



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

[Home](#) [About](#) [Policy Demands](#) [Contact](#) [Launch](#) [Participate](#)



**Governor's Racial Justice Council**

TRI  MET

# 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*** ➡





# Community Outreach



Soul District Business Association



# Transit Public Safety Advisory Committee



# 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

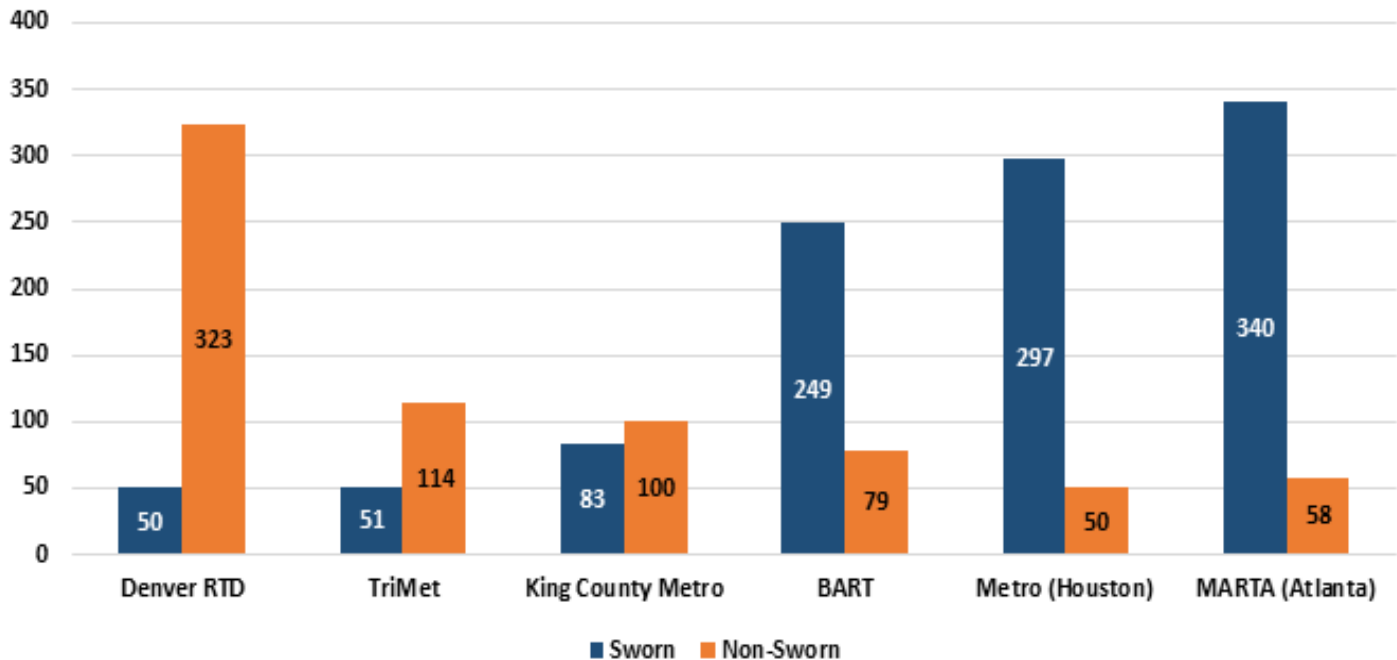
# Program Overview

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



