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matbus

12th Meeting of the MATBUS Coordination Committee

October 15, 2025 | 9:00 – 10:30 am
Location: Metro COG Conference Room/Zoom

Click here to join the meeting
Meeting ID: 890 6859 5689
Passcode: 669108

1. Call to Order and Introductions
    a. Approve Order and Contents of the Overall Agenda
    b. Review and Action on Minutes from September 17, 2025
2. Public Comment Opportunity
3. Action Items
    a. January to June Paratransit Billing Adjustment – **Cole Swingen**
    b. 2026-2030 Transit Development Plan – **Julie Bommelman and Adam Altenburg**
4. Informational Items
    a. Safety and Security Report and Assault Awareness and Prevention for Transit Operators – **Cole Swingen**
    b. Free Rides for Veterans with Military ID Starting Veterans Day 2025
5. Other Business

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Agenda Item 1b

11th Meeting of the
MATBUS Coordination Committee
September 17, 2025 – 9:00 AM
Metro COG Conference Room/Zoom

Members Present:
Deb White, Moorhead City Council, Chair
Denise Kolpack, Fargo City Commission
John Strand, Fargo City Commission
Julie Bommelman, Fargo Transit Director
Susan Thompson, Fargo Finance Director
Sebastian McDougall, Moorhead City Council
Jenica Flanagan, Moorhead Finance Director
Mike Rietz, Moorhead Assistant City Manager
Peyton Mastera, Dilworth City Administrator
Brit Stevens, NDSU Transportation Manager
Ben Griffith, Metro COG Executive Director

Members Absent:
Dustin Scott, West Fargo City Administrator

Others Present:
Christopher Cohen, Citizen
Shaun Crowell, MATBUS
Brenda Derrig, City of Fargo
Josh Gorgen, Transdev
Luke Grittner, MATBUS
Ingrid Harbo, The Forum of Fargo-Moorhead
Jean Henning, MATBUS
Aiden Jung, Metro COG
Ian McLean, City of Fargo
Linda Onstad, Citizen
Matt Pinotti, Transdev
Megan Zahradka, City of Moorhead

1a. Approve Amendments to the Agenda
Chair White suggested moving Item 3b before 3a so that the committee could discuss proposed route and service changes before the proposed 2026 budget. A motion to approve the order and contents of the agenda as amended was made by Mr. McDougall and seconded by Ms. Thompson. The motion was voted on and unanimously approved.

1b. Review and Action on Minutes from September 11, 2025
A motion to approve the minutes for September 2025 special meeting was made by Ms. Kolpack and seconded by Ms. Bommelman. The motion was voted on and unanimously approved.

2. Public Comment Period
Chair White informed the committee that time would be allotted for public comments. She noted that members of the community wishing to speak would be allotted three minutes.

Christopher Cohen, resident of Fargo, addressed the committee about the proposed 33 percent cut to MATBUS. He said he believes the cut is unfair, especially since no other city departments are facing such a large reduction. He suggested that, instead of placing the burden on one department, the budget cuts should be shared more evenly across all departments. He also proposed a few areas where cuts could be made instead, including the airport and streets budgets

Linda Onstad, resident of Fargo, spoke to the committee about the proposed budget cuts. She said the size of the cut would negatively affect the people who rely on the bus. She agreed with Mr. Cohen that the cuts shouldn't fall mostly upon one city department and should instead be spread more fairly across the city. She also pointed out that the current bus service is already at a minimum level for what the city and region needs.

3b. Proposed Route and Service Change Approval
Ms. Bommelman presented the Proposed Route and service changs. She gave a brief overview of the proposed changes:

- **Route 13:** The proposed change would reduce the frequency of Route 13. Route 13 would only depart the Ground Transportation Center at :15 after the hour. Currently Route 13 departs at :15 and :45 after the hour from 6:15 AM to 5:45 PM Monday through Friday.
- **Route 14:** The proposed change would reduce the frequency of Route 14. Route 14 would only depart the Ground Transportation Center at :45 after the hour. Currently Route 14 departs at :15 and :45 after the hour from 6:15 AM to 5:45 PM.
- **Route 15:** The proposed change would increase Route 15 from a 60-minute route to a 90-minute route to improve on-time performance. A pilot program of this change was introduced in May of 2025 to determine the effectiveness of this change.
- **Route 16:** The proposed change would eliminate Route 16 (Transit staff discussed this proposed change with the Fargo Housing Authority; with Route 14 servicing 4th Street going past the old High Rise, there were no concerns about serving the new public housing at the same location.)
- **Route 18:** The proposed change would reduce Route 18 from a 90-minute route to a 60-minute route. Route 18 would end at the Essentia Health clinic on 32nd Avenue S, and would no longer service any areas south of 32nd Avenue S. The northern portion of the route would also be adjusted to service the Cass County Jail and surrounding areas.
- **Route 20:** The proposed change would reduce Route 20 from a 60-minute route to a 30-minute route. Route 20 would only travel as far east as 42nd Street S. This would eliminate service to the Cass County Jail and surrounding areas.
- **West Acres Transit Hub:** The proposed change is to no longer utilize the West Acres Transit Hub as a transfer point for MATBUS routes. Instead, transfers would be made at the Walmart bus shelter, located at the intersection of 47th Street S and 11th Avenue S. This change would affect Route 14, Route 15, Route 20, and Route 24 (as well as Route 16 if it is not eliminated).
- **Industrial Park On-Demand Service:** The proposed change would eliminate the Industrial Park On-Demand Service.

- **Paratransit Service:** The proposed change would eliminate Sunday Paratransit services. Currently, MAT Paratransit operates from 7:00 AM to 5:00 PM on Sundays.

Ms. Kolpack expressed some confusion, noting that many of the discussions she has participated in had suggested there would be fewer changes to the system.

Chair White responded by expressing hope that the proposed adjustments would help mitigate some of the negative impacts of the significant cuts. She added that she hopes the decline in federal revenues due to reduced ridership can be offset by some of the new scenarios under consideration. She noted that some of the originally suggested cuts had already been removed from consideration after discussions with administrative staff.

Chair White expressed strong concern about the proposed service reduction on Route 13, which would cut the route in half. She emphasized that Route 13 is the second highest ridership route in the MATBUS system and serves the far north area of Fargo, which includes the highest number of individuals living under the poverty line. She strongly opposed the cut, arguing that it would disproportionately affect vulnerable populations. Additionally, she pointed out that the proposed reduction is not recommended in the current Transit Development Plan (TDP) and implementing it would go against the plan's guidance. Ms. Bommelman added that while Route 11 and NDSU routes also serve north Fargo, they do not reach as far as Route 13, and the NDSU routes only operate during the academic year.

Ms. Bommelman shared that there has been some discussion about potentially rerouting Route 14 to serve a new low-income housing complex. If this reroute occurs, it may also allow for an increase in service frequency on the route. No formal decisions have been made yet regarding these potential adjustments.

Ms. Bommelman explained that if Route 14 is rerouted as discussed, it could potentially cover the area currently served by Route 16. This would allow MATBUS to reduce redundancy while still maintaining service to key locations.

Ms. Kolpack opposed cutting Sunday paratransit service, highlighting that MATBUS received funding from the state legislature specifically to support paratransit services. She warned that cutting this service could harm the agency's long-standing relationship with the legislature. Ms. Bommelman suggested that rather than eliminating service altogether, MATBUS could reduce the number of buses in use on Sundays. Chair White noted that only ten to 12 individuals currently use the service on Sundays and suggested that a single bus might be sufficient. However, Mr. Crowell explained that a previous attempt to operate with one bus resulted in frustrated riders not having a ride. He cautioned that such a reduction may not adequately meet demand. Chair White concluded by emphasizing that the overall cost of Sunday paratransit service is relatively low and that the individuals who use it often have no other transportation options available to them.

Chair White noted that before acting on the proposed cuts that the committee should move to Item 3a and discuss the 2026 budget.

3a. MATBUS 2026 Budget Approval

Ms. Bommelman gave an overview of the 2026 budget, highlighting the 2026 budget with no service reduction, the 2026 budget that was discussed prior to September 10, and the reduction in federal 5307 revenue due to a loss of ridership. She presented two new

proposed 2026 budget scenarios which incorporate feedback from the public, the MCC, and administrative staff from Fargo and Moorhead. The budget options included:

Scenario #1
Base Budget
Summary:

- No Route 16
- No Sunday Paratransit
- No Industrial Tap Ride
- Reduced frequency on Route 13
- Potential suspension of positions (retains FTEs)

Total Revenue:

- Fargo: $3,981,524.14
- Moorhead: $4,157,501.85
- West Fargo: $445,701.28
- NDSU: $740,979.36
- **Combined Total: $9,325,706.63**

Scenario #2
Scenario #1 + Add Back Sunday Paratransit
Summary:

- Adds Sunday Paratransit service ($68,000 expense)

Total Revenue:

- Fargo: $4,028,117.51
- Moorhead: $4,168,565.74
- West Fargo: $456,330.60
- NDSU: $740,692.78
- **Combined Total: $9,393,706.63**

Scenario #3
Scenario #1 + Restore Route 13 Frequency
Summary:

- Returns Route 13 to full frequency
- Adds back ridership, revenue miles, and revenue hours ($240,000 expense)

Total Revenue:

- Fargo: $4,253,397.15
- Moorhead: $4,130,344.36
- West Fargo: $441,560.33
- NDSU: $737,404.79
- **Combined Total: $9,562,706.63**

Scenario #4
Scenario #3 + Add Back Sunday Paratransit
Summary:

- Includes full Route 13 frequency
- Includes Sunday Paratransit ($240,000 + $68,000 total expenses)

Total Revenue:

- Fargo: $4,299,989.82
- Moorhead: $4,141,408.26
- West Fargo: $452,189.64
- NDSU: $737,118.91
- **Combined Total: $9,630,706.63**

Following Ms. Bommelman's overview of the proposed 2026 transit budget changes, Ms. Thompson raised concerns regarding the estimated $240,000 cost associated with restoring 30-minute frequency on Route 13. She noted that the figure seemed high and requested that staff revisit and verify the calculation. Additionally, she pointed out that only three public comments were received regarding the proposed changes to Route 13.

