

Police Work Group Report | Third Draft for 2/25/22 Discussion and Finalization

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17 Recommended Approach: By June 30, 2022, Metro Transit and MTPD should develop an action plan

18 for approval by the Metropolitan Council to implement the recommended vision. 9

19 1: Provide a quality transit experience for all, using an anti-racist lens, equity lens, and inclusive

20 approach to transit safety, security, and policing 10

21 2: Address systemic issues by fostering community relationships and partnerships..... 11

22 3: Demonstrate responsive leadership and accountability for results 12

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Executive Summary

The Metropolitan Council formed the 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 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 the Metro Transit Police Department developing an action plan that includes SMART goals, action steps, and timelines, to advance this vision and recommendations. Metro Transit will engage stakeholders who have participated in this process to review and validate the draft action plan. Once developed, Metro Transit will bring forward the action plan for Metropolitan Council approval in June 2022. The work group expects action plan implementation to begin in Quarter 3 2022.

Commented [LK1]: New in Draft 3 – Very first attempt at an executive summary for this report. Feedback welcome!

Introduction

This report from the Police Work Group includes recommendations to the Metropolitan Council per 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 trains¹.

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.

Commented [LK2]: This draft section is unchanged from the Draft 2 (discussed 2/18) version, but since the work group did not discuss during the 2/18 meeting, I am keeping it flagged.

Please read this more as a placeholder to try to frame the report – definitely could benefit from work group members’ input!

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 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 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 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 meetings should provide opportunities for the Council Members to receive information from the MTPD,

¹ Language in this paragraph is drawn directly from the [Citizens League Report page 7](#)

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1 the results of the Citizens League review and other public input and from other sources, ask questions,
2 articulate priorities, and provide feedback as the work group develops recommendations

3 **2. Develop recommendations for consideration by the full Council**

4 By February 28, 2022, the Metro Transit Police Review Work Group will report back to the full
5 Metropolitan Council with recommended transit safety and security outcomes and strategies to achieve
6 the outcomes. The recommendations must also identify data and other information that Metro Transit
7 will provide the Metropolitan Council as part of regular Metro Transit Police Department (MTPD)
8 updates that will begin in Q1 2022. Once the Metropolitan Council accepts the recommendations, the
9 adopted outcomes and strategies will serve as Metropolitan Council policy guidance for the Metro
10 Transit Police Department.

11 Please see Appendix 1 for more information on the Police Work Group's membership, process, and work
12 plan.

13

14 [Building on the Citizens League Safety Review](#)

15 [Citizens League Review Background](#)

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

20 The Citizens League, along the Twin Cities Innovation Alliance, prioritized community voices in creating
21 the engagement process and in facilitating conversations and surveys. From September 2020 to August
22 2021, more than 1,000 people participated in various aspects of the process, which included planning
23 discussions, stakeholder interviews, virtual public meetings, outreach at busy transit centers, and an
24 online survey. And this engagement work was only the beginning.

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

28 [Citizens League Review Summary](#)

29 [Themes](#)

30 Key themes in the Citizens League report included:

- 31 • Perception vs. reality of safety.
- 32 • Passenger behavior impacts safety.
- 33 • More riders lead to a feeling of safety.
- 34 • Safety is more than enforcement.
- 35 • The presence of an authority figure leads to a greater sense of safety.

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1 *Citizens League findings and recommendations*

- 2 • **Review other transit systems.** Conduct review of other cities transit systems to understand their
3 best practices, how they're addressing perceptions of safety vs realities of safety, and to learn
4 from jurisdictions that have robust transit systems in place.
5
- 6 • **Continue community engagement efforts.** The Citizens League Transit Safety Conversation
7 project should be viewed as a snapshot in time. This project took place during an exceptional
8 time in our environment and state with the murder of George Floyd leading to civil unrest, the
9 trial of Derek Chauvin which impacted people's willingness and ability to participate in another
10 public safety-related project, and the COVID- 19 pandemic that changed ridership trends due to
11 the public health risks and fears.
- 12
- 13 • **Safety is more than enforcement.** As a forum participant put it, "A safe public transit system is a
14 well- funded public transit system." There are many strategies Metro Transit could invest in and
15 implement that would lead to an increased sense of safety among the ridership.
16
- 17 • **The behavior of other riders has a huge impact on perceptions of safety.** To some degree much
18 of this is outside the direct scope of Metro Transit's ability to impact: homelessness, agism,
19 sexism, poverty, chemical abuse. Many of the behaviors that riders complained about are
20 behaviors that are perceived as problematic in all public spaces, and Metropolitan Council
21 should be collaborating with other jurisdictions within the state, counties, and cities to solve
22 some of these social issues that impact safety. Advocating at the state and federal levels for
23 increased resources and capacities may also work to address the need.

24 The full Citizens League report is available [here](#).

25 *Metro Transit Employee Feedback Summary*

26 The Police Work Group sought more information about the experiences and ideas of Metro Transit
27 employees. The work group received employee perspectives by reviewing results of frontline employees
28 who participated in the Citizens League process, results of an MTPD employee survey, and through
29 opportunities for employees to speak at the work group's November 5, 2021 employee panel² and
30 December 17, 2021 public comment opportunity.

31 *Themes from Employee Feedback*

32 Across the employee feedback, several themes emerged:

- 33 • **Safety concerns.** Frontline employees shared their experiences and expressed significant
34 concerns about their safety and security as well as the safety and security of riders
35

² 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.

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- 1 • **Response time and official presence.** Employees who require police assistance feel response
2 time is slow, and there is too little presence on the system to effectively support them. Some
3 employees expressed concern that there are not demonstrable consequences for problematic
4 behavior.
- 5
- 6 • **Officer retention.** MTPD officers are leaving for other departments, but most are staying within
7 law enforcement.
- 8
- 9 • **Systemic issues.** Current situation is not unique or isolated to Metro Transit; broader systemic
10 issues are operating, and some are further compounded by the pandemic.
- 11
- 12 • **Leveraging partnerships.** Structures for accountability and leveraging partnerships to address
13 systemic issues are important.
- 14
- 15 • **Ideas.** Employees on the panel offered several ideas for improvements. Employees expressed
16 that safety technology and features help (e.g., real-time cameras, monitors on buses, barriers on
17 buses)

18 MTPD Employee Survey

19 The work group directed staff to survey MTPD employees. The survey was conducted in mid-October
20 2021. In total, 118 MTPD employees (63%) responded. In the survey, eleven questions were repeated
21 from a January 2020 survey to compare responses between 2020 to 2021. Additionally, new 2021-only
22 questions were added to the survey at the request of the Police Work Group.

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

27 Public Feedback Summary

28 December 17 Public Comment Opportunity

29 The work group dedicated the December 17, 2021 meeting to public comment. This opportunity was
30 promoted through Council channels, including Council Member newsletters and social media.

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

34 Themes from the comments included:

- 35 • **Justice.** Transit policing is an environmental justice and a racial justice issue.
- 36
- 37 • **Practices of other agencies.** Systems across the country are grappling with similar issues, and
38 Metro Transit should draw on practices from other transit agencies.
- 39

