

**Blocks 1 thru 12 to be completed by Auditors**

1. Audit Type: Performance Audit	2. Business Unit/Function: Service Delivery – FA Team	3. Audit Title / Number/Reference: Fare Compliance Audit (Report #: 2025-09)	4. Classification (Finding/Obsv): FINDING
5. Auditor, Email & Phone: Travis Carbon, Sr. Performance Auditor (206) 398-5452 travis.carbon@soundtransit.org			6. Issued Date: 08/18/2025
7. Issue Description: (of Finding): Job Hazards are not identified or assessed for Fare Ambassadors.			
8a. Recommendation (For Findings Only)			
1. Ensure that task-specific job hazard analysis is performed and documented.			
2. Require that security personnel support Fare Ambassadors by providing a visible deterrent against threats. Due to resource constraints, personnel should be flexible across teams, offering support when needed.			
3. Establish formal response procedures when Fare Ambassadors feel threatened (e.g., being followed, cornered or assaulted). Conduct joint training sessions and safety drills with safety and security personnel to improve preparedness. Protocols should be informed by after-action reviews documented in the Fare Ambassador Events Log, using real experiences to tailor response strategies.			
4. Issue functional equipment for underground environments, including radios and tablets/handheld devices for increased connectivity (to the Security Operations Center, and to capturing interaction data).			
8b. Reference: Accident Prevention Program (APP) Section 4.5, Task-Specific Job Hazard Analysis			
9. Risk Rating 3C	10. Owner/Assigned Responsible Individual: Service Delivery – Fare Ambassador Team		11. Response Due Date: 08/18/2025

Blocks 12 thru 16 will be completed by the individual responding to the Finding/Observation

12. Management Agreement: Management agrees with audit issue raised.
13. Management Action Plan: Corrective actions that will be taken are:
1. Work with appropriate partners to draft a regional Rider Code of Conduct adopted by ST and all partner transit agencies. This shared framework should clearly identify Fare Ambassadors as transit workers and explicitly outline the expectations for rider behavior. It must also articulate clear consequences for behavioral non-compliance, including threats, harassment, or assaults against Fare Ambassadors.
2. Initiate and complete the Fare Ambassador Job Hazard Analysis (JHA). This process is being led by Safety, the designated owner for all job hazard assessments at ST. The JHA will assess specific job tasks, work environments, and the potential for exposure to verbal or physical confrontations. Findings

from the JHA will directly inform the development of targeted mitigation strategies, such as training enhancements, equipment upgrades, staffing considerations, and policy adjustments.

3. Work with Transportation Safety and Security (TSS) and Employee Health and Safety (EHS) to implement internal safety targets, in the absence of a formal risk reduction program.
4. Improve how Fare Ambassadors and supervisors review incidents to support learning and accountability. This broader review allows Fare Engagement leadership to use footage for training and evaluation; helping better spot trends, encourage good practices and decide if refresher or new training is needed. While formal response procedures already exist to guide Fare Ambassadors through situations where they feel threatened, cornered, or have been verbally or physically assaulted, this broader review framework supports continuous improvement. It ensures that both individual and team responses are aligned with safety protocols.
5. To strengthen field communication and enhance safety, a pilot program will be launched to have Fare Ambassadors test radio communication in the field. Direct radio access to the SOC can enable faster response times during incidents. The pilot will be carefully evaluated to ensure that radios genuinely improve safety and operational effectiveness without negatively impacting the quality of Fare Ambassadors' interactions with passengers. Key measures will include useability, clarity of communication, response time improvements, and Fare Ambassador feedback.
6. While coordination between Security and Fare Ambassadors is already standard practice, we will continue to identify and implement opportunities for enhanced collaboration that improve safety without compromising the non-enforcement, customer service-based identity of the Fare Ambassadors. Key points that we will focus on are real time communication, joint field presence, role clarity, training and scenario planning and feedback loops.
7. Establish a standardized uniform for Fare Ambassadors. Implementing a standardized uniform for FAs will help reinforce the authority and professionalism of the role. A consistent, easily identifiable uniform signal to riders that Fare Ambassadors are official representatives of Sound Transit. This visual presence can contribute to increased compliance and greater overall respect for the work being done.

14. Risk Acceptance for disagreement (if management does not disagree, please mark N/A):

N/A

15. Date Submitted to Audit:

08/18/2025

15b. Targeted Completion Date of correction:

01/31/2026

For TeamMate Use Only, not published in final report.

16a. Management Response Form Completed By: Tanya Starke

16b. Responsible Executive: Brian de Place/Marie Olson

16c. Business Contact (Person responsible for completing Action Plan): Tanya Starke

Blocks 17 thru 19 to be completed by Auditors

19. Finding/Observation Implementation Plan Review

☒ Accept

☐ Reject

20. Auditor Name / Signature:

Date:

19. Reasons for Implementation Plan or Implementation Verification Rejection by Auditors: