and all staff who interact with the public/passengers should undergo de-escalation training. Any use of physical restraints should be made available to the public, or at least to a community advisory board/civilian accountability group and not just the police, as the last year has made it abundantly clear that the police do not have the appropriate take on what is appropriate use of force.</p> <p>It's nice to have all these things written but I've yet to see actions. There have been too many instances when bad, violent behaviors go unchecked. This change to free for all attitude has really gotten bad the last 3 years. I feel bad for the bus drivers and have had long conversations with them.</p> <p>Provide security and law enforcement officers the proper tools and authority to remove dangerous individuals from buses and/or Metro property.</p> <p>MUST HAVE POLICE PRESENCE</p>
<p>Vulnerable Communities (Disabled, People experiencing homelessness, linguistically diverse) – non-employees</p>	<p>I think there should be security officers on all the buses. Not just rapid ride</p> <p>It's time to face the fact (admitted by drivers who refuse to intervene and corroborated by many incidents on Metro) that buses have become UNSAFE. Those who must use public transportation should not be put at risk every day, nor should the drivers. Of course, the drivers need to focus mainly on driving the bus, also a safety issue, but many will not even play the announcement citing federal law for mask requirements, almost none will tell a mask less rider they must get off (these actions are required but Metro flouts them), many share that they have encountered threats and violence and been spit on, etc. Metro's continued violation of the federal requirements, the unwillingness of most drivers to intervene, the rarity of security officers being present or available, the increased mental illness and short tempers prevalent in the community since the pandemic mean that I am at risk every time I ride a Metro bus. It's time to put something like "conductors" (but trained Security) on all the buses, the way stores have a security guard who can enforce rules and remove those putting others at risk. No more attacks, no more murders, no more constant violation of mask rules, if you want Metro to actually be SAFE. Of course we know that bias will may into play and there is a risk of exacerbating tensions with already marginalized communities, so I also support anti-bias and de-escalation training for all. Metro riders basically know that NONE of the rules will ever be enforced by anyone, so those who want to violate them at will, most drivers say nothing, and many riders are abusive if asked by anyone to comply with rules. You're now asking us to tolerate people endangering our lives daily and go along with Metro's pretense that there are adequate measures in place. There are not. At this point, I don't know any friends or acquaintances who are taking the bus if they have another option.</p>

Priority Community	Open-ended comments
	<p>Metro enforcers should call the police on users on metro property, and have them arrested. Drugs are destroying our communities. We need more law enforcement presence, and we need prosecutors to enforce our laws to keep honest community members safe.</p> <p>Apply the same standards to everyone, it's really simple. And properly enforce fare payment, use of transit infrastructure for homeless sleeping etc. It's a transit system not a homeless shelter. I'm tired of belligerent people using race as an excuse for their behavior.</p> <p>The policies are missing a huge gray area where behavior is scary and disruptive but perhaps not immediately dangerous. The scariest situations I have encountered on transit involved clearly disturbed passengers going on hate speech/racist tirades. In each case where this has happened, it was a full, busy bus, and the person was simply ignored and avoided as much as possible. There should be a process for passengers to text concerns and get an immediate response, along with advice on what to do.</p> <p>Get rid of fare enforcement officers as most people not paying simply cannot pay - so stop wasting staffing funds for this position?</p> <p>Find this survey to be poorly constructed and totally, if not impossible to elicit the type of information that might significantly improve the safety of Metro buses. This begins with the completely and inappropriately defined term of "safe" which to just about every individual rider means feeling free from physical and/or harm while riding.</p> <p>Anti-bias and de-escalation training is all well and good, but training alone does not change biased or escalating behaviors. Metro personnel should be monitored for bias or escalation issues, be re-assigned if they continue to exhibit such behaviors, and be terminated if they cannot comply with unbiased or de-escalating actions. The last thing anyone needs is another police force.</p> <p>Whenever a rider is assaulted by another rider, there should be an arrest of the offending party and law enforcement should be on the scene.</p> <p>We need real security not just someone hanging out never to be found when needed!</p> <p>Bus operators should also have intervention / active bystander training. If you really want to create a safe environment, the operators need to get more involved in the situations on their buses.</p>

