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Executive summary

The Metropolitan Council formed the Metro Transit Police Work Group to continue the police review started in June 2020. The work group met from August 2021 through February 2022 to build upon the community engagement conducted by the Citizens League and their partner, Twin Cities Innovation Alliance.

To build upon the Citizens League engagement, the work group gathered more input from frontline workers and from public comments. Additionally, the work group received several presentations to provide more information on topics raised during the Citizens League process, including Metro Transit Police Department's (MTPD) approach to 21st Century Policing, other transit agencies' safety and security practices, Code of Conduct enforcement, partnerships with community groups, MTPD interactions with youth, Metro Transit's Student Pass program and student safety, and Metro Transit's current approaches to police data and safety-related performance measures.

The work group's recommendations include a vision for transit safety:

1. Provide a quality transit experience for all, using an anti-racist lens, equity lens, and an inclusive approach to transit safety, security, and policing
2. Address systemic issues by fostering community relationships and partnerships
3. Demonstrate responsive leadership and accountability for results

For each of these areas, the work group identified issues, high-level recommendations, and considerations that will serve as a framework for the next phase of this work.

The next phase includes Metro Transit and MTPD developing an action plan that includes SMART¹ goals, action steps, and timelines, to advance this vision and recommendations. Metro Transit and MTPD will engage stakeholders who have participated in this process to review and validate the draft action plan. This includes individuals and groups who participated in the Citizens League engagement² and the Police Work Group's processes³. This also includes Metropolitan Council members, the Equity Advisory Committee, and the Transportation Accessibility Advisory Committee. Once developed, Metro Transit and MTPD will bring forward the action plan for Metropolitan Council approval in June 2022. The work group expects action plan implementation to begin in the third quarter of 2022 (July through September).

¹ The acronym "SMART" stands for different words across different sources. For the action plan, SMART goals stand for goals that are specific, measurable, achievable, relevant, and time-bound.

² Citizens League engagement efforts intentionally included youth, seniors, people living with disabilities, people experiencing a wide variety of income levels, people who live in urban and suburban communities, and people who identify as White, African American, Native African, Indigenous or Native American, Latina/o, Asian, multi-racial, and male, female, and non-binary.

³ Police Work Group participants include Metro Transit/MTPD employees, Minneapolis Public Schools representatives, A Mother's Love, and members of the public who provided comments during the December public comment opportunity.

Introduction

This report from the Metro Transit Police Work Group includes recommendations to the Metropolitan Council as directed by Business Item 2021-213.

The recommendations envision a people-centered approach to public safety, security, and policing on transit.

As demonstrated in the Citizens League’s community engagement results, riders’ and community members’ concerns with transit safety and security are broader than policing. Safety means being able to ride transit without worry of physical or emotional harm, without risk of violence or theft of personal property, without having to witness violence, and with comfort. Safety means arriving on time to one’s destination without being harassed. Safety is found in clean facilities and equipment. Safety includes being free from racial profiling or gender-based harassment. Safety relates to frequency and timeliness of buses and trains⁴.

The work group was guided by the values of dignity, fairness, and justice, and the recommendations include employing an anti-racist lens and an equity lens to this work. The work group recognizes that this work will continue to require meaningfully engaging stakeholders, cultivating a community of accountability, seeking system-level solutions, and practicing continuous improvement.

Part 1: Work group overview

Work group background and charge

On August 11, 2021, the Metropolitan Council formed the Metro Transit Police Work Group. The [business item](#) stated that the purpose of forming this work group is to facilitate the police review.

In [June 2020](#), Chair Charles A. Zelle announced that the Metropolitan Council “in fulfilling our oversight role will be conducting a comprehensive review of the Metro Transit department’s policing policies, practices, and relationships,” and that this review would “inform our ongoing efforts to improve transit security and customer experiences on our region’s transit system.”

