Reimagining Public Safety & Security on Transit

Board Retreat Discussion
Agenda

Project at a glance
- Committee Member Comments
- System & Safety Snapshot

Outreach and Feed Back Process
- Online Surveys
- Focus Groups

Recommendations
- Committee
- TriMet
- Discussion
Aligning with other Initiatives

Reimagine Oregon

Transportation

Governor’s Racial Justice Council

TriMet
Research Partners

Local market research, focus group parameters, online survey support

Project design consultation, community focus group coordination, community feedback report development & synthesis

Transit systems comparisons & practice research

Local system incident and safety outcomes/system crime & code incident review
Community Feedback

Help TriMet reinvent the future of public safety for transit

TAKE THE SURVEY ➔
An Introduction to TriMet
TriMet serves over 1.5 million people in a 533-square mile area

- 142 MAX platforms
- 85 bus lines, including 14 Frequent Service lines
- 5 MAX lines and 60 miles of light rail track
- 5 WES rail stations and 14.7 miles of track
- 700+ buses
- 145 MAX light rail vehicles
- More than 60 Park & Ride facilities
- LIFT Paratransit
Our Diversity

TriMet’s Board
• Majority women and men of color

TriMet’s Executive Leadership
• Majority women and men of color

TriMet Staff
• More Diverse than the City of Portland
• 3300 employees
Our Riders

96,000,000 rides in 2019

TriMet’s Ridership:
• 37% of all trips on TriMet are taken by people of color
• 40% of the trips taken by people of color are taken on MAX

At/below 150% Federal Poverty Level (36%)
Limited English Proficiency (6%)

Regional demographics from the Census (American Community Survey 2018 Estimates).
• Minority = 29.8%
• 150% = 19.4%
• 200% = 27.1%
• Limited English Proficient = 8.03%
TriMet System Personnel and Partners

Ride Guides

Customer Service Reps

Fare Inspectors and Supervisors

Customer Safety Officers (Portland Patrol Inc.)

G4S Transit Security Officers

Transit Police Officers
Ongoing Community Engagement

- Transit Equity Advisory Committee (TEAC)
  - Safety & Security Subcommittee
  - Youth Committee
- Language Access Advisory Committee
- Committee on Accessible Transportation (CAT)
- Riders Club +70,000
- 539 Community Contacts for monthly announcements, service alerts and agency updates
Safety and Security on TriMet

Public Safety Advisory Committee overview
Challenges and Obstacles

- COVID-19
- Data base systems
- IT technology
- Staffing (TriMet)
- Security
- Budgets and contracts
  - CPTED
    - Lighting
    - Infrastructure protection
Program Overview

The Division’s top priority is ensuring a safe and secure transit system.

- Visible presence and crime prevention
  - Dedicated Transit Police Division
  - Unarmed security
  - Fare Inspectors and Customer Safety Officers
    - Code of conduct compliance
- Crime Prevention Through Environmental Design
  - Infrastructure protection
- Reporting of Suspicious Activity
- Training, Outreach and Education
Agencies Staffing Comparison

Staffing Levels Sworn and Non-Sworn

- Denver RTD: Sworn 50, Non-Sworn 323
- TriMet: Sworn 51, Non-Sworn 114
- King County Metro: Sworn 83, Non-Sworn 100
- BART: Sworn 249, Non-Sworn 79
- Metro (Houston): Sworn 297, Non-Sworn 50
- MARTA (Atlanta): Sworn 340, Non-Sworn 58
Findings

• TriMet’s security staffing is low
• Most agencies use a blended work force
• Most agencies have dedicated Law Enforcement or single agency contracts
• Use of employee and contract staff
• Similar security challenges
Local Challenges

Camps adjacent to Transit Centers & Platforms
Trash on train
Used drug needles
Camping on platforms
Trash near right-of-way
Drug use on platforms
Employee Assaults Jan-Dec 2020

<table>
<thead>
<tr>
<th>Month</th>
<th>Physical Assaults (Attempts included)</th>
<th>Verbal Assaults</th>
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<tbody>
<tr>
<td>Jan 2020</td>
<td>11</td>
<td>25</td>
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<tr>
<td>Feb 2020</td>
<td>9</td>
<td>38</td>
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<tr>
<td>Mar 2020</td>
<td>17</td>
<td>29</td>
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<td>Apr 2020</td>
<td>14</td>
<td>28</td>
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<td>May 2020</td>
<td>13</td>
<td>34</td>
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<td>June 2020</td>
<td>11</td>
<td>32</td>
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<td>July 2020</td>
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<td>59</td>
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<td>Aug 2020</td>
<td>30</td>
<td>32</td>
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<tr>
<td>Sept 2020</td>
<td>42</td>
<td>19</td>
</tr>
<tr>
<td>Oct 2020</td>
<td>27</td>
<td>9</td>
</tr>
</tbody>
</table>