Priority Community	Open-ended comments
	<p>E Line Drivers do not ever attempt to de-escalate violent, unruly behavior and just continue to drive and overload busses.</p> <p>New Washington State laws are inhibiting police from using force. Laws are going overboard in an effort to ban police being to violent with unruly drunks & people of color with attitude. We need to find a moderate solution beyond obvious biases towards minorities & mentally unstable people.</p> <p>Again, I'm not particularly concerned about passenger fares. I'm concerned about my physical and emotional health. I have been riding Metro for over 30 years and I live in Lake City. I don't feel safe at the bus stop or on the bus and about 50% of the drivers DO NOTHING to remove dangerous passengers.</p> <p>Transit security officers should be more present on local routes serving elderly riders.</p> <p>All transit employees and contractors should be required to take the anti-bias and de-escalation training. All.</p> <p>Anti-bias and de-escalation training should be mandatory for all staff. Significantly more development needs to occur in the environmental considerations where conflict occurs. This means widening sidewalks, reducing confined "trapped" spaces, more proactive troubleshooting before incidents occur (instead of just reacting to them), and better infrastructure. Clear pathways, lighting, surveillance, use of greenspace, environmental considerations, and clarification of priorities to disincentivize wasteful transportation methods such as personal vehicle (when not needed) and instead promote healthier alternatives that are not dependent on environmental harm.</p> <p>I generally feel safe on Metro, but I think that operators should be given more authority to enforce behavior on coaches. If something is going "wrong", that is, offending the sensibilities of a REASONABLE person, I have spoken to the operator, but MANY times have been told there was nothing he/she could do.</p> <p>There needs to be a lot more anti bias and de-escalation trainings for all staff, contractors and volunteers involved in bus safety. There needs to be Metro safety officers with clearly marked uniforms on each and every bus coach all the time, there needs to be dramatically less physical assaults by King County fare enforcement staff - there needs to be cameras in the front, middle and back of buses. Metro drivers need to drive less hours in one day and not do over-time - clearly, many bus drivers are under a lot of pressure and stress and can be verbally and emotionally abusive to vulnerable populations who ride the bus, including the homeless, people of color, immigrants, seniors and people with disabilities.</p>

Priority Community	Open-ended comments
	<p>Require de-escalation training for all metro employees. Contact with non-police emergency response to handle most incidents instead of police. Seeing uniformed “safety officers” on board always puts me on edge and I’ve never even gotten so much as a speeding ticket. No wonder they make almost everyone uncomfortable.</p> <p>Few things on the bus make me feel less safe than a bunch of people in uniform asking about fares, and I'm white, can and do pay my fare, and have a spotless record. These people are terrifying. I know we need ways to resolve any violence, but I have deep reservations about calling the cops for any reason given their track record with use of force, and I don't trust any current system to actually properly assess and react to excessive force. More de-escalation training, more empathy training, more general understanding that no one does anything for no reason, and people generally aren't just being difficult for the heck of it.</p> <p>Fare enforcement regularly detains riders by demanding identification from a passenger, then calling the sheriff department and refusing to return the I.D. until the sheriff arrives. This tactic is wrong and abusive. Involving law enforcement of any kind presents a potentially deadly situation for the passenger. I have personally been verbally harassed and threatened by fare enforcement for filming them, reporting/filing a complaint to Metro and informing passengers of their rights when fare enforcement has harassed them or attempted to detain them in any manner.</p> <p>The presence of services that would allow avoiding police involvement or security officer involvement are better whenever conceivably possible.</p> <p>Anti-bias & de-escalation skills should be taught to all employees. I experienced a bully/abusive transit “monitor” in the DT tunnel a few years ago. Do t want to experience that again. Many individuals in public have poor social & problem-solving skills too which makes Metro’s job more challenging</p> <p>More transit security officers should be riding on light rail cars, walking through all areas of the stations and be more visible. Drug use, intimidation by gangs riding the light rail and buses, the playing of loud music, vandalism of buses and stations is rampant and out of control. Transit security is nonexistent as they have no authority or control to curtail these activities. When I’ve seen this activity reported police are not helpful or do little to enforce any rules. Usually, the offenders just walk away. The public transit system is not safe.</p> <p>What is your objective? This is all over the place! Do give the operators better means to protect themselves and their passengers. De-escalation training is essential, but quick access to prevent and physical support for the operators is very crucial.</p>

Priority Community	Open-ended comments
	<p>Fare enforcement police need to be present during night operations too. That is when most violent attacks on passengers occur. Operators need to be equipped with devises to protect themselves as well as passengers,</p> <p>I realize the need for these people, I simply don't like it. They overreact and especially males are usually in this type of work because they see themselves as powerless and use the job as a false sense of power.</p> <p>the people acting belligerent and violent to get on a bus without paring fare also threaten and rob passengers on the bus. No one feels safe when they are on board scott-free</p> <p>What about Covid 19 pandemic? Should we just jam everyone on a bus and hope everyone wears a mask?</p> <p>Transit officers or police should be present at all dangerous bus stop areas. I.e., 125th and Lake City Way. Also, several downtown locations at bus stops</p> <p>There should not be fare enforcement officers. Period.</p> <p>Until you make transit safe again, I will have to use uber and will never vote for another transit positive bill.</p> <p>Metro, Police and the public need to work together to create a safe and lawful environment. Not against one another.</p> <p>Anti-bias training and de-escalation training would be training for anti-bias and de-escalation training for all ethnic and racial groups. Including the minorities of Caucasian descendants and White descendants. And any other racial or ethnic groups that have become a minority over the decades here in King County as Native or National groups change.</p> <p>The Fair Enforcement Officers need to be taken of the Metro system. They are young people who are pushy, can be very aggressive and they ARE NOT COPS or TRANSIT POLICE. Safe your money uses the Security Police...hire more if you need to-but the Fair Enforcement needs to go NOW. I have seen issues where FEO did handcuff people they kicked off the bus. Drivers need to call the correct security.</p> <p>Greater presence of security officers, quick to use force when someone in non-compliant, arrest and hand off to law enforcement where necessary, blacklist with facial recognition where not.</p> <p>I would say fewer fare enforcement officers and more security officers. Are the security officers trained police officers? Do they have the authority to detain someone? What is their role? Bus drivers should not have to provide security; they</p>

