Follow-up on RapidRide Fare Enforcement

Metro Transit has implemented recommendations to better align fare enforcement with County and agency goals, establish performance measures, and update its technology—and these actions have helped address the equity impacts of fare enforcement and ensure operational efficiency. Metro Transit has also made significant progress toward improving its data, giving the department more information with which to continue program improvements. It convened community representatives to inform its alignment of fare enforcement with department goals, particularly equity and financial goals. Based on its initial work in 2018, Metro Transit proposed—and the County Executive and County Council approved—a new Fare Violation Program that provides riders with options for resolving fare violations. It has also collected and analyzed data about people without proof of payment and about the initial results of its new Fare Violation Program, allowing Metro Transit to identify additional improvements and targets for the program.

Metro Transit suspended fare collection and enforcement from March to November 2020 during the coronavirus 2019 (COVID-19) pandemic. This delayed some of its data collection and program improvement efforts. Metro Transit reported that it plans to complete its improvement of fare evasion and equity data as operations return, potentially in 2021. Implementing the remaining recommendations will provide Metro Transit with better data to inform the effectiveness of fare enforcement and monitor equity impacts.

Of the five audit recommendations:

✓ **3 DONE**	⋯ **2 PROGRESS**	! **0 OPEN**
Fully implemented Auditor will no longer monitor.	**Partially implemented** Auditor will continue to monitor.	**Remain unresolved** Auditor will continue to monitor.

Please see below for details on the implementation status of these recommendations.

Recommendation 1   DONE ✓

Transit should establish a performance management system for fare enforcement, including establishing baselines, setting targets, and developing measures for outputs and outcomes.

STATUS UPDATE: Metro Transit has adopted a mission statement, performance measures, and targets for fare enforcement and its Fare Violation Program. It has started to collect data for reporting purposes and program improvement efforts and has been able to update targets for the Fare Violation Program using its initial data collection.

IMPACT: By implementing this recommendation, Metro Transit has put a framework in place to monitor, evaluate, and improve its work. Specifically, it can better understand how to most effectively and equitably implement its new program.

Recommendation 2   PROGRESS ⋯

Transit should conduct a rigorous fare evasion study to understand the level of fare evasion on RapidRide at least every two years.

STATUS UPDATE: Metro Transit continues to gather data through its enforcement work and has gathered some additional data about fare evasion as part of its safety surveys. It plans to do additional fare evasion data gathering in 2021, with a focus on non-RapidRide lines.

WHAT REMAINS: We will consider this recommendation done when Metro Transit can demonstrate its plans to regularly implement fare evasion studies to inform its work and determine how changes to its program impact fare evasion and overall rider experience.

Recommendation 3   DONE ✓

Transit should review its fare enforcement model for alignment with county and agency goals and equity principles and use the results to update its model and the fare enforcement contract.

STATUS UPDATE: Metro Transit took a number of actions to improve the alignment of its fare enforcement practices with County and agency goals, including:

- convening a Fare Enforcement Workgroup comprised of members of community organizations to review its fare enforcement policies and practices for alignment with County and agency goals for equity and social justice and financial stewardship

- conducting a survey in 2018 to collect data on how fare enforcement could ensure riders can sustain valid fare payment and avoid interaction with fare enforcement.

These efforts resulted in a new Fare Violation Program, which includes several resolution processes people can use to resolve violations. Metro Transit continued to collect information about the effectiveness of its outreach and resolution practices and has been able to identify areas of improvement.

IMPACT: Implementing this recommendation helps reduce the equity impacts of fare enforcement and has created opportunities for Metro Transit to connect with community representatives. Better alignment with its and the County's goals allows Metro Transit to continue monitoring and improving its program. It has also created opportunities for Metro Transit to inform other U.S. jurisdictions on how to engage in large programmatic changes for fare enforcement.

Recommendation 4 — PROGRESS ⬤

Transit should work with the fare enforcement team to develop and implement a system for gathering data necessary to monitor for the equity impacts of fare enforcement.

STATUS UPDATE: Metro Transit has gathered data about the equity impacts of fare enforcement in multiple ways:

- Metro Transit gathered additional data about riders who lack proof of payment and what barriers they face to paying fare. This informed the creation of the Fare Violation Program.
- Metro Transit created measures for the Fare Violation Program. Data gathered for these measures have informed improvements to the program.
- Metro Transit has updated the race variables it collects in order to better understand potential disparities.

Metro Transit plans to collect comparative data for its analysis of equity impacts.

WHAT REMAINS: We will consider this recommendation closed when Metro Transit can demonstrate its methods to regularly monitor and analyze the equity data it is collecting.

Recommendation 5 — DONE ⬤

Transit should prioritize implementation of its stalled technology project to ensure that fare enforcement is conducted in the most efficient manner possible.

STATUS UPDATE: Metro Transit has tested and chosen technology for its fare enforcement function to support its updated fare enforcement model. The new technology includes smartphones, thermal printers, and supporting software. Metro Transit's goal is to have final testing done before the end of November 2020, and the app ready for use in the field by the end of 2020. Metro Transit anticipates the cost of the project could come in under the planned budget.

IMPACT: Implementing this recommendation helps ensure officers have functioning technology to support their work and will increase the operational efficiency of the program.