Chair White responded by highlighting that the proposed reduction in Route 13 service contradicts the recommendations laid out in the Transit Development Plan (TDP), which was developed through significantly more thorough public engagement. She expressed concern that the current proposal could undermine the direction previously established in the TDP.

Ms. Flannagan added that while the projected loss in federal revenues might not have a direct impact on the 2026 budget, it could lead to more significant financial challenges in future years. She stressed the importance of considering the long-term implications of such reductions.

Chair White further emphasized that even if Route 13 frequency and Sunday Paratransit services are restored, the City of Fargo would still face a 24% budget reduction. She agreed with citizen feedback that suggested spreading budget cuts more evenly across departments rather than placing a disproportionate burden on transit services.

Ms. Kolpack noted that there was a clear breakdown in communication throughout this process. She emphasized the need to revisit the cost allocation formula in future planning efforts and stated that rebuilding trust among stakeholders must be a priority moving forward.

Chair White asked Ms. Bommelman to provide an update on internal operational changes at MATBUS. Ms. Bommelman reported that one staff position remains vacant and is expected to stay unfilled for the foreseeable future. She stated that operations have not been negatively impacted by this vacancy, making it an area where modest cost savings can be realized without affecting service.

Ms. Derrig shared concern that the actual costs associated with bringing all MATBUS drivers under City of Fargo employment might end up being slightly higher than previously estimated. Mr. Strand inquired about cost-of-living adjustments (COLA) being proposed by other jurisdictions and expressed interest in seeing a comparative overview. Ms. Bommelman noted that the City of Fargo is currently planning a three percent COLA increase. Chair White concluded the discussion by stating that there appears to be consensus around supporting Budget Scenario #4, which restores both Route 13 frequency and Sunday Paratransit service.

A motion to recommend budget scenario 4 as presented to the Fargo City Commission was made by Ms. Kolpack and seconded by Mr. Rietz. The motion was voted on and was approved 10-1.

Chair White noted that a motion still needed to be made for Item 3b.

A motion to recommend the elimination of Route 16, and the Industrial Park On-Demand Service to the Fargo City Commission was made by Mr. Rietz and seconded by Mr. McDougall. The motion was voted on and was approved 10-1.

3. Other Business

Ms. Bommelman reminded the committee of the upcoming schedule. She stated that on September 29, the recommendations voted on at the MCC meeting will be presented to the Fargo City Commission for final approval. She also mentioned that staff are still in the process of posting all job openings related to the transition of drivers to City of Fargo employment.

Chair White concluded by reminding the committee that the next MCC meeting would be Wednesday, October 15 at 9:00 AM

Chair White adjourned the meeting at 10:22 AM.

Memorandum

To: MATBUS Coordination Committee

From: Cole Swingen, Assistant Transit Director - Operations

Date: October 15, 2025

RE: ***January to June Paratransit Billing Adjustment***

During the process of gathering operational data for the 2026 MnDOT operating grant in early June 2025, it was found that Moorhead and Dilworth revenue hour and revenue mile data provided by the Via paratransit operating software was significantly lower than what was provided by Routematch (fixed route/paratransit operating software) in previous years. Custom reports that divide ridership, revenue hours, and revenue miles between the cities of Fargo and West Fargo, ND and Moorhead and Dilworth, MN were created in Via shortly after we switched to the software in June 2024. Conversations with Via staff began to determine the issue.

After bringing this concern to our Via representative's attention, he provided us access to the Shift to Ride Allocation report. This report breaks down statistics such as revenue hours, deadhead hours, revenue miles, and deadhead miles by each individual trip. By dividing revenue hours and revenue miles by rider hometowns, the totals for each city are significantly closer to what has been reported in the past. After verifying revenue hours and revenue miles through this method, it was determined that the custom reports that were previously set up were not dividing the revenue hours and revenue miles correctly.

The following shows the originally reported data and the corrected data:

Moorhead/Dilworth:

Paratransit - Revenue Hours			
	Original Value	Corrected Value	Difference
January	440.81	458.92	18.11
February	440.81	427.80	(13.01)
March	259.90	430.09	170.19
April	327.78	434.63	106.85
May	361.83	422.59	60.76
June	363.06	446.98	83.92
Total	2,194.19	2,621.01	426.82

Paratransit - Revenue Miles			
	Original Value	Corrected Value	Difference
January	5,891.25	6,627.22	735.97
February	5,891.25	6,102.09	210.84
March	3,597.52	6,501.72	2,904.20
April	4,410.67	6,542.01	2,131.34
May	5,033.71	6,438.63	1,404.92
June	4,997.26	6,796.36	1,799.10
Total	29,821.66	39,008.03	9,186.37

Fargo:

Paratransit - Revenue Hours			
	Original Value	Corrected Value	Difference
January	1,962.72	1,609.50	(353.22)
February	1,625.65	1,562.36	(63.29)
March	1,911.49	1,629.44	(282.05)
April	1,925.13	1,732.15	(192.98)
May	1,694.09	1,581.09	(113.00)
June	1,610.94	1,466.20	(144.74)
Total	10,730.02	9,580.74	(1,149.28)

Paratransit - Revenue Miles			
	Original Value	Corrected Value	Difference
January	22,332.55	20,769.56	(1,562.99)
February	30,956.41	19,958.92	(10,997.49)
March	25,912.10	21,331.80	(4,580.30)
April	26,128.34	22,641.83	(3,486.51)
May	22,966.61	20,753.48	(2,213.13)
June	22,054.42	19,262.16	(2,792.26)
Total	150,350.43	124,717.75	(25,632.68)

West Fargo:

Paratransit - Revenue Hours			
	Original Value	Corrected Value	Difference
January	393.43	415.17	21.74
February	365.60	395.38	29.78
March	311.84	423.70	111.86
April	354.78	440.91	86.13
May	340.76	393.00	52.24
June	267.45	344.33	76.88
Total	2,033.86	2,412.49	378.63

Paratransit - Revenue Miles			
	Original Value	Corrected Value	Difference
January	5,190.62	5,586.42	395.80
February	6,962.02	5,480.81	(1,481.21)
March	4,388.31	6,063.85	1,675.54
April	4,916.07	6,270.78	1,354.71
May	4,690.74	5,498.62	807.88
June	3,629.01	4,858.49	1,229.48
Total	29,776.77	33,758.97	3,982.20

These issues have caused the City of Fargo/MATBUS to bill agencies incorrectly from January 2025 through June 2025. Paratransit revenue hours and revenue miles affect the portion of monthly expenses and revenues attributed to each city as shown in the MATBUS cost allocation spreadsheet. There were also 2 minor issues affecting previous months billings that were adjusted for in this year to date August true-up of costs. After correcting data and reviewing billings from this time period it was found that:

- The City of Fargo was overbilled by **$52,679.70**.
- The Cities of Moorhead and Dilworth were underbilled by **$32,399.78**.
- The City of West Fargo was underbilled by **$18,202.09**.
- North Dakota State University was underbilled by **$2,077.83**.

Requested action: Approve the billing adjustments above and allow MATBUS staff to correct billings in October 2025.

Agenda Item 3b

METROCOG Fargo-Moorhead Metropolitan Council of Governments

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To: MATBUS Coordination Committee
From: Julie Bommelman and Adam Altenburg
Date: October 10, 2025
Re: **2026-2030 Transit Development Plan**

In July 2024, Metro COG and MATBUS contracted with Bolton & Menk to develop the 2026-2030 Transit Development Plan (TDP). The TDP is a federally and state-required document that outlines a five-year strategy for improving public transit services in the Fargo-Moorhead metropolitan area. The plan assesses current transit operations, identifies community needs, and establishes goals, performance measures, and implementation strategies to maintain and enhance service. Additionally, a Coordinated Human Services Transportation Plan was developed to review and enhance the efficiency and effectiveness of the region's transportation system and its providers.

The TDP serves as both a planning and management tool, guiding future decisions regarding service changes, future investments, and coordination with other regional transit providers and transportation plans. Public outreach was conducted throughout the planning process to ensure the plan reflects community input and priorities.

Adoption of the TDP does not directly authorize any expenditures. Future projects and funding requests will be brought forward as part of annual budget processes.

The TDP and appendices can be found on Metro COG's website:

https://fmmetrocog.org/projects-rfps/2026-2030-transit-development-plan

In the coming weeks, the TDP will be presented to local jurisdictions and Metro COG's Policy Board for approval, pending final review by state and federal partners. The public is welcome to attend any of these meetings. The schedule for these meetings is below:

- West Fargo City Commission - October 20
- Dilworth City Council - October 27
- Fargo City Commission - November 10
- Moorhead City Council - November 24
- Metro COG Transportation Technical Committee (TTC) and Policy Board - December 11 and 18

Requested Action: Pending final comments by state and federal partners, recommend approval of the 2026-2030 Transit Development Plan to the Fargo City Commission, Moorhead City Council, West Fargo City Commission, Dilworth City Council, and Metro COG's Policy Board.

Memorandum

To: MATBUS Coordination Committee

From: Cole Swingen, Assistant Transit Director - Operations

Date: October 15, 2025

RE: ***Safety and Security Report***

8/1/2025
Signal Security Report: “Two males, 1 white, 1 native, 40s/50s, became heated. Both made comments about beating the other. Signal officer [redacted] deescalated and separated. Native male left area."Second Signal Security Report 3:34 PM (attached):"Native male from previous report became aggressive and verbally abusive. Signal officer [redacted] told him he needed to leave the premises. He refused. FPD were called. Another male called an Uber and let the male come with him. Signal officer [redacted] canceled FPD call."

8/5/2025
Signal Security Report: “a homeless individual refusing to get out the bus while causing lots of noise and disturbances. he was coughing loud and scaring customers away. White make individual was drinking in the bus while refusing to leave when the bus driver initially asked multiple times thats when i was radioed & i arrived fr on the bus asked him to leave before i notified the police department which they arrived shortly in siam of 4 mins and he was escorted out the bus and trespassed throughout all Metro bus in fargo"

8/7/2025
Signal Security Report: “Standing at my post customer needed help with the 24 bus schedule luckily I was able to assist her with that. Shortly afterwards the 24 buss pull up at the mall. She just waited for the bus until the bus ready to leave at 1230."

8/7/2025
Signal Security Report: “Office [redacted] notice there was a leak at the west acres mall office front entrance beside the speaker area. Office [redacted] notified west acer mall maintenance staff. Someone will take care of the issue”

8/7/2025
Signal Security Report: “Had to calm down the writer that was upset that she almost missed her bus because no one told her the buses load in the front of GTC now due to the construction. Once I explained why the buses was loading up front and not the back they calm down and got on their correct bus."

8/8/2025
Signal Security Report: “Customer care employees told that the customer had been inside the facilities for quite some time some time and refuse to leave. Next I asked the customer are you waiting on any bus because I was told that you been here for while now so he lie and say that the customer service told him that he could stay the whole day. After that I told him I will give until 100 for you to charge your handicap chair you will have to leave unfortunately you can be here all day. The homeless left the facilities on his own will No police were involved"

8/8/2025
Signal Security Report: "Standing outside at the waiting area I noticed there was a drunk homeless guy disturbing the customers including the mate employee. I ask the guy to keep it down or leave the site but he doesn’t listen so I called the police and he got trespass from the mate bus. The incident happened at 735."

8/13/2025
Signal Security Report: “There was 3 drunk individual playing loud music on the the 15 bus disturbing the customers. Mate bus driver told to keep it down but they weren’t listening until the buss arrive at the west acre mall. Office [redacted] was told about the incident before the bus arrive at the bus station at the west acre mall. security officer [redacted] had a words with individuals to keep it down or they’ll be asked to be the bus if they won’t listen Fargo PD will be contacted and they’ll get trespass from taking the mate bus. After our conversation customer said 'We will keep it down.' After I spoke will them customer kept the noise down on the 15 bus"

8/14/2025
Signal Security Report: “Officer [redacted] went into the bathroom and found a Native American male, mid 20’s passed out on the floor. After checking pulse, and sternum rub, make was unresponsive. Checked airway and respirations, these were fine (slightly elevated) called the police and ems as he still was unresponsive. I had no radio as it was my first day (first hour as well) on the job. Ems arrived and took over. Ems hauled him off on a stretcher."

8/15/2025
Signal Security Report: “Had a de-escalate a situation with two riders yelling at each other. Once they calm down, they both got on their separate buses and left."

8/16/2025
Signal Security Report: "There was a drunk individual disturbing other customers at the mate bus station. Mate staff and myself asked him to leave but he refused to so Fargo PD was contacted about the incident. The incident took place at the lobby at 1128AM."

8/16/2025
Signal Security Report: "The incident occurred inside the mate bus waiting area at 1240. Drunk individual disturbing other customers including the staff members. He was ask to leave but refused so Fargo PD was contacted and he got trespass. The individual were taking to the Detox Center by the police. The customer was trespass from the mate buss bus station August 16 2025 PM at 1246."

8/16/2025

Signal Security Report: "S/o [redacted] noticed female, white, 25, [redacted], over the garbage and asked if she was okay. She said she was nauseous and asked for a vomit bag. S/o [redacted] informed mall security so they could call EMS while he retrieved the bag from the clinic. S/o [redacted] brought the female the bag and mall officer [redacted] came out to check on her. EMS arrived and checked her out. She didn't want to go to the hospital and waited for a bus."

8/16/2025

I came across the street after checking on a person who was reported in distress. The person was reported laying on the ground a few blocks from GTC. After completing the check, I saw 2 drivers in a heated discussion with a man. The man was in a black shirt & I believe it said [redacted] on his name tag. The drivers were trying to help me with what bus he needed. The drivers told me the man was being difficult. He was cussing at them. He told them they didn't know what the fuck they were talking about. One of the drivers told him you need bus 24. I asked him what are you looking for. He said Louis Bar on 32nd. He continued to berate me & the drivers. I tried to tell him get on route 15 & one of the drivers told him if you get on 16 it will get you to west acres faster. He then said 15 or 16 you guys are fucking idiots. I told him you're not riding today. I asked for security who was standing by the front door of GTC to come over. He did not hear me, so I called security on the radio. He still did not hear me. So, I yelled security into the radio & he finally came over. The passenger said, "Oh your calling security because I called you a name?" I instructed security to move him off the property. The man began to walk off the property into the street as I followed behind him. He said to get away from him and I stopped walking towards him as he was now in the street. He continued to yell profanities & flip me off & calling me an asshole. Drivers [redacted] & [redacted] were drivers trying to help him. [redacted] also went to [redacted] & confirmed that route 24 was correct.

8/16/2025

Signal Security Report: "Customer was trying to get on the 14 bus but the staff [redacted] told the customer that's the wrong bus you getting on while mark was trying to locate the individual to the right bus he started yelling at him during their altercation at the same time cursing mark out. Security was notified to get the customer off the property or Fargo police will contacted. Office [redacted] asked the customer to leave the property or Fargo PD will be contacted shortly after we spoke the customer left the site. No police was involved all is safe and secure."

8/18/2025

A male individual, who identified himself as [redacted], approached the window in a panicked state, complaining he was just jump robbed at the library by 4 Native American males and 2 women. He insisted we call the police immediately. When I asked for more information and advised him to wait here for police to arrive, he ran outside. An officer arrived shortly after and took information regarding the incident.

8/18/2025

Signal Security Report: "Male, 70s, white, tripped on exposed concrete step. Tumbled and hit door. Signal officer [redacted] helped him up and asked if he was alright. He said yes and went into the mall."

8/19/2025

Signal Security Report: "Bus 1220 alerted me to a individual that was intoxicated and refused to pay the bus fare when I got to the individual I asked 23 times for her to get off bus as soon as I got off the bus with her I alerted west archers that I would like a person to back me up and then they alerted me that

she might have a head injury and they have told her many of times that she's not allowed back on the property that's when I made the choice to call PD. Police ended up taking her to Sanford."

8/19/2025
Signal Security Report: "[redacted] came into the bus station but looked intoxicated. Called PD to remove him for the day. PD is handling the issue Either hospital or detox."

8/21/2025
Signal Security Report: "At the mall I had a gentleman that had been there for a hour and a half to 2 hours I had asked him multiple times if he was getting on a bus each time he told me yes but all of the busses left multiple times he still didn't get on the bus after I saw him leave his stuff on the bench again that's when I contacted my supervisor to see what I should do. And when he came back I told him he has until 5pm to get on a bus or I would have to ask him to leave after I told him he said don't tell me what to do and that's when I told him he needs to leave and he left."

8/23/2025
Signal Security Report: "Signal officer [redacted] noticed several passengers tripping over the same exposed sidewalk. Tripping hazard."

8/26/2025
Signal Security Report: "I had to ask a potential rider to stop asking inappropriate questions and annoying people in the lobby in the GTC. Had walked up to the rider asked him what bus he was getting on he told me the 15 so I sent to step outside and wait outside due to him being annoying to the other riders, waiting for their bus."

8/26/2025
Signal Security Report: "At 346 I kicked an individual out of the bus stop due to profanity and she was making a scene and has been there for 2 hours and hasn't got on a bus."

8/26/2025
Signal Security Report: "As I was getting ready to clock off I noticed a van with lights on after everyone left so I reported it to the non emergency dispatch line. Police called to check it out."

9/2/2025
Signal Security Report: "Individual with mental health issues came back to west acres when they were trespassed I then called west acres security to let them know they were back and to see what they wanted to do they wanted her to get on a bus we then determined it was best to get her back to the GTC."

9/2/2025
Signal Security Report: "I went out to check buses that's when I knocked on the drivers door to let me in I asked them if the individual is okay they advised me she was asleep I then told them I would go and wake them up I then went and tried to wake the individual up she wasn't responding at first then I ran inside to get gloves and radioed for mall security and got on the phone with 911 and ran to get a AED. Individual was transported to the hospital."

9/2/2025

Signal Security Report: "There were some disturbances with some two young guys trying to fight another passenger who came to the lobby. The signal officer was there to stop the guys from disturbing the passenger."

9/5/2025
Signal Security Report: "Security was dispatched to bus # 4171. There was a Drunk Person sleeping on the bus. I officer [redacted] asked this individual to get off the bus multiple times and he kept ignoring me. So I called Fargo PD to have him escorted off the bus. Fargo PD escorted the male off the bus."

9/5/2025
Driver [redacted] called for assistance on arrival to GTC. A passenger who was extremely intoxicated was sleeping on 3 chairs. Security arrived quickly. The security officer tried his best to get the customer off the bus. He did have to call the police. I released the other buses & went to assist the security officer. I was able to get the customer to sit up & stand up. A police officer arrived at the same time. I assisted the customer as he walked off. He lost balance & I kept him from falling. The FPD officers took over & the driver was able to load the passengers waiting. I thanked the passengers for their patience. The driver did an excellent job notifying security. Security responded quickly as did the FPD. The detox people arrived & assisted the customer off the premises. Lytx video has been downloaded.

9/6/2025
Signal Security Report: "Dispatch alerted security about an intoxicated male individual on bus 4. Signal officer [redacted] was at the bus to assist the individual out."

9/10/2025
Signal Security Report: "Guy was up set came to window and yelled at [redacted] employee .[redacted] called me up but I heard In Office and before I arrived he was gone. Left on his own."

9/10/2025
Signal Security Report: "Female smoking by buiding corner by green poles ,she went to shed other side of druve way to the shelter I asked her to move to end if the fence .female stated thats designated smoking area . I said they must have changed it before I started here .The lady had a fit out out cigarette in front if me stating, "Are u satisfied? No answer from me."

9/10/2025
Signal Security Report: "Transit at shelter out side .I noticed male not get on buses just sitting there.@ 1910 I asked him what bus number he's waiting for .He stated he's not waiting for bus ,Ai asked hi. To keep going. Guy stated nice job moving people from. area being sarcastic ,he moved on from premises."

9/12/2025
Driver requested emergency services when a passenger became irate that he would not let him and his three children ride for free. The passenger called dispatch and explained to the rider that he would need to pay and since he was using belligerent language he would need to deboard the bus. He refused to get off and continued being irate. Emergency services arrived at 4:20 and removed the passengers from the bus. [redacted], Evening Sup.: I was told by [redacted] I was needed to Route 14 at the Kmart stop. Driver [redacted] needed assistance with a passenger to get him off the bus. Police were already called. When I arrived, the passenger got off the bus when FPD arrived. Route 14 continued on route. I exited the car & the passenger came back over to speak with me. 3 to 4 officers were standing around the 2 of us as I listened. He explained he did pay for himself as he did all day today (Fri 9/12). He said she asked me to

pay for my children which no other driver had asked me to. The passenger said he did not know he needed to. He said the driver got in my personal space in the back of the bus. He said she got out her seat & walked up on me. I pulled out my camera to record her because that is my right. I explained to him that yes if the children were of age they would need to be paid for. I did apologize he had a bad experience. I asked him where he & his children needed to go. He said he was trying to get downtown to bus 13 to go home. I explained 2 more 14 buses would be coming soon. I told him I would make sure he & his children are able to board both buses. He boarded the next 14 & had no issues with the driver. I saw him again at the GTC. I made sure he was able to board the 13. He paid for himself & his children were young enough to ride free. Safety Manager [redacted] called me to check the status of the situation. She informed me she had already pulled the video. She confirmed what the customer told me. The driver did leave her seat to confront him in the back. Knowing this to be true I reminded the driver we are not to leave the safety of the driver seat. I told her it is my job to engage the customer in person. I told her I was enroute. She told me she had already got out of her seat before I got there. I told her my job is to make sure drivers are safe & I am the buffer. I told her my concern once I arrived seeing the small children. Was to get them home as safe as possible. They did not deserve to be walking along a busy street. The customer & I shook hands & I encouraged him to pay when asked. I told him I wanted him to continue to ride without this kind of interruption again. He agreed.

9/13/2025
Signal Security Report: "A individual came over causing a scene and yelling and kept asking who's my supervisor I tried to explain that my supervisor isn't here he then proceeded to raise his voice when telling me he wasn't talking to me because I asked a person to go 20 feet from the buses when smoking. Individual ended up [leaving]."

9/13/2025
Signal Security Report: "I originally went out to see what bus she was getting on after she's been here for a 1 hour and then I noticed that she had a open container of alcohol that's when I went to mark to ask about there policy on open containers and explained that the individual had it open and looked to be drunken out of when we we're trying jag to get to leave she got up from the bench and face planted against the metal framing and then me and mark decided it was best to call Fargo FD and ems. Individual was taken to detox."

9/15/2025
Signal Security Report: "[Individual] found drinking alcohol on the property. The signal officer asked the man in question to leave the shelter after seeking advice from dispatch officer."

9/15/2025
Signal Security Report: "Bus driver asked signal officer [redacted] to remove male, 40s, beard, white over smell. Male exited bus."

9/16/2025
At 11:10 a Native American Couple and child walked into the GTC and the female went to the bathroom. Then male looking agitated walked around the lobby and went back outside with the kid. He then came back in looking to be upset and went into the women’s bathroom with the kid. There was yelling and slamming of doors in the bathroom. At this point security was yelling at the man to get out of the restroom. The man then stormed out of the bath room and went out the front doors yelling something. The female then came running out of the bathroom yelling “where’s my baby?” The female then ran outside and confronted the male where they started yelling at each other. The male then grabbed and

wrapped his arm around female almost knocking over the stroller. We got the male to get off and he started to walk away shortly he came back wanting to talk to the female. We did not allow this. The female and child retreated to woman restroom. Dispatch and Security waited for FPD to arrive and they handled the situation.

9/17/2025
Signal Security Report: "Guy on phone looking for bus if number 2. He wasn't paying attention a bus came up to move up, honked twice, and never moved. a customer said move before I got there. he I asked him what he's looking for, and he stated route 2 I asked the driver route Two is on the other side, he stated yes. I passed information to customer."

9/17/2025
Signal Security Report: "Driver on bus 13 asked me to get a guy off the bus .I asked the passenger that he needs to depart the bus. I asked passenger where he is going he stated big hospital Sanford I told him we can leave the bus and ill help him get in right bus to [Sanford]. I asked employee about which bus he can take to Sanford. She said bus 15, then he needed to transfer on to bus 24 passenger was cooperating the whole time. I offered to carry a bag and escort him to next bus there was no issue."

9/17/2025
Signal Security Report: "Lady at wrong bus depo trying help her get to Grey Hound to Minneapolis MN. Talked to her male friend in phone how to get to Grey hound by bus. Asked front desk [about] location."

9/17/2025
Signal Security Report: "Manager [of MATBUS] asked for assistance that a customer may not pay. I went with the manager to bus where the customer was getting on, and he paid all ok."

9/18/2025
Signal Security Report: "Passenger reported they witnessed a different passenger had a bottle vodka when I went to go ask them they smelt like alcohol I then went to the driver to see what they wanted they said to leave as long as they are fine. Passenger was allowed to stay on."

9/18/2025
Signal Security Report: "I went to go speak to a bus driver when I noticed this individual coming from behind and the bus driver was talking to a person then comes up and jabs her fingers the bus drivers back then walk away I proceeded to go and talk with the driver she noticed me walking over there and asked me to drive her down town I told the individual that I don't drive buses and then the other bus driver told her several times that 15 would be here in 4 minutes that's when she was getting verbally aggressive I asked her to leave several times and that's when she became physically aggressive and pushed me and started trying to hit me and the bus driver and west acres security guards. Person was trespassed and arrested"

9/24/2025
Signal Security Report: "Asked young lady which bus she was waiting for she didn't answer the question. I asked her again, and she said the 14 bus, but was not happy. I was walking in that area. She had a fit because I asked about the bus she needed. I stated that if there no bus, then she had to leave. Walked away."

9/26/2025

Signal Security Report:"Incident happen elderly women fell in front of the bus station Security Guard [redacted] was there to help pick up the elderly women from the floor."

9/26/2025

[redacted] saw a man use his cane to push his daughter, then walked to her and pushed her with his hand while yelling at her. He boarded the bus, she stood outside crying. Once the driver shut the door to separate them. He then got off and yelled at her. Security and supervisors came out as he started to threaten me calling me many swear words and raised his cane to hit me. Police were called. They left the property.

Added in Transdev and Signal Security Reports:

As I was boarding passengers on route 4, I noticed an altercation with an elderly black man, who was verbally and physically abusing his companion - a youth African American. I almost didn't board him because of this. I boarded him and wanted to separate him from this girl (he treated her like a piece of meat). [redacted] came by and I motioned for her to walk this girl into the GTC. The guy got up, came up to the front and as soon as I saw him step off, I closed both doors. He started cussing at [redacted], so she called for security. [redacted] and the supervisory staff came out and this guy was full blown by that time trying to pry open the bus door. Security told me he had a bag on board and a passenger offered to give it to him., so I opened the back door. The police were called and he proceeded to curse me and the whole place. I departed and completed by shift.

"Signal Security Report: "A Elderly Man was trying to get on the bus at 318pm with his granddaughter while she was taking her time he hits her with his cane on her back 2 times to make her get on the bus so one of the MAT staff stepped in to stop it and the elderly man tried to attack her so security was called threw walkie and Security [redacted] stepped in to prevent any more issues and separate the Elderly man from his Daughter and the staff."

9/30/2025

Signal Security Report: "Around 1210, a rider/ customer([redacted]) asked for an ambulance because he was not feeling too well. So GTC dispatch called the police and ambulance. Police showed up at 1221PM and asked the customer some questions and later around 1229PM, the paramedics also showed up and took him to the hospital."

12.1-17-01. Simple assault.

1. A person is guilty of an offense if that person:

    a. Willfully causes bodily injury to another human being; or

    b. Negligently causes bodily injury to another human being by means of a firearm, destructive device, or other weapon, the use of which against a human being is likely to cause death or serious bodily injury.

2. The offense is:

    a. A class C felony when the victim is a peace officer or correctional institution employee acting in an official capacity, which the actor knows to be a fact; an employee of the state hospital acting in the course and scope of employment, which the actor knows to be a fact, and the actor is an individual committed to or detained at the state hospital pursuant to chapter 25-03.3; a person engaged in a judicial proceeding; or a member of a municipal or volunteer fire department or emergency medical services personnel unit, or emergency department worker or hospital worker, engaged in essential patient care, in the performance of the member's duties.

    b. A class B misdemeanor except as provided in subdivision a.

12.1-17-01.1. Assault.

A person is guilty of a class A misdemeanor, except if the victim is under the age of twelve years in which case the offense is a class C felony, if that person:

    1. Willfully causes substantial bodily injury to another human being; or

    2. Negligently causes substantial bodily injury to another human being by means of a firearm, destructive device, or other weapon, the use of which against a human being is likely to cause death or serious bodily injury.