In July 2020, the Metropolitan Council began working with the Citizens League to develop and implement a robust community engagement strategy to guide this work. The Metro Transit Police Work Group is charged with developing recommendations based on the Citizens League work and other information and feedback received by the work group. The business item included two duties of the Metro Transit Police Work Group:

1. Design a series of Committee of the Whole discussions

The work group will design a series of Committee of the Whole discussions that will occur at an approximately monthly basis from August 2021 through February 2022. The Committee of the Whole

⁴ Language in this paragraph is drawn directly from the [Citizens League Report page 7](#)

meetings should provide opportunities for the Council members to receive information from the MTPD, the results of the Citizens League review and other public input and from other sources, ask questions, articulate priorities, and provide feedback as the work group develops recommendations

2. Develop recommendations for consideration by the full Metropolitan Council

By February 28, 2022, the Metro Transit Police Review Work Group will report back to the full Metropolitan Council with recommended transit safety and security outcomes and strategies to achieve the outcomes. The recommendations must also identify data and other information that Metro Transit will provide to the Metropolitan Council as part of regular Metro Transit Police Department (MTPD) updates beginning in the first quarter (January through March) of 2022. Once the Metropolitan Council accepts the recommendations, the adopted outcomes and strategies will serve as Metropolitan Council policy guidance for the Metro Transit Police Department.

Please see the appendix for more information on the Metro Transit Police Work Group's membership, process, and work plan.

[Building on the Citizens League Safety Conversation](#)

[Citizens League review background](#)

When calling for the police review in June 2020, Chair Zelle committed to begin this process with deep, authentic community engagement. The Metropolitan Council partnered with the Citizens League to conduct this community engagement. The Metro Transit Police Work Group is charged with taking in and building from the feedback received through the Citizens League process to develop recommendations.

The Citizens League, along the Twin Cities Innovation Alliance, prioritized community voices in creating the engagement process and in facilitating conversations and surveys. From September 2020 to August 2021, more than 1,000 people participated in various aspects of the process, which included planning discussions, stakeholder interviews, virtual public meetings, outreach at busy transit centers, and an online survey. The engagement effort intentionally included youth, seniors, people living with disabilities, people experiencing a wide variety of income levels, people who live in urban and suburban communities, and people who identify as White, African American, Native African, Indigenous or Native American, Latina/o, Asian, multi-racial, and male, female, and non-binary.

In September, the Citizens League and Twin Cities Innovation Alliance presented to the Metro Transit Police Work Group. Additionally, the Citizens League interim report was presented to the Committee of the Whole in August 2021, and the final report was discussed at the September Committee of the Whole meeting.

[Citizens League review summary](#)

[Themes](#)

Key themes in the Citizens League report included:

- Perception vs. reality of safety
- Passenger behavior impacts safety
- More riders lead to a feeling of safety

- Safety is more than enforcement
- The presence of an authority figure leads to a greater sense of safety

Citizens League findings and recommendations

- **Review other transit systems.** Conduct review of other cities' transit systems to understand their best practices, how they're addressing perceptions of safety vs realities of safety, and to learn from jurisdictions that have robust transit systems in place.
- **Continue community engagement efforts.** The Citizens League Transit Safety Conversation project should be viewed as a snapshot in time. This project took place during an exceptional time in our environment and state with the murder of George Floyd leading to civil unrest, the trial of Derek Chauvin, which impacted people's willingness and ability to participate in another public safety-related project, and the COVID-19 pandemic that changed ridership trends due to the public health risks and fears.
- **Safety is more than enforcement.** As a forum participant put it, "A safe public transit system is a well-funded public transit system." There are many strategies Metro Transit could invest in and implement that would lead to an increased sense of safety among the ridership.
- **The behavior of other riders has a huge impact on perceptions of safety.** To some degree much of this is outside the direct scope of Metro Transit's ability to impact: homelessness, ageism, sexism, poverty, chemical abuse. Many of the behaviors that riders complained about are behaviors that are perceived as problematic in all public spaces, and Metropolitan Council should be collaborating with other jurisdictions within the state, counties, and cities to solve some of these social issues that impact safety. Advocating at the state and federal levels for increased resources and capacities may also work to address the need.

The full Citizens League report is available [on the Metropolitan Council website](#).

Metro Transit employee feedback summary

The Metro Transit Police Work Group sought more information about the experiences and ideas of Metro Transit employees. The work group received employee perspectives by reviewing results of frontline employee engagement conducted during the Citizens League process, results of an MTPD employee survey, and through opportunities for employees to speak at the work group's November 5, 2021, employee panel⁵ and December 17, 2021, public comment opportunity.

