King County Regional Transit Safety
Implementation Plan

Prepared October 2025
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As of October 2, 2025

KING COUNTY REGIONAL TRANSIT SAFETY TASK FORCE

LEONE SOLUTIONS GROUP

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Executive Summary

On December 18, 2024, Metro operator Shawn Yim lost his life while on duty. In response, the King County Council introduced Motion 16783 on January 21, 2025, citing not only this tragedy but also 33 reported assaults on operators in 2023, contamination from drug use aboard vehicles, and broader safety concerns shaped by homelessness, behavioral health crises, and fragmented jurisdictional responsibilities.

The motion directed the Executive to convene a Regional Transit Safety and Security Task Force inclusive of ATU Local 587, operators, agency leadership, law enforcement, cities, behavioral health providers, care responders, riders, and community organizations. From March through September 2025, the Task Force engaged hundreds of stakeholders through working sessions, surveys, public events, and targeted reviews. Operators shared firsthand experiences of risk, riders described conditions that shaped their sense of safety, and agency and community leaders contributed expertise to translate concerns into practical solutions.

The result is this Implementation Plan: a roadmap designed to guide agencies, transit employees, labor partners, jurisdictions, care providers, riders, and the Council in moving from recommendations to measurable action. It organizes solutions into six Core Initiatives under two focus areas:

Regional Alignment Focus
» Regional Coordination & Alignment
» Regional Responder & Outreach Staffing

Transit Agency Focus
» Field Staffing & Operator Support
» Workforce Training & Support
» Safe Transit Environments
» Employee & Rider Reporting Systems

Together, these initiatives provide the structure for immediate improvements and long-term system change and serve as the foundation for accountability, transparency, and collaboration in the years ahead.
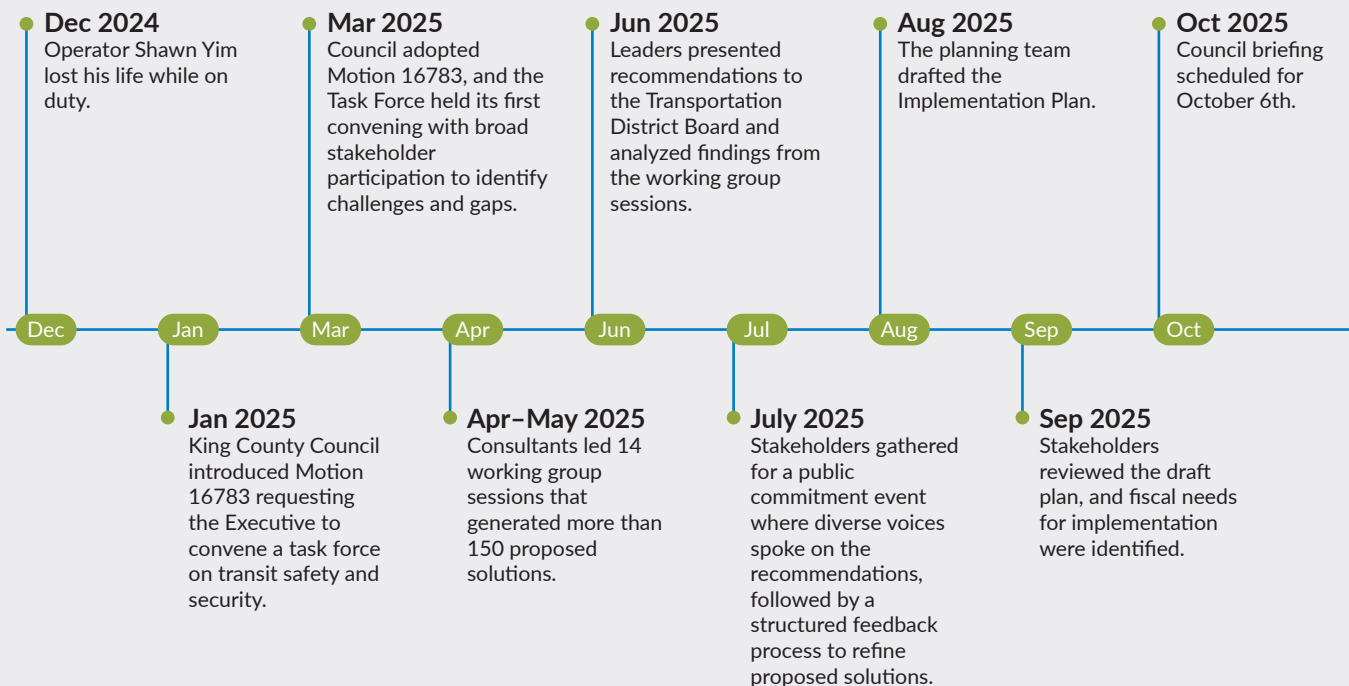
Background & Context

Motion 16783, introduced January 21, 2025 and passed March 4, 2025, was a direct response to escalating safety incidents: the fatal attack on operator Shawn Yim (Dec 18, 2024), increasing operator assaults, drug exposure risks, and broader public safety pressures—from homelessness to behavioral health challenges.

Key stakeholder groups were explicitly included in the motion or subsequent planning:
• ATU Local 587
• Transit operators and dispatchers
• Metro and Sound Transit leadership
• County, city, and law enforcement representatives
• Behavioral health and care-based organizations
• Community and advocacy partners

Milestones & Progress

Dec 2024
Operator Shawn Yim lost his life while on duty.

Jan 2025
King County Council introduced Motion 16783 requesting the Executive to convene a task force on transit safety and security.

Mar 2025
Council adopted Motion 16783, and the Task Force held its first convening with broad stakeholder participation to identify challenges and gaps.

Apr–May 2025
Consultants led 14 working group sessions that generated more than 150 proposed solutions.

Jun 2025
Leaders presented recommendations to the Transportation District Board and analyzed findings from the working group sessions.

July 2025
Stakeholders gathered for a public commitment event where diverse voices spoke on the recommendations, followed by a structured feedback process to refine proposed solutions.

Aug 2025
The planning team drafted the Implementation Plan.

Sep 2025
Stakeholders reviewed the draft plan, and fiscal needs for implementation were identified.

Oct 2025
Council briefing scheduled for October 6th.

Timeline: Dec — Jan — Mar — Apr — Jun — Jul — Aug — Sep — Oct

This timeline demonstrates the speed, depth, and collaborative nature of the Task Force, driven by urgency, rooted in expertise, and guided by a diversity of stakeholders.

Vision

The vision of this Implementation Plan is to create a regional transit system where safety is not conditional or fragmented, but a defining feature of every rider and transit employee's experience. Safety must be built into the design of buses, stations, and facilities; embedded in the daily practices of staffing, training, and supervision; and guaranteed through consistent and coordinated response across all jurisdictions where Metro operates. This vision calls for a system that does more than react to crises, it proactively prevents them by aligning agencies under shared standards, investing in the people who operate and protect the system, and creating environments that are visibly safe and welcoming.

At its core, this vision reflects both the mandate of Motion 16783 and the commitment of the Task Force to center operator voice, equity, and community trust. By uniting physical safeguards, standardized conduct expectations, improved interagency coordination, care-based interventions, and transparent accountability, the region can deliver a transit system that is resilient, equitable, and trusted. This is the path toward a network where every operator has reliable backup, every rider experiences consistent safety regardless of location, and every community sees transit as a safe, dependable, and inclusive public good.

Goals

The goals of this Implementation Plan translate the Council's directives and the Task Force's extensive engagement into clear, actionable outcomes. They reflect both the urgent need for immediate protections and the structural changes required to make safety a permanent, defining feature of the regional transit system.

Improve Interagency Coordination and Emergency Response	Strengthen coordination through shared protocols and formal MOUs so local police, EMS, CARE teams, and behavioral health responders can provide timely support when Metro resources are stretched.
Expand Safety Staffing Across Roles and Functions	Increase sworn officers, contracted security, field supervisors, and outreach teams to close coverage gaps and ensure operators are never left unsupported.
Protect Operators with Physical and Systemic Safeguards	Install operator safety barriers across the Metro fleet and pair these protections with systemic safeguards such as timely backup from supervisors, reliable dispatch, and post-incident recovery support.

Establish and Enforce Clear Standards of Conduct	Adopt a region-wide Rider Code of Conduct with consistent enforcement across agencies, supported by standardized incident definitions and escalation protocols.
Enhance Training and Strengthen Operator Support	Provide immersive onboarding and scenario-based training to prepare operators for real-world risks. Guarantee recovery time, counseling, and peer support after incidents.
Create Safe and Welcoming Transit Environments	Upgrade lighting, visibility, and station design to deter unsafe activity, while activating transit spaces through stewardship, art, and community presence.
Build Accountability Through Reporting and Transparency	Deploy simple, multilingual reporting tools for riders and operators, and close the loop with confirmation, feedback, and regular data dashboards that show progress.
Remain Adaptive to Emerging Safety Needs	Stay flexible to address new safety concerns identified by operators, agencies, or communities, ensuring the system can respond as conditions evolve.

Guiding Principles

The guiding principles anchor implementation in values that extend beyond any single initiative. They ensure that this work remains inclusive, coordinated, and accountable over time, even as conditions change. By adhering to these principles, the region can deliver safety improvements that are not only immediate but also sustainable and trusted by operators, riders, and communities alike.

Equity and Transit Employee Voice
Prioritize the lived experience of operators, ATU leadership, and communities most impacted by safety risks.

Shared Accountability
Align agencies, jurisdictions, and care providers under a single framework, reinforced by the Implementation Review Group.

Balanced Response
Expand behavioral health and outreach responses as credible alternatives to enforcement, while maintaining swift enforcement for serious offenses.

Transparency and Durability
Demonstrate progress through regular Council updates, open data, and long-term investments that move beyond short-term pilots.

Core Initiatives

The Implementation Plan organizes more than 150 solutions into six **Core Initiatives**, each addressing critical safety gaps identified through Task Force engagement. These initiatives provide the strategic structure for implementation, supported by **workstreams** that group related solutions into coordinated areas of focus.

Through the Solutions Summit and subsequent review process, Task Force members, operators, transit agencies, and community stakeholders evaluated and refined solutions based on both impact and feasibility. Participants assessed which measures would most improve operator and rider safety, while also weighing the time, funding, and resources required for successful execution. This collective prioritization ensures that the Implementation Plan reflects not only the urgency of safety needs, but also the practical realities of delivery.

The initiatives described below set the strategic direction. Under each, the Implementation Plan will include detailed tables of the associated workstreams and solutions, providing a clear map from high-level vision to practical implementation.

Regional Coordination and Alignment

Create consistent rules, protocols, and agreements across jurisdictions so responses to safety incidents are seamless and predictable.

Regional Responder and Outreach Staffing

Expand and coordinate enforcement, security, and care-based teams to ensure timely support for transit employees and riders across the region.

Field Staffing & Support

Increase field supervisors and backend resources to provide operators with reliable, real-time assistance and proactive safety reviews.

Employee and Rider Reporting Systems

Implement simple, multilingual tools with clear feedback loops so reports from operators and riders drive timely action and accountability.

Safe Transit Environments

Invest in lighting, visibility, partitions, and community stewardship to make transit spaces safer, more welcoming, and actively cared for.

Workforce Training and Support

Provide continuous, scenario-based training and post-incident care so transit employees are prepared for real-world risks and supported in recovery.

Implementation Plan Key

- **Proposed Activity:** The activity stakeholders worked together to create to address identified gaps, drawing on their understanding of the issues and national/international best practices.

- **Priority:** High Priority tags are applied to the most urgent and impactful proposed solutions.

- **Implementation Timeframe:**
  - **Near-Term** – Can begin within 1 year using existing resources. (0–12 months)
  - **Mid-Term** – Requires some planning, funding, or coordination. (1–2 years)
  - **Long-Term** – Involves major policy, infrastructure, or systems change. (2+ years)

- **Type:** Identify what kind of solution this is (Infrastructure, Policy, Staffing, Communications, Outreach, Training, Technology, Program, Partnership, etc.).

- **Action Partners:** Agencies, organizations, or teams most responsible for leading or executing the activity.

- **Estimated Cost Tier:** Rough cost range using tier markers:
  - Tier 1 ($0–49,999) = $
  - Tier 2 ($50K–249K) = $$
  - Tier 3 ($250K–999K) = $$$
  - Tier 4 ($1M–4.9M) = $$$$
  - Tier 5 ($5M+) = $$$$$

Regional Coordination and Alignment

Participants consistently described the lack of alignment across jurisdictions as a fundamental barrier to safety. The same type of incident could be classified differently depending on where it occurred, escalation protocols varied, and operators were often uncertain which responder would arrive. This fragmentation undermined confidence in the system and made operators feel exposed when rules and expectations shifted from city to city.

To close these gaps, the region must create shared expectations and predictable response. This includes adopting a single Rider Code of Conduct that applies everywhere, developing common definitions of incidents so staff and responders speak the same language, and putting in place agreements that allow the nearest qualified responder to step in regardless of boundaries. It also means coordinating how calls are dispatched, how agencies share information, and how security contracts are managed, so operators and riders experience the same rules and protections wherever they travel.

Operators face safety incidents without timely backup, citing long response times, unclear reporting lines, and inconsistent support depending on location. Establishing regionwide coordination through shared protocols, joint decision-making structures, and aligned enforcement practices will help agencies respond more quickly, communicate more effectively, and provide consistent support across the transit system. Transit is on the frontlines of overlapping health, housing, and behavioral crises, yet operators are often left without alternatives to enforcement. A 24/7 alternative response infrastructure that includes mobile outreach teams, real-time field deployment, and supportive drop-off destinations shifts the system from reactive enforcement to proactive care.

Regional Alignment of Incident Response - Priority

Establishing shared safety protocols, formal agreements, and integrated response systems provides a clear structure for how agencies coordinate during transit incidents. This solution area defines roles and responsibilities across jurisdictions, standardizes incident classifications and escalation procedures, connects 911 and transit dispatch systems, and creates a centralized operations function for real-time coordination.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Regional Awareness of Enforcement Roles	Create and distribute materials to clarify the roles and responsibilities of enforcement personnel across agencies (Transit Police, Fare Enforcement, Ambassadors).	Training, Messaging		Near-Term	Metro, Sound Transit, Law Enforcement	$
Coordination at Overlapping Transit Sites	Address cross boundary issues and coordinate Metro and Sound Transit response at overlapping transit sites to reduce gaps in coverage and accountability. (Including:Tukwila Int'l Blvd Station, Bellevue Transit Center, and 3rd and Pioneer Square Station).	Policy, Partnerships, Process, Data	High	Near-Term	Metro, Sound Tarnasit, Rail, Mayors; Law Enforcement	$$
Regional Response Infrastructure	Establish MOUs and clear protocols between Metro, Sound Transit, and law enforcement agencies to ensure consistent response regardless of jurisdiction and create better coordination of existing resources. Develop a unified, region-wide response protocol defining agency roles, responsibilities, and escalation standards for all incident types and classifications (including low-level, non-life-threatening incidents). Must include law enforcement, fire, EMS, and local jurisdictions.	Process, Services, Policy, Partnerships, Staffing, Funding	High	Mid-Term	Metro, Sound Transit, Mayors, Law Enforcement, Alternative Response Partners, Offices of Emergency Managements, Fire Departments, Dispatchers, EMS	$
Countywide 911 Collaboration	Create formal partnerships and response protocols with all 11 emergency dispatch centers to coordinate and share data on transit.	Policy, Partnerships, Process	High	Mid-Term	Metro, Sound Transit, Dispatchers	$$
Aligned Security Contracts and Agreements Across Systems	Align interagency agreements and contracted security scopes to clarify support roles and expectations during incidents.	Policy, Training, Messaging, Partnerships, Oversight, Process	High	Mid-Term	Metro, Sound Transit, Contracted Security	$$
Security Contract with Shared Protocols and Goals	Review and amend security contracts to require participation in coordinated site plans and adherence to shared safety goals and protocols. Ensure that values and goals are communicated, Standards and SOPS and outcomes are defined.	Policy, Data, Staffing, Partnerships, Services, Oversight, Product		Mid-Term	Metro, Sound Transit, Contracted Security	$$
Fire and Medical Response Entry Standards	Define clear regional standards, protocols and training for when fire/EMS may enter a transit scene, coordinated with King County Fire Chiefs and local fire agencies to avoid inconsistent decision-making and ensure timely medical care.	Policy, Training, Technology, Partnerships, Services		Mid-Term	King County Fire, Local Fire Agencies, Metro, Sound Transit	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Transit Safety Data	Enhance data collection and real-time sharing across transit agencies to improve crime response and deployment of resources.	Data, Technology, Staffing, Partnerships		Long-Term	Metro, Sound Transit, Law Enforcement	$$
Centralized Safety Data Platform	Create a centralized web-based platform that integrates incident reports and 911 dispatch data across all transit agencies, enables standardized data entry and real-time access, and supports location-specific, cross-jurisdictional safety response.	Technology, Data, Partnerships, Staffing, Training	High	Long-Term	Metro, Sound Transit, Dispatchers, King County IT	$$$$
Unified Regional Operations Center	Build a single Unified Operations Center where Metro Transit Control Center, Sound Transit, and public safety dispatchers are co-located to improve coordination and reduce information delays during emergency and incident responses.	Program, Training, Technology, Data, Staffing, Partnerships, Services, Oversight		Long-Term	Metro, Sound Transit, Dispatchers	$$$$

Workstream 2

Interagency Governance and Coordination

Establishing formal coordination forums and regional leadership teams provides a structure for agencies to regularly communicate and share safety-related information. This solution workstream includes the expansion of the Metro Safety Emphasis Coordination Team and the use of the Executive Regional Coordination Team to support joint discussions and agency alignment.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Transit Operations Committee Safety Expansion	Establish a regular coordination meeting through the existing Transit Operations Committee, including Metro, Sound Transit, Community Transit, and Washington State Ferries to expand its focus beyond ridership trends and actively address regional safety and security data.	Partnerships, Policy, Data		Near-Term	Transit Operations Committee, Metro, Sound Transit	$
Regional Emergency Coordination Funding Model	Develop an interlocal agreement (ILA) for jurisdictions and agencies to jointly fund a Regional Emergency Communications Team dedicated to improving coordination and communications for transit-related incidents.	Policy, Messaging, Partnerships		Mid-Term	Metro, Sound Transit, Mayors	$$
Executive Regional Coordination Team Alignment	Executive Regional Coordination Team, launched in September and attended by chief safety officers, as a forum to regularly address transit safety and security, share information and best practices across agencies.	Partnerships, Policy, Data		Near-Term	Executive Regional Cooridnation Team	$
Standardized Regional Safety Data Collection	Standardize data collection across all transit agencies by adopting shared incident categories, definitions, and reporting fields to ensure consistency, comparability, and effective regional analysis.	Partnerships, Data		Near-Term	Metro, Sound Transit, King County 911 Center, Dispatchers	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Regionwide Code of Conduct Alignment - Priority

Implementing a Regionwide Code of Conduct standard through visible placards on transit vehicles, a unified public campaign, and consistent staff training across agencies. This solution area focuses on setting clear behavioral expectations for riders, reinforcing them through multilingual messaging, and providing employees with aligned protocols for addressing violations.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Code of Conduct Placards in Vehicles	Post clear Code of Conduct placards on all transit vehicles with consistent language, translated versions, and visible consequences for violations.	Messaging, Design, Product, Policy, Program	High	Near-Term	Metro, Sound Transit	$
Regional Code of Conduct Campaign	Develop and launch a unified Code of Conduct campaign across all regional transit agencies, including standardized signage and public education.	Partnerships, Messaging, Policy	High	Mid-Term	Metro, Sound Transit, Local Jurisdictions	$$
Employee Protocol Training on Code Violations	Develop standardized training for frontline employees to understand Code of Conduct violations and define standardized response protocols.	Training, Policy	High	Mid-Term	Metro, Sound Transit	$-$$