# 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

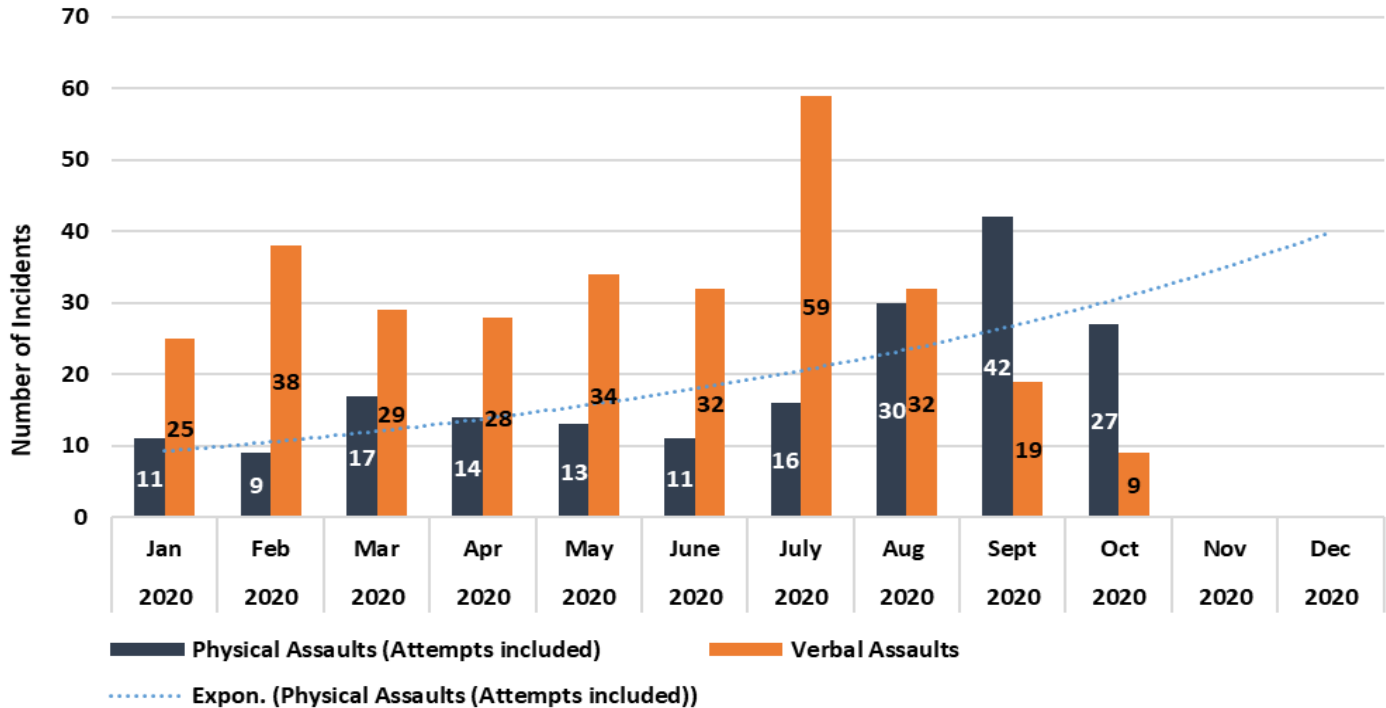




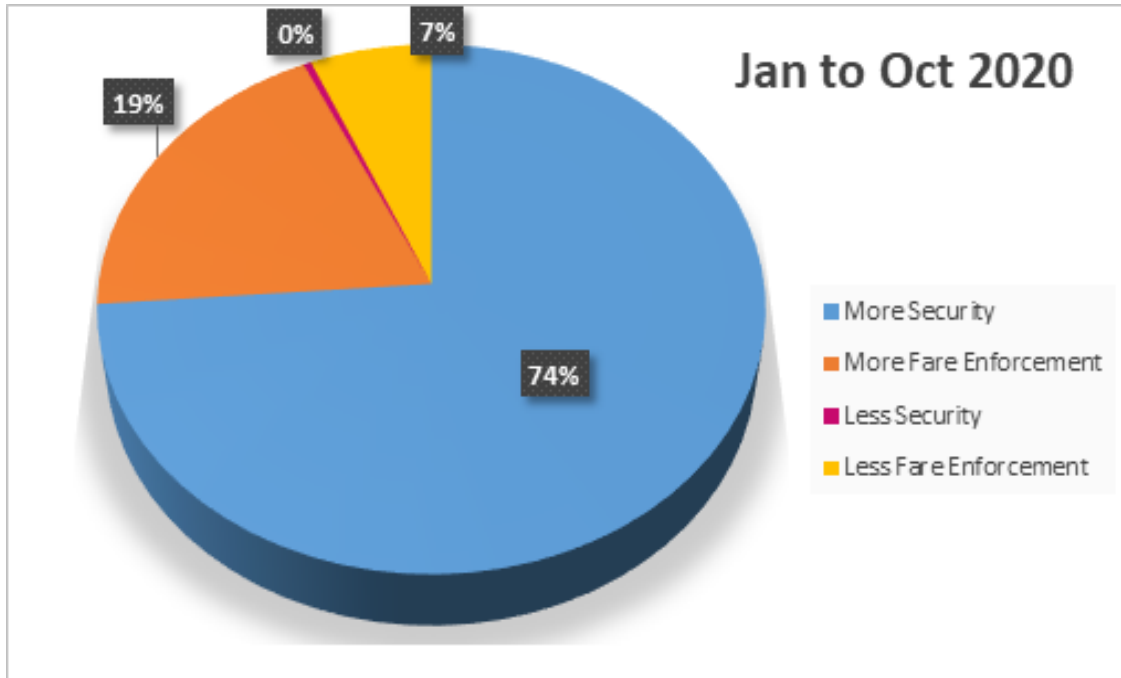
## Drug use on platforms



## Employee Assaults Jan-Dec 2020



# Customer Complaints



# 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



## TriMet Committees

## Rider Groups

## TriMet Employees & Union Leadership

Transit Equity Advisory Committee  
 Committee for Accessible Transportation  
 TriMet Youth Committee

Members of the Riders Club (2)  
 LIF/Honored Citizen Program members (2)