Priority Community	Open-ended comments
	<p>should drive. In other cities, operators are protected and hidden from passengers by driving from inside an enclosed space.</p> <p>How about removing the 'security officers' (aka - jackboots/cop wannabes) all together? The only change I've seen is more non-white passengers harassed, cornered, threatened and the general ridership made deeply uneasy at their presence. They don't help make things safer, easier or better More police and security would be very helpful. Additionally, they should be supported. Having every case reviewed seems excessive and I'd rather that money be spent on more security officers instead of reviewing staff.</p> <p>there should be NO fare enforcement officers or transit security officers, these individuals systemically bother BIPOC and the money used to pay them would be better lost not requiring fare</p> <p>Beating the drum: All of King County, but in particular Metro, need _readily available_ people trained to handle people being anti-social. And frankly the fact that anti-bias and de-escalation is optional for operators is shocking and should be remedied immediately. Most operators are kind even under difficult circumstances...but not all, can be impatient to those with disabilities.</p> <p>ALL staff should undergo anti-bias training, and all staff who interact with the public/passengers should undergo de-escalation training. Any use of physical restraints should be made available to the public, or at least to a community advisory board/civilian accountability group and not just the police, as the last year has made it abundantly clear that the police do not have the appropriate take on what is appropriate use of force.</p> <p>TSO need to use force, only needed.</p> <p>Main purpose of "security" should be de-escalation not policing. Work with communities most impacted by policing to build an alternative to fare enforcement/police involvement. I've been on a bus when police were called and it was one of the scariest things I've ever experienced. I 100% thought they were going to shoot someone onboard who was sitting only a few feet away from me.</p> <p>Transit drivers and personnel should respect and treat passengers with dignity and respect.</p> <p>Sometimes it is very scary on a bus or train.</p> <p>Remove private and public security forces from transit, replaced with community-based liaisons.</p>

Priority Community	Open-ended comments
	<p>Defund metro</p> <p>I wish those Survey Monkey folks would not sort all of us Over-65ers into one bin! They always do this; other similar surveyers no longer do this</p> <p>Forget about the private security officers, I've been riding Metro every day for 20 years and seen no improvement due to their addition. And I can only imagine the legal costs associated with the actions of some fare enforcement employees.</p> <p>Fare enforcement regularly detains riders by demanding identification from a passenger, then calling the sheriff department and refusing to return the I.D. until the sheriff arrives. This tactic is wrong and abusive. Involving law enforcement of any kind presents a potentially deadly situation for the passenger. I have personally been verbally harassed and threatened by fare enforcement for filming them, reporting/filing a complaint to Metro and informing passengers of their rights when fare enforcement has harassed them or attempted to detain them in any manner. Unless the rider is a dangerous threat no violence should be used.</p> <p>What is your objective? This is all over the place! Do give the operators better means to protect themselves and their passengers. De-escalation training is essential, but quick access to prevent and physical support for the operators is very crucial.</p> <p>Anti-bias training and de-escalation training would be training for anti-bias and de-escalation training for all ethnic and racial groups. Including the minorities of Caucasian descendants and White descendants. And any other racial or ethnic groups that have become a minority over the decades here in King County as Native or National groups change.</p> <p>Trainings is needed but at the same time, some customers may want to take advantage of the system regardless what training provided to the staff.</p> <p>Until you make transit safe again, I will have to use uber and will never vote for another transit positive bill.</p> <p>Metro should require anti-bias training for ALL staff. Metro should have more options than do nothing or call the police. Operators should not be handling enforcement activities.</p> <p>It's nice to have all these things written but I've yet to see actions. There have been too many instances when bad, violent behaviors go unchecked. This change to free for all attitude has really gotten bad the last 3 years. I feel bad for the bus drivers and have had long conversations with them.</p>

Priority Community	Open-ended comments
	<p>People often take drugs, quarrel and fight at end of the bus, but the driver just lets it happen because they are too far from him. Such insecurity discourages people from taking buses. Plainclothes law enforcers should be added on buses with large passenger flow</p> <p>Usually, passengers who violate the fare rules are unreasonable and won't pay the fare anyway.</p> <p>All Metro staff should mandate have the trainings that motioned above</p> <p>Hope that multilingual services can be added</p> <p>It is acceptable if the passenger falls asleep without disturbing others. There are some customers who have financial hardship or who do not work, so they must be exempted from paying the fare, as well as patients</p> <p>B line at Redmond TC station is always late. I don't know why. I hope it can start on time.</p> <p>Security officers shall exist in each subway car, especially in late hours</p> <p>There are few buses, and the number of stations is not enough.</p> <p>There shall be a lot of security officers and fare collection staff should be less and they should treat customers with kindness</p> <p>Less tolerance should be shown in situations that put other passengers at risk. For example, when homeless people get into the bus and cause disturbances.</p> <p>A security officer shall exist in each subway car.</p> <p>All Metro employees should always be trained on anti-prejudice and pacification practices. This should be compulsory and reinforced at least twice a year. Enforcement needed.</p> <p>All personnel should be trained and aware of racial discrimination issues.</p> <p>It is very important, since most people are homeless and need a place to stay because shelters send them into the streets at 5 am. They need somewhere to go, so they should be provided with a place to live and taught how to reintegrate. They should be provided services and asked to do something in return, since everything is very expensive, and most people prefer to be destitute.</p>