Site-specific Safety Strategies - Priority

Deploying safety pilots at high-incident transit locations using site-specific strategies and real-time incident data. This solution area includes expanding pilots, identifying additional priority corridors using heat maps and system data, and evaluating approaches for broader application.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Local Jurisdiction Safety Contact	Identify and formalize points of contact at the city level to ensure local coordination on high priority areas at and near transit centers. Ensure local jurisdictions have correct points of contact at transit agencies.	Policy, Program, Staffing, Partnerships		Near-Term	Sound Cities Association, King County Council - Regional Transit Committee	$
Targeted Security Deployment	Refine contracted security deployments to focus Safety Ride Officers on specific high-priority drug use areas. Increase transparency with operators about deployment strategies and rationale to rebuild trust in security presence and effectiveness.	Messaging, Process		Near-Term	Metro, Sound Transit	$
Site-Based Safety Pilot Expansion	Expand successful safety pilots like those at 3rd & Main and Burien Transit Center to other identified priority zones.	Staffing, Funding, Partnerships	High	Mid-Term	Metro, Sound Transit, King County Council	$$$$$

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Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Priority Area Identification	Use existing technologies and heat maps to proactively identify safety priority zones and target resources accordingly. Include all frontline workers (operators, supervisors, maintenance, facilities, operators) in the data reporting process.	Program, Staffing, Partnerships	High	Mid-Term	Metro, Sound Transit, King County Council - Regional Transit Committee	$$$
Location-Specific Incident Reporting	Improve data collection systems to capture incident details at specific stops, stations, and intersections rather than only along routes to enable more precise location-based analysis and response.	Technology, Data, Process, Staffing, Training		Mid-Term	Metro	$$
Metro Safety Emphasis Team	Formalize and expand the Safety Emphasis Coordination Team to improve interagency response at priority areas. Continue coordination between Metro divisions and community-based groups.	Policy, Partnerships, Messaging		Mid-Term	Metro	$

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Regional Exclusion Policy Alignment

Developing coordinated mechanisms for exclusion policy and data sharing across transit systems supports more consistent and transparent enforcement practices. This solution area includes identifying approaches for sharing exclusion-related information with frontline staff, while incorporating equity safeguards and legal review.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Metro Chronic Offender Removal Mechanism	Expand administrative exclusion mechanism for chronic offenders, with safeguards against misidentification and profiling.	Policy, Process		Mid-Term	Metro, Sound Transit	$$
Regional Exclusion Information Sharing Mechanism	Develop cross-system exclusion policies and share exclusion data with frontline employees (with equity safeguards).	Policy, Technology, Partnerships, Data		Long-Term	Metro, Sound Transit, Local Jurisdictions	$

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Cross-System Legal Accountability for Transit Incidents

Establishing formal coordination between transit agencies and prosecutorial offices creates clear structures for how transit-related offenses are handled within the legal system. This solution area includes agreements with prosecutors and city attorneys to address transit safety cases, along with post-arrest tracking systems that document outcomes such as prosecution, diversion, and resolution.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Post-Arrest Tracking and Data Transparency System	Create a data system to track post-arrest outcomes, including prosecution, diversion, and resolution rates, and report results	Data, Technology, Messaging		Mid-Term	Metro, Sound Transit, Local Jurisdictions, Law Enforcement	$$
Coordination with Prosecutors and Courts	Establish agreements to prioritize transit-related offenses and create coordination mechanisms with prosecutors and city attorneys.	Policy, Partnerships		Long-Term	Metro, Sound Transit, Local Jurisdictions	$

Workstream 7

Legislative Alignment on Firearms and Worker Protections

Aligning firearm restrictions at transit facilities with those governing other public spaces such as schools and libraries requires action at the state level. This solution area focuses on pursuing legal changes that standardize where firearms are prohibited on transit property and support consistent enforcement across jurisdictions.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Transit Worker Assault Definition	Advance legislative efforts to expand the legal definition of transit worker assault to include all contracted and frontline transit workers.	Policy		Mid-Term	State Legislators, ATU 587, Metro, Sound Transit	$
Firearm Laws at Transit Facilities	Advocate for laws aligning firearm restrictions at transit facilities with other public spaces like schools and libraries.	Policy, Partnerships		Mid-Term	State Legislators, ATU 587, Metro, Sound Transit	$

Workstream 8

Alternative Response and Regional Response Infrastructure - Priority

Expanding and coordinating behavioral health and outreach services across the region supports more timely, care-based responses to safety incidents. This solution area includes overnight and weekend outreach deployment, cross-agency partnerships with LEAD and community organizations, regional drug response protocols, and unified data infrastructure for outreach activities and behavioral health incidents.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Outreach Team Hours and Coverage	Expand outreach services beyond daytime shifts (e.g Burien Transit Center) to include nights, weekends, and additional high-need locations. Operators and officers noted frequent incidents during overnight hours without available behavioral health support.	Staffing, Partnerships	High	Mid-Term	DCHS, Metro	$$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Pre-Booking Diversions	Expand LEAD partnership to increase referrals and service connections for frequent offenders with behavioral health or substance issues.	Partnerships		Mid-Term	Purpose Dignity Action, Law Enforcement	$$
Regional Community Based Organization Partnerships	Create formal regional partnerships with behavioral health providers and CBOs to integrate into repeat offender response plans.	Policy, Program, Partnerships, Services		Mid-Term	Community Based Organizations, Metro, Sound Transit, Local Jurisdictions, DCHS	$$
Seattle CARE for Crisis Response	Establish a partnership between Metro and Seattle CARE to enable Seattle-based crisis responders to assist with behavioral health incidents on Metro buses. This model would mirror existing partnerships, such as the University of Washington Police coordination with Seattle CARE.	Partnerships		Mid-Term	Metro, Seattle Care, DCHS	$
Unified Drug Response Protocol	Develop a formal, region-wide drug use response protocol that outlines agency roles and step-by-step response procedures for transit operators, dispatchers, security, EMS, CARE teams, and police to ensure clear, consistent coordination during incidents.	Policy, Program, Partnerships		Mid-Term	Metro, Contracted Security	$$$
Regional Coalition	Establish a formal regional coordination framework through MOUs and regular convenings that align transit agencies, outreach providers, housing agencies, and behavioral health services.	Policy, Program, Partnerships		Mid-Term	Metro, Sound Transit, Emergency Management, DCHS, King County Regional Homelessness Authority	$$$
Co-Response Models	Increase deployments where behavioral health professionals accompany law enforcement or transit security to certain incidents. This supports de-escalation and better outcomes in high-risk situations.	Staffing, Partnerships		Mid-Term	DCHS, Metro, Law Enforcement	$$$$
Regional Outreach Data Infrastructure	Increase deployments where behavioral health professionals accompany law enforcement or transit security to certain incidents. This supports de-escalation and better outcomes in high-risk situations.	Data, Partnerships, Staffing, Technology		Mid-Term	Metro, Sound Transit, DCHS, Emergency Management	$$$
Cross-Agency Data Sharing	Develop a system to share behavioral health-related incident data across jurisdictions, including all police departments and transit agencies. This will help identify patterns and provide continuity of care.	Technology, Data		Mid-Term	King County IT, Local Jurisdictions, Local Law Enforcement, DCHS	$$$

Workstream 9

Outreach Mobility & Vehicle Support - Priority

Deploying mobile outreach teams and dedicated transport vehicles increases the ability to respond to behavioral health, substance use, and housing-related crises across the transit system. This solution area includes equipping outreach teams with vehicles to reach high-priority corridors and providing safe, designated transportation to shelters, housing sites, and other care-based destinations.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Outreach Transport Vehicle Resources	Acquire and deploy designated vehicles (e.g., retrofitted buses or vans) for outreach and placement activities, providing safe, dedicated transport to shelters, housing sites, and safe spaces for riders in crisis.	Staffing, Partnerships, Funding, Product, Process		Long-Term	DCHS, Metro	$$$$$
Outreach Teams Mobility	Transition behavioral health outreach teams from being stationed only at hubs like Burien Transit Center to being mobile across the system. Equip them with vehicles to reach high priority locations and high-risk lines. expand hours & locations; vehicle	Staffing, Partnerships, Services		Long-Term	Metro, DCHS	$$$$

Non-Enforcement Crisis Pathways - Priority

Building regionwide systems that divert riders in crisis away from emergency rooms, jails, and prolonged transit use into care and housing pathways. This solution area expands mobile crisis and detox teams, creates new drop-off options like crisis care centers, and strengthens legal diversion models like community court.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Community Court Solution	Develop a community court model for transit-related offenses, focused on accountability, diversion, and resource connection.	Partnerships, Program		Long-Term	Local Jurisdictions, Metro, Sound Transit	TBD
Dedicated Housing Solutions	Develop partnerships to create dedicated housing solutions on or near transit properties, such as tiny house villages or temporary shelters. Prioritize rapid access and after-hours placement to divert riders in crisis from remaining on transit.	Partnerships, Services		Long-Term	Metro, Sound Transit	$$$$
Connections for Riders to Crisis Care Centers	Facilitate direct access and referral pathways from transit incidents to King County's new crisis care centers. Operators and responders should be trained to understand these new options as alternatives to jail or emergency rooms.	Partnerships, Program, Process, Oversight		Long-Term	Crisis Centers, Metro, Sound Transit, Law Enforcement, Alternative Responders	TBD

