

Fare Enforcement Action Plan

*Executive Committee
March 5, 2020*



Agenda

- Process update
- Working group
- Current Fare Enforcement Program
- Data collection
- Key Insights and Action Plan
- Next steps

Policy update process

Working Group *Early-mid 2019*

Form working group

Develop outreach and data collection plan

Identify initial policy and program options

Data Collection *Mid-late 2019*

Administer online survey

Administer onboard survey

Conduct listening sessions

Engage FE Officers

Policy Changes

Late 2019 – Early 2020

Analyze data

Develop recommendations

Engage external stakeholders

Roll out administrative actions

Advance associated board actions

Working Group

Diverse internal voices at the table

INTERDISCIPLINARY WORK GROUP

Passenger Experience

Public Safety (Operations)

Equity and Inclusion, including Title VI

Research and Innovation (PEPD)

Finance

Govt. and Community Relations

Business/Labor Compliance

Communications

Legal

Office of the CEO

Operations

Vision and mission

Vision

A system where everyone taps — where everyone who has fare media can get to where they want to go, and everyone who needs fare media can get access to it.

Mission

To understand the impacts of our current program and develop recommendations that provide an equitable and customer-focused experience, including safety for all riders and integrity of decision making, while ensuring strong financial stewardship of taxpayer dollars.

Fairness to riders and taxpayers

Objectives

- Sound financial stewardship, as indicated by high fare compliance and exceeding farebox recovery minimums.
- Equity and fairness to our riders, stakeholders, community members, and taxpayers.
- Continuous improvement that is measurable and accountable.
- Uphold Sound Transit's values of Customer Focus, Integrity, Inclusion and Respect, and Safety.

Current Fare Enforcement Program

Fare enforcement process

Within any rolling 12-month period

- 1st interaction: Sound Transit issues a warning and records interaction into database.
- 2nd interaction and following: civil citation(s) issued.

Sound Transit has suspended referrals for criminal charges while the agency conducted review of its fare enforcement program.

Sounder and Link Inspection procedure



- Procedure adopted in 2010 to ensure equal treatment and reduce potential for profiling.
- Fare enforcement officers enter train cars from both ends and ask all riders for proof of payment, working toward the center of the car.

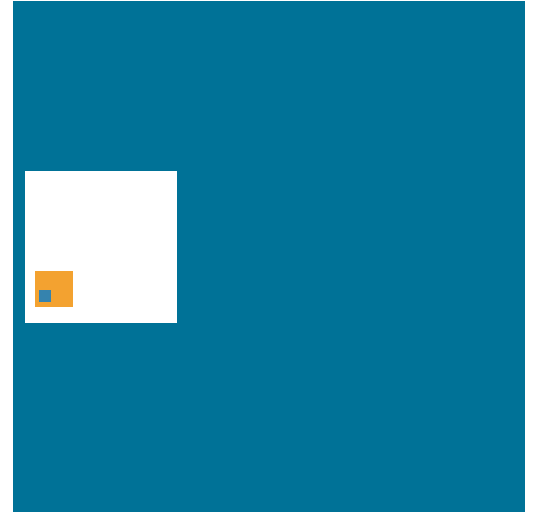
Inspection rate and target evasion rate are correlated

2019 Link data

- 25,075,922 riders ■
- 2,507,593 fares checked □
- 55,668 found without proof-of-payment ■
51,206 warnings 4,110 citations ■

Key takeaways

- Historical data show 8.5% fare inspection rate keeps evasion at our 3% target.
- For riders who could not produce proof-of-payment, 92% received warnings.
- 2.22% of inspected riders did not have valid fare in 2019 when checked.



Key Insights and Action Plan

Community Engagement Process



Online and Onboard Surveys

- ◆ 1,100 completed onboard surveys
- ◆ 8,000 completed online surveys



Community Conversations

- ◆ 6 Listening Sessions in Pierce, King, and Snohomish Counties
- ◆ Community Report-Out



Deliverables

- ◆ Community Engagement Report
- ◆ Proposal Evaluation
- ◆ Action Plan

Criteria for Proposal Evaluation

From vision, mission, and objectives

- Cost-efficient, timely, and feasible implementation.
- Racial equity.
- Customer-focused experience.
- Rider safety and security.
- Impact on fare evasion rates.
- Community support.

Key Insights

Barriers to payment

- Top reasons for not having proof of payment are related to **customer confusion** about how and where to pay.

"I forgot to tap."

"I couldn't find where to tap."