Exponential trend for Physical Assaults (Attempts included)
Customer Complaints

Jan to Oct 2020

- More Security: 74%
- More Fare Enforcement: 0%
- Less Security: 7%
- Less Fare Enforcement: 19%
Current areas of focus

- More use of highly trained non-police security personnel
- Continued regional policing model with MCSO and our current law enforcement partners
- Enhance community-based policing
- Proactive friendly rider interactions with all public safety staff
- De-escalate and use police only when needed
- Re-align Security efforts to support pilot test programs and integrate recommendations
Presentation Break
Community Feedback

Outreach and Feedback Process

• Surveys
• Focus Groups
Outreach Summary

• Over 13,000 survey responses received!
• Over 700 non-English responses
  Arabic, French, Khmer, Lao, Russian, Spanish, Swahili, Ukrainian, Japanese, Korean, Chinese, Vietnamese and English
• 300 one-on-one interviews
• Engaged 271 people in 31 focus group discussions
• Leveraged social media across multiple languages
• Invested in print and online news media sites
# Focus Groups: Committees, Riders & Staff

<table>
<thead>
<tr>
<th>TriMet Committees</th>
<th>Rider Groups</th>
<th>TriMet Employees &amp; Union Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Equity Advisory Committee</td>
<td>Members of the Riders Club (2)</td>
<td>Bus Operators (2)</td>
</tr>
<tr>
<td>Committee for Accessible Transportation</td>
<td>Members of the Riders Club (2)</td>
<td>Rail Operators</td>
</tr>
<tr>
<td>TriMet Youth Committee</td>
<td>LIF/Honored Citizen Program members (2)</td>
<td>Security Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Union Leaders</td>
</tr>
</tbody>
</table>
Reimagining Public Safety and Security on Transit

Abridged Public and Employee Survey Methods and Results
Community & Staff Focus Group Presentation
Presentation Break
Recommendations

Progress to date

• Committee
• TriMet
• Discussion
Significant Progress To Date

- 2 Independent studies showing no systemic racial bias
- Decriminalized fare enforcement
- Reduced the punitive impacts of fare evasion penalties
- Reduced fines
- Allow for community service
- Allow for enrollment in TriMet’s Honored Citizen reduced fare program
Significant Progress To Date

- Changed TriMet Code: fare evasion only is not a crime
- Discontinued routine fare checks by police
- Increased unarmed security personnel
- Reduced the use of Interfering with Public Transportation (IPT)
- Training in civil rights, de-escalation and non-confrontational interactions
Significant Progress To Date

- Launched Hop Fast Pass
- Low Income Fare Program
- Access Transit
- High School Program
- Fare capping
Committee Work & Process

Establish a panel of thought leaders to inform new community investments

- 16 members
- 4 Weeks
- 7 meetings
- 14 hours
- 400 pages
Investment themes

- System Presence
- Crisis response services
- Infrastructure improvements
- Community partnerships
- Outreach, communication, reporting
- Technology, apps
- Training
### Committee priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Weighted Score</th>
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<tbody>
<tr>
<td>Training in anti-racism, cultural competency, mental health and de-escalation for TriMet employees</td>
<td>36</td>
</tr>
<tr>
<td>Crisis intervention teams trained to deal with those in mental health crisis or other behavioral issues</td>
<td>26</td>
</tr>
<tr>
<td>More unarmed TriMet presence</td>
<td>21</td>
</tr>
<tr>
<td>Community partnerships for rider education and rider ambassadors</td>
<td>7</td>
</tr>
<tr>
<td>Infrastructure Improvements, such as better lighting at stops and stations</td>
<td>4</td>
</tr>
<tr>
<td>Technology solution / app for real-time reporting</td>
<td>1</td>
</tr>
<tr>
<td>Other (1):</td>
<td>1</td>
</tr>
<tr>
<td>Communication / outreach / online crime reporting</td>
<td>0</td>
</tr>
<tr>
<td>Other (2):</td>
<td>0</td>
</tr>
</tbody>
</table>
Committee Recommendations for investing the $1.8 million

1. Training in anti-racism, cultural competency, mental health & de-escalation for TriMet employees
2. Increased presence of TriMet personnel, and unarmed safety presence
3. Crisis intervention teams trained to deal with those in mental health crisis or other behavioral issues
1. Training