Priority Community	Open-ended comments
	<p>I think fines should be paid off with service hours, considering that if people have no money to pay the fee in the first place, they will have no money to pay the fine.</p> <p>Some consideration should be given to people who cannot pay the full fee for some reason, such as elderly people.</p>

Phase 3 Core Team and Equity Team Workshop

Workshops were held with members of the SaFE Core Team and Equity Team on Thursday, October 14th, Friday, October 15th and Friday, October 22nd, 2022. The purpose of these workshops was to report out the feedback received during Phase 3 engagement and to develop a prioritized set of proposed concepts for change.

The workshops were facilitated by the Headwater People consulting group and included sharing out major themes and key learnings from employee, rider and public input from phase 3 surveys and focus groups, then through an and interactive activity using the Miro application, followed by group discussion to prioritize and finalize what proposed initial concepts the groups would put forth in the Implementation Report.

The following slides were shared during the Phase 3 engagement report out.



Phase 2 outreach themes

Over 5,600 surveys submitted

Top five themes -->

Same top five for Black youth under 18

Focus groups with:

- Community based organizations
- BIPOC youth
- LGBTQ+ folks
- Metro Transit Police and Fare Enforcement
- Vehicle Maintenance & Facilities

Cameras, lighting, accurate real-time arrival info, design for safety, wayfinding

Inclusive and welcoming visual cues (cleanliness, in-language information, art)

More security, enforcement of code of conduct rules

Friendly, helpful, cautious, compassionate, knowledgeable drivers/staff

Other riders yelling, threatening, intoxicated, sexual misconduct



Phase 3 Outreach

2267 survey responses

13 focus groups, including:

- 6 through Community Liaisons leading engagement with their own with communities
- 4 at bases with Bus operators
- 3 with Metro's Rider/Non-Rider survey respondents who identified as Black or African-American



3

Level of support for the vision statement

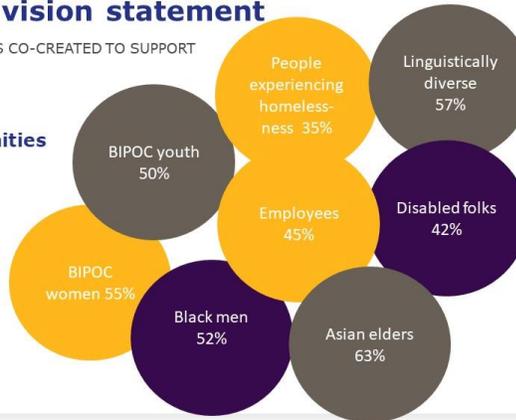
SAFE, ACCESSIBLE, AND EQUITABLE TRANSIT THAT IS CO-CREATED TO SUPPORT COMMUNITY WELL-BEING.

All survey responses

51% agree with vision statement
21% disagree with vision statement

- Strongly disagree: 10%
- Disagree: 11%
- Neither disagree or agree: 28%
- Agree: 38%
- Strongly agree: 13%

Priority communities



Top Physical Environment Policies Supported

Top Three supported policies across all communities, including priority communities:

- Graffiti containing hate speech or symbols is the highest priority for removal.
- Surveillance cameras are installed, and footage is monitored at Metro facilities.
- Employee facilities are cleaned twice a day.

Employees had a different top three:

- Graffiti containing hate speech or symbols is the highest priority for removal.
- Surveillance cameras are installed, and footage is monitored at Metro facilities.
- Buses have cameras on-board that store footage, but they are not monitored in real-time

People experiencing homelessness and linguistically diverse people:

- Lighting at Metro passenger facilities is implemented in limited visibility situations.
- Surveillance cameras are installed, and footage is monitored at Metro facilities.
- Employee facilities are cleaned twice a day.



THANK YOU

Contact:

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Phase 4 Engagement Tools

The following images are from the prioritization of implementation strategies in Phase 4. The workshops were hosted over Zoom and Headwater People led a group event to place strategies in grouping.

Prioritization Activity

SaFE Core and Equity Teams

Physical Environment - Group 1

Draft concepts	Approved to include in report	Approved to include, more engagement/ information needs	Is not included in the report
		Pilot structural design changes to transit stops that maximize visibility and minimum safety risk. Priority 3	
		Increase in facilities maintenance to improve the cleanliness and regular maintenance of sites, especially trash pick-up, cleaning, graffiti, and vandalism. Priority 3	
		Pilot designated locations (highly populated transit centers) where customers and employee resources (security, customer information, fare support, etc.) are permanently stationed. Priority 2	
		Pilot hosting community-based organizations (CBOs) and community	

Fares - Group 2

Draft concepts	Approved to include in report	Approved to include, more engagement/ information needs	Is not included in the report
		Pilot program where bus operators staff the designated permanent or pop-up stations where customers and employee resources (security, customer information, fare support, etc.) are offered. Leverage where orca cards are already loaded (grocery stores, etc.). 2	
		Pilot where Fare Enforcement implements communications and process to increase access to free and reduced fare options. Fare Enforcement officers help sign ups and hand these out in the moment and stays with process is from start to finish. 3	
			(Pilot with time restraint) Limit fare enforcement operations to peak commuter travel times to reduce the risk for negative interactions.

Security - Group 3

Draft concepts	Approved to include in report	Approved to include, more engagement/ information needs	Is not included in the report
		3 - Pilot a staffing increase of security officers at transit centers to provide increased security presence to deter unlawful behaviors.	
		3 - Pilot increased Transit Resource Officers (TRO) staffing and expand training to bring more coverage and ability to respond to employees and customers on the transit system. The objective for Transit Resource Officer is to improve Metro Transit security through problem solving and community-oriented policing techniques.	
	3 - Refresh and clarify the standard operating procedures for all employees who operate in shared spaces related to accountability, the use of force law, and the roles and responsibilities of security personnel, law enforcement, and fare enforcement.		

Code of Conduct - Group 4

Draft concepts	Approved to include in report	Approved to include, more engagement/ information needs	Is not included in the report
		Expand the automatic messaging and "Ride Right" announcements on coaches and communication materials for customers and King County Metro employees. 2,1,2,2,1 (2-3s, 3-2s)	
		Create an alternative approach to "petty" conduct violations that do not introduce customers to law enforcement. 2,1,1,1,1 (4-3s, 1-2s)	
	Research and offer anti-bias training program for all Metro employees. 1,1,1,1,1 (all 3s)		
		Pilot a communication platform that will allow customers or employees to communicate security, safety, or operational issues to the appropriate team at Metro. This communication platform intends to report non-emergency events or maintenance issues (property damage, suspicious conduct, and safety concerns). 2,2,2,1,1 (2-3s, 3-2s)	

Personnel - Group 5

Draft concepts	Approved to include in report	Approved to include, more engagement/ information needs	Is not included in the report
		Budget allocation for a department-wide training to improve access for employees (especially hourly workers) to take advantage of training opportunities. Increase staffing and/or consultant support to lead employee training opportunities.	
		Pilot communication teams with interested employees to collaborate on in-language communications, translation, and design to improve the effectiveness of communications.	
		Create a standard process for producing creative, designed, and in-language materials across workgroups.	
		Participate in regional efforts for social services coordination to expand partnerships and identify pathways for customer and employee wellness. 2	

The DRAFT implementation strategies considered in Phase 4 are as followed: (Some strategies have since been removed or modified.)

- Metro should pilot automatic messaging and announcements on coaches to share customer information and "Rider Ride" reminders.
- Metro should pilot a customer service representative program that utilizes customer service reps to assist customers and employees during their experience on KCM services and at transit facilitates with information, rider resources, or refers to social service providers.
- Metro should pilot a staffing increase of front-line supervisors in proportion with the number of service hours to support operators in the line of duty.
- Metro should pilot a staffing increase of security officers at transit centers to provide increased security presence to deter unlawful behaviors.
- Metro should pilot a program that establishes formal partnerships with social service providers to provide assistance and resources related to mental illness, substance abuse, homelessness, and violent behavior.
- Metro should pilot mobile social service teams that can respond to customer and employees needs at various locations throughout the transit system.
- Metro should pilot support teams of security personnel and social service professionals to assist employees and customers in crisis.
- Metro should pilot designated locations (highly populated transit centers) where customers and employee resources (security, customer information, fare support, etc.) are permanently stationed.
- Metro should pilot increased Transit Resource Officers (TRO) staffing to bring more coverage and ability to respond to employees and customers on the transit system. The objective for Transit Resource Officer is to improve Metro Transit security through problem-solving and community-oriented policing techniques.
- Metro should pilot hosting community-based organizations (CBOs) and community activity at passenger locations to increase community presence, interest, and usability of transit spaces.
- Metro should pilot increasing staffing in facilities maintenance to improve the cleanliness and regular maintenance of sites, especially trash pick-up, cleaning, graffiti, and vandalism.
- Metro should pilot increasing staffing and/or consultant support to lead employee training opportunities.
- Metro should pilot a department-wide training budget allocation to improve access for employees (especially hourly workers) to take advantage of training opportunities.
- Metro should pilot capital improvements that prevent misuse of transit location elements such as seating or garbage collectors.
- Metro should pilot structure design changes to transit stops that maximizing visibility and minimum safety risk.
- Metro should pilot a communication platform that will allow customers or employees to communicate security, safety, or operational issues to the appropriate team at Metro. This communication platform intends to report non-emergency events or maintenance issues such as property damage, suspicious conduct, and safety concerns. Calling 9-1-1 will remain the proper step to report life-threatening safety issues.
- Metro should pilot communication teams with interested employees to collaborate on in-language communications, translation, and design to improve the effectiveness of communications.

