

# SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

# POLICE DEPARTMENT

This document is the NOBLE Management Audit Response Matrix. The NOBLE Audit Report is broken into 16 chapters of recommendations, which focuses on 25 key areas of concerns. I am pleased to report that we have accepted and have been working on implementing the majority of the recommendations. Although I feel we have made substantial progress in our efforts, we definitely still have much more work to do on re-building the police accountability and management systems from the ground up.

The following five goals were established for the organization by the BART General Manager:

1. Strengthening service to our customers (visibility)
2. Strengthening management oversight of the department (accountability)
  - a. Current policies
  - b. Formalize process for tracking policies
  - c. Assured delivery of increased training
3. Strengthening services to our communities
  - a. Cultural groups/activities
  - b. Cultural competence
4. Helping to establish citizen oversight
5. Provide support & resources to PD employees (morale)

Using the corresponding numerical number in front of the before mentioned priorities, I have categorized each of the specific recommendations from the NOBLE Audit under one of the priorities. Along with the category that the recommendation falls under, the matrix also lists the major key area of concern, a brief description of the recommendation, the page number the specific recommendation can be found on in the NOBLE Audit, the current disposition of the recommendation, any department action that has been taken regarding the recommendation, and who his responsible for follow up or follow through for the completion of each specific recommendation.

| Description | Report Page | Disposition | Department Action | Category | Committee |
|-------------|-------------|-------------|-------------------|----------|-----------|
|-------------|-------------|-------------|-------------------|----------|-----------|

Going forward, we will report out on our progress on the NOBLE Audit twice a year (June & December). We also will begin to vet our department actions regarding each recommendation through our newly established Citizen Review Board (CRB).

Chief Kenton W. Rainey

## NOBLE BART Management Audit Response Matrix

| Description,<br>(including NOBLE<br>recommendations)   | Report<br>Page | Disposition           | Department Action | Category | Committee<br>Name                   |
|--|----------------|-----------------------|-------------------|----------|-------------------------------------|
| <b>CULTURE</b>   |                |                       |                   |          |                                     |
| BART PD should form a proactive Police Advisory Board to provide non-binding feedback on proposed significant initiatives.   | 34             | Completed/<br>ongoing |                   | 3        | Chief                               |
| <b>RECRUITMENT &amp;<br/>SELECTION</b>   |                |                       |                   |          |                                     |
| BART PD should require essential signatory documents be signed by police officer candidates as a condition of employment. <ul style="list-style-type: none"> <li>• Core Values</li> <li>• Vision Statement</li> <li>• Mission Statement</li> <li>• Law Enforcement Code of Ethics</li> <li>• Canons of Law Enforcement Ethics</li> <li>• Law Enforcement Oath of Honor.</li> </ul> | 38             | Completed/<br>ongoing |                   | 5        | Chief                               |
| BART PD should establish Recruitment and Retention Advisory Council represent cross  | 39             | Completed/<br>ongoing |                   | 3        | Deputy<br>Chief<br>Glenn-<br>Davis& |

|   |    |                    |  |   |  |
|---|----|--------------------|--|---|--|
| section of private and public employees, community members and stake-holders receiving BPD law enforcement services.  |    |                    |  |   | Lt. Haight                               |
| BART PD should recruit qualified individuals from both private and public organizations who possess the following characteristics; <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Service orientated</li> <li>• Interpersonal relations</li> <li>• Team compatibility</li> <li>• Performance driven</li> </ul> | 40 | Completed/ ongoing |  | 3 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should work to build a strong relationship with the community by identifying key community and business leaders. Suggest partnerships to include military, colleges, high school counselors, community-based organizations, student associations and private customer service organizations.                          | 41 | Completed/ ongoing |  | 3 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should develop a flexible profile of an effective police officer by identifying the “most viable candidates.” BPD should identify the knowledge, skill,   | 42 | Completed/ ongoing |  | 3 | Deputy Chief Glenn-Davis & Lt. Lucarelli |