Themes from employee feedback

Across the employee feedback, several themes emerged:

⁵ Eight Metro Transit employees were selected by the following employee groups to participate in the November 5, 2021 Employee Panel: (1) Transit Safety & Security Committee, (2) Metro Transit Equity & Inclusion Team, (3) ATU, (4) TMSA, (5) LELS – Full Time Officers, and (6) LELS-Supervisors.

- **Safety concerns.** Frontline employees shared their experiences and expressed significant concerns about their safety and security, as well as the safety and security of riders.
- **Response time and official presence.** Employees who require police assistance feel response time is slow and that there is too little presence on the system to effectively support them. Some employees expressed concern that there are not demonstrable consequences for problematic behavior.
- **Officer retention.** MTPD officers are leaving for other departments but choosing to stay within law enforcement.
- **Systemic issues.** The current situation is not unique or isolated to Metro Transit. There are systemic issues in our region that are visible on transit, and some are further compounded by the pandemic.
- **Leveraging partnerships.** Structures for accountability and leveraging partnerships to address systemic issues are important.
- **Ideas.** Employees on the panel offered several ideas for improvements. Employees expressed that safety technology and features help (e.g., real-time cameras, monitors on buses, barriers on buses).

[MTPD employee survey](#)

The work group directed staff to survey MTPD employees. The survey was conducted in mid-October 2021. In total, 118 MTPD employees (63%) responded. In the survey, 11 questions were repeated from a January 2020 survey to compare responses between 2020 to 2021. Additionally, new 2021-only questions were added to the survey at the request of the Metro Transit Police Work Group.

Overall results show a decrease in job satisfaction, increased concern there are not enough MTPD staff, disagreement that referrals and enforcement actions are adequately resolved by other entities, and a perceived lack of support from leadership and community.

[Public feedback summary](#)

[December 17 public comment opportunity](#)

The work group dedicated the December 17, 2021, meeting to receiving public comments. This opportunity was promoted through Metropolitan Council channels, including Council member communications and social media.

Ten people provided comments during the December 17 meeting, including people speaking as individuals and people representing organizations. Additionally, three comments were submitted in writing prior to the meeting.

Themes from the comments included:

- **Justice.** Transit policing is an environmental justice and a racial justice issue.

- **Practices of other agencies.** Systems across the country are grappling with similar issues, and Metro Transit should draw on practices from other transit agencies.
- **Transit service.** Route reliability and frequency is key to safety, and Metro Transit has needed to reduce service due to operator shortage.
- **Conditions and behavior.** Experiences with poor behavior and conditions on vehicles and platforms; too few officers visibly present. Consider other conditions when improving safety, including equitably distributed clean, heated, well-lit shelters and reducing transit fares.
- **Office training.** Concerns about officer training (e.g., fewer in-person trainings due to COVID-19).
- **Officer staffing levels.** Concerns about officer retention and why officers are leaving for other departments.
- **Working conditions.** Concerns about working conditions for operators, police officers, and community service officers (CSOs), including communication between operators and police.
- **Police treatment of riders.** Concerns about police officer treatment of riders.
- **Budget and resource allocation.** Concerns about resource allocation, including the growth of MTPD budget, where officers are deployed, etc.
- **Public involvement.** Effective and frequent public engagement and communication are important; need to bring community-lived experience into policy.
- **Administrative citations.** Support for administrative citations for fare nonpayment.
- **Expanded CSO programs.** Several comments about the expanded CSO program and need for customer service ambassadors, including:
 - Some voiced support for the general direction of unarmed personnel who focus on customer service, connecting people to services, and deescalating situations.
 - CSO expansion might be a step in the right direction but only available to people on a law enforcement career track.
 - Concerns about CSOs carrying weapons (also concerns with MTPD officers being armed).
 - Metro Transit needs to provide more information on CSO program goals and performance.
 - CSO retention is an issue since CSOs may leave the agency once their initial training/education is complete.

Transportation Accessibility Advisory Committee comments

During the work group's work, the Transportation Accessibility Advisory Committee (TAAC) received two updates on the Metro Transit Police Work Group. The first was an overview of the work group

presented by staff on November 3, 2021. The second was an update provided by Work Group Chair Chamblis on February 2, 2022.