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- 1 • **Transit service.** Route reliability and frequency is key to safety, and Metro Transit has needed to
2 reduce service due to operator shortage.
3
- 4 • **Conditions and behavior.** Experiences with poor behavior and conditions on vehicles and
5 platforms; too few officers visibly present. Consider other conditions when improving safety,
6 including equitably distributed clean, heated, well-lit shelters and reducing transit fares.
7
- 8 • **Office training.** Concerns about officer training (e.g., fewer in-person trainings due to COVID.)
9
- 10 • **Officer staffing levels.** Concerns about officer retention and why officers are leaving for other
11 departments
12
- 13 • **Working conditions.** Concerns about working conditions for operators, police officers, and
14 CSOs, including communication between operators and police
15
- 16 • **Police treatment of riders.** Concerns about police officer treatment of riders
17
- 18 • **Budget and resource allocation.** Concerns about resource allocation, including the growth of
19 MTPD budget, where officers are deployed, etc.
20
- 21 • **Public involvement.** Effective and frequent public engagement and communication are
22 important; need to bring community-lived experience into policy.
23
- 24 • **Administrative citations.** Support for administrative citations for fare non-compliance.
25
- 26 • **Expanded CSO programs.** Several comments about the expanded CSO program and need for
27 ambassadors, including:
 - 28 ○ Some voiced support for the general direction of unarmed personnel who focus on
29 customer service, connecting people to services, and deescalating situations.
 - 30 ○ CSO expansion might be a step in the right direction but only available to people on a
31 law enforcement career track.
 - 32 ○ Concerns about CSOs carrying weapons (also concerns with MTPD officers being armed)
 - 33 ○ Metro Transit needs to provide more information on CSO program goals and
34 performance.
 - 35 ○ CSO retention is an issue since CSOs may leave the agency once their initial
36 training/education is complete.

37 [Transportation Accessibility Advisory Committee Comments](#)

38 During the course of the work group's work, the Transportation Accessibility Advisory Committee (TAAC)
39 received two updates on the Police Work Group. The first was an overview of the work group presented
40 by staff on November 3, 2021. The second was an update provided by Work Group Chair Chamblis on
41 February 2, 2022.

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

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- 1 • **TAAC involvement.** TAAC members felt TAAC should have been more involved in the Police
2 Work Group from the start.
- 3
- 4 • **Members' experiences.** Several TAAC members shared their personal experiences riding Metro
5 Transit, including times when they've felt unsafe or uncomfortable riding or waiting for transit.
6
- 7 • **Questions about current practice.** TAAC members raised issues and posed questions, including:
8
 - 9 ○ How are employees trained to work with people living with different types of disabilities
10 and multiple disabilities? (police officers, CSOs, and bus operators)
 - 11 ○ Conditions of facilities – importance of good lighting, questions about when facilities are
12 open or locked
- 13 • **Coordinating with social and community service partners.** TAAC members posed questions
14 about how the Council coordinates with counties, social services, and community service
15 providers, including the nature of the collaboration and whether the Council receives data or
16 reports on high-demand ("hot spot") areas and needs from partners that can be used to guide
17 the Council's work.
- 18
- 19 • **Raising awareness about expectations.** Encouraged the work group to add "education" to their
20 recommendations – public transit is a collective experience, and some riders treat it as an
21 individual experience. Metro Transit can do more to raise awareness of expectations.
22
- 23 • **Disability justice.** TAAC Chair shared resources about the disability justice movement that
24 pertains to this work.
- 25
- 26 • **Unsheltered homelessness.** Concerns about people using bus stops as shelters and how that
27 will be addressed.
- 28
- 29 • **Officer staffing levels.** Officer recruitment/retention is an issue region wide and how is the
30 Council making sure MTPD is competitive with other law enforcement agencies.

31 Part 2: Work Group Recommendations

33 Values Guiding the Work Group's Recommendations

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

- 35 • Value **safety and security** on transit.
- 36 • **Dignity, fairness, and just for all.**
- 37 • **Rebuild confidence** in the **quality of transit for all.**
- 38 • Value the broad **diversity** of the community we serve, including ability, race, ethnicity, gender,
39 and age.