Bus Operators (2)  
 Rail Operators  
 Security Staff  
 Union Leaders



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



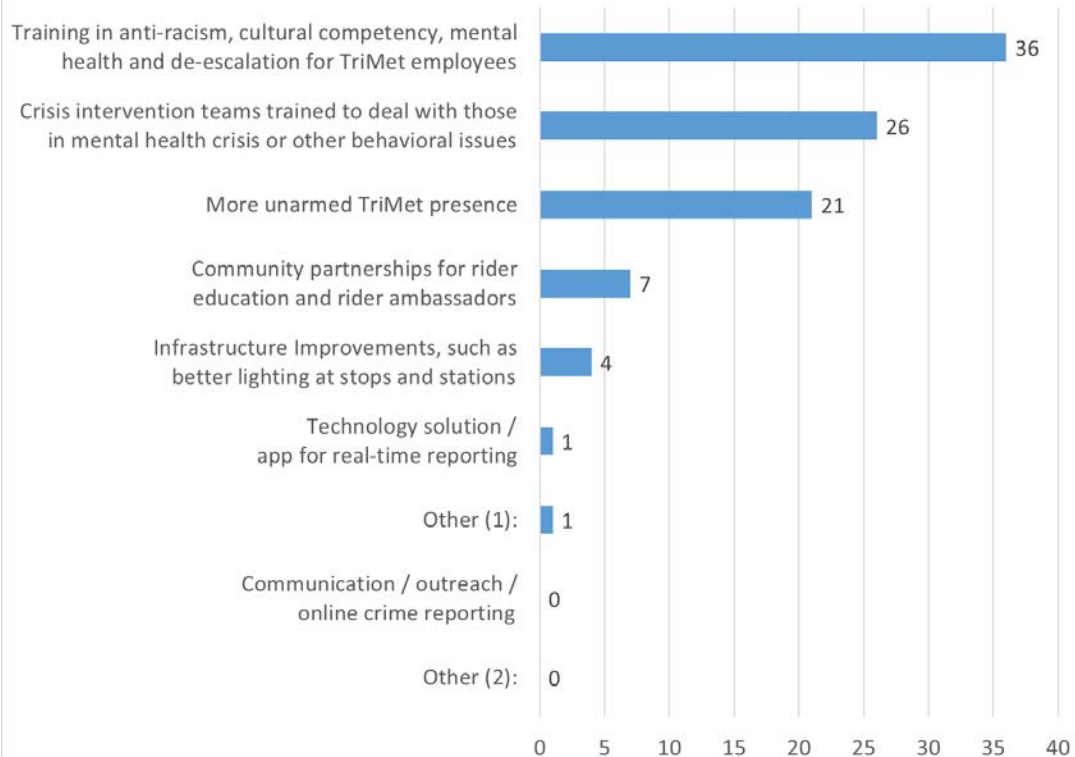
# Investment themes

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



# Committee priorities

## Weighted score of alternatives



# 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

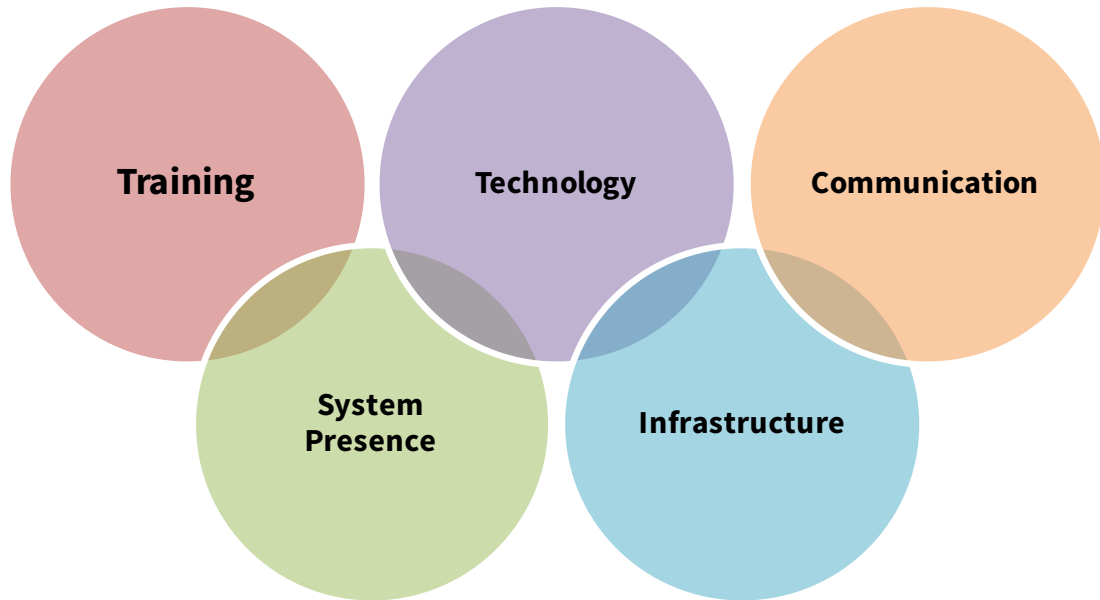
### 3. Crisis intervention teams

- 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

| <b>Training</b> in anti-racism, cultural competency, mental health & de-escalation for TriMet employees   | <b>Estimated Timeline</b> | <b>Estimated Cost</b> |
|---|---------------------------|-----------------------|
| (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* | <b>0 to 9 months</b>      | <b>\$</b>             |
| (1.2) Mandatory de-escalation training for all front line staff   | <b>9-24 months</b>        | <b>\$\$\$</b>         |
| (1.3) Partner with community based organizations on the development and provision of training through micro grants and direct contracts*  | <b>0 to 9 months</b>      | <b>\$</b>             |

# System Presence

| Increase in TriMet personnel available to support riders on the system   | Estimated Timeline | Estimated Cost |
|--|--------------------|----------------|
| (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  | 0 to 9 months      | \$             |
| (2.2) Develop and launch a new pilot program for TriMet personnel to ride trains at night, providing more presence and support for riders  | 0 to 9 months      | \$\$           |
| (2.3) Explore using Light Duty employees to provide additional presence and customer service support to customers on the system  | 0 to 9 months      | \$             |
| (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 | 0 to 9 months      | \$             |



# System Presence continued

| Increase in TriMet personnel available to support riders on the system   | Estimated Timeline | Estimated Cost |
|--|--------------------|----------------|
| (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*  | 0 to 9 months      | \$             |
| (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  | 9 to 24 months     | \$\$           |
| <b>Recommendation 3. Crisis intervention team</b>  |                    |                |
| (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

| Leverage Technology to better support Riders & Staff   | Estimated Timeline | Estimated Cost |
|--|--------------------|----------------|
| <p>(4.1) Convene new IT/Safety task force to review security technology needs and develop RFPs exploring the following elements:</p> <ul style="list-style-type: none"> <li>Enhance on-line reporting system for personal offences and track discriminatory complaints</li> <li>SMS, instant messaging and the capacity for text line support</li> </ul> | 0 to 9 months      | \$\$           |
| <ul style="list-style-type: none"> <li>Security software database or system that triangulates all current data systems*</li> <li>Security management software for records, reports, schedules and deployments*</li> <li>Emergency reporting tools such as E-lerts *</li> </ul>   | 9 to 24 months     | \$\$\$         |
| <p>(4.2) Review the possibility of including silent alarms capacity as part of the design on the type 6 LRVs</p>   | 0 to 9 months      | \$             |