"My ORCA card didn't work."

Action Plan

To reduce customer confusion, we will...

- Expand communications and public education about ST fare enforcement process and how to use your ORCA card.
- Greatly enhance "Fare Paid Zone" signage at our stations.



Key Insights

Demographic disparities in access to and use of valid fare media

- Those **unable** to produce proof of payment in our onboard sample of 1,100 riders were more likely to be:
 - Under 25
 - Male
 - African American/Black or Hispanic/Latinx
 - Disabled
 - Transit dependent
 - Earning an annual income < \$50,000

Key Insights

Demographic disparities in access to and use of valid fare media

- Community feedback included:
 - Desire for a seamless transfer experience between transit agencies.
 - More locations for reloading ORCA cards.
 - End the 24-48 hour waiting period for reloads done online or by phone.
 - Ability to pay on the train.
 - Program tailored to the needs of youth.

Action Plan

To address demographic disparity in access to and use of valid fare media, we will...

- Participate in an income-based fare program for a two-year pilot through July 2022.
- Expand access and aggressively market ORCA LIFT and other programs for riders with limited income (including consideration of potential re-opening Westlake booth and more venues for enrollment).
- Next GEN ORCA updates.

Action Plan

To address demographic disparity in access to and use of valid fare media, we will...

- Develop a youth-oriented program which includes:
 - Special training focused on interacting with youth.
 - Focused communication, educational outreach, and fare media access efforts to communities highlighted in survey results.
 - Defining period of time during the start of school where students would not receive warnings or citations.

Action Plan

To address demographic disparity in impact, we will...

- Increase verbal warnings from 1 to 2 in a 12-month period.
- Reduce the fine from \$124.
- Enhance fare enforcement officer training for anti-bias and de-escalation.
- Define parameters for times to suspend warnings and citations during severe weather.

Action Plan

To address demographic disparity in impact, we will...

- Develop a resolution path through Community Court program.
 - Working with King County District Court to participate in community court program for Sound Transit citations.
 - Community courts held weekly in venues (e.g. libraries, community centers) in Redmond, Burien, and Shoreline.
 - Paired with resource fairs to provide access to a range of services including ORCA LIFT enrollment.

Key Insights

Perception of fare enforcement officers and program

- An overwhelming majority of onboard survey respondents felt Fare Enforcement Officers (FEOs) were professional and fair. This was true among those who showed proof of payment and those who did not.
- During community conversations participants expressed concerns about potential racial profiling, feeling targeted or harassed, and disproportionate enforcement in South Seattle.

Key Insights

Perception of fare enforcement officers and program

- During community conversations concerns were raised about:
 - Name and uniforms of FEOs to make them less similar to law enforcement, and a desire for a customer service focus.
 - Concerns about procedure for verifying identity.

Action Plan

To continuously improve our fare enforcement program, we will...

- Refine and evaluate the role of FEOs to incorporate customer service more consistently into how FEOs perform core security and enforcement responsibilities.
- Task officers to provide on-the-spot customer information.
- Collect and report data tracking the locations of FEO deployment and enforcement actions.
- Evaluate and clarify process for reporting and addressing bias or discrimination complaints.

Action Plan

Implementation

- Administrative changes, except *some amendment to the Board policy and resolution authorizing participation in income-based fares program pilot.*
- Hire 3 FTEs.
 - 1 Program Manager; 2 Youth-focused specialists
- Annual Budget Requirements.
 - Approximately \$900,000 annually
 - Up to \$1.8M for low income fare from for two-year pilot.

Action Plan

Implementation

- Continued community conversations about action plan implementation strategies and progress of improvements.
- Report progress and findings to the Rider Experience and Operations (REO) committee of the Board on a regular basis.

Needs More Information

To report back to Board

- Evaluate impact and feasibility of accepting partner agency non-ORCA transfers.
- Stop calling in law enforcement on matters solely related to fare enforcement for adults.
- Add platform fare enforcement checks.
- Change fare enforcement officer names and uniforms.



Not recommended

- Administer resolution of citations in-house.
- Bring fare enforcement officers in-house as ST employees instead of continuing to contract with third party.
- Add option to pay on trains by officers or technology.

Next Steps

Upcoming timeline

January

- Process update
- Engagement and survey updates
- Criteria for policy/program evaluation
- Next steps

February

- Community Engagement Report
- Proposal evaluation

March

- Fare enforcement action plan
- Actions presented to full board
- Associated board action considered



Thank you.



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