- Metro should pilot a Metro-specific new employee orientation that equips new employees with knowledge and access to resources. The content could cover Metro's mission, value, and goals, Metro's Long Game, equity and social justice principles, customer experience standards, and other helpful information.
- Metro should examine the Code of Conduct to change policies that are not consistent with equitable practices that reverse disproportionate adverse outcomes for BIPOC.
- Metro should create an alternative approach to "petty" conduct violations that do not introduce customers to law enforcement.
- Metro should clarify use of force law refresh and research the standard operations procedures related to the accountability, roles and responsibilities of security personnel, law enforcement, fare enforcement, and employees operate in shared spaces.
- Metro should create a standard process for producing creative, design, and in-language materials across workgroups.
- Metro should limit fare enforcement operations to perk commuter travel times to reduce the risk for negative interactions.
- Metro should only fare enforcement operations during the customer boarding process.
- Metro should update standard operating procedures to provide employees with clear and actionable direction related to navigating customer conduct issues with care and dignity.
- Metro should recreate "Ride Right" and Code of Conduct communication materials and plan to improve understanding and accessibility for KCM employees and customers.
- Metro should participate in regional coordination efforts related to social services to expand partnerships and leverage pathways that show promise in the wellness of customers.
- Metro should rapidly advance recruitment for a Language Translation Coordinator position within the Marketing team. This role would lead the translation and quality assurance of materials.
- Metro should expand the stock image and photo database used in communication and marketing to improve BIPOC representation.
- Metro should advance the development of anti-discrimination and de-escalation training curriculum for employees.
- Metro should explore opportunities to features local transit customers and employees where possible in marketing and communications materials.

Phase 4 Implementation Factors

Implementation Factor	Core and Equity Teams Feedback Regarding Importance of Factor
Risk to wellbeing of community	<ul style="list-style-type: none"> • <i>Reducing negative impacts both internally and externally supports wellbeing.</i> <ul style="list-style-type: none"> ○ Make sure we're improving or reducing the negative impacts. • <i>It should include "Both and thinking." We can provide more "security" but do so in a way that doesn't perpetuate current harms.</i> <ul style="list-style-type: none"> ○ Potential harm of increasing security and potential for bias. Ensuring that it doesn't perpetuate past and current harms. • <i>Fare enforcement seems to have more of a negative impact on wellbeing than security.</i>

Implementation Factor	Core and Equity Teams Feedback Regarding Importance of Factor
	<ul style="list-style-type: none"> • <i>Transit should be the optimal choice for people who have no other mobility choice. Both in terms of service and customer experience.</i> • <i>Identifying risks and to whom is important, and the ability to learn if policies are having a negative impact and then change and adapt quickly is also important.</i> • <i>Customers should have a regular feedback loop and an easy way to provide feedback to support wellbeing.</i>
Shared understanding and agreement in community	<ul style="list-style-type: none"> • <i>The vision statement is guiding the process for shared understanding.</i> • <i>Understanding amongst a collective is powerful. It is understanding from every angle, listening, and being uncomfortable.</i> • <i>There are a lot of common supported policies and concepts (value based). It is good to represent those with variations too.</i> • <i>It asks you to stop and think if there anyone missing from the conversation.</i> • <i>Using the universal design concept could offer an opportunity for someone in the community to share a really good idea and if it benefits the whole, there is a story to share based on what just one person said.</i> • <i>It requires regional coordination and political interests to be overlaid.</i> • <i>The concerns from those who are marginalized must be represented, and in a community building way by not pitting interests against each other.</i> • <i>It centers the community experience vs. the self-experience.</i> • <i>It requires communications to be proper and constant to everyone in the transit community. Translations should resonate and be culturally relevant.</i>
Systems change	<ul style="list-style-type: none"> • <i>Regardless of policies, change is consistent. Inactions bring change too. Constant change needs to be intentional.</i> • <i>We need to interrupt business as usual.</i> • <i>Metro needs to be about changing to meet the organic nature of ridership and community needs; it is the strength of Metro.</i> • <i>Metro's current culture is about maintaining the current experience (ridership, schedule). There is major fear of interruptions and systems change.</i> • <i>Systems change require a culture shift and buy in towards a goal.</i> • <i>The desire for better needs to be so strong with the flexibility to adjust as needed.</i> • <i>The limitations for change must be clear. Not everything can be done, and it is respectful to explain why something does not happen.</i> • <i>Systems change needs to be appropriately resourced with appropriate pathways.</i> • <i>It includes labor union leadership.</i> • <i>It needs strong leadership and all level buy-in, both in words and actions.</i> • <i>Systems change requires levels of accountability.</i> • <i>It requires periodic check-ins with all parties to ensure we are still on the same page.</i>