# Infrastructure

| System Infrastructure  | Estimated Timeline | Estimated Timeline |
|--|--------------------|--------------------|
| (5.1) Conduct a lighting audit on platforms and transit centers  | 0 to 9 months      | \$                 |
| (5.2) Complete a Crime Prevention Through Environmental Design (CPTED) study at three transit centers (highest crime)  | 0 to 9 months      | \$                 |
| (5.3) Conduct stops and stations safety assessment review focusing first on communities of color followed by a review for low income service areas   | 0 to 9 months      | \$                 |
| (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 * | 9 to 24 months     | \$\$\$             |
| (5.5) Explore funding alternatives e.g. TriMet Foundation, to support infrastructure improvements*   | 9 to 24 months     | \$                 |
| (5.6) Develop prioritized ranking system for bus stops establishing an order of upgrades focused on communities of color, & low income neighborhoods, leverage alternative funding sources   | 9 to 24 months     | \$\$               |

# Communication

| Improve communication, accountability, and reporting mechanisms  | Estimated Timeline | Estimated Cost |
|--|--------------------|----------------|
| (6.1) Establish a new Safety & Security Advisory Committee to support the implementation of the recommendations and provide a public forum for moving forward*   | 0 to 9 months      | \$             |
| (6.2) 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 * | 0 to 9 months      | \$\$           |
| (6.3) Create and launch communication and outreach safety and security campaign*   | 9 to 24 months     | \$\$           |
| (6.4) Implement quarterly reporting of safety and security on the system as part of General Manager Board briefings*   | 0 to 9 months      | \$             |
| (6.5) Develop an annual Rider Club survey to help assess progress and stakeholder perceptions on the work as it moves forward*   | 0 to 9 months      | \$             |
| (6.6) Convene an annual safety and security Public Forum*  | 9 to 24 months     | \$             |

# 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

| <b>Project Governance</b><br><br><b>Doug Kelsey, Project Sponsor</b>  | <b>Contracts &amp; Logistics, project support, and tracking</b>  | <b>Research Products &amp; Process</b><br><br>External and internal research efforts*  | <b>Communication (resources)</b><br><br>Project orientation webpage, outreach, and communication materials, and collateral  | <b>Stakeholder Outreach</b><br><br>Stakeholder group engagement process staffed and supported throughout the process             | <b>Transit Safety Advisory Committee/Blue Ribbon Panel and Process</b><br><br>Development, outreach, convening and facilitation |
|---|--|--|---|--|---|
| Doug Kelsey   | <b>Nathan Jones</b>  | <b>Carl Green Jr.</b>  | <b>Scott Nance</b>  | <b>Roberto Gutierrez</b>   | <b>John Gardner</b>   |
| Bernie Bottomly<br>Marla Blagg<br>Shelley Devine<br>Kim Sewell<br>Sam Desue Jr.<br>John Gardner<br>Pat Williams<br>Erik Van Hagen | Roberto Gutierrez<br>John Gardner<br>Zach Cooper<br>Martin Gonzalez<br>Erik Van Hagen<br>Crystal Atterbury<br>Linda Joy<br>Gerald Fields | Justin Dillion<br>Jamie Surface<br>Janelle White<br>John Gardner<br>Ginger Shank<br>Madeline Steele<br>Erin Hamilton<br>Miles Crumley<br>Connor Toth | JC Vannatta<br>Dave Whipple<br>Debbie Huntington<br>John Gardner<br>Roberto Gutierrez<br>Martin Gonzalez<br>Roberta Altstadt<br>Chris Finks<br>Clay Thompson<br>Amparo Agosto<br>Johnathan Hendryx<br>Maritza Collazo | Marla Blagg<br>Bernie Bottomly<br>Kim Sewell<br>Aaron Deas<br>Tom Markgraf<br>John Gardner<br>Martin Gonzalez<br>Mariya Klimenko | Scott Nance<br>Roberto Gutierrez<br>Libby Winter<br>Governance Group<br>Committee<br>Facilitator                                |

# Discussion

TRI MET

COVID-19

Maps & Schedules

Stops & Stations

Fares

Guide

More

Help Center

A photograph showing a woman with dark hair tied back, holding a young child with dark hair in a bun. They are on a transit vehicle, with yellow handrails visible. In the background, other passengers are seated, including an older man in a bright yellow safety vest. The scene is brightly lit, suggesting daytime.

## Transit Equity

*A system accessible for all*

TRI MET