Youth-Focused Outreach at High-Incident Locations

Partnering with schools and community organizations to deploy trained outreach teams, expand free fare programs, and develop youthled stewardship, career pathways, and trauma-informed practices can reduce conflict, build trust, and help transform transit into a safer and more supportive systemImplementing community-rooted violence prevention strategies and trauma-informed youth engagement strengthens safety across the transit system. This solution area includes community-based outreach and expanding targeted programming to reach youth at higher risk of experiencing or contributing to violence in transit environments.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Scalable Youth Violence Prevention Programming	Increase investment in scalable violence prevention programming that ensures consistent, on-the-ground presence tailored to the specific needs of each location.	Partnerships		Mid-Term	Community Passageways; Urban Family; YMCA of Greater Seattle; Progress Pushers; Freedom Project; Pro Se Potential; King County Council; Regional Office of Gun Violence Prevention	TBD
Community Based Youth Outreach	Deploy community engagement teams to conduct direct, in-person outreach with youth in and around transit spaces.	Messaging, Staffing		Mid-Term	Community Based Organizations	TBD
Direct Engagement with At-Risk Youth	Identify and actively reach young people most affected by or involved in safety issues in transit environments.	Process, Partnerships		Mid-Term	Community Passageways; Urban Family; YMCA of Greater Seattle; Progress Pushers; Freedom Project; Pro Se Potential; Regional Office of Gun Violence Prevention	TBD
Student Fare Access Partnership	Support schools in distributing student ID cards that are integrated with ORCA cards to ensure students have free access. This helps prevent fare-related confrontations and reduces negative interactions with youth. [In Progress]	Technology, Design, Partnership, Product, Process		Long-Term	Metro, School Districts, Orca Partners	$$
Youth Participation on Task Force	Invite youth representatives to participate directly in the Regional Transit Safety Task Force and contribute to solution-building.	Oversight		Mid-Term	Metro	TBD
Youth-Led Public Awareness Campaign	Co-create a youth-led public awareness campaign with operator involvement to build mutual respect and visibility.	Messaging		Mid-Term	Metro Youth Mobility Program; Regional Office of Gun Violence; Creative Justice; Arts Collectives	$$
Digital Engagement for Youth	Develop digital campaigns and content, such as TikTok or YouTube videos featuring operators, to connect with and educate youth in familiar platforms.	Program		Near-Term	Metro, Regional Office of Gun Violence Prevention; Community Based Organizations	$-$$
Mobility Education Through Driver's Programs	Expand driver's education programs to introduce broader mobility education and safe public transit usage for youth.	Program, Partnerships		Long-Term	Transportation Choices Coalition	TBD
Operator Engagement in Youth Spaces	Facilitate operator participation in youth-centered physical programming and leverage existing Metro youth education resources.	Program, Staffing, Partnerships		Near-Term	School Districts(19), Metro	$$
Youth Career Pipeline in Transit	Expand current youth internship and employment readiness programs that provide transit career exposure, such as Metro's 3-week summer internship for 15 youth.	Program		Mid-Term	Metro YMCA of Greater Seattle; Community Passageways, SDOT	$$-$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

2

Regional Responder and Outreach Staffing

Stakeholders highlighted persistent shortages of visible safety staff. Operators described long waits for assistance, while outreach and alternative response teams, though highly effective, were far too limited to meet the scale of need. These gaps left both operators and riders uncertain whether help would arrive, particularly during evenings and weekends when resources were stretched thin.

The initiative strengthens the region's safety presence by expanding both enforcement and care-based responses. It builds capacity across the spectrum by adding officers, contracted security, and supervisors while also scaling behavioral health teams and housing outreach workers. Just as importantly, it ensures these resources are coordinated across agencies and available at all hours, so support is timely, visible, and appropriate to the situation at hand.

Operators and frontline staff face urgent safety issues without timely backup. Expanding crisis outreach teams and transit-specific safety staff will close these response gaps, improve coverage during nonbusiness hours, and ensure frontline workers are no longer left to manage serious incidents alone.

Transit Security Presence - Priority

Expanding field staffing across the transit system strengthens response capabilities, reduces incident wait times, and supports safer environments for operators and riders. This solution area includes mapping security and police coverage to fill critical gaps, expanding the Transit Resource Officer Unit, and transitioning Metro Transit Police to a full-service model with greater staffing and investigative capacity.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Metro Transit Police Transition to Full Service Model	Transition Metro Transit Police from an enhanced model to a full service police agency with increased staffing and investigative capabilities to reduce reliance on local jurisdictions for stabilization and response.	Staffing, Policy		TBD	Metro, King County Sheriff Office	TBD
Map Coverage Gaps and Prioritize Deployment	Conduct a mapping of current transit security and police response coverage to identify gaps in high-delay corridors. Prioritize additional staffing or mobile units (police or security) for those corridors to reduce long wait times.	Data, Program, Process, Staffing		Mid-Term	Metro	$$
Transit Resource Officer Unit	Expand Transit Resource Officer Unit - Metro Transit Police Outreach Unit and contracted service provider outreach teams to increase coverage, including after-hours and weekend response.	Staffing, Policy		TBD	TBD	TBD

Non-Enforcement Crisis Staffing - Priority

Expanding outreach staffing improves non-enforcement response capacity and ensures more consistent support for riders in crisis. This solution area includes increasing coverage hours for CARE and LEAD teams, deploying co-response models with law enforcement, formalizing partnerships with community-based organizations, and building long-term case management to reduce repeat incidents.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Regional Community-Based Organization Partnerships	Create formal regional partnerships with behavioral health providers and CBOs to integrate into repeat offender response plans.	Partnerships, Staffing, Services, Program	High	Mid-Term	Metro; Law enforcement; Community Based Organizations	$$$
CARE Team Expansion	Expand coverage and hours of mobile CARE and detox teams with a long-term goal of 24/7 availability, ensuring rapid access to non-police crisis intervention during transit drug incidents across the entire service area.	Policy, Staffing		Long-Term	Seattle PD, Seattle CARE Team, Mental Health Teams	$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
KC Outreach Groups	Expand County-led and partner outreach teams to provide broader non-enforcement coverage on transit, including after-hours. Focus on connecting unhoused riders to housing, behavioral health, and essential services with faster, more coordinated support.	Policy, Partnerships		Long-Term	King County DCHS, Regional Homelessness Authority	$$$$
Transit Resource Officer Unit	Expand Transit Resource Officer Unit - Metro Transit Police Outreach Unit and contracted service provider outreach teams to increase coverage, including after-hours and weekend response.	Staffing	High	Long-Term	Metro, King County Sherriff's Office	TBD
Long-Term Case Management	Secure funding and partnerships to expand long-term case management programs like LEAD. This ensures ongoing support after the initial crisis response to reduce repeat incidents on transit.	Program		Long-Term	Purpose Dignity Action, King County, Local Jurisdictions; CARE	$$$$$
Co-Response Models	Increase deployments where behavioral health professionals accompany law enforcement or transit security to certain incidents. This supports de-escalation and better outcomes in high-risk situations.	Program		Mid-Term	DCHS, Metro, King County Sherriff's Office	$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

3

Field Staffing & Support

Limited supervisor coverage and stretched backend support left many feeling isolated in the moments when they most needed assistance. These gaps slowed response, created uncertainty for operators, and weakened the system's ability to stabilize incidents and conduct proactive safety monitoring.

This initiative strengthens the transit agency's internal capacity to support operators directly. Field supervisor staffing will be expanded to provide faster on-the-ground response, while backend resources and systems will be reinforced to ensure consistent real-time support. Dedicated staffing for field safety reviews will also be added, allowing for more proactive monitoring of the built environment and earlier identification of risks. Together, these measures close critical response gaps within Metro operations, reduce delays, and guarantee that frontline staff are no longer left to manage crises without organizational support.

Operators and frontline staff face urgent safety issues without timely backup. Expanding fieldbased supervisors, crisis outreach teams, and transit-specific safety staff will close these response gaps, improve coverage during nonbusiness hours, and ensure frontline workers are no longer left to manage serious incidents alone.

Field Operations and Backend Resource - Priority

Expanding transit operations staffing ensures faster incident response and stronger support for frontline teams. This solution area increases field supervisor staffing and adds backend system capacity to stabilize incidents and reduce delays.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Field Safety Review Staffing	Assess current staffing dedicated to field safety reviews, design assessments, and security monitoring, and determine whether additional resources are needed to support a more proactive and sustained focus on built environment safety.	Staffing, Program, Process		Near-Term	Metro	$$$
First Line Supervisor Staffing Increase	Increase Metro field supervisor staffing to improve incident response capability, reduce response times, and avoid coverage gaps, especially during security incidents requiring multiple supervisors.	Staffing, Training	High	Mid-Term	Metro	TBD
Resource Support for Implementation and Technology	Allocate additional resources to support Safety & Security technology and analytics roles and prioritize backend system improvements, where support is most urgently needed to ensure successful implementation and functionality.	Technology, Staffing, Data		Mid-Term	Metro	$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

4

Transit Employee & Rider Reporting

Operators and riders reported that current reporting systems were fragmented, confusing, and often unresponsive. Many operators said they did not know what should be reported, riders had limited ways to raise concerns, and both groups rarely received feedback once a report was submitted. This discouraged reporting and left agencies without the data needed to identify patterns and close gaps.

This initiative transforms reporting into a trusted and transparent process. Simple, multilingual tools will make it easy for operators and riders to file reports in real time, every report will be acknowledged, and outcomes will be communicated back to those who raised the concern. Standardized categories will make data reliable across agencies, and regional dashboards will allow trends to be tracked and shared. Reporting becomes not just a formality, but a meaningful tool for accountability and continuous improvement.

Inconsistent reporting protocols and lack of follow-up have diminished trust and undercut safety improvements. Standardized, user-friendly tools paired with transparent feedback loops, create a reliable system where operators and riders can raise concerns with confidence and expect action.