Implementation Factor	Core and Equity Teams Feedback Regarding Importance of Factor
	<ul style="list-style-type: none"> • <i>There needs to be a better way to communicate with operators.</i> • <i>It supports the process to identify everyone's role in systems change and the authority to make change.</i>
Cross-divisional impact	<ul style="list-style-type: none"> • <i>There are a lot of overlaps between SaFE and other initiatives (Equity, safety, COVID), all trying to change things, and there is a need to bring these together to see the impact.</i> • <i>To impact change across divisions and departments, it requires alignment across different transit agencies.</i> • <i>There is a need to ensure that any policy recommendations align with other strategic priorities / initiatives.</i> • <i>Change requires clear cross-divisional communication.</i> • <i>The work we're doing here can impact 20-year plans across divisions and departments.</i> • <i>There needs to be clear policy direction with transparent decision-making to reach end goals.</i> • <i>All departments need to prioritize implementation of policies to help Metro reach long-term goals.</i> • <i>It accounts for operational impacts to be considered, and what support from other departments looks like (HR, training, recruiters, hiring/onboarding etc.).</i> • <i>Other departments need to have the capacity to implement. Often, things are implemented without consideration and coordination.</i> • <i>There needs to be coordination with jurisdictions within King County. These policies will impact jurisdictions differently, as they have different policies and demographics, and we want to make sure anyone impacted while using Metro services is near resources.</i> • <i>There needs to support to bridge gaps between jurisdictions and understand roles. Remember that we are all working towards same goal.</i>
Requires funding and budget allocations	<ul style="list-style-type: none"> • <i>Budget is a political topic.</i> • <i>Timing for when funding is available and when budget allocations go through is important. There is a two-year budget cycle, and the capital projects budget cycle, and implementation must coincide with budget cycles.</i> • <i>Spending in one division may save money in another division (e.g., security on buses supporting the operator may save money otherwise spent on service/staffing to remove non-destination riders).</i> • <i>There needs to be transparency for budget requests, because staffing requests are a substantial request.</i> • <i>When it is successful, the budget decisions are communicated well and easily to internal and external parties.</i>

Implementation Factor	Core and Equity Teams Feedback Regarding Importance of Factor
	<ul style="list-style-type: none"> • <i>Taking away from existing services/resources to address these proposed concepts is not the answer. Improvements should be funded through new paths, to add on top of existing resources.</i> • <i>Consideration for amount of financing required will be taken into account.</i> • <i>Changes occurring from recommendations must be part of regular reviews of budgets at specific milestones to understand changes across departments.</i> • <i>There could be a strategy to create a general fund for implementation, where a little is taken from each division to make sure SaFE implementation is continued and sustainable with money.</i> • <i>The budget process would need a vision statement to guide the prioritization exercises.</i>
Needs Elected Official support	<ul style="list-style-type: none"> • <i>Political affiliations can affect how policies are received or implemented.</i> • <i>Elected officials need to overcome disconnect to community by engaging directly with them or trust what they are being told by people who have engaged with community and done the work.</i> • <i>A budget would need elected officials to respond to.</i> • <i>Proposed concepts will need community support for elected officials to see urgency and participation from the community.</i> • <i>The proposed concepts are for harm reduction on most vulnerable communities.</i> • <i>Any Code of Conduct revisions will need to be specific and requires Council approval.</i> • <i>Any new or change to an internal Metro policy could be independently affected by state and federal policy.</i> • <i>There needs to be legislation to give authority/precedent to act on the changes needed.</i> • <i>There is a process to acknowledge changes will not fit everyone.</i>
Requires more staffing and contractors	<ul style="list-style-type: none"> • <i>There is a need for more BIPOC staff and contractors. There is a need to understand what the community is asking for and hiring from those communities. Reach out to community groups to get more BIPOC staff and contractors.</i> • <i>There is widespread support from the community to provide more resources for drivers.</i> • <i>If a change requires more staffing or contractors, recruiters should also support racial equity in their work.</i> • <i>With more staff, there needs to be more Equity and Social Justice and de-escalation training integrated in a way that centers who we are outside of our job title. This will be challenging and needs to center dignity. De-escalation as more than a one-time training; a continuous process.</i> • <i>As more staff join, they should enter a culture of belonging, not just joining a team. There is purpose, excitement, and connection.</i>

Implementation Factor	Core and Equity Teams Feedback Regarding Importance of Factor
	<ul style="list-style-type: none"> • <i>Budget will be required for competitive pay and benefits for these positions.</i> • <i>Metro is already experiencing some crisis around staffing, and there needs to be consideration for realistic timelines. Are there staffing needs we should address in the hiring team first?</i> • <i>Recruit folks who understand social service needs. Training up staff vs. seeking out specialized people.</i> • <i>A strategy could be to support making the Metro job application process more accessible, not all jobs require computer skills. Reevaluate the education requirements and remove unnecessary barriers there.</i>

Lessons Learned from SaFE Reform Engagement

The SaFE Engagement process was designed to build trust and share power with BIPOC and intersectional communities that have been harmed in the past by government agencies and where there is generally a low degree of trust. Given the importance of this initiative as a step in Metro’s anti-racist journey, a large investment was made to develop an inclusive and robust engagement process that drew from diverse lived experiences, built empathy, and co-defined what a safe and welcoming Metro experience is with our customers, employees, and partners. It is important for Metro to listen to feedback from the community, learn from our experiences, and take steps to continually improve the way we approach racial justice. The following are some lessons learned through this process and opportunities for growth.