|  |    |                       |   |   |  |
|--|----|-----------------------|---|---|--|
| abilities, education, training, behaviors and traits that make an effective officer. This identifies a target upon which selection is based.                       |    |                       |   |   |  |
| BART PD should continue to conduct on-going studies on where police recruit candidates come from and why they want to work for BPD.                                | 43 | Accepted/in progress  | We are working with BART Human Resources to determine specific demographic information regarding our successful candidates Although much of the recommended information has been collected, the analysis process has not been implemented. ETA, by <u>December</u> 2012.      | 2 | Deputy Chief Glenn-Davis & Lt. Haight        |
| BART PD should analyze recruitment effort by recognizing how much the department knows about its past recruitment efforts.   | 44 | Accepted/in progress  | We are working with BART Human Resources to determine specific demographic information regarding our successful candidates Although much of the recommended information has been collected, the analysis process has not yet been implemented. ETA, by <u>December</u> 2012 . | 2 | Deputy Chief Glenn-Davis & <u>Lt. Haight</u> |
| BART PD should develop a recruitment plan that addresses the questions of whom, what qualities, where, why and how your agency will achieve its recruitment goals. | 45 | Accepted/<br>Pending  | A recruitment plan will be <u>incorporated as part of our strategic plan.</u> Recruitment/Retention Plan to be completed by <del>July 1</del> <u>December</u> , 2012, will work with CRB to complete Plan.  | 2 | Deputy Chief Glenn-Davis, & Lt. Haight       |
| BART PD should not require more than two round-trip visits to complete the entire application process for out-of-state police officer candidates.                  | 47 | Accepted/ in progress | <u>At the April 2012 test date, an out-of-state applicant was allowed to complete the written, physical and oral board testing in one day.</u>  | 2 | Deputy Chief Glenn-Davis & Lt. Haight        |
| BART PD should ensure  | 48 | Accepted              | Although we already   | 3 | Deputy                                       |

|  |    |                   |   |   |  |
|--|----|-------------------|---|---|--|
| contact is maintained with applicants for all positions from initial application to final employment disposition.  |    |                   | maintain contact with applicants we will develop a written procedure and incorporate it into our RRP (due <u>December</u> 2012) recruitment protocols   |   | Chief Glenn-Davis & Lt. Haight           |
| BART PD should adapt a customer-focused hiring philosophy through personalizing the recruitment process.   | 49 | Accepted/pending  | We are working with BART HR to determine if a written procedure is required-We are investigating industry best practices and working with BART HR to complete this recommendation. We <u>have implemented a</u> "practice" physical agility (open to all, but geared toward female candidates) to assist with successful completion of that portion of the exam... we are investigating best practices for implementing a "family orientation night," designed to inform/educate attendees about culture/expectations. We will work with CRB to look at implementing other desirable, customer-focused practices (to be codified in RRP, <u>December</u> 2012). | 3 | Deputy Chief Glenn-Davis & Lt. Haight    |
| BART PD should conduct behavioral-based interviews are recommended. Interview questions must be based on job-related knowledge, skills, abilities, behaviors and traits. | 50 | Completed/ongoing |   | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should develop a writing exercise component as part of the application process to assess written communication skills.   | 52 | Completed/ongoing |   | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |

|  |       |                   |  |   |  |
|--|-------|-------------------|--|---|--|
| A written communication standard should be set.  |       |                   |  |   |  |
| BART PD should expose recruit's family to law enforcement culture/family orientation.  | 53    | Completed/ongoing |  | 5 | Deputy Chief Glenn-Davis & Lucarelli     |
| <b>TRAINING</b>  |       |                   |  |   |  |
| BART PD should establish a Training Committee and develop a written policy to outline the composition of the committee, the duties and responsibilities of the committee and its members, the meeting schedule for the committee and designate the chairperson of the committee. | 58    | Completed/ongoing |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should establish a written directive that governs training attendance requirements.  | 59    | Completed         |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should establish a written directive that governs reimbursement to employees attending applicable training programs.   | 60    | Completed         |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should ensure that courses developed within the BART PD are routinely sent to POST for certification.  | 61    | Completed/ongoing |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| BART PD should develop and publish a directive establishing  | 62/63 | Completed/ongoing |  | 2 | Deputy Chief Glenn-                      |

|  |                 |                    |  |   |  |
|--|-----------------|--------------------|--|---|--|
| agency policy concerning remedial training.  |                 |                    |  |   | Davis & Lt. Lucarelli,                             |
| BART PD should develop and publish a directive establishing agency policy concerning the documentation of remedial training.   | 62/63 see above | Completed          |  | 2 | Deputy Chief Glenn-Davis Lt. Lucarelli Lt. Forte   |
| BART PD needs to undertake an evaluation and analysis of the Training records, maintenance protocols and system.   | 64              | Completed/ ongoing |  | 2 | Deputy Chief Glenn-Davis Lt. Lucarelli & Lt. Forte |
| BART PD should consolidate the policies and procedures relating to training (recruit and CPTN) in one directive.   | 66              | Completed          |  | 2 | Deputy Chief Glenn-Davis Lt. Lucarelli             |
| Despite the ability to waive the field training requirement for lateral entry officers, the BART PD puts each new officer through the entire program.  | 67              | Completed/ ongoing |  | 2 | Deputy Chief Fairow & Lt. Alvarez                  |
| BART PD should expand the list of courses the Training Plan to include more courses in communication, verbal judo, human diversity, handling emotionally disturbed persons, community policing, etc. | 70              | Completed          |  | 2 | Deputy Chief Glenn-Davis Lt. Lucarelli & Lt. Forte |
| BART PD should develop and publish a written directive that outlines the policy and procedures concerning  | 72              | Completed          |  | 2 | Deputy Chief Glenn-Davis Lt.                       |

|  |    |                   |  |   |   |
|--|----|-------------------|--|---|---|
| in-service, shift briefing and advanced training.  |    |                   |  |   | Lucarelli & Lt. Forte   |
| BART PD should develop and publish a written directive describing the policies, procedures and purposes of shift/roll call training.   | 74 | Completed/ongoing |  | 2 | Deputy Chief Fairow Lt. Lucarelli & Lt. Forte                   |
| BART PD should develop and publish a written directive describing the policies, procedures relating to specialized assignments and any pre-or post-training required for the position.   | 75 | Completed/ongoing |  | 2 | Deputy Chiefs Hartwig & Glenn-Davis, Lt. Lucarelli & Lt. Alkire |
| BART PD should develop and publish a written directive that documents the training requirements for all SWAT Team training.  | 76 | Completed/ongoing |  | 2 | Deputy Chief Fairow & Lt. Franklin                              |
| BART PD should develop and publish a directive devoted to the training requirements for non-sworn employees.   | 77 | Completed/ongoing |  | 5 | Deputy Chief Glenn-Davis & Lt. Lucarelli                        |
| Using the Training Plan as a foundation, establish a career development plan and publish a written directive outlining the policies and procedures associated with the plan. This plan should help employees of the BART PD in either their vertical or horizontal career plan development aspiration goals. | 78 | Accepted/pending  | <u><a href="#">A career development plan has been drafted and submitted for review by Command Staff, to be finalized by December 2012.</a></u> | 5 | Deputy Chief Glenn-Davis <u><a href="#">Lt. Haight</a></u>      |
| Defensive Tactics  | 79 | Completed/ongoing |  | 2 | Deputy Chief  |



|  |    |                               |  |   |   |
|--|----|-------------------------------|--|---|---|
|  |    |                               |  |   | Glenn-Davis<br>Lt.<br>Lucarelli                               |
| Training Unit to be Commanded by Lieutenant and staffed by civilians.        | 79 | <u>Accepted/pending</u>       | BPD does not accept the recommendation to civilianize the Unit at this time, <u>it is our intent to assign a dedicated lieutenant to the training unit.</u>  | 2 | Chief Rainey,<br>Deputy Chief Glenn-Davis & <u>Lt. Haight</u> |
| Increased supervisory focus on COPPS/POPs. And directed patrol activities.   | 79 | Completed/ongoing             |  | 2 | Deputy Chief Fairrow  |
| Executive Training   | 79 | Completed/ongoing             |  | 5 | Chief & Deputy Chief Glenn-Davis                              |
| Community Policing   | 79 | Completed/ongoing             |  | 2 | Chief & Deputy Chief Fairrow                                  |
| Evaluation of SWAT   | 80 | Accepted/pending              | Evaluation will be completed by the end of the <u>December</u> 2012  | 2 | Chief & Deputy Chiefs   |
| Evaluation of Tactical Unit  | 80 | Accepted/pending              | Evaluation will be completed by the end of the <u>December</u> 2012  | 2 | Chief & Deputy Chiefs   |
| Evaluation of Revenue Protection   | 81 | Do not recommend at this time | No action taken  | 2 | Chief   |
| Fare Evasion (Also see Racial Profiling Policy, Report pg. 121, Audit pg. 9) | 81 | Accepted/in progress          | Lexipol Policy #419 developed. <u>We have developed a comprehensive program and training curriculum with the Consortium for Policing Leadership in Equity (CPLE) to prevent bias-based policing and racial profiling. CPLE Training, review, and analysis began the 1<sup>st</sup> quarter of 2012. . A majority of patrol</u> | 2 | Deputy Chief Glenn-Davis & <u>Lt. Haight</u>                  |

|  |    |                          |  |   |  |
|--|----|--------------------------|--|---|--|
|  |    |                          | <u>personnel have received the training, and the remaining will be trained by September 2012.</u>  |   |  |
| Visibility   | 82 | Accepted/<br>ongoing     | <u>Beginning January 2012, officers have increased their patrol train rides to 3 per shift. Officers will increase their patrol train rides to 4 train rides per shift by December 2012.</u>   | 1 | Chief &<br>Deputy<br>Chief<br>Fairrow                            |
| BART PD should utilize a formal in-depth post-training academy designed to provide any information which is not ideally suited for the basic training academy, but would be advantageous to understanding prior to beginning field training. | 84 | Completed/<br>ongoing    |  | 2 | Deputy<br>Chiefs<br>Fairrow,<br>Glenn-<br>Davis &<br>Lt. Alvarez |
| BART PD should implement a leadership succession plan to assist in the development of supervisors' decision-making and leadership skills as it relates to preventing racial profiling.   | 86 | Completed/<br>ongoing    |  | 5 | Chief &<br>Deputy<br>Chief<br>Glenn-<br>Davis                    |
| <b>EQUIPMENT</b>   |    |                          |  |   |  |
| BART PD should implement RAILS because the various systems and equipment located in the old center are not integrated.   | 89 | Accepted/<br>in progress | New CAD & RMS scheduled to come online during FY <u>12-13</u> and we will evaluate whether the system adequately addresses the recommendation. Project management meetings are held and attended by BPD and IT consultants, staff. Various Dispatch personnel and Supervisors are receiving ancillary training | 2 | Deputy<br>Chief<br>Hartwig &<br>Carissa<br>Goldner               |

|   |    |                               |  |   |  |
|---|----|-------------------------------|--|---|--|
|   |    |                               | (leadership/supervision/ Comm Policing; tactical; communications, etc.)  |   |  |
| Communications with BART PD & BART IT<br><i>See below sections from page 93 &amp; 94</i>  | 93 | Complete/ ongoing             | Monthly information exchange meetings are held between BART PD & BART IT; the COP regularly attends (next meeting to be held July 2012)  | 2 | Chief<br>Deputy Chief<br>Hartwig & Carissa Goldner         |
| BART PD and BART IT must improve communications. BART PD should form its own Information Technology and Support Unit.                     | 93 | Do not recommend at this time | No action taken  | 2 | Chief  |
| BART PD should train on RAILS and other related systems must be provided to all appropriate BART PD employees.                            | 93 | Accepted/ pending             | No action taken due to the new CAD & RMS scheduled to come online during FY <a href="#">12-13</a> . Training will occur when RAILS is implemented.   | 2 | Deputy Chiefs<br>Hartwig,<br>Glenn-Davis & Carrisa Goldner |
| All personnel assigned to the communication center should be certified by the Association of Professional Communication Officers (APCO).. | 93 | Do not recommend at this time | All Dispatch personnel are POST certified and receive a minimum of 24 hrs. CPT every two years One dispatcher is CIT trained, two are on the Trauma Response Team.<br><a href="#">All dispatchers will receive CIT training as available classes are identified.</a> | 2 | Deputy Chief<br>Hartwig                                    |
| MDT's should be installed in all appropriate BART PD vehicles.  | 93 | Completed/ ongoing            | New CAD & RMS scheduled to come online during FY <a href="#">12-13</a> ; we will evaluate whether the system adequately addresses the recommendation. Officers are trained in the proper use of the MDTs during the FOCUS Program.                                   | 2 | Deputy Chief<br>Hartwig & Carrisa Goldner                  |
| MDT Policy  | 94 | Completed                     |  | 2 | Deputy Chief<br>Hartwig & Lt. Alkire                       |

|   |     |                               |  |   |  |
|---|-----|-------------------------------|--|---|--|
| Need for a back-up communication center and computer system.  | 94  | Do not recommend at this time | In the event we are unable to dispatch from the Integrated Security Response Center (ISRC), we have the ability to dispatch calls from a remote trailer located at one of our satellite facilities and from a location within Contra Costa County. However, we will continue to review our practices | 2 | Deputy Chief Hartwig & Carissa Goldner |
| BART PD should consider hand-held computers to facilitated completion of reports and streamline data entry.   | 94  | Do not recommend at this time | No action taken  | 2 | Deputy Chief Hartwig & Carrisa Goldner |
| BART PD should consider implementing Compstat process and using new RAILS technology  | 94  | Accepted/ongoing              | New CAD & RMS scheduled to come online during FY <b>12-13</b> . The <b>CompStat process has been implemented, beginning January 2012, and coinciding with the implementation of zone policing.</b>   | 2 | Deputy Chief Fairow                    |
| BART PD should consider having a liaison with the Northern California Regional Intelligence Center in San Francisco and the Joint Terrorism Task Force. | 94  | Completed/ongoing             |  | 2 | Deputy Chief Hartwig & Lt. Franklin    |
| Basic Radio Communication   | 97  | Completed/ongoing             |  | 2 | Deputy Chief Fairow                    |
| Procurement   | 102 | Completed/ongoing             |  | 2 | Deputy Chief Hartwig                   |
| Firearms/Sig Sauer  | 105 | Completed                     |  | 2 | Lt. Franklin                           |

|  |     |                                      |   |   |  |
|--|-----|--------------------------------------|---|---|--|
|  |     |                                      |   |   | & Range Master   |
| Does not agree with the practice of BART Officers being permitted to purchase their own "on-duty" pistols. (other than Sig Sauer)          | 106 | Accepted/pending                     | <u>New officers are issued Sig Sauer 40, prior officers must maintain current weapon, no changes in duty weapon allowed.</u>                                      | 2 | Chief & Deputy Chiefs  |
| Does not recommend that officers be permitted to carry back-up weapons.  | 106 | Accepted/pending                     | Back-up firearms were eliminated by the interim COP. However, the current COP is still reviewing this recommendation. Will be completed <u>December</u> 2012      | 2 | Chief & Deputy Chiefs  |
| Recommend that officers carry triple retention holsters which will provide safety for officers and general public.                         | 106 | Accepted/pending                     | Although the COP accepts this recommendation in concept it is still under review.<br><u>All new officers are issued triple retention holsters.</u>                | 2 | Deputy Chief<br>Glen Davis & Range Master                      |
| An evaluation of the viability and usefulness of a SWAT unit should be assessed.   | 107 | Not recommended at this time/Pending | The need for a SWAT Team is being evaluated by the COP and will be completed by <u>December</u> 2012  | 2 | Chief & Deputy Chiefs  |
| Not all Radio Patrol Cars are equipped with shotguns, they are optional equipment which properly trained and qualified officers may carry. | 107 | Accepted/in progress                 | All officers are trained in shotgun procedures. Shotguns will be required to be utilized in all active marked patrol vehicles. Complete by <u>December</u> 2012.. | 2 | Deputy Chief<br>Hartwig & Deputy Chief<br>Fairow               |
| BART PD should purchase a <b>Firearm Simulator (FATS)</b> or other similar technology  | 107 | Completed                            |   | 2 | Chief,<br>Deputy Chief<br>Glenn-Davis & Deputy Chief<br>Fairow |
| Directive #68 is outdated and needs to be revised.   | 107 | Completed                            |   | 2 | Deputy Chief<br>Hartwig<br>Lt. Alkire                          |
| Recommends that  | 107 | Accepted/                            | BPD has increased re-   | 2 | Deputy   |

|   |     |                              |   |   |   |
|---|-----|------------------------------|---|---|---|
| oversight be given regarding the firearms re-qualification of police officers.  |     | Pending                      | qualification requirements to a minimum of 12 hours, annually. Lexipol Policy 312 (Sect. 312.4.5) will be amended to codify the requirement that officers returning from extended leave re-qualify prior to their return to duty. Sect. 312.4 will be amended to codify the requirement for Active Shooter training. All revisions will be completed by <u>December</u> 2012. . |   | Chief Glenn-Davis, Lt. Franklin & Range Master        |
| Each officer should be issued their own TASER. Does not recommend allowing employees to purchase their own Taser.   | 108 | Completed                    |   | 2 | Deputy Chief Hartwig & Lt. Alkire                     |
| The use of <b>40 MM chem. Launchers</b> does not appear practical.  | 108 | Completed                    |   | 2 | Deputy Chief Hartwig & Deputy Chief Fairrow           |
| All practice ammunition should be lead-less during prequalification or practice.  | 109 | Not recommended at this time | We do not shoot at an in-door facility so this is not an issue  | 2 | Deputy Chief Glenn-Davis, Lt. Franklin & Range Master |
| Police communications' center needs to be reviewed and rewritten to address several serious issues such as: <ul style="list-style-type: none"> <li>• Access control</li> <li>• Policy review</li> </ul> | 110 | Not recommended at this time | The Communication Center is now located in a secure, access controlled environment. Access by Treasury personnel is limited (for the approved purpose) and strictly controlled. Response actions completed.   | 2 | Deputy Chief Hartwig                                  |
| <b>FACILITIES AND MAINTENANCE</b>   |     |                              |   |   |   |
| BART PD should move to a more professional  | 116 | Accepted/ in progress        | <u>Potential locations have been identified and are</u>   | 5 | Chief, Deputy   |