Operator Incident Reporting - Priority

Improving reporting tools and communication channels empowers frontline staff to share real-time feedback, escalate safety concerns, and contribute to system improvements. This solution area includes in-transit tools like the Driver Display Unit (DDU), simplified reporting for limited English proficiency (LEP) operators, alternative reporting methods for non-digital users, and mechanisms to involve supervisors and security chiefs in ongoing safety planning.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Frontline Staff Engagement in Safety Reporting	Include feedback from base supervisors, chiefs, and security staff to ensure safety plans reflect operator and frontline staff experiences. Include supervisors, vehicle maintenance, facilities, and operators and provide better tools for reporting.	Policy, Partnerships, Oversight, Training, Messaging, Data	High	Near-Term	Metro, Sound Transit	$
Resource Support for Implementation and Technology	Allocate additional resources to support data and tech infrastructure roles and prioritize backend system improvements, where support is most urgently needed to ensure successful implementation and functionality.	Technology, Staffing, Data		Near-Term	Metro	$$$
Barriers to Origami Access	Simplify access to the Origami reporting system, which currently requires email login and a key fob, creating barriers for operators to submit reports.	Technology, Process, Messaging	High	Mid-Term	Metro, King County IT	$$
Consistent Real-Time Updates for Operators	Improve TCC internal processes and coordination with local dispatch to provide consistent real-time updates back to Supervisors and Operators after incidents are reported, including notification when calls are deferred or reassigned to local police agencies.	Technology, Training, Partnerships	High	Mid-Term	Metro	$
On-Vehicle Operator Reporting Tools	Identify and deploy tools that enable operators to quickly and safely report incidents such as visible drug use while in service. Options include adding a pre-programmed button or new input on the Driver Display Unit (DDU), repurposing the DDU for broader reporting functionality, or piloting tablets on coaches to expand in-transit reporting capacity. In the future, mobile platforms such as the Origami app could be integrated for use on phones or tablets if approved.	Technology, Process, Policy, Training, Program		Mid-Term	Metro	$
Simplified Origami Language for LEP Operators	Simplify the language in Origami reports so operators with limited English proficiency, who make up 60 to 70 percent of the workforce, can understand and complete them more easily.	Training, Design, Messaging	High	Mid-Term	Metro	$
Real-Time Incident Input via DDU	Add a feature to the Driver Display Unit (DDU) that allows operators to immediately report major incidents while in service.	Policy, Training, Technology, Design, Staffing, Process, Product		Long-Term	Metro	$
Alternate Reporting Options for Non-Digital Users	Provide alternative reporting options for operators who are unable to complete detailed written reports; ex a paper form that could be entered into the system later.	Process, Design		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Rider Reporting Access

Expanding and integrating rider reporting tools increases public access to safety channels and improves real-time response coordination. This solution area deploys a unified reporting method, systemwide signage, and public education campaigns while addressing connectivity gaps and simplifying operator-facing tools.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Non-Emergency Reporting Options	Enhance and streamline non-emergency reporting channels, including online forms, email, and phone options, to make them more visible and user-friendly. Develop clear public messaging to help riders understand when and how to use non-emergency channels vs. 911, and integrate these channels into existing customer service workflows for faster response.	Messaging, Process, Program, Policy, Design, Technology		Near-Term	Metro	$$
Signage on Transit Vehicles	Create and install consistent, easy-to-understand signage on all transit vehicles that outlines reporting methods, including QR codes linking to reporting tools and reminders about 911/text-to-911 for emergencies. Coordinate with design, vehicle operations, and customer communications teams to ensure placement is visible and informative.	Program, Design, Messaging		Mid-Term	Metro	$$
Signage at Stops/ Facilities	Deploy signage at key transit stops and facilities that promotes reporting options for emergencies and non-emergencies. Work with facilities, marketing, and communications teams to ensure signage is standardized, accessible, and maintained over time for ongoing rider visibility.	Program, Design, Messaging		Mid-Term	Metro	$$
WIFI Connectivity at Bases	Conduct a comprehensive assessment of cellular and Wi-Fi coverage across the transit system to identify gaps that may impact the ability of riders to use reporting tools. Develop and implement a plan to close coverage gaps in collaboration with IT, facilities, and external providers to ensure equitable access to real-time communication and reporting.	Technology, Services		Mid-Term	Metro	$$$
Unified Reporting App	Design, develop, and launch a unified regional app or digital tool that allows riders to report issues silently and in real time using photos, location data, and QR codes displayed on vehicles and in stations.	Technology, Product		Long-Term	Metro	$$$

Reporting Access at Bases - Priority

Improving infrastructure for operator reporting increases reliability and access across all shifts. This solution area adds reporting computers at depots and ensures stable Wi-Fi connectivity systemwide, particularly during night shifts, so frontline staff can consistently submit incident reports.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Additional Reporting Computers and Wi-Fi Access	Increase the number of reporting computers available to operators and ensure Wi-Fi access is functional in all depot areas, including bases, during night shifts.	Technology		Near-Term	Metro, King County IT	$$

Workstream 18

Incident Follow-Up Protocols

Improving transparency and communication after reports are submitted strengthens trust and encourages continued engagement in safety processes. This solution area enhances follow-up systems for both riders and operators, including confirmation messages, and case status updates.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Consistent Post-Incident Contact	Ensure all operators involved in incidents receive timely personal follow-up. Clarify who is responsible for calls, especially during nights/weekends.	Messaging, Staffing, Process		Near-Term	Metro	TBD
Post-Incident Feedback	Develop a consistent operator feedback mechanism to share how drug-related incident reports inform resource deployment and protocol updates. Provide cumulative and route-specific trends to reinforce the value of reporting.	Program		Mid-Term	Metro	TBD
Incident Reporting Follow-up Process	Develop an automated system that provides confirmation to riders who submit non-emergency reports, including case numbers and status updates. Build optional feedback mechanisms so riders can share their experience post-resolution, and integrate these features into existing customer service and incident management processes.	Technology, Process		Mid-Term	Metro	TBD
Acknowledgment and Tracking of Submitted Reports	System sends an acknowledgment when a report or safety suggestion is submitted. Employee dashboard allows operators to view recent reports, and someone from Safety provides follow-up emails explaining how safety suggestions were addressed. [In Progress]	Technology		Mid-Term	Metro, ATU 587	TBD
Clear Feedback Loop on Report Outcomes	Create better process to inform someone who reports an incident what the outcome of that report is	Training, Technology, Messaging		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Reporting Outcome Visibility

Publishing safety data and making reporting outcomes visible strengthens trust among riders and frontline staff. This solution area includes recurring public updates on safety trends, monitor displays that share reporting impacts at bases, and tools that demonstrate how operator- submitted data informs leadership decisions and system improvements.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Safety Data Transparency	Create and maintain a recurring reporting process that publicly shares key safety metrics, trends, and rider feedback outcomes in a transparent and easy-to-read format. Coordinate across safety, data, and communications teams to develop a "we heard you" report published monthly or quarterly to build public trust and accountability.	Process, Policy, Messaging, Data, Oversight		Near-Term	Metro	$
Visible Purpose and Impact of Reporting	Increase visibility and communication around the purpose of reporting by showing transit employees why it matters, how the information is used, and how it leads to changes that benefit them directly. Use tools like digital monitors at bases, internal dashboards, and briefings to share updates on trends, actions taken, and improvements made from operator reports. Add visual posters to remind operators to report at base. Security incident report blotter.	Messaging, Process, Policy		Near-Term	Metro	TBD
Displays for Reporting Outcomes	Proceed with current efforts underway to add reporting insights/ outcomes to digital monitors at bases	Training, Technology, Messaging		Near-Term	Metro	$$
Leadership Use of Operator Data	Leverage existing data already used by leadership to show operators how their reports inform decisions, highlighting specific examples of actions taken or improvements made based on operator-submitted data.	Messaging, Process, Training, Technology, Design		Near-Term	Metro	TBD

Rider Reporting Education - Priority

Improving public safety reporting requires clear education, accessible tools, and visible signage. This solution area develops regional campaigns to raise awareness of how and when to report safety issues, expands signage across vehicles and stations, and promotes emergency options like 911 and text-to-911. It also ensures reporting tools are usable by all riders, including youth and non-English speakers.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Real-Time Youth Reporting Tools	Provide riders, including youth, with real-time reporting options via text or app to share incidents or safety concerns. [Included in Real Time Rider Reporting Tools]	Technology	High	Mid-Term	Metro	$$$
Community-Focused Rider Messaging	Develop and implement a public awareness campaign to educate riders on how to report drug use safely and appropriately while riding transit. Materials should address health and safety concerns and be culturally responsive to avoid stigmatization.	Program, Training, Messaging, Design		Mid-Term	Metro, DCHS	$$
Messaging Campaign to promote 911 + Text Option	Develop and deliver a clear, consistent messaging campaign across all transit modes to reinforce that 911 and text-to-911 are the primary channels for emergencies and life-threatening incidents.	Messaging, Design		Mid-Term	Metro, Sound Transit	TBD
Rider Issue Reporting Education	Develop rider education materials and signage to encourage reporting of lighting, maintenance, and cleanliness issues through existing Metro reporting tools, improving response to rider concerns and maintaining safer station environments.	Messaging, Design		Mid-Term	Metro	TBD
Rider Reporting Education Campaign	Implement a coordinated education and marketing campaign to raise awareness of all rider reporting options. Use a mix of digital ads, social media, in-station signage, operator announcements, and on-vehicle materials to ensure riders know how to report emergencies and non-emergencies and what to expect after they do.	Messaging, Design, Partnerships		Mid-Term	Metro, Sound Transit	TBD
Signage on Transit Vehicles	Create and install consistent, easy-to-understand signage on all transit vehicles that outlines reporting methods, including QR codes linking to reporting tools and reminders about 911/text-to-911 for emergencies. Coordinate with design, vehicle operations, and customer communications teams to ensure placement is visible and informative.	Design, Product		Mid-Term	Metro, Sound Transit	TBD
Signage at Stops/ Facilities	Deploy signage at key transit stops and facilities that promotes reporting options for emergencies and non-emergencies. Work with facilities, marketing, and communications teams to ensure signage is standardized, accessible, and maintained over time for ongoing rider visibility.	Design, Product		Mid-Term	Metro, Sound Transit	TBD
Rider Education on Crisis Resources	Develop and distribute public-facing materials about behavioral health crisis lines and what riders can do when witnessing someone in need. Include information on 988 and non-police support options.	Partnerships, Messaging, Design		Mid-Term	DCHS, CARE, Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

5

Safe Transit Environments

Riders and operators described many stops and stations as unsafe or neglected, with poor lighting, obstructed sightlines, and limited visible presence. Boarding in dark or isolated areas heightened operator vulnerability, while riders noted that neglected environments eroded confidence and invited unsafe activity. These conditions weakened trust in transit as a safe public space.

The plan invests in making transit environments part of the safety solution. Lighting will be upgraded, blind spots removed, and high-risk stops redesigned to improve visibility. Protective partitions across the fleet will be accelerated, while stations will be activated through stewardship, art, and community programming that signal oversight and care. These changes make safety visible in the environment itself, reassuring operators and riders while deterring unsafe behavior.

Poor lighting, broken infrastructure, and unsafe layouts contribute directly to perceptions of risk and real vulnerability. Strategic infrastructure upgrades on and around transit improve visibility and community pride, transforming high-risk locations into safe, functional public spaces.