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- 1 • Apply an **equity lens**³ and an **anti-racist lens**⁴ to this work. These lenses are important to this
2 work because they are tools to help address the disparate impacts and harms experienced by
3 different groups in the realm of public safety, particularly by people who identify as Black,
4 Indigenous, LatinX, Hmong, Somali, and immigrants⁵.
- 5 • **Accountability and decision making** – requires mutual accountability or community of
6 accountability. Recognize the roles of Council Members, Metro Transit, MTPD leadership, and
7 external partners. Includes ensuring open, meaningful dialogue between Chief and Council.
- 8 • **Stakeholders** are key to success and to building strong recommendations – both internal and
9 external.
- 10 • **Responsive to feedback** – not enough to accept feedback, need to follow **best public**
11 **participation practices** and follow up with people to let them know what was done with their
12 feedback and the actions that will be taken as a result.
- 13 • **Systems-level approach**, not band-aids.
- 14 • Assess recommendations to **ensure positive impact/aim to reduce negative impacts** on key
15 communities.
- 16 • Consider **efficient use of resources**.
- 17 • Recommendations should be **realistic and doable**.

18
19 **Recommended Approach:** By June 30, 2022, Metro Transit and MTPD should develop an
20 action plan for approval by the Metropolitan Council to implement the recommended
21 vision.
22

³ Metropolitan Council Equity Policy (OEO 1-1) adopted by the 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.*

⁴ In April 2021, Chair Zelle [signed a commitment](#) to participate in the Regional Anti-Racist and Economic Trust as
part of the 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 a Council-adopted definition of “anti-racist lens.”

⁵ As part of ongoing community engagement on transit safety and policing, Metro Transit will engage with people
who identify with these groups to understand how they want to be represented in this work. This engagement
may lead to identifying additional racial/ethnic groups beyond those listed here. These engagement steps will be
included in the forthcoming action plan.

Commented [LK3]: New in Draft 3 – During the 2/18 meeting, Work Group members asked that staff replace “people of color” with names of specific racial/ethnic groups. The updated draft list aims to name the larger racial/ethnic groups in the region (along with naming “immigrants,” but we will continue to adjust this list at work group members’ direction. The footnote (footnote 5) commits to talking to groups about how they want to be identified/represented in this work as part of the engagement commitments that will be included in the forthcoming action plan.

Commented [KL4]: During the 2/18 meeting, work group members discussed whether the anti-racist lens language duplicates other value statement bullets.

When finalizing this portion of the report, the work group may want to revisit some elements of the 2/11 discussion, specifically:

(1) Does the work group want to add language specifically relating to people living with disabilities? “Ability” is named as part of the diversity statement, but there is not language about people living with disabilities’ (physical, intellectual, developmental, mental health) experiences with police or transit safety/security experiences in addition to police interactions.

(2) Comments from 2/11 included the need to include “why” the work group is using an anti-racist lens. Draft language here likely does not fully reflect the work group’s “why” and should be discussed by the group.

(3) Does the work group want to explicitly direct staff who will draft the action plan to develop a working definition based on how MT/MTPD apply anti-racist lens to the development of goals and strategies that will be in the action plan? If the work group directed staff to develop a working definition and outline how it’s applied in the draft, then the full Council would have the opportunity to review this work during the planned May 2022 discussion of the draft action plan before a revised version is brought forward for Council approval in June 2022.

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1 The work group is recommending a broad vision and outlining its recommendations, priorities, and
2 considerations for advancing this vision. The next step is for Metro Transit, including the MTPD, to
3 develop a comprehensive action plan that includes goals and strategies to achieve this vision.

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

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

- 11 1. Provide a quality transit experience for all, using an anti-racist lens, equity lens, and inclusive
12 approach to transit safety, security, and policing
- 13 2. Address systemic issues by fostering community relationships and partnerships
14
- 15 3. Demonstrate responsive leadership and accountability for results

16 1: Provide a quality transit experience for all, using an anti-racist lens, equity lens, and inclusive
17 approach to transit safety, security, and policing

18 *Issues*

- 19 1. **Problematic conditions on transit vehicles and at facilities.** Problematic conditions and
20 behavior that violates laws or Code of Conduct at facilities and on transit vehicles lead riders and
21 employees to feel unsafe – important to provide quality experience for all.
22
- 23 2. **Low ridership.** Ridership is down significantly during the pandemic which contributes to riders
24 feeling less safe; building ridership may lead to an increased feeling of safety.
25
- 26 3. **Service unreliability.** Unreliable or infrequent transit service contributes to riders feeling less
27 safe.
28
- 29 4. **Insufficient youth engagement.** Metro Transit does not currently have a formal, comprehensive
30 plan to engage with youth that includes collecting, maintaining, reviewing, and acting on data
31 about interactions with youth.
32
- 33 5. **Insufficient official presence.** Perception that there is a lack of sufficient official presence with
34 authority and skill on the system.
35

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

37 *Considerations:*

- 38 a) **Ensure quality conditions.** Provide transit vehicles, stops, and facilities that are brightly lit,
39 clean, and well-maintained.
40

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- 1
- 2
- 3 b) **Prevent and address violations.** Ensure that violations of the Code of Conduct and laws are
- 4 addressed. Take steps to educate and raise awareness about expectation to reduce incidents.
- 5
- 6 c) **Increase official presence with authority and skill.** Build a well-coordinated team of police, non-
- 7 sworn personnel, and maintenance employees working together to improve customer
- 8 experience.
- 9 d) **Improve transit service.** Continue efforts to improve the frequency and reliability of transit.

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

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

Commented [KL5]: Note: During the 2/18 meeting, the work group members discussed whether there should be a statement about providing consistent transit across the region, since some parts of the region are not served by transit today. Through conversation, it seemed like the group determined that expanding transit service is out of scope of this report, so no changes were made to this line in this updated draft.

16 *Work Group Priorities*

17
18 2: Address systemic issues by fostering community relationships and partnerships

Commented [LK6]: Note: For now, we left this as a placeholder heading. If the work group identifies priorities on 2/25, they will be added here. Otherwise, staff will take this placeholder out when editing the final report.

19
20 *Issues*

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

34 *Recommendation 2.1: Communicate and engage with other jurisdictions, including law enforcement*
35 *agencies, to work together towards solutions with immediacy and regularity*

36
37 The work group recognizes the need mutual accountability or for creating a community of accountability
38 around achieving transit safety.

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

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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 the current 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, administrative citations authority would mean that people are not issued criminal citations for fare non-compliance. The Council would handle administrative citations in-house (instead of sending to the judicial system) and could lower the fine, which is currently 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.

Work Group Priorities

3: Demonstrate responsive leadership and accountability for results

Issues

- 1. **Council Member-MTPD communication.** Insufficient opportunity for Council Members to regularly converse with Chief and GM regarding transit safety/security in addition to receiving structured presentations.
- 2. **Lack of regular reports.** Lack of regular (routine) evaluation, data, and reporting on positive and negative outcomes, including crime data, and data regarding resource allocation within the department.
- 3. **Unclear roles.** Distinctions among roles and responsibilities (e.g., Metro Transit and MTPD, RA, 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.

Commented [LK7]: As noted above, for now, we left this as a placeholder heading. If the work group identifies priorities on 2/25, they will be added here. Otherwise, staff will take this placeholder out when editing the final report.

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1 6. **Timely response to feedback.** Need timely response to constituent and employee feedback
2 regarding safety on transit.
3

4 *Recommendation 3.1: Develop effective communication structure between MTPD and Council so Council*
5 *Members are aware of and can act on issues affecting transit security and policing in a timely manner*
6

7 Considerations:

8 a) **Increase depth and frequency of conversations.** Provide more opportunities for less-structured
9 conversations between Council Members and MTPD. Move beyond only providing PowerPoint
10 presentations in Council meetings.
11

12 b) **Communicate about challenges.** Police should provide Council Members with information
13 about the issues and challenges facing MTPD. With more regular information, Council Members
14 can act before conditions are dire.
15

16 c) **Report data and information to regularly.** Provide reports to the Metropolitan Council and
17 public on a regular basis that include qualitative data, quantitative data, and other information
18 to assess performance and outcomes. This work includes creating standards for collecting data,
19 analyzing data, setting targets and desired performance outcomes, and reporting data. Data
20 should be reported at least annually, and some data should be reported more frequently (e.g.,
21 as part of quarterly updates.)
22