Trainings identified by the committee and through the community outreach process

- De-escalation techniques and approaches
- Cultural competency
- Supporting riders with disabilities
- Supporting youth and seniors on the system
- Trauma informed care
- Diversity and Culture(s)
- Community history, events, social structures
- Supporting riders with mental or behavioral health challenges
- On street customer service
- Community resources and service referrals
2. Increased presence

- Increase in TriMet personnel available to support riders on the system

- Pilot new rider advocate partnership models that focus on supporting riders, and ensuring they feel safe and welcome on the system
3. Crisis intervention teams

- Pursue partnerships and collaborations with organizations, jurisdictions, and system experts to scale a meaningful pilot

- Develop and launch a Transit Specific Crisis Intervention Team program and strategy
Other ideas

• Infrastructure improvements, lighting, cleanliness

• Public messaging campaigns on TriMet, explaining to people how the system is supposed to work, and their part in it

• Technology – “Elerts,” apps, instant messaging
Five Areas of Focus

- Training
- Technology
- Communication
- System Presence
- Infrastructure
# Training

<table>
<thead>
<tr>
<th>Training in anti-racism, cultural competency, mental health &amp; de-escalation for TriMet employees</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1.1) Audit current training and identify new and/or updated training for employees to ensure training topics include anti-racism, cultural competence, de-escalation, mental health first-aid, and other elements identified by the committee *</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(1.2) Mandatory de-escalation training for all front line staff</td>
<td>9-24 months</td>
<td>$$$</td>
</tr>
<tr>
<td>(1.3) Partner with community based organizations on the development and provision of training through micro grants and direct contracts *</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
</tbody>
</table>
## System Presence

<table>
<thead>
<tr>
<th>Increase in TriMet personnel available to support riders on the system</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2.1) Ensure that security personnel on the system will have participated in the first rounds of new training focused on creating a safe and welcoming system for all</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(2.2) Develop and launch a new pilot program for TriMet personnel to ride trains at night, providing more presence and support for riders</td>
<td>0 to 9 months</td>
<td>$$</td>
</tr>
<tr>
<td>(2.3) Explore using Light Duty employees to provide additional presence and customer service support to customers on the system</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(2.4) Develop opportunities for TriMet leadership, including Directors and Managers, to be more present on the system to strengthen insight on system challenges and opportunities and support efforts to help create a more safe and welcoming system for all</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
</tbody>
</table>
## System Presence continued

<table>
<thead>
<tr>
<th>Increase in TriMet personnel available to support riders on the system</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2.5) Work with the new Safety Advisory Committee to build out creative, cost effective pilot models for rider support, rider advocate staffing and partnership approaches*</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(2.6) Pilot new community support/rider advocate partnership models that focus on supporting riders and ensuring they feel safe and welcome on the system</td>
<td>9 to 24 months</td>
<td>$$</td>
</tr>
</tbody>
</table>

### Recommendation 3. Crisis intervention team

| (3.1) Work with community and jurisdictional partners to develop a new Crisis Team pilot model. Ensure model is reflective of the community and trained to address mental and behavioral health and other quality of life issues | 0 to 9 months | $ |
| (3.2) Implement the new pilot model* | 9 to 24 months | $$$ |
### Technology

<table>
<thead>
<tr>
<th>Leverage Technology to better support Riders &amp; Staff</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
</table>
| (4.1) Convene new IT/Safety task force to review security technology needs and develop RFPs exploring the following elements:  
  • Enhance on-line reporting system for personal offences and track discriminatory complaints  
  • SMS, instant messaging and the capacity for text line support  
  • Security software database or system that triangulates all current data systems*  
  • Security management software for records, reports, schedules and deployments*  
  • Emergency reporting tools such as E-lerts * | 0 to 9 months | $$ |
| (4.2) Review the possibility of including silent alarms capacity as part of the design on the type 6 LRVs | 0 to 9 months | $ |
## Infrastructure

<table>
<thead>
<tr>
<th>System Infrastructure</th>
<th>Estimated Timeline</th>
<th>Estimated Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5.1) Conduct a lighting audit on platforms and transit centers</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(5.2) Complete a Crime Prevention Through Environmental Design (CPTED) study at three transit centers (highest crime)</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(5.3) Conduct stops and stations safety assessment review focusing first on communities of color followed by a review for low income service areas</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(5.4) Leverage the recent development of a regional pedestrian plan to partner with local and regional jurisdictions to improve infrastructure near our stops and stations with a focus on addressing ADA, security, lighting and related improvements *</td>
<td>9 to 24 months</td>
<td>$$$</td>
</tr>
<tr>
<td>(5.5) Explore funding alternatives e.g. TriMet Foundation, to support infrastructure improvements *</td>
<td>9 to 24 months</td>
<td>$</td>
</tr>
<tr>
<td>(5.6) Develop prioritized ranking system for bus stops establishing an order of upgrades focused on communities of color, &amp; low income neighborhoods, leverage alternative funding sources</td>
<td>9 to 24 months</td>
<td>$$</td>
</tr>
</tbody>
</table>
## Communication