RUTGERS
Edward J. Bloustein School
of Planning and Public Policy

Assault Awareness and Prevention for Transit Operators

National Transit Institute

FTA

Course Outline

- Module 1 – Defining Assault and Recognizing Operator Vulnerability
- Module 2 – Using Skills and Strategies to Prevent Assaults
- Module 3 – Seeking Assistance

Module 1

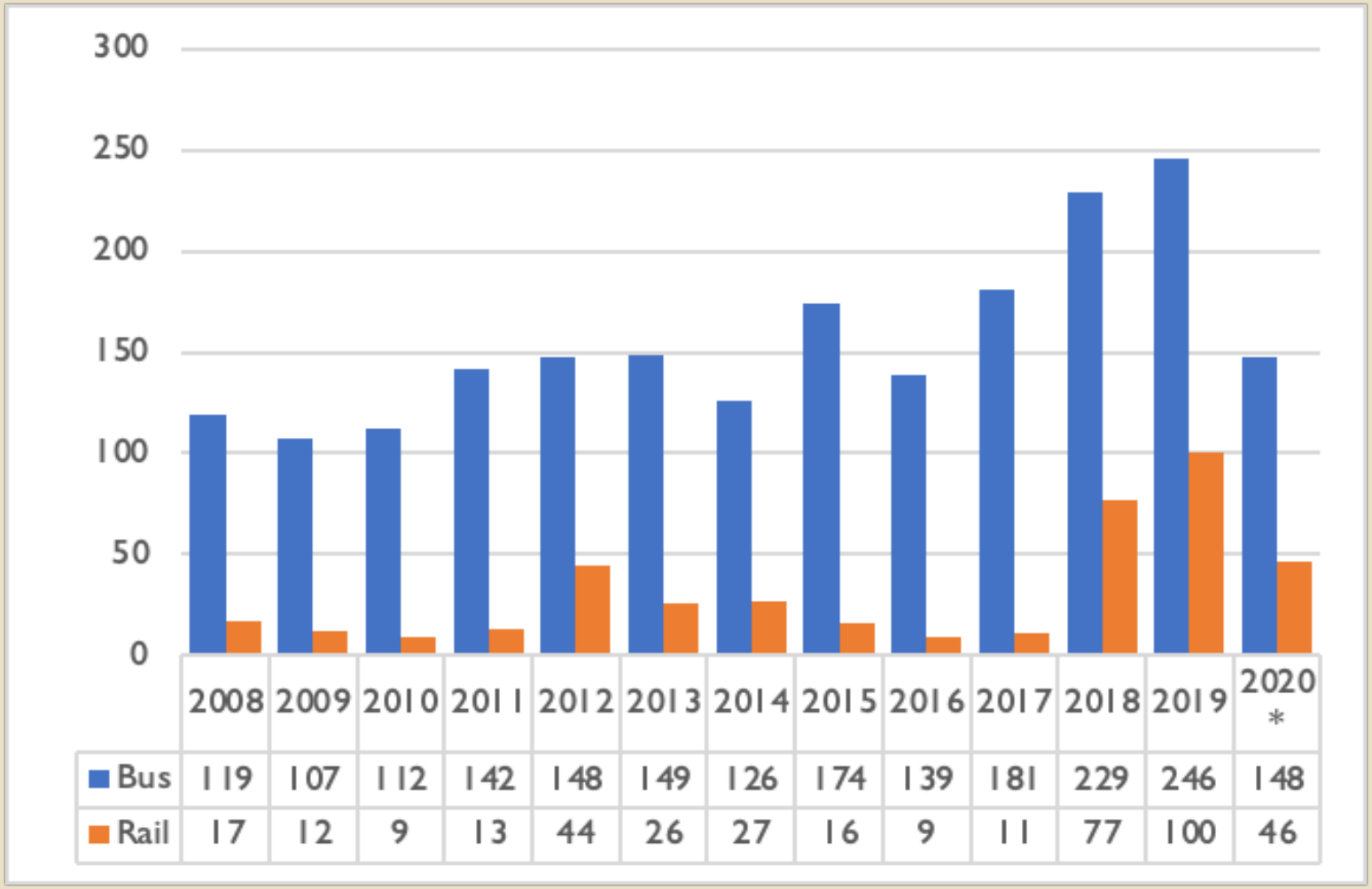
Defining Assault and Recognizing Operator Vulnerability

Objectives

By the end of this module, you will be able to:

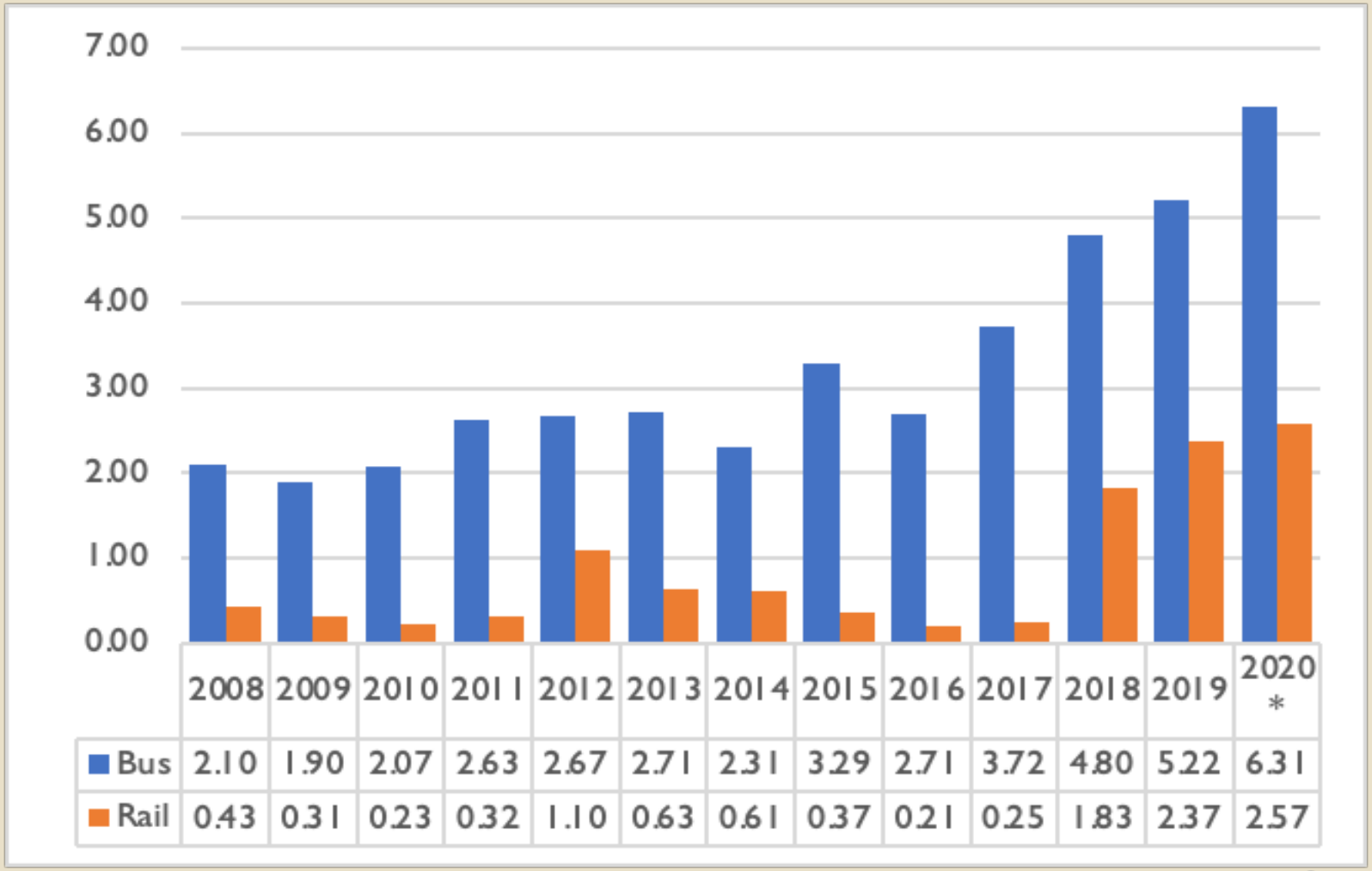
- Define what is considered assault
- Identify factors that increase vulnerability to assault incidents
- Use situational awareness to prepare for potential conflicts

Operator Assault Statistics



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 *
Bus	119	107	112	142	148	149	126	174	139	181	229	246	148
Rail	17	12	9	13	44	26	27	16	9	11	77	100	46

Operator Assault Injuries per 100M UPT



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020 *
Bus	2.10	1.90	2.07	2.63	2.67	2.71	2.31	3.29	2.71	3.72	4.80	5.22	6.31
Rail	0.43	0.31	0.23	0.32	1.10	0.63	0.61	0.37	0.21	0.25	1.83	2.37	2.57

Definition of Assault

Your agency's policies and state law may differ

For this training, assault is defined as:

"Any physical attack, harmful or offensive contact, verbal threats of bodily harm, or attempts to cause injury or bodily harm by one person towards another."

Learning Activity 1:

Is This Assault?

#1 – Is This Assault?

You repeatedly ask a passenger to change seats for another passenger who has a disability, but he refuses. After your last request, he curses at you and then punches you in the face before exiting the vehicle.

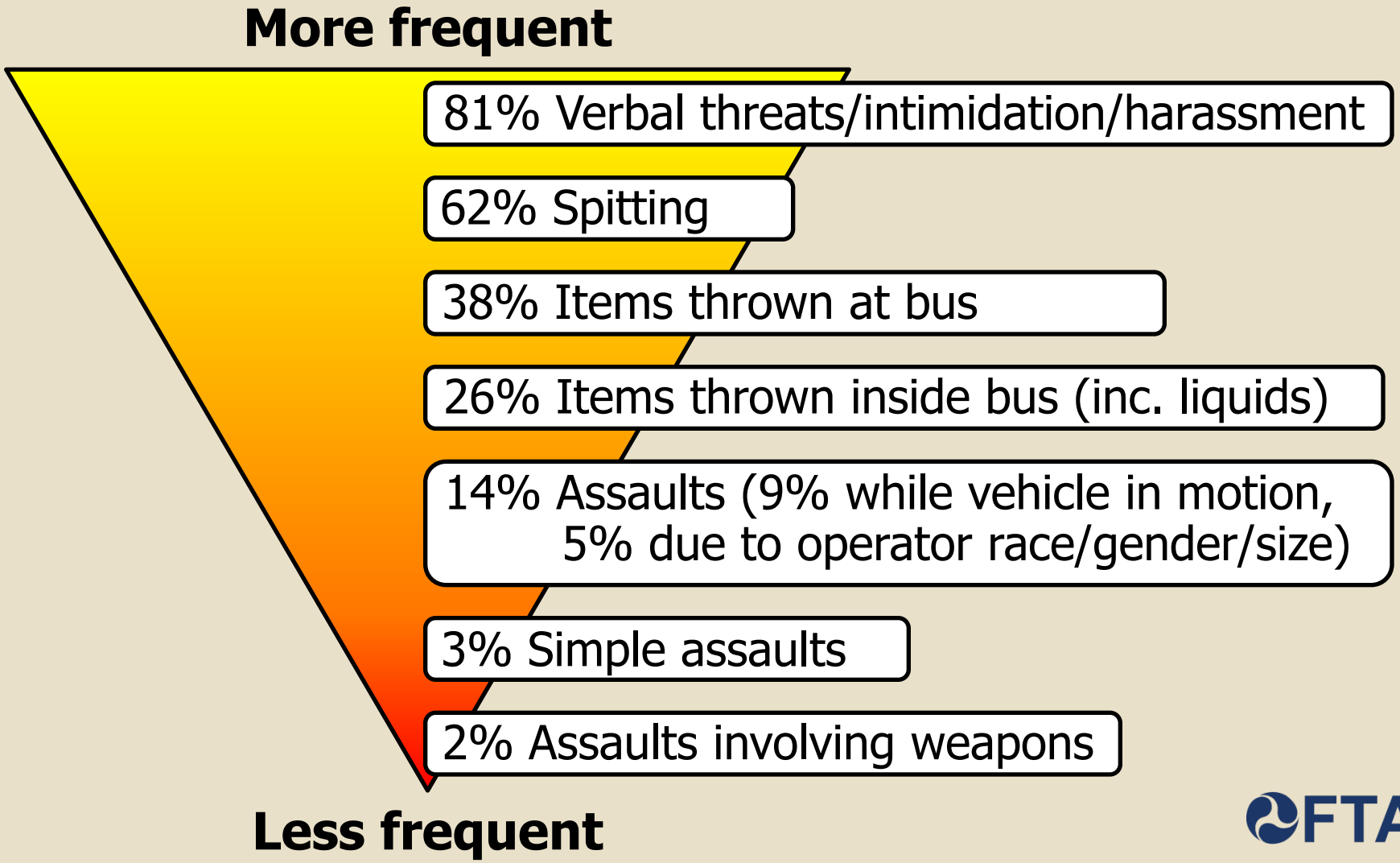
#2 – Is This Assault?

A customer is angry that the bus is late again.
As you try to explain why the bus is behind schedule, she spits at you, turns around, and walks away.

#3 – Is This Assault?

A passenger gets upset because you would not stop the bus at an unscheduled stop. When you stop the bus at the next scheduled stop, the passenger strikes you on the arm with her purse as she is exiting the vehicle.

Frequency of Assault Incidents



Why You Are At Risk

Work in community settings

Have mobile workplace

Have enforcement responsibilities (fare, policies)

Work alone

Transport passengers

Have direct contact with public

Situational Awareness and Understanding

- *Environment*
- *Time of day*
- *Passenger contact*
- *Number of passengers*
- *Emotions and behavior*
- *Route location (end of route, etc.)*

Awareness – The Environment

Construction/traffic delays

Crowded bus conditions

High-crime areas

FTA

Awareness – Time of Day

5

AM Peak Period

6

During School Runs

Midday

2

School Dismissal

PM Peak Period

- Evening
- Late night
- Early Morning

4

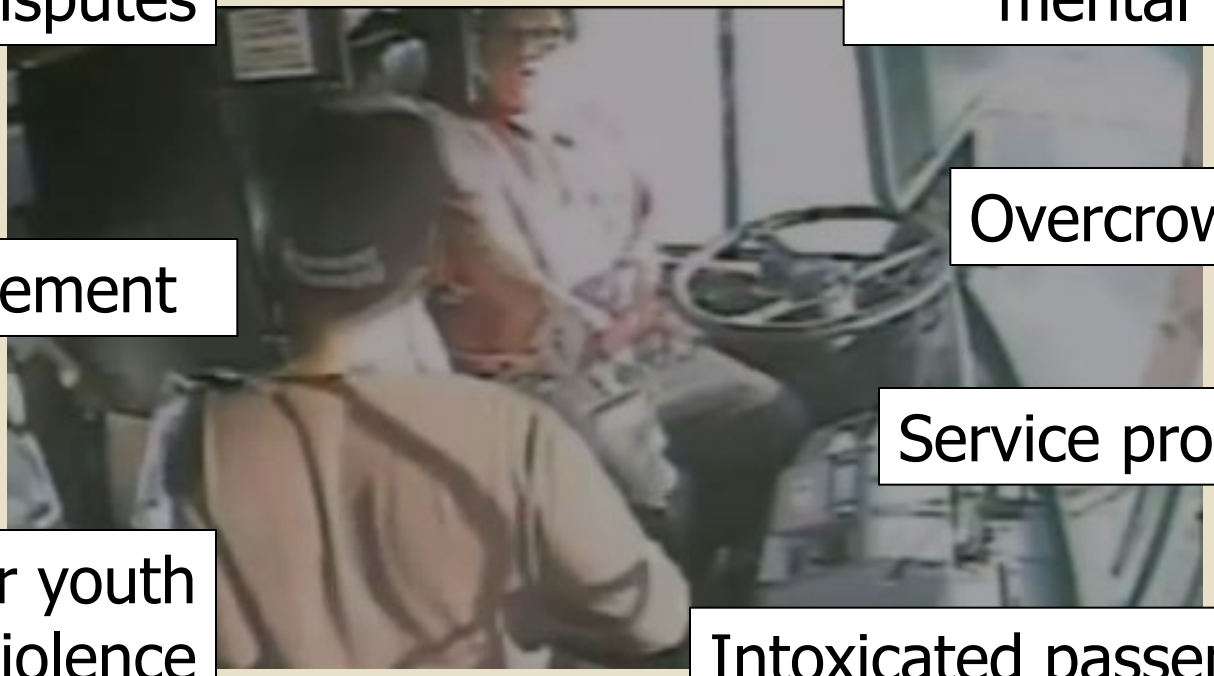
3

1

Awareness – Passenger Contact

Fare enforcement and disputes

Individuals with mental illness



Overcrowding

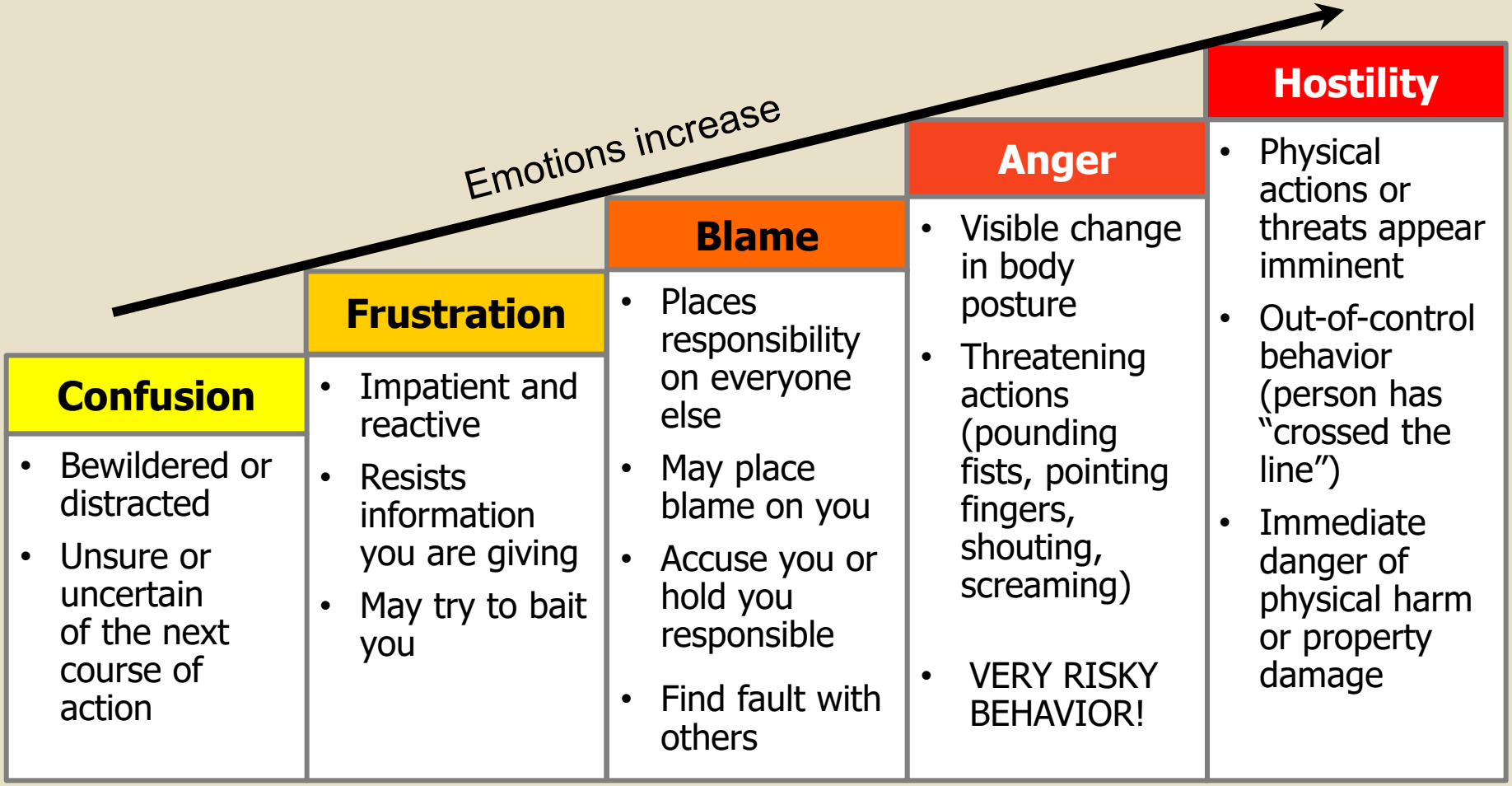
Rule enforcement

Service problems

School or youth related violence

Intoxicated passengers

Awareness – Emotions and Behavior



Did We Forget to Mention?

You have to drive the bus!

Summary

- Assaults, when defined broadly, may include both verbal and physical threats and attacks
- Fare disputes, rule enforcement, and service problems often trigger assault incidents
- Emotions and behavior can influence the number of assaults that occur
- Being aware of these factors will prepare you for appropriate responses

Learning Activity 2:

Evaluate Emotions

Learning Activity 2: Scenario 1

A passenger gets on the bus. He has an all-day bus pass. As you pull away from the curb, he asks you if you are headed toward Rose Avenue. You tell him that is the other direction. He realizes that he is going the wrong way and asks you to stop the bus so he can get off. The traffic is very heavy, and the shoulders are very narrow, giving you little space to pull over. The passenger looks nervous and keeps fingering the all-day pass.

- [x] Confused
- [ ] Frustrated
- [ ] Blaming someone
- [ ] Angry
- [ ] Hostile

Learning Activity 2: Scenario 2

Two women board your bus at the local mall. One of them swipes her fare card but doesn't pay for the second person. At the end of the ride, you say to the second woman "All riders need to pay the fare," and she begins arguing with you, stating her friend paid for her.

Both women begin arguing with you, insisting the fare was paid for both of them.

- ☐ Confused
- ☐ Frustrated
- ☐ Blaming someone
- ☒ Angry
- ☐ Hostile

Learning Activity 2: Scenario 3

You have just completed your trip and have stopped for a 15-minute layover. A passenger is asleep in the back of the bus and appears to be intoxicated.

You really have to go to the bathroom, but you don't want to leave the passenger sleeping on the unguarded bus. You tell the passenger it is the last stop, then ask him to get off the bus. He wakes up, looks at you, and drops his head and closes his eyes, saying "I'll get off in a minute."

You ask the passenger for a second time, and he asks you "Why can't I stay on the bus for a few more minutes?"

- ☐ Confused
- ☒ Frustrated
- ☐ Blaming someone
- ☐ Angry
- ☐ Hostile

Learning Activity 2: Scenario 4

You are on a long run late at night. A passenger is rambling on and using offensive language, and other passengers have moved away from the person.

You are so sick and tired of dealing with rowdy passengers, and you are not in the mood to deal with this. You have most of your shift left. You say to the passenger "*Please stop using profanity on my bus.*"

The passenger smiles at you and says "*I'll say what I want to say. It's your fault I'm missing my connection. Just mind your own business.*"

- ☐ Confused
- ☐ Frustrated
- ☒ Blaming someone
- ☒ Angry
- ☐ Hostile

Module 2

Using Skills and Strategies to Prevent Assaults

Objectives

By the end of this module, you will be able to:

- Identify behaviors that help maintain professionalism
- Decide which communication skills to use when dealing with passengers
- Practice strategies and techniques to defuse difficult interactions with passengers

You Are a Professional

- Project knowledge
- Show confidence
- Respect differences

Respond, Not React

- Passenger behavior may require your response
- "Freeze, fight, or flight" is a common reaction

Respond vs. React

Respond

- Conscious
- Thought-out strategy
- Prepared
- Emotions under control

React

- Unconscious
- Random strategy
- Unprepared
- Emotions take over

Change "reaction" to "response" by using defusing strategies

Be Careful of Your Response

Over responding includes:

- Getting frustrated by confused passengers
- Responding angrily to a frustrated passenger

Stay Cool, Calm, and Collected

- Identify your "hot buttons" and don't take "the bait"
- Practice positive self-talk

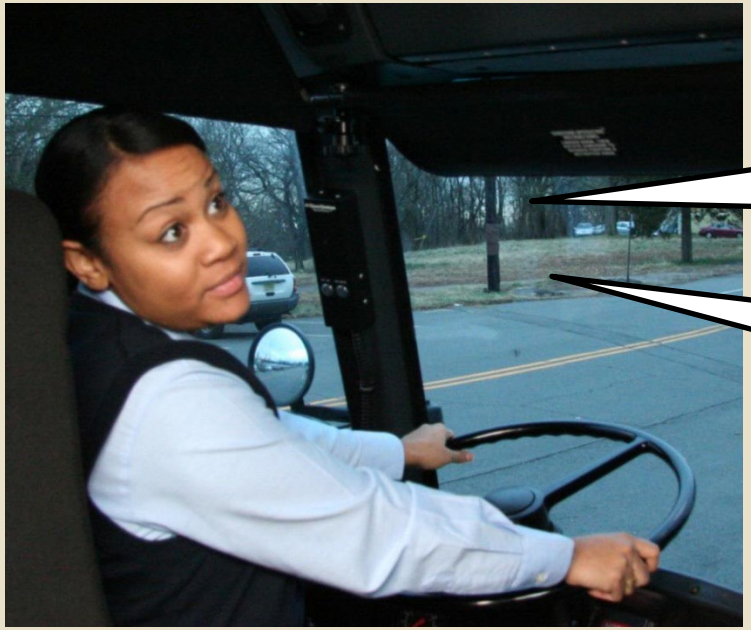
"What do you think this is, a race car? Who taught you how to drive? I can't believe I have to deal with you every day."

"Let It Go"

- You are deciding not to respond instead of ignoring the situation
- Avoidance = thought out strategy
- Based on your experience and knowing when safety or service is better served by "letting it go"

Take a Mental "Time-Out"

- Give yourself time to think about the situation



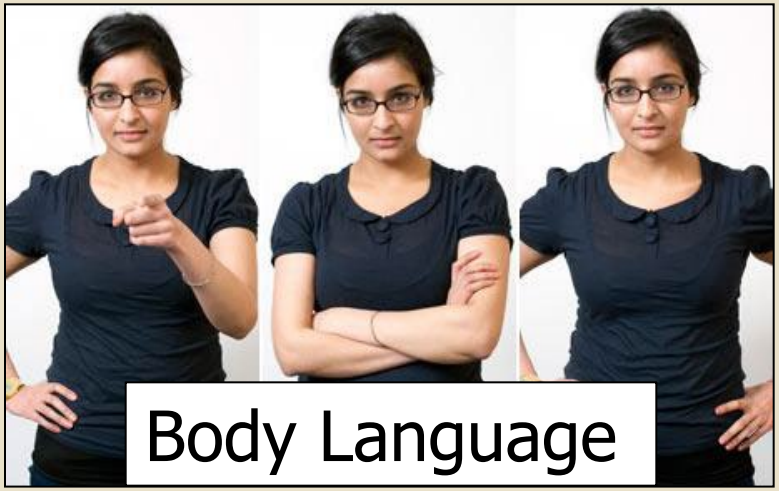
Check your Body Language

Message conveyed:

- ___% spoken word
- ___% tone of voice
- ___% body language

Expressions

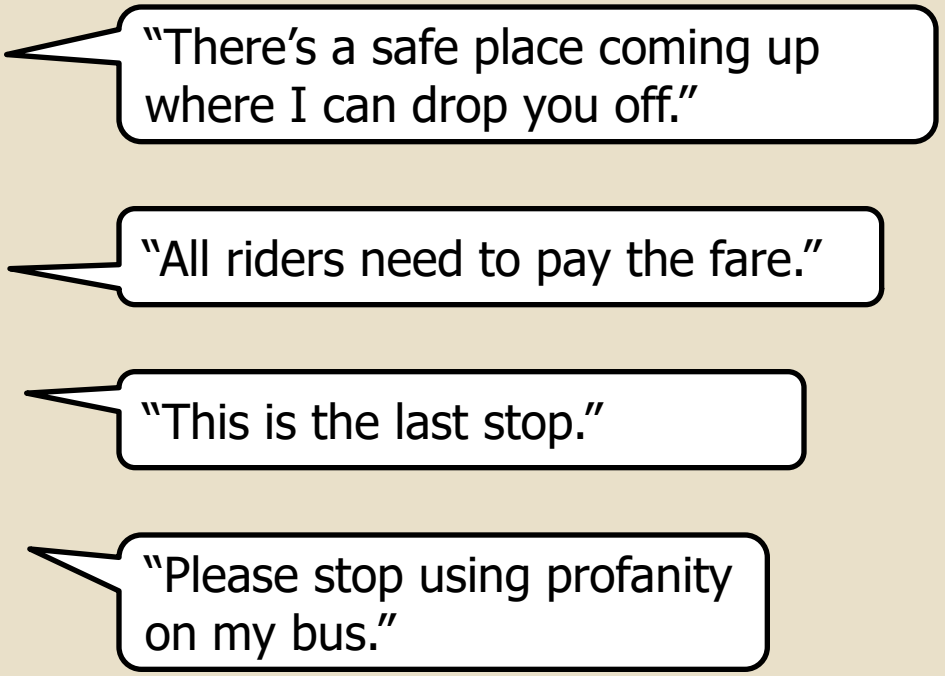
Gestures



Body Language

Check Your Tone of Voice

- Word emphasis can change meaning and instruction
- Keep voice relaxed and emotions low (lowering your voice can defuse an angry situation)
- Adjust voice volume
- Avoid sarcasm



Listen and Repeat Key Points

- Listen carefully for meaning, not what is actually being said
- Repeat the key points until you know what the issue is

"It's all about money for you, not about getting ME to work!
I tried to buy a ticket, but the #*#@!! machine is broken. It won't accept dollar bills.

Acknowledge the Person's Feelings

- Shows interest and concern
- Recognizes feelings without accepting behavior
- "You're feeling [emotion] because [reason]?"

"It sounds pretty frustrating – not being able to buy a ticket."

"The broken machine got your morning off to a rough start."

"You're _____ because _____?"

Ask Open-Ended Questions

- Ask questions to gather information
- Answering questions requires the passenger to think rather than react

"Which machine was it?"

"Are there other places to buy tickets near your stop?"

Respond Appropriately

- Right words for the right person at the right time
- Keep message short and clear
- Slow down your responses

"A ticket is required to ride the bus"

"I'll make a note to tell maintenance about the machine."

"I can take you today, but you need a ticket for tomorrow."

Offer Help, Options, or a Referral

- Offer to call and/or refer to additional resources
- Helps you to control situation while also communicating to the passenger that you empathize with her situation
- Examples:
  - "I can call dispatch to see if I can get you information about that route."
  - "Would you like a customer comment card to officially state your concerns?"

Give Choices and Consequences

Why Set Limits

- Make it clear that there are expectations for behavior
- Maintain safety of yourself and passengers
- Deescalate and bring situation under control

When to Set Limits

- When the person's behavior suggests that further conversation isn't helping
- To encourage the passenger to modify his/her behavior through his/her own choices

Giving Choices and Consequences

1. State the policy, ground rule and/or expectation of behavior
2. Present negative choice, negative consequence
3. Present positive choice, positive consequence

"I would appreciate it if you would stop cursing at me."

"If you continue to curse, I will not be able to help you."

"Stop cursing, and I'll get the information you need."

Combination of Skills and Strategies

1. Ask	*"Excuse me, would you mind putting your bags under the seat?"*
2. Explain	*"I won't be able to move the bus with bags in the aisle."*
3. Present options	*"You can move the bags, or we can wait here for a while."*
4. Confirm	*"Is there anything I can do to convince you to move those bags?"*
5. Act	*Call dispatch or wait for awhile, depending on policy.*

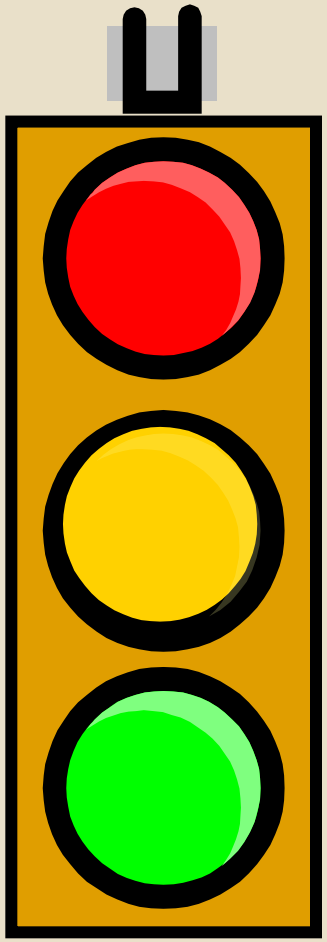
Top Five Things to Avoid Saying

1. "Calm down!"
2. "What's your problem?"
3. "I just drive the bus, I don't make the rules."
4. "If you can't follow the rules, then get off my bus!"
5. "*#!$@ you too!"
6. Avoid any sarcastic comments

Learning Activity 3:

Practicing Defusing Strategies and Techniques

Assessing Your Effectiveness



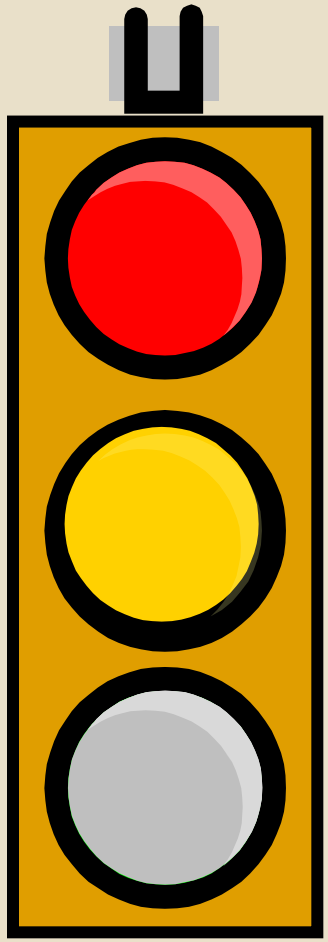
"Stop" = Ineffective Response

"Caution" = Risky Response

"Go" = Effective Response

Learning Activity 3: Card Number 1

A passenger is upset because he says he wasn't aware of the recent increase in bus fares. In response you state:

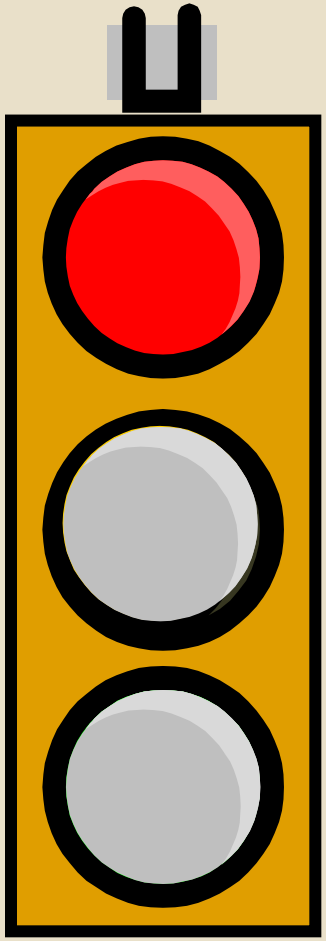


"I know it's upsetting, but a 25 cent increase really shouldn't be that big of a deal."

Learning Activity 3: Card Number 2

When teenagers in the back of the bus get rowdy and disruptive, you tell them:

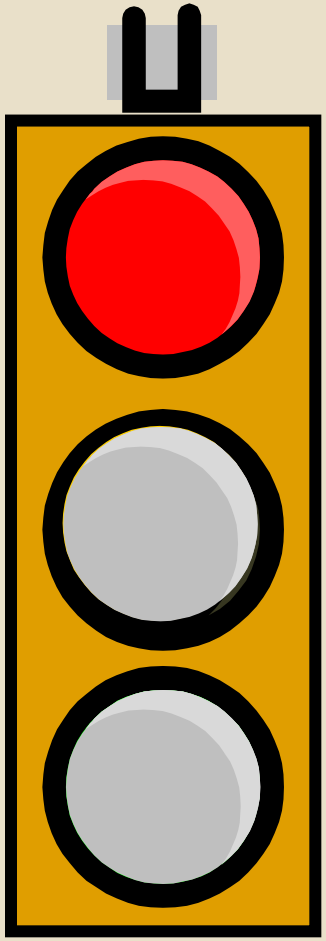
"Be quiet and settle down!"



Learning Activity 3: Card Number 3

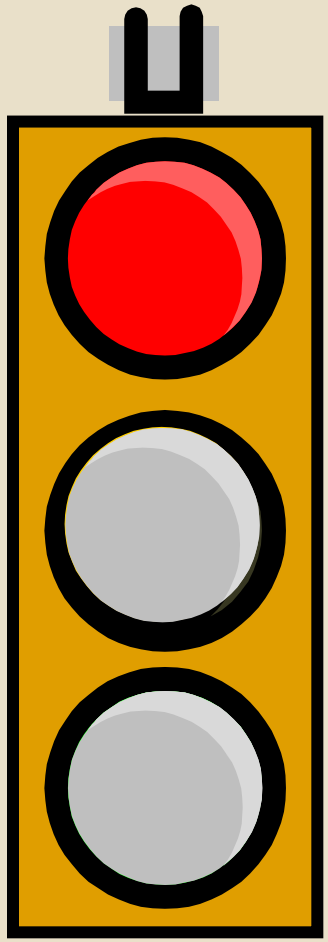
When a passenger attempts to board the bus with an open container of beer, you block the entrance and say:

"You aren't bringing that can on my bus. Alcoholic beverages aren't allowed."



Learning Activity 3: Card Number 4

A passenger gets on the bus and walks by you without paying the fare. When you ask him to pay, he tells you he is getting his change together and will pay on the way out. You then tell him:

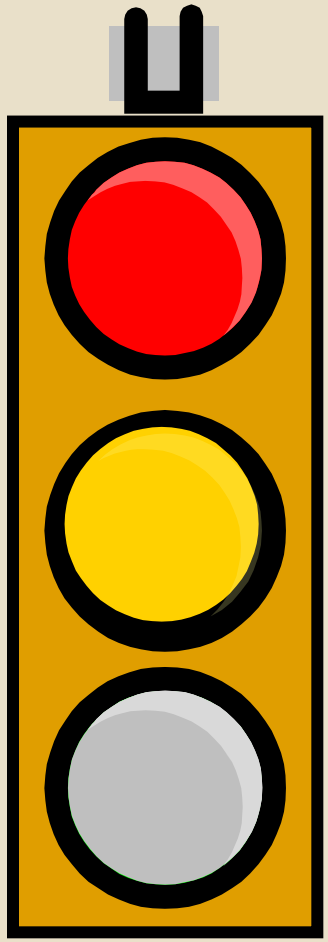


"Nobody gets a free ride, and you can either pay the fare or get off the bus."

Learning Activity 3: Card Number 5

An intoxicated passenger is being flirtatious with another passenger who appears uncomfortable with the attention the passenger is giving her. In response the bus operator says:

"Hey! Knock it off and stop bothering her!"



Summary

- Maintain self-control and don't let passengers push your "hot buttons"
- Choose how to respond based on passenger behavior and the situation at hand
- Use communication strategies and techniques to defuse passenger behavior

Module 3

Seeking Assistance

Objectives

By the end of this module, you will be able to:

- Realize the significance of reporting
- Explain the importance seeking help and/or providing assistance when there is difficulty dealing with operator assault incidents

Report All Incidents

- Follow your agency's procedures
- Write clear, accurate, and complete reports
- No report = No incident

Get Help for Yourself

- Don’t be afraid to ask for help!
- Use Employee Assistance Program (EAP), agency representatives, health resources, family, support groups

Provide Assistance to Others

- Be a good listener
- Don’t make fun of a person’s feelings
- Make referrals when possible
- You can make a difference

Summary

- Report all operator assault incidents even when physical injury has not occurred
- Seek help for yourself, or provide assistance to others, when having difficulty dealing with operator assault incidents