Both meetings included time for discussion. Comments from committee members included:

- **TAAC involvement.** TAAC members felt TAAC should have been more involved in the Metro Transit Police Work Group from the start.
- **Members' experiences.** Several TAAC members shared their personal experiences riding Metro Transit, including times when they've felt unsafe or uncomfortable riding or waiting for transit.
- **Questions about current practice.** TAAC members raised issues and posed questions, including:
 - How are employees trained to work with people living with different types of disabilities and multiple disabilities (police officers, CSOs, and bus operators)?
 - Conditions of facilities – importance of good lighting, questions about when facilities are open or locked.
- **Coordinating with social and community service partners.** TAAC members posed questions about how the Metropolitan Council coordinates with counties, social services, and community service providers, including the nature of the collaboration and whether the Met Council receives data or reports on high-demand (“hot spot”) areas and needs from partners that can be used to guide the Met Council’s work.
- **Raising awareness about expectations.** Encouraged the work group to add “education” to their recommendations – public transit is a collective experience, and some riders treat it as an individual experience. Metro Transit can do more to raise awareness of expectations.
- **Disability justice.** TAAC chair shared resources about the disability justice movement that pertains to this work.
- **Unsheltered homelessness.** Concerns about people using bus stops as shelters and how that will be addressed.
- **Officer staffing levels.** Officer recruitment and retention is an issue region wide. Committee members wondered how the Met Council is making sure MTPD is competitive with other law enforcement agencies.

Part 2: Work group recommendations

Values guiding the work group’s recommendations

The work group identified several values and principles to guide their work.

- Value **safety and security** on transit.
- **Dignity, fairness, and justice for all.**

- **Rebuild confidence** in the **quality of transit for all**.
- Value the broad **diversity** of the community we serve, including ability, race, ethnicity, gender, and age.
- Apply an **equity lens**⁶ and an **anti-racist lens**⁷ to this work. These lenses are important to this work because they are tools to help address the disparate impacts and harms experienced by different groups in the realm of public safety.
- **Accountability and decision-making** – requires mutual accountability or community of accountability. Recognize the roles of Met Council members, Metro Transit, MTPD leadership, and external partners. Includes ensuring open, meaningful dialogue between the Metro Transit Police chief and the members of the Metropolitan Council.
- **Stakeholders** are key to success and to building strong recommendations – both internal and external.
- **Responsive to feedback** – not enough to accept feedback, need to follow **best public participation practices** and follow up with people to let them know what was done with their feedback and the actions that will be taken as a result.
- **Systems-level approach**, not band-aids.
- Assess recommendations to **ensure positive impact and** aim to **reduce negative impacts** on key communities.
- Consider **efficient use of resources**.
- Recommendations should be **realistic and doable**.

Recommended approach: By June 30, 2022, Metro Transit and MTPD should develop an action plan for approval by the Metropolitan Council to implement the recommended vision.

The work group is recommending a broad vision and outlining its recommendations and considerations for advancing this vision. The next step is for Metro Transit, including the MTPD, to develop a

⁶ Metropolitan Council Equity Policy (OEO 1-1) adopted by the Metropolitan Council in October 2018 defines “equity lens”: *equity lens is a recognition of the lasting impact of discriminatory actions and current institutional practices disproportionately affecting people by race, ethnicity, income, and ability. An equity lens is often a method used to guide projects, programs, and procedures to help ensure staff are actively pursuing ways to eliminate disparities and advance equity in decision-making.*

⁷ In April 2021, Chair Charlie Zelle [signed a commitment](#) to participate in the Regional Anti-Racist and Economic Trust as part of the Metropolitan Council’s ongoing partnership with the Center for Economic Inclusion. At the time of the work group’s report, the Metropolitan Council does not have an adopted definition of “anti-racist lens.”

comprehensive action plan that includes goals, strategies, action steps, and timelines to achieve this vision.

Developing the action plan will be an iterative process that will continue to engage Metropolitan Council members and other stakeholders. Given the urgency and importance of this work, the work group expects that Metro Transit and MTPD will bring a draft action plan to the Metropolitan Council in May 2022 for discussion. Metro Transit and MTPD will refine the action plan based on the Met Council members' and other stakeholders' feedback and will bring forward an action plan for Met Council approval in June 2022. Implementation of the action plan will begin by July 2022.

The work group's vision identifies three areas of work:

1. Provide a quality transit experience for all, using an anti-racist lens, equity lens, and an inclusive approach to transit safety, security, and policing
2. Address systemic issues by fostering community relationships and partnerships
3. Demonstrate responsive leadership and accountability for results

1: Provide a quality transit experience for all, using an anti-racist lens, equity lens, and an inclusive approach to transit safety, security, and policing

Issues

1. **Problematic conditions on transit vehicles and at facilities.** Problematic conditions and behavior that violates laws or Code of Conduct at facilities and on transit vehicles lead riders and employees to feel unsafe. It is important to provide quality experience for all.
2. **Low ridership.** Ridership is down significantly during the pandemic which contributes to riders feeling less safe; building ridership may lead to an increased feeling of safety.
3. **Service unreliability.** Unreliable or infrequent transit service contributes to riders feeling less safe.
4. **Insufficient youth engagement.** Metro Transit does not currently have a formal, comprehensive plan to engage with youth that includes collecting, maintaining, reviewing, and acting on data about interactions with youth.
5. **Insufficient official presence.** Perception that there is a lack of sufficient official presence with authority and skill on the system.

Recommendation 1.1: Provide a safe, consistent, quality experience for all on buses, trains, and facilities

Considerations:

- a) **Ensure quality conditions.** Provide transit vehicles, stops, and facilities that are brightly lit, clean, and well-maintained.

- b) **Prevent and address violations.** Ensure that violations of the Code of Conduct and laws are addressed. Take steps to educate and raise awareness about expectation to reduce incidents.
- c) **Increase official presence with authority and skill.** Build a well-coordinated team of police, non-sworn personnel, and maintenance employees working together to improve customer experience.
- d) **Improve transit service.** Continue efforts to improve the frequency and reliability of transit.

Progress on this recommendation may be measured by customer satisfaction, number of customer and employee complaints (e.g., complaints of feeling insecure, experiencing discrimination, complaints about officer behavior), and number of incidents.

The work group recognizes the correlation between increasing ridership and providing a safe, consistent, quality experience for all, which is important to rebuilding ridership and that, in turn, may also improve a sense of safety.

2: Address systemic issues by fostering community relationships and partnerships

Issues

1. **Large jurisdiction stretches resources and requires partnerships.** The Metro Transit Police Department is responsible for a large system that crosses many boundaries and jurisdictions. There is a need for strong relationships with local governments, city and county attorneys, and other stakeholders to improve conditions on transit and around transit facilities that are beyond Metro Transit's control.
2. **Systemic problems affect transit.** Systemic problems in the region's communities contribute to issues observed on transit. This can include crime, untreated severe mental illness, chemical addiction, homelessness, problems stemming from the pandemic, etc.
3. **State law requires use of police officers to issue fare non-compliance citations.** The Minnesota State Legislature has not passed administrative citations policy, which would allow non-sworn personnel to inspect fares and issue citations for fare non-compliance, MTPD to redirect officers to focus on public safety needs, and Metropolitan Council to reduce the penalty for fare nonpayment.

Recommendation 2.1: Communicate and engage with other jurisdictions, including law enforcement agencies, to work together towards timely solutions

The work group recognizes the need for mutual accountability and for creating a community of accountability around achieving transit safety.

Progress on this recommendation may be measured by tracking meetings and communications with other jurisdictions.

Recommendation 2.2: Continue efforts to pass administrative citations legislation

Considerations:

- a) **Advocate for law change.** Continue to advocate for administrative citations authority at the legislature.
- b) **Continue expanding non-sworn presence.** Continue Metro Transit efforts to increase official, non-sworn presence on the transit system.

The work group recognizes that passing administrative citations legislation is not in the Metropolitan Council's control. Administrative citations legislation would allow Metro Transit to issue an administrative citation for fare non-compliance instead of a criminal citation that can only be issued by police officers. This change would allow employees who are not sworn police officers to address fare compliance and would allow MTPD officers to focus their time on public safety issues. Additionally, authority to issue administrative citations would mean that people are not issued criminal citations for fare nonpayment. The Metropolitan Council would handle administrative citations in-house (instead of sending to the judicial system) and could lower the fine, which is set at approximately \$180.