1. Being equitable means working on a community-friendly timeline. Due the compressed timeline outlined in the proviso, each phase of the SaFE Reform engagement process was shorter than necessary to engage priority communities in an equitable way. Metro’s contracted Outreach Liaisons reported that they did not have enough time during each engagement phase to promote outreach activities, recruit participants, and summarize results. If Metro aims to meaningfully engage historically marginalized communities, we must establish project timelines that allow for thoughtful and equitable engagement activities—particularly when working with community-based partners.
2. Co-creating may require building expertise and learning together with community. We can expect riders and community members to be experts in their own experiences, but if we expect them to propose innovative ideas for addressing major challenges, we need to invest the time and the resources in a collaborative learning process to ensure they have access to the information needed to formulate recommendations.
3. Related to the first two items, a community engagement SME should be included in the development and or review provisos to ensure that identified timelines are sufficient to achieve the desired engagement outcomes and that scopes of work align with existing capacity.
4. Having a streamlined process for compensating community members in a timely manner is critical to equitable community engagement. While Metro has made great

progress in its commitment to paying engagement participants, the SaFE Reform team faced many administrative barriers to processing large volumes of payments in a timely manner, including lengthy check processing times, the need for check recipients to complete W-9s, lack of clarity around policies for using mobile payment services, and general staffing constraints. Long delays in compensating engagement participants not only caused mistrust of Metro among community members, but also served to harm relationships between our contracted Outreach Liaisons and the communities they engaged on behalf of Metro.

5. While Metro has relationships with some Black-led organizations and organizations that serve people experiencing homelessness, there were challenges throughout the SaFE Reform engagement getting participation. As we lead with racial justice in our engagement processes it is important to strengthen our relationships with organizations that serve the communities we seek to center. A focused effort to engage and learn from such organizations about what their needs and priorities are to make future partnerships with Metro mutually beneficial.

Appendix 4 – SaFE Structure Membership

SaFE SLT Sponsors

- Diane Carlson, Capitol Project
- David Eldred, Interim EEO Officer and General Counsel
- DeAnna Martin, Chief of Staff

SaFE Lead Team

- Michelle Huynh, Community Engagement Lead
- Tristan Cook, Community Engagement Lead
- Jessica Vu, Community Engagement Planner
- Shelby Cramer, Community Engagement Planner
- Maha Jahshan, Interim Community Engagement Manager
- Mitchell Lloyd, SaFE Lead
- Stephanie Yu, Project Manager
- Lauren Rountree, Administration

SaFE Equity Team

- Latrelle Gibson, Bus Operations
- Dani Thueringer, Customer Information
- Michael Ramirez, Metro Transit Police
- Bryanna Willis, Fare Enforcement
- Mark Manuel, Equity, Inclusion and Belonging
- Nate Stevens, Transit Facilities
- Micah Luginan, Community Member
- Pah-tu Pitt, Community Member
- Cheryl Harrison, Community Member
- Spencer Lau, Community Member
- Vera Okolo, Community Member
- Nazir Flood, Community Member

SaFE Core Team

- Cathy Jimenez, Safety and Security
- Major Jose Marenco, Metro Transit Police
- Neil Crosier, Safety and Security
- Stephanie Marin, Finance and Administration
- Jason Oppie, Bus Operations
- Ryan Asuncion, Bus Operations
- Seema Sharma, Facilities
- Mark Nash, Access
- Keiko Budech, Equity and Belonging
- Michael Marks, Vehicle Maintenance

SaFE Ad Hoc Teams

Customer Experience

- Carrie Cihak, Policy
- Lori Mimms, Research
- Matt Rawson, Transit Facilities
- Lindsey Greto, Customer Information
- Tim Hams, Transportation Demand Management
- James Lenhardt, Transit Instructor

MTP/Fare Enforcement

- Detective Michael Ramirez, Metro Transit Police
- Rob Pascoe, Safety and Security
- Mario Nunez, Safety and Security
- David Goodman, Fare and Pricing Policy
- Carrie White, System Expansion and Integration
- Brian Eggen, Service Quality
- Fred Olander, Transit Control Center

Unhoused

- Pierce Canser, Transit Route Facilities
- Rachel Wilch, Parking Management
- Modou Nyang, YouthCare
- Semone Andu, Public Health – Seattle and King County
- Ron Eckert, Facilities
- Tracey Tigner Jr., Metro Transit Police

Subject Matter Experts (SMEs)

- Jana Demas, Rail Division
- Bill Bryant, Service Planning
- Kelli Carroll, Performance, Strategy and Budget
- Shelley De Wys, Performance, Strategy and Budget
- Arun Sambataro, County Executive's Office
- Marcus Stubblefield, Performance, Strategy and Budget
- Gail Stone - Performance, Strategy and Budget
- Denise Gregory Wyatt, Labor Relations
- Peter Heffernan, Government Relations
- Sean Hawks, Strategic Communications
- Chris Arkills, Governmental Affairs
- Kayleen Norris, Customer Services
- Dion Graham, Americans with Disability Act Advisor
- Dale Cummings, Route Facilities
- Kimberly Gonzalez, Capital Projects
- Janine Anzalota, Employee Services
- Stephanie Pure, Government Relations
- Jim Bennett, Marketing
- Claire Evans, Research

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 claudia.balducci@kingcounty.gov
 King County General (ITD)
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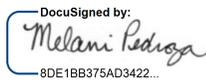
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 Supplemental Documents:

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Melani Pedroza
 melani.pedroza@kingcounty.gov
 Clerk of the Council
 King County Council
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Status

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Agent Delivery Events

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Intermediary Delivery Events

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