Station & Stop Lighting and Visibility

Improving the physical environment of transit stations strengthens real and perceived safety for riders and staff. This solution area focuses on identifying and addressing infrastructure issues like poor lighting, overgrown vegetation, and visibility barriers, while creating clear channels for riders to report maintenance concerns.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Comprehensive CPTED Assessments and Station Checks	Conduct ongoing Crime Prevention Through Environmental Design (CPTED) and station safety assessments to identify safety risks (lighting, vegetation, visibility, etc.), and ensure issues are prioritized and addressed quickly through maintenance and design improvements.	Program, Data, Staffing, Partnerships, Design		Mid- Term	Metro, Sound Transit, Local Jurisdictions	$$
Rider Issue Reporting Education	Develop rider education materials and signage to encourage reporting of lighting, maintenance, and cleanliness issues through existing reporting tools, improving response to rider concerns and maintaining safer station environments.	Messaging, Design		Mid-Term	Metro, Sound Transit	TBD
Lighting Upgrade Prioritization Plan	Review previous lighting audits to identify and rank priority locations for upgrades, and implement a phased improvement plan targeting areas with the greatest safety risks to ensure well-lit and secure transit spaces.	Process		Mid-Term	Metro	TBD

Station and Stop Issue Reporting - Priority

Integrating direct operator feedback into station and stop-level decision-making strengthens the link between frontline experience and infrastructure improvements. This solution area establishes recurring in-person base visits to gather actionable input from operators about lighting, visibility, access, and safety conditions at stops, ensuring their insights help shape design and maintenance priorities.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
In-person feedback from Operators	Establish a recurring process for visiting bases and gathering in-person feedback from operators on infrastructure and stop-level safety issues, ensuring frontline concerns are integrated into design and maintenance priorities.	Process		Mid-Term	Metro	$$

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Community Activation and Stewardship

Fostering community-led stewardship and creative activation of transit spaces increases public engagement, reduces vandalism, and enhances feelings of safety. This solution area supports small grants for community clean-up and beautification efforts, along with partnerships to expand local art programs at shelters and stops.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Community-Led Transit Space Activation	Offer modest grants and partnerships to community groups to organize clean-up, beautification, and stewardship activities at stations and stops, fostering community ownership and improving perceived and actual safety.	Partnerships, Program		Mid-Term	Metro	TBD
Bus Shelter Art Program	Expand the existing bus shelter art program to increase visibility, deter vandalism, and make transit stops feel more welcoming and cared for through local artist partnerships and community-centered design.	Program		Mid-Term	Metro, Community Arts Organizations	TBD
Pop-Up Vendor Activation	Partner with local vendors and small businesses to activate major transit hubs with pop-up retail and service opportunities, creating vibrant public spaces that increase natural surveillance and improve overall safety	Partnerships, Program		Mid-Term	Local Business Partners, City Permit Offices, Metro	TBD

Bus Partitions Installation - Priority

Enhancing operator protection through physical infrastructure reduces the risk of assaults and improves frontline safety. This solution area involves retrofitting buses with secure operator partitions and ensuring protective barriers are standard on all new vehicles, aligning with best practices across transit systems.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operator Protection Infrastructure	Retrofit existing buses with operator partitions and complete installation of protective barriers on new buses to reduce operator exposure to assaults and threatening behaviors, based on rising assault trends and peer system best practices.	Partnerships, Product	High	Near-Term	Metro	$$$$$
Bus of the Future / Closed Driver Compartment	Develop and implement new design standards for future bus procurements that fully enclose operator compartments, ensuring maximum physical separation from passengers and improving operator safety over the long term.	Design, Technology, Partnerships	High	Long-Term	Metro	$$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Site-Specific Design Improvements for High-Incident Zones

Conducting proactive safety inspections and integrating environmental design strategies strengthens the physical security of transit stations and stops. This solution area includes structured CPTED reviews, recurring inspections, and a field safety staffing evaluation to address safety risks such as poor lighting, overgrown vegetation, and maintenance delays.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Recurring Station and Stop Safety Inspections	Implement structured, recurring station and stop safety inspections to proactively identify and resolve maintenance and security issues, ensuring consistent upkeep and rapid response to emerging risks.	Process, Staffing		Mid-Term	Metro	TBD
Field Safety Review Staffing	Assess current staffing dedicated to field safety reviews, design assessments, and security monitoring, and determine whether additional resources are needed to support a more proactive and sustained focus on built environment safety.	Process, Staffing		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

6

Operator Training and Support

Many operators noted that while onboarding prepared them to drive, it left them underprepared for the safety challenges they face daily. Harassment, behavioral health crises, and substance use were all areas where operators felt they lacked practical tools. Refresher training was inconsistent, and emerging risks like youth violence were not systematically addressed.

This initiative redefines training as an ongoing investment in safety. Operators will receive immersive, scenario-based preparation for real-world risks, regular refreshers on de-escalation and trauma-informed care, and access to peer mentorship that extends learning into daily practice. Training will also be inclusive and multilingual, reflecting the diversity of the workforce, and paired with post-incident recovery support. With stronger preparation and continuous reinforcement, operators will be better equipped and more confident in handling safety challenges.

Transit Employees are navigating increasingly complex safety situations and have emphasized the need for training that reflects real conditions, access to real-time tools, and dependable support when incidents occur. Strengthening the systems around frontline teams, from preparation to daily support, enhances their ability to respond confidently and maintain a safe transit environment.

New Operator Training & Onboarding - Priority

Embedding safety, de-escalation, and trauma-informed care into new operator training equips frontline staff with tools to navigate real-world incidents and workplace demands. This solution area enhances Metro's 8-week onboarding program through expanded training content, guest-led sessions, and realistic job previews. Topics include trauma-informed de-escalation, understanding behavioral health, and preparing for scheduling realities, with peer-to-peer strategies offered by experienced operators.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Preparing Operators for Schedule Realities	Give new operators realistic expectations about scheduling, including frequent night shifts, longer weekly hours (40+), reduced flexibility for RDOs, and limited vacation options. Incorporate senior operators into onboarding sessions to share personal experiences and strategies for adjusting to early career demands.	Training	High	Mid- Term	Metro	$
De-escalation Integration in Operator Training	Incorporate de-escalation training into the 8-week new operator program for Bus. A third session may be added to reinforce skill retention and support real-world application. [In Progress]	Training	High	Near-Term	Metro	$$
Guest-Led Training Sessions	Incorporate "special guest" trainers into new hire curriculum to diversify perspectives and connect training content to lived experience.	Training		Near-Term	Metro	$
Trauma-Informed Training for New Hires	Increase the trauma-informed care training in new hire training	Training		Mid-Term	Metro	$

Ongoing Training & Specialized Education - Priority

Providing continuous, scenario-based, and specialized training equips transit operators and frontline teams to respond effectively to evolving challenges. This solution area includes recurring de-escalation and behavioral health training, trauma-informed care, youth-focused strategies, and protocol refreshers. It leverages diverse formats, from videos, digital tools, and in-person engagement to ensure accessibility across a multilingual workforce. Training design also integrates operator feedback, legal updates, and field-based insights to maintain relevance and effectiveness.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Employee Protocol Training on Code Violations	Develop standardized training for frontline employees to understand Code of Conduct violations and define standardized response protocols.	Policy, Program, Training, Messaging	High	Near-Term	Metro	$
Youth-Focused Trauma-Informed Training	Develop and implement trauma-informed de-escalation training for frontline transit staff that is specifically focused on interacting with youth. (including ambassadors)	Training	High	Near-Term	Office of Gun Violence Prevention Director; Metro	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Clear Legal Guidance for Enforcement Actions	Develop clear legal guidance and training for transit security staff on enforcement limitations, protections, and acceptable use of force.	Policy, Training, Messaging		Near-Term	Metro	$$$
Quality of De-escalation Instruction	Enhance the delivery of de-escalation training by ensuring trainers connect authentically with operator experiences. Use trainers with direct field experience to improve relatability.	Training		Near-Term	Metro	TBD
Biannual De-escalation Training Access	Offer mandatory de-escalation training biannual per year through in-person and online options. Expand capacity beyond current limitations in physical classrooms.	Training		Near-Term	Metro	TBD
De-escalation Video Refreshers	Use video monitors inside bases to regularly display de-escalation tips and brief refreshers to reinforce training in real time.	Messaging, Data		Near-Term	Metro	TBD
Origami Training	Add additional training for operators on how to use Origami, as the system is not currently user-friendly. Visual instructions (laminated display cards) displayed at stations on how to use Origami. [in progress: short videos and one pagers are being created to simplify Origami instructions, forms in Origami are being updated]	Training		Near-Term	Metro	TBD
Digital Training and Reference Tools	Produce protocol training videos and quick-reference guides for internal platforms. Install monitors/screens at bases that loop protocol refreshers and real-time updates to ensure protocols are always top of mind.	Training		Mid-Term	Metro	
Timing Review of De-escalation Training	Assess the current timing of Rail operator de-escalation training. Ensure critical skills are reinforced at the end of the 10–11 week training cycle when operators are preparing to go into the field.	Training		Mid-Term	Metro	TBD
Training Feedback Collection Process	Establish a standard process to collect participant feedback after every training session. Use responses to evaluate and refine future trainings.	Process		Mid-Term	Metro	TBD
Senior Operator Input on Training Content	Create a formal mechanism for senior operators to review and provide feedback on training materials before content is finalized and deployed.	Process		Mid-Term	Metro	TBD
Multi-Channel Training Access	Identify and utilize diverse training access points, such as QR codes, social media, printed materials, and the intranet, to ensure operators can easily receive and revisit training information.	Technology		Mid-Term	Metro	TBD
Operator Training Journey Map	Develop and clearly communicate a roadmap of the training journey for operators throughout their careers to improve understanding and motivation.	Process		Near-Term	Metro	TBD
Cross-Agency Incident Training	Implement recurring, scenario-based training for all relevant staff—including operators, dispatchers, security contractors, and CARE teams—on handling drug-related incidents, escalation pathways, and safety considerations, ensuring consistent cross-agency response.	Training, Partnerships		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operator and Staff Materials	Develop training and distribute printed and digital materials for operators and frontline staff to help them compassionately engage unhoused riders, explain available services, and connect riders to outreach teams.	Messaging, Design, Product		Near-Term	Metro	TBD
Behavioral Health Crises Training	Provide all transit operators—new and current—with training to identify and respond to behavioral health crises, using scenario-based examples and real-world de-escalation techniques. Operators requested practical tools and emphasized the importance of outside experts, not just in-house trainers.	Training		Mid-Term	Metro	TBD
Frontline Training on Rider Reporting Options	Train frontline staff and operators to redirect riders to these channels appropriately.	Training		Mid-Term	Metro	TBD

Workstream 28

Training Space Expansion - Priority

Expanding dedicated training spaces at transit bases supports consistent, accessible learning for all frontline staff. This solution area includes securing new classroom space at bus and rail bases to accommodate growing training needs across safety, de-escalation, and behavioral health topics. Onsite access allows more operators to participate in timely, relevant instruction and improves overall program delivery.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Training Space Expansion at Bases	Increase classroom space at bus and rail bases to meet growing training needs. Space is currently being leased to support in-progress expansion.	Infrastructure, Space	High	Mid-Term	King County Council	TBD

Workstream 29

Security Specific Training

Training contracted security teams to identify behavioral health needs and activate appropriate care-based responses strengthens non-escalation pathways across the system. This solution area develops curriculum to help security personnel recognize when outreach is more appropriate than enforcement and outlines clear protocols for direct communication with outreach teams.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Security Training on Outreach Team Protocols	Train contracted security personnel to recognize behavioral health needs and contact transit outreach teams directly when there is no immediate safety threat.	Training		Mid-Term	TBD	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Control Center Support - Priority

Strengthening systems and protocols within the Transit Control Center (TCC) improves coordination, response reliability, and operator support during and after incidents. This solution area includes standardized dispatcher scripts, streamlined reporting forms, clear triage guidelines for non-enforcement calls, and accountability protocols to ensure timely follow-up with operators.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Standardized Control Center Scripts	Develop and implement standard dispatcher and coordinator scripts for emergency and disruptive incident calls to ensure operators receive consistent and clear questions, instructions, and reassurances.	Process, Messaging	High	Near-Term	Metro	$
Protocol Compliance and Accountability	Reinforce adherence to critical incident response protocol so that operators consistently receive timely follow-up and check-ins. Build accountability for staff responsible for executing post-incident steps. Clarify accountability when TCC or base chiefs do not complete required follow-ups.	Messaging, Staffing, Training	High	Near-Term	Metro	$
Control Center and Base Follow-Up Coordination	Strengthen TCC's role in checking on operators after incidents. Address breakdowns in communication between TCC and base staff following an incident. Improve protocols so alerts are acknowledged and operators are contacted after events.(e.g. in base chief not following up or alert failing)	Process, Policy	High	Near-Term	Metro	$
Consistent Real-Time Updates for Operators	Improve TCC internal processes and coordination with local dispatch to provide consistent real-time updates back to Supervisors and Operators after incidents are reported, including notification when calls are deferred or reassigned to local police agencies.	Process, Technology	High	Near-Term	Metro	$
Protocol Compliance and Accountability	Reinforce adherence to critical incident response protocol so that operators consistently receive timely follow-up and check-ins. Build accountability for staff responsible for executing post-incident steps. Clarify accountability when TCC or base chiefs do not complete required follow-ups.	Policy, Messaging, Process	High	Mid-Term	Metro	$$
Streamlined TCC Forms for Quick Completion	Improve TCC reporting forms to make them easier for coordinators to complete quickly and accurately. [in progress]	Program, Training, Technology, Messaging, Data, Process	High	Mid-Term	Metro	$$
Unified Drug Response Protocol	Develop a formal, region-wide drug use response protocol that outlines agency roles and step-by-step response procedures for transit operators, dispatchers, security, EMS, CARE teams, and police to ensure clear, consistent coordination during incidents.	Program, Training, Messaging, Process		Mid-Term	Metro, Contracted Security	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Dispatcher Protocol Guidelines	Implement simple, clear dispatcher protocols for triaging non-enforcement calls involving unhoused riders. Train dispatch staff to use these guidelines to ensure appropriate outreach or care team response rather than defaulting to law enforcement.	Process, Training		Mid-Term	Metro	$$

Workstream 31

Operator Briefings and Communication - Priority

Strengthening internal communications ensures frontline transit staff receive timely, accessible updates on safety protocols and system changes. This solution area includes redesigning the operations bulletin, piloting regular pre-shift safety briefings, expanding email and device-based communications, and implementing mobile-friendly platforms to increase access for operators and field-based staff.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operations Bulletin Improvements	Redesign the weekly operations bulletin into a more visual and accessible format focused on protocol and safety updates. Increase visibility by distributing via posters at bases, emails, and short printed digests operators can take with them.	Design, Messaging		Mid-Term	Metro	TBD
Operator Device Integration & Email Usage	Implement a system to push protocol updates directly to operators via County email and future onboard tablets. Ensure real-time updates are accessible and integrated into daily operations workflows.	Process, Technology		Long-Term	Metro	TBD
Mobile-Friendly Communication Tools	Current communication tools like SharePoint are not easily accessible for all employees. Explore and implement digital tools that are mobile-friendly for field-based staff.	Process, Technology		Mid-Term	Metro	TBD
In-Person Protocol Education and Campaigning	Launch a recurring in-person outreach program at bases, led by Base Ops, Safety Team, and union/peer leaders, to walk operators through protocol updates, gather feedback, and reinforce expectations face-to-face.	Program, Training, Messaging, Process	High	Mid-Term	Metro	$$
Pre-Shift Briefings	Pilot a structured pre-shift safety and security briefing model that includes conversational check-ins. Ensure briefings are held weekly in rolling formats and supported by Base Ops and union/peer leaders to improve awareness and trust.	Process, Messaging		Mid-Term	Metro	TBD

Workstream 32

Critical Incident Protocol - Priority

Strengthening the rollout and enforcement of critical incident protocols ensures that operators receive timely, consistent, and trauma-informed support after serious events. This solution area clarifies post-incident steps, defines responsibilities across teams, and reinforces accountability measures to ensure follow-ups are completed.

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Critical Incident Protocol Rollout	Improve communication and implementation of the critical incident protocol with a trauma-informed lens. Clarify what happens after an incident and ensure consistent application across bases.	Process, Messaging		Mid-Term	TBD	TBD
Protocol Compliance and Accountability	Reinforce adherence to critical incident response protocol so that operators consistently receive timely follow-up and check-ins. Build accountability for staff responsible for executing post-incident steps. Clarify accountability when TCC or base chiefs do not complete required follow-ups.	Program, Training, Messaging, Process	High	Mid-Term	Metro	TBD

Workstream 33

Operations Policy Updates

Modernizing internal transit agency policies improves system responsiveness and frontline safety. This solution area focuses on aligning operational and health-related policies with current needs, such as ensuring damaged supervisor vehicles are replaced without delay and reviewing protocols to safely expand access to life-saving tools like Narcan.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Supervisor Vehicle Replacement Process	Update the supervisor vehicle replacement policy to ensure damaged or destroyed vehicles are replaced immediately rather than waiting for the next fleet replacement cycle.	Process		Mid-Term	TBD	TBD
Narcan Access Review	Review current policies and legal frameworks to assess feasibility of placing Narcan on transit vehicles for overdose emergencies. Establish clear guidelines to ensure Narcan is available without requiring operators to administer it themselves.		High	Mid-Term	Metro	TBD

Workstream 34

Post-Incident Operator Safeguards - Critical Priority

Establishing clear rights, protections, and accountability mechanisms ensures that operators feel safe, supported, and fairly treated when responding to transit incidents. This solution area includes developing an Operator Bill of Rights, enforcing policies against video misuse, and creating an after-action review board to assess serious incidents involving operator safety.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operator Bill of Rights	Create an Operators Bill of Rights similar to New York City best practice	Policy		Long-Term	Metro, ATU 587, King County Council	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
After-Action Review Board for Operator Assaults	After-action review board for operator assaults	Program, Training, Data, Messaging, Partnerships, Process	High	Near-Term	Metro, Rail	$
Policy Enforcement Against Video Misuse	Reduction in video fishing triggered by incident reports, there is a policy in place but may not be consistently adhered to	Policy, Program, Training, Technology		Mid-Term	Metro, ATU 587	$$

Workstream 35

Job Aids, Guides & Operator-Facing Materials

Providing clear, accessible guidance empowers operators to respond to incidents confidently and consistently. This solution ensures frontline staff are equipped with up-to-date escalation materials, printed and digital job aids, visual decision trees, and updated internal policy tools. These materials clarify expectations, support protocol adherence, and reduce confusion during high-stress moments.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operator Policy Book	Update internal Metro policies & align with TCC [Communications Protocols]	Messaging, Process, Policy		Near-Term	Metro	$
Origami Training	Add additional training for operators on how to use Origami, as the system is not currently user-friendly. Visual instructions (laminated display cards) displayed at stations on how to use Origami. [in progress: short videos and one pagers are being created to simplify Origami instructions, forms in Origami are being updated]	Training, Technology, Data		Near-Term	Metro	$$
Operator Reporting Training and Resources	Create standardized protocols and simple operator tools (e.g., quick reference placard or checklist at operator seat) to ensure operators know what information to report to TCC during emergencies and critical incidents. Provide targeted training for all operators, especially new hires, to improve incident reporting quality.	Messaging, Design, Product, Training	High	Mid-Term	Metro, Dispatchers	TBD
Printed and Visual Protocol Guides	Develop and distribute easy-to-reference protocol materials, including printed escalation cards, laminated flow charts, stickers on vehicles and operator areas, and QR codes linking to mobile-friendly versions. Ensure they are visual, standardized, and prominently posted in buses and at bases.	Messaging, Design, Product		Mid-Term	Metro	TBD
Digital Training and Reference Tools	Produce protocol training videos and quick-reference guides for internal platforms. Install monitors/screens at bases that loop protocol refreshers and real-time updates to ensure protocols are always top of mind.	Messaging, Design, Product		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Operator Escalation Cards	Develop and distribute visual, easy-to-use operator escalation cards to guide responses to drug use and possible overdoses. Cards should include decision trees based on user behavior, risks to other riders, and available support resources, and align with regional drug response protocols.	Messaging, Training, Design, Product		Mid-Term	Metro	TBD
Operator and Staff Materials	Develop training and distribute printed and digital materials for operators and frontline staff to help them compassionately engage unhoused riders, explain available services, and connect riders to outreach teams.	Messaging, Training, Design, Product		Mid-Term	Metro	TBD

Workstream 36

Supervisor, Chief, & Superintendents Training & Support - Priority

Improving supervisor capacity and accountability strengthens internal trust and builds a more supportive workplace culture for operators and frontline staff. This solution area includes ensuring all supervisors receive trauma-informed training and establishing clear expectations for unbiased, fair investigations before any disciplinary action.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Trauma-Informed Supervisor Training	Have supervisors all trained in the trauma-informed training [in progress] - socialize that this is available to anyone who manages at least one person	Training		Mid-Term	Metro	$$
Bias-Free Investigations by Chiefs and Supervisors	Provide training on bias-free investigations for chiefs and superintendents, and ensure a full investigation is completed before any disciplinary decisions are made.	Training, Program, Data, Partnerships		Mid-Term	Metro	$

Workstream 37

Peer, Mentorship & Night Shift Support - Priority

Expanding operator mentorship programs builds critical peer-to-peer support, especially for new operators navigating early challenges like night shifts, isolation, and cultural or language barriers. This solution area formalizes the Mentors Moving Metro program, strengthens base-level peer connections, and re-establishes quarterly focus groups specifically for night shift staff.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Mentors Moving Metro Expansion	Expand and formalize the "Mentors Moving Metro" peer mentor program, which currently supports ~80 operators. Designed to bridge cultural and language barriers, this program serves both Bus and Rail. [in progress]	Training, Partnerships, Staffing, Messaging, Design, Program, Services	High	Near-Term	Metro	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Base-Level Peer Mentorship	Expand peer mentorship opportunities directly at transit bases.	Program, Messaging, Staffing, Partnerships, Services	High	Near-Term	Metro	$$
Quarterly Night Shift Focus Groups	Reestablish quarterly "Night Focus" support groups tailored to the needs of new operators regularly assigned to night shifts.	Program, Training, Messaging, Data, Partnerships	High	Near-Term	Metro, ATU 587	$

Workstream 38

Support for Legal Proceedings

Providing legal process support for transit employees ensures frontline workers can participate in investigations or court proceedings without fear of job-related repercussions. This solution area creates systems to offer paid time off, legal education, and emotional care for operators and staff who are subpoenaed, serve as witnesses, or experience trauma related to on-the-job incidents.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Transit Employee Support for Legal Proceedings	Develop support systems (paid time off, education, care) to help transit workers participate in legal cases related to transit crimes.	Process		Mid-Term		TBD

Workstream 39

Wellness & Trauma Recovery Support - Priority

Expanding access to wellness services strengthens trauma recovery and mental health support for all transit staff, not just operators. This solution area improves communication about EAP services, increases visibility of CuraLinc benefits, ensures early outreach after incidents, and guarantees paid time access to wellness resources. It also includes expanding trauma-informed return-to-work policies, addressing stigma, and equitably extending services to supervisors and departments beyond Bus Ops.

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
Promotion of EAP Services	Communicate across all shifts and bases that the Employee Assistance Program (EAP) has trained mental health professionals available during business hours. Address the mistrust, stigma, and confusion about how to access EAP and whether employees will be paid when using these services.	Training, Messaging, Services	High	Mid-Term	Metro	$
Early Contact from Metro Wellness	Ensure Metro Wellness is contacted at the outset of a critical incident to activate available support services. Employees emphasized the need for early outreach rather than delayed contact days later.	Program, Training, Data, Process		Mid-Term	Metro	$$

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Solution Title	Proposed Action	Solution Type	High Priority	Timeframe	Action Partners	Estimated Funding Needs*
CuraLinc Engagement	Utilization of CuraLinc mental health services remains low. Increase outreach and education about what CuraLinc offers and how to access it.	Program, Messaging, Training, Data		Mid-Term	Metro	$
Ongoing Resource Access Training	Employees need regular opportunities, not just during onboarding, to learn how to access wellness resources. Training time should be allocated throughout the year.	Program, Training, Messaging, Staffing, Process		Mid-Term	Metro	$$
Return to Work After Physical Assault	Create a clear, supported return-to-work pathway for operators who experience physical assault.	Policy		Mid-Term	Metro	TBD
Return-to-Work for Trauma or PTSD	Expand return-to-work procedures to include non-physical trauma (e.g., PTSD).	Policy		Mid-Term	Metro	TBD
Wellness Support for Supervisors and All Staff	Wraparound wellness services should be clearly extended to chiefs, first-line supervisors, and departments like Facilities and Vehicle Maintenance. Current support focuses on operators but is technically available to all; implementation should reflect that. (ex: facilities, Vehicle maintenance)	Process, Messaging		Mid-Term	Metro	TBD
Paid Access to Support Services	Employees need to be able to access mental health and wellness support during paid work hours. Uncertainty about compensation is a barrier to utilization.	Policy		Mid-Term	Metro	TBD
EAP Communication	Misinformation and stigma exist around EAP. There needs to be clear communication across shifts and bases about EAP services, including how to access them, what hours they are available, and whether use is paid.	Messaging		Mid-Term	Metro	TBD
Recruit Staff	Recruit staff for Organizational Health and Development.	Staffing		Mid-Term	Metro	TBD

* Tier 1 ($0–49K): $, Tier 2 ($50K–249K): $$, Tier 3 ($250K–999K): $$$, Tier 4 ($1M–4.9M): $$$$, or Tier 5 ($5M+): $$$$$

Monitoring, Deliverables, and Reporting

Accountability in this Implementation Plan is anchored in delivery. Each initiative and workstream is tied to a set of concrete deliverables, ensuring that commitments translate into visible progress for operators, riders, and the Council. The monitoring process focuses on tracking these deliverables, providing clarity on what has been completed, what is underway, and what requires additional attention.

Deliverable Tracking

Every workstream includes required deliverables such as the adoption of a regional Rider Code of Conduct, execution of interagency agreements, deployment of additional supervisors, installation of protective partitions, or rollout of enhanced reporting tools. These deliverables form the basis for monitoring, allowing progress to be measured against clear, tangible outputs rather than abstract measures.

Workstream Oversight

Workstreams under each initiative will be tracked against milestones and deadlines. Progress will be reported in terms of deliverables achieved, with any delays or barriers identified early. Where additional resources, coordination, or policy support are required, these issues will be elevated to the Implementation Review Group for resolution.

Reporting Cadence

The Implementation Review Group will review progress monthly, with bi-annual reports provided to the Council. Reports will highlight:
- Deliverables completed and visible improvements achieved.
- Workstreams that are on track or require corrective action.
- Resource adjustments or policy decisions needed to maintain momentum.

Transparency for Stakeholders

A progress dashboard will make the status of deliverables accessible to operators, labor partners, and agency staff. By showing what has been achieved and what is underway, the dashboard reinforces transparency and strengthens trust across the system.

Adaptive Management

Monitoring will be flexible to reflect real-world challenges. If certain deliverables face barriers due to legal, funding, or operational constraints, the Implementation Review Group will recommend adjustments while preserving the intent of the original solution. This approach ensures the plan remains both accountable and achievable over time.

Governance and Oversight Structure

The success of this Implementation Plan depends on strong governance and clear accountability. To achieve this, the Task Force recommends establishing an Implementation Review Group (IRG), a cross-sector body that will monitor progress, resolve delivery challenges, and ensure fidelity to the Council's motion.

The IRG will be composed of 12–15 members representing transit agencies, labor, local jurisdictions, law enforcement, behavioral health providers, and community organizations. Membership will also include ATU leadership and operator representatives, ensuring that those most affected by safety decisions remain central to oversight. The group will meet monthly, with a mix of virtual and in-person sessions, and will be supported by Task Force consultants who will facilitate meetings, track progress, and prepare status updates.

The IRG's responsibilities will include:

- **Reviewing and approving implementation milestones** to confirm that each workstream is completed as intended.

- **Tracking performance metrics** across staffing, training, incident response, reporting, and environmental improvements.

- **Identifying and resolving cross-agency bottlenecks** that impede timely delivery.

- **Advising on resource allocation and budget priorities,** ensuring alignment with Council directives.

- **Providing monthly status reports** to the Council and other stakeholders, reinforcing transparency and accountability.

By formalizing this governance structure, King County will ensure that the Implementation Plan moves beyond recommendations to measurable, sustained results. The IRG creates a shared space for accountability and collaboration, while maintaining direct oversight from the Council through regular briefings. This balance of cross-agency coordination and public accountability reflects the intent of Motion 16783 and the Task Force's commitment to durable impact.

Next Steps

The adoption of this Implementation Plan marks the beginning of a coordinated effort to transform transit safety across King County. Moving forward, the focus shifts from design to disciplined execution.

Immediate Priorities

In the near term, agencies and partners will begin implementing the highest-impact deliverables that can be advanced within existing resources. This includes establishing standardized incident definitions, expanding field supervision to provide operators with visible backup, and accelerating environmental improvements such as lighting upgrades at high-risk locations. These early actions will demonstrate visible progress and set the foundation for broader systemic change.

Implementation Review Group

The Implementation Review Group (IRG) will be convened immediately following adoption. This body will oversee delivery of workstreams and solutions, track progress against milestones, resolve barriers, and ensure consistent reporting to the Council and the public. Monthly reviews and quarterly reporting will provide transparency and allow for adaptive adjustments as challenges emerge.

Medium- and Long-Term Actions

Beyond immediate measures, agencies will phase in solutions that require additional funding, interagency agreements, or new capacity. This includes scaling behavioral health and outreach staffing, building regional coordination infrastructure, and implementing technology-driven reporting and data dashboards. These longer-term actions will institutionalize safety as a core feature of the region's transit system.

Shared Responsibility

Sustained success will require the ongoing partnership of operators, ATU leadership, agency executives, local jurisdictions, law enforcement, care providers, and the Council. Each has a role to play in ensuring that commitments are honored, resources are aligned, and progress is visible to the public.

Commitment to Transparency

Finally, moving forward means not just delivering solutions, but demonstrating that delivery to operators, riders, and communities. Public-facing dashboards, regular Council updates, and clear feedback loops for operators and riders will build trust and reinforce accountability at every level.

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