Progress on this recommendation may be measured by whether the legislature passes and the governor signs administrative citations legislation. If passed, additional measures could be established to track progress on implementation and the outcomes of moving from criminal citations to administrative citations.

3: Demonstrate responsive leadership and accountability for results

Issues

1. **Met Council member-MTPD communication.** Insufficient opportunities for Met Council members to regularly converse with the Metro Transit Police chief and general manager regarding transit safety and security.
2. **Lack of regular reports.** Lack of routine evaluation, data, and reporting on positive and negative outcomes, including crime data, and data regarding resource allocation within the police department.
3. **Unclear roles.** Distinctions among roles and responsibilities (e.g., Metro Transit and MTPD, the Metropolitan Council regional administrator, Met Council members) relating to transit policing and safety can be unclear.
4. **Employee concerns.** Employees expressed concerns about their sense of safety at work.
5. **Officer staffing levels.** Officer attrition increased in 2021; issues relating to officer recruitment and retention need to be addressed.

6. **Timely response to feedback.** Need timely response to constituent and employee feedback regarding safety on transit.

Recommendation 3.1: Develop effective communication structure between MTPD and Metropolitan Council so Met Council members are aware of and can act on issues affecting transit safety, security and policing in a timely manner

Considerations:

- a) **Increase depth and frequency of conversations.** Provide more opportunities for less-structured conversations between Council Members and MTPD. Move beyond only providing PowerPoint presentations in Met Council meetings.
- b) **Communicate about challenges.** Police should provide Met Council members with information about the issues and challenges facing MTPD. With more regular information, Met Council members can act before conditions become more problematic.
- c) **Report data and information to regularly.** Provide reports to the Metropolitan Council and public on a regular basis that include qualitative data, quantitative data, and other information to assess performance and outcomes. This work includes creating standards for collecting data, analyzing data, setting targets and desired performance outcomes, and reporting data. Data should be reported at least annually, and some data should be reported more frequently (e.g., as part of quarterly updates to the Met Council).

The business item forming the Metro Transit Police Work Group states that the work group's recommendations "must also identify data and other information that Metro Transit will provide the Metropolitan Council as part of regular Metro Transit Police Department (MTPD) updates that will begin in Q1 2022."

Work group members discussed the importance of establishing standards for collecting, analyzing, and reporting information. This includes using both quantitative data and qualitative data. Data should be disaggregated by race, ethnicity, age, and ability.

The work group recommends regular reports occur at least annually and should include:

- Information about issues at transit facilities and on vehicles, including data on types of incidents, frequency of incidents, and crime rates
- MTPD staffing levels
- Employee feedback, including employee satisfaction in the context of policing and transit security
- What's the "solve" rate for MTPD cases and/or actions and what happens afterwards? Do we get an appropriate outcome?
- Management of resources
- Critical incident response time

Recommendation 3.2: Evaluate policies, practices, and procedures to ensure positive outcomes and reduce negative impacts on communities and stakeholders

Consideration:

- a) **Define positive outcomes and assess performance.** This includes understanding progress towards the value of making sure all are treated with dignity, fairness, and in a just manner.

Recommendation 3.3: Seek out and address employee transit safety security needs and concerns in a meaningful and timely manner

Considerations:

- a) **Collect employee feedback.** Continue the use of employee surveys, committees and employee groups, and other channels to receive direct employee feedback regarding safety and security. Metro Transit should practice a collaborative approach to collecting employee feedback that involves employees, management, and unions.
- b) **Take action and follow up with employees.** Ensure consistent communications and follow up with employees, so they know what actions are taken based on feedback and why. This includes following up with individual employees involved in or impacted by incidents so they know what happened after the incident (to the extent information can be shared under data protection rules and laws).

Recommendation 3.4: Seek out and address public feedback on transit safety and security in a meaningful and timely manner

Considerations:

- a) **Respond quickly to concerns.** Set standards for responding to constituent concerns and complaints and assessing current staff capacity to meet those standards. This also includes following public engagement best practices and following up with people who provide feedback, so they know what happened with the input they provided (to the extent information can be shared under data protection rules and laws).
- b) **Follow public engagement best practices⁸.** Use public engagement best practices that recognize and value the broad diversity of the communities we serve (gender, race, ethnicity, people living with disabilities, age). This includes specifically supporting and engaging youth in our communities.