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

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

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

- 30 • Information about issues at transit facilities and on vehicles, including data on types of incidents,
31 frequency of incidents, and crime rates
32 • MTPD staffing levels
33 • Employee feedback, including employee satisfaction in the context of policing and transit
34 security
35 • What’s the “solve” rate for MTPD cases/actions and what happens afterwards? Do we get an
36 appropriate outcome?
37 • Management of resources
38 • Critical incident response time
39

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

3

4 Consideration:

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

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

9

10 Considerations:

11 a) **Collect employee feedback.** Continue the use of employee surveys, committees/employee
12 groups, and other channels to receive direct employee feedback regarding safety and security.

13

14 b) **Take action and follow up with employees.** Ensure consistent communications and follow up
15 with employees, so employees know what actions are taken based on feedback and why. This
16 includes following up with individual employees involved in or impacted by incidents, so they
17 know what happened after the incident (to the extent information can be shared under data
18 protection rules and laws.)

19

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

22

23 Considerations:

24 a) **Respond quickly to concerns.** Set standards for responding to constituent concerns and
25 complaints and assessing current staff capacity to meet those standards. This also includes
26 following public engagement best practices and following up with people who provide feedback,
27 so they know what happened with the input they provided (to the extent information can be
28 shared under data protection rules and laws.).

29

30 b) **Follow public engagement best practices⁶.** Use public engagement best practices that recognize
31 and value the broad diversity of the communities we serve (gender, race, ethnicity, people living
32 with disabilities, age). This includes specifically supporting and engaging youth in our
33 communities.

34

⁶ 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

1 *Work Group Priorities*

2

3

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Commented [LK8]: As noted above, for now, we left this as a placeholder heading. If the work group identifies priorities on 2/25, they will be added here. Otherwise, staff will take this placeholder out when editing the final report.

Commented [LK9]: Deleted this heading because it is incorporated in Recommendation 3.1

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1 Appendix

2
3 Work Group Process

4
5 Members

6 The business item establishing the work group named Council Member Chamblis to chair the work
7 group and appointed seven additional Council Members to serve on the work group: Atlas-Ingebretson,
8 Fredson, Lilligren, Muse, Sterner, Vento, and Wulff.

9 When Ms. Atlas-Ingebretson resigned from the Council in October 2021, she remained on the work
10 group as a community member. Council Member Muse resigned from the work group in November
11 2021.

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

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

16 Meetings

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

19 Meetings were scheduled for 90 minutes each and were publicly noticed three business days in advance
20 per Open Meeting Law.

21 Meeting agenda and materials are kept on the Metropolitan Council's website:
22 [https://metro council.org/Council-Meetings/Committees/Community-Development-Committee/Metro-](https://metro council.org/Council-Meetings/Committees/Community-Development-Committee/Metro-Transit-Police-Work-Group.aspx)
23 [Transit-Police-Work-Group.aspx](https://metro council.org/Council-Meetings/Committees/Community-Development-Committee/Metro-Transit-Police-Work-Group.aspx). Video of meetings is available upon request.

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

Commented [LK10]: Question for work group members:
are there other items that should be appended to the
report?

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1 *Table 1: Work Plan Summary*

Phase 1 Focus: Work Group kick-off/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/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"> • 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/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/from school
December 3	Data, governance, and accountability structures <ul style="list-style-type: none"> • Overview of existing data and reporting • Data the Council wants to receive on a regular basis
December 17	Open forum/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 goals
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 Council per business item deadline</i>

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

- 3 • [September 15, 2021](#)
- 4 • [October 20, 2021](#)
- 5 • [November 17, 2021](#)
- 6 • [December 15, 2021](#)
- 7 • [January 19, 2022](#)
- 8 • [February 16, 2022](#)

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