### Improve communication, accountability, and reporting mechanisms

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>(6.1)</td>
<td>Establish a new Safety &amp; Security Advisory Committee to support the implementation of the recommendations and provide a public forum for moving forward*</td>
<td>0 to 9 months</td>
<td>$</td>
</tr>
<tr>
<td>(6.2)</td>
<td>Identify resources to oversee Reimagine Transit Public Safety initiatives, coordinate with social service agencies, community based organizations, and develop and evaluate performance metrics and outcomes to track progress*</td>
<td>0 to 9 months</td>
<td>$$</td>
</tr>
<tr>
<td>(6.3)</td>
<td>Create and launch communication and outreach safety and security campaign*</td>
<td>9 to 24 months</td>
<td>$$</td>
</tr>
<tr>
<td>(6.4)</td>
<td>Implement quarterly reporting of safety and security on the system as part of General Manager Board briefings*</td>
<td>0 to 9 months</td>
<td>$</td>
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<tr>
<td>(6.5)</td>
<td>Develop an annual Rider Club survey to help assess progress and stakeholder perceptions on the work as it moves forward*</td>
<td>0 to 9 months</td>
<td>$</td>
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<tr>
<td>(6.6)</td>
<td>Convene an annual safety and security Public Forum*</td>
<td>9 to 24 months</td>
<td>$</td>
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</tbody>
</table>
Summary

• All Committee Recommendations will move forward

• In addition we have identified 22 additional steps we will be taking in support of the project

• Continue regional policing model with MCSO and our current law enforcement partners

• Community engagement and innovation will be key elements of all the work moving forward
Next steps

• TriMet staff communicate process outcomes, next steps, to all project and community stakeholders
• Stand up new ongoing committee focused on implementing the project recommendations and actions
• Continue to build out the details around the strategy implementation & procurement plan for current fiscal year and beyond
It takes a (internal) village

<table>
<thead>
<tr>
<th>Project Governance</th>
<th>Contracts &amp; Logistics, project support, and tracking</th>
<th>Research Products &amp; Process</th>
<th>Communication (resources)</th>
<th>Stakeholder Outreach</th>
<th>Transit Safety Advisory Committee/Blue Ribbon Panel and Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doug Kelsey</strong>, Project Sponsor</td>
<td></td>
<td>External and internal research efforts*</td>
<td>Project orientation webpage, outreach, and communication materials, and collateral</td>
<td>Stakeholder group engagement process staffed and supported throughout the process</td>
<td>Development, outreach, convening and facilitation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doug Kelsey</th>
<th>Nathan Jones</th>
<th>Carl Green Jr.</th>
<th>Scott Nance</th>
<th>Roberto Gutierrez</th>
<th>John Gardner</th>
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<tbody>
<tr>
<td>Bernie Bottomly</td>
<td>Roberto Gutierrez</td>
<td>Justin Dillion</td>
<td>JC Vannatta</td>
<td>Marla Blagg</td>
<td>Scott Nance</td>
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<td>Marla Blagg</td>
<td>John Gardner</td>
<td>Jamie Surface</td>
<td>Dave Whipple</td>
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<td>Roberto Gutierrez</td>
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<tr>
<td>Shelley Devine</td>
<td>Zach Cooper</td>
<td>Janelle White</td>
<td>Debbie Huntington</td>
<td>Kim Sewell</td>
<td>Libby Winter</td>
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<td>Martin Gonzalez</td>
<td>John Gardner</td>
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<td>Aaron Deas</td>
<td>Governance Group Committee</td>
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<td>Sam Desue Jr.</td>
<td>Erik Van Hagen</td>
<td>Ginger Shank</td>
<td>Roberto Gutierrez</td>
<td>Tom Markgraf</td>
<td>Facilitator</td>
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<tr>
<td>John Gardner</td>
<td>Crystal Atterbury</td>
<td>Madeline Steele</td>
<td>Martin Gonzalez</td>
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<td>Pat Williams</td>
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<td>Erin Hamilton</td>
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<tr>
<td>Erik Van Hagen</td>
<td>Gerald Fields</td>
<td>Miles Crumley</td>
<td>Chris Finks</td>
<td>Mariya Klimenko</td>
<td></td>
</tr>
</tbody>
</table>

TRIOMET
Discussion

Transit Equity
A system accessible for all