⁸ The Metropolitan Council's Public Engagement Plan contains guidance about preferred practices related to engagement. Staff will be recommending updates to the plan as a result of the Citizens League work and feedback from employees and community members as part of this process. In addition, a full update of the Public Engagement Plan will occur in conjunction with the 2050 regional planning process, which will involve additional public engagement.

Appendix

Work Group Process

Members

The business item establishing the work group named Council Member Reva Chamblis to chair the work group and appointed seven additional Council members to serve on the work group: Lynnea Atlas-Ingebretson, Kris Fredson, Robert Lilligren, Abdirahman Muse, Phillip Sterner, Susan Vento, and Wendy Wulff.

When Ms. Atlas-Ingebretson resigned from the Metropolitan Council in October 2021, she remained on the work group as a community member. Council Member Muse resigned from the work group in November 2021.

In addition to the members appointed to the work group, the Equity Advisory Committee (EAC) named member Anita Urvina Davis to serve as the EAC liaison to the work group.

The membership of the work group comprises quorums of the Met Council's Community Development Committee and Environment Committee.

Meetings

The work group met approximately every two weeks from August 27, 2021, through February 25, 2022, for a total of 15 meetings.

Meetings were scheduled for 90 minutes each and were publicly noticed three business days in advance in accordance with the Minnesota Open Meeting Law.

Meeting agenda and materials are kept [on the Metropolitan Council's website](#). Video of meetings is available upon request.

Meetings were structured based on the work group's work plan developed in September, summarized in Table 1.

Table 1: Work plan summary

Phase 1 Focus: Work Group kick-off and initial issue identification	
August 27	Kick-off <ul style="list-style-type: none"> • Work group introductions • Discussion of priorities, desired outcomes • MTPD Department overview presentation review • Review August 11 business item (work group charge)
September 10	Citizens League engagement report <ul style="list-style-type: none"> • Receive and discuss final Citizens League engagement report
Phase 2 Focus: Review existing policies, practices, and procedures and identify potential recommendations	
September 23	Develop work plan and schedule Overview of 21st Century Policing at MTPD - Chief Frizell Initial overview of other transit agencies' approaches - overview of past research; discuss what additional information is desired
October 8	Shared values and principles on safety <ul style="list-style-type: none"> • Met Council member discussion to identify values and principles that will guide this work
October 15	Conditions on the system <ul style="list-style-type: none"> • Review existing Code of Conduct content and enforcement, including how this relates to customer perceptions of safety • Homeless Action Team update • Partnerships with community groups, including presenters from A Mother's Love
November 5	Frontline employee perspectives <ul style="list-style-type: none"> • Frontline workers perspectives – hear directly from frontline employees • Results of MTPD employee survey
November 19	Youth, including minors <ul style="list-style-type: none"> • Policies and procedures that govern interaction with youth, including minors • Officer training for interacting with youth • MTPD programs focused on youth • Metro Transit Student Pass programs, including MTPD interactions with youth who use the bus to go to and from school
December 3	Data, governance, and accountability structures <ul style="list-style-type: none"> • Overview of existing data and reporting • Data the Met Council wants to receive on a regular basis
December 17	Open forum and public comment opportunity <ul style="list-style-type: none"> • Opportunity for individuals or organizations to speak directly to the work group
Phase 3 Focus: Develop recommendations	
January 4	Discuss framework for developing recommendations <ul style="list-style-type: none"> • Values discussion
January 14	Identify issues and gaps
January 28	Identify recommendations
February 11	Discuss first, incomplete draft of recommendations, make decisions, provide direction to staff to refine report draft
February 25	Wrap up work group <ul style="list-style-type: none"> • Provide final directions to staff to finish recommendations document that will be sent to the Council by February 28, 2022, per the August 2021 business item
February 28	<i>Recommendations transmitted to full Metropolitan Council in compliance with business item deadline</i>

The work group satisfied the business item requirement of providing monthly updates to the Metropolitan Council Committee of the Whole:

- [September 15, 2021](#)
- [October 20, 2021](#)
- [November 17, 2021](#)
- [December 15, 2021](#)
- [January 19, 2022](#)
- [February 16, 2022](#)