|  |     |                          |   |   |  |
|--|-----|--------------------------|---|---|--|
| building with adequate space to accommodate its headquarters staff and clerical personnel.   |     |                          | <u>being reviewed. Relocation committee team visited five Bay Area police departments; San Bruno Pd, Belmont Pd, San Mateo Pd, Concord Pd and Walnut Creek Pd to view their departments layout and facilities.</u>                                    |   | Chief Hartwig<br><u>Lt. Haight</u>                 |
| BART PD must push for a new police facility to house the command and clerical staff. Roll call is being held in a small room with no windows or air vents. The facility lacks adequate room for the staff which must utilize it.   | 117 | Accepted/<br>in progress | Currently working with BART Real Estate and Maintenance on recommendations, BPD meets regularly with Facilities Working Group regarding <del>on</del> this subject. BPD delivered a list of priorities for satellite facilities to the Working Group. | 5 | Chief,<br>Deputy Chief Hartwig & <u>Lt. Haight</u> |
| The BART PD satellite facilities are in dire need of renovation, replacement, or rebuilding. The low quality of these facilities an effective working environment serves as a disabling factor for all the employees working in them. It also creates a perception that the BART administration does not value their contribution to the BART mission. | 118 | Accepted/<br>in progress | <u>Property identified at the building above the Berkeley BART station as suitable for a police report writing room. BART Real Estate finalizing contract expect property to be available to BART Pd by July 15, 2012.</u>                            | 5 | Chief,<br>Deputy Chief Hartwig & <u>Lt. Haight</u> |
| <b>RACIAL PROFILING</b>  |     |                          |   |   |  |
| BART PD should establish and implement a racial profiling policy that is known and adhered to by all members of the police department.   | 121 | Completed                |   | 2 | Deputy Hartwig & Lt. Alkire                        |
| The Chief of Police should conduct annual internal reviews of the  | 123 | Accepted/<br>in progress | Signed a Letter of Intent to work with the Consortium for Policing Leadership in  | 2 | Chief,<br>Deputy Chiefs &                          |

|  |     |                       |  |   |                                      |
|--|-----|-----------------------|--|---|--------------------------------------|
| policies and procedures to determine if policy or procedural changes need to be made when applicable.  |     |                       | Equity (CPLÉ) to develop a comprehensive program to address biased-based policing and racial profiling in-progress. BPD personnel interviews completed; additional CPLÉ assessment scheduled<br>CPLÉ has visited BART and completed internal and external stakeholder interviews. BART Legal is reviewing CPLÉ/BART MOU. Once the MOU has been signed we will work with CPLÉ to develop a comprehensive fair and impartial policing program. BPD command staff, sergeants and FTO's attended Fair and Impartial Policing Training. |   | Lt. Alkire                           |
| To protect the officers from unwarranted accusations of racial profiling and misconduct the BART PD should establish policy and procedure for the enforcement of fare evasion. | 124 | Completed             |  | 2 | Deputy Chief Hartwig & Lt. Alkire    |
| All officers of the BART PD should receive training on racial profiling.   | 125 | Accepted/ ongoing     | <u>A majority of patrol personnel have received the CPLÉ training, and the remaining 39 officers will be trained by September 2012. BPD to sponsor training of in-house (Dept.) trainers for F &amp; I Training in 2012.</u> BPD to sponsor training of in-house (Dept.) trainers for F & I Training in 2012.  | 2 | Deputy Chief Glenn-Davis, Lt. Haight |
| The BART PD should stop conducting racial profiling training in  | 127 | Accepted/ in progress | We will continue to use POST DVDs to facilitate racial profiling training; In  | 2 | Deputy Chief Glenn-                  |



|  |     |                          |   |   |  |
|--|-----|--------------------------|---|---|--|
| DVD format and initiate instructor led training.   |     |                          | addition, we will include instructor-led training in this area. We are moving to use of POST offered on-line training that will phase out the DVD-CPTN. In addition, all command officers have received Fair & Impartial Policing Training; and sergeants and FTO's are currently receiving this training. <u>The majority of patrol personnel have received</u> related training from CPLE In addition, BPD to sponsor training of in-house (Dept.) trainers for F & I Training in <u>December</u> 2012. |   | Davis, <u>Lt. Haight</u>                                   |
| The BART PD should develop a written directive governing shift briefing training to keep officers up-to-date on current policies and law enforcement strategies to prevent racial profiling. | 128 | Completed                |   | 2 | Deputy Chief Glenn-Davis<br>Lt. Alkire                     |
| The BART PD should develop and implement an Early Intervention (EI) management system to obtain information of potential patterns of at-risk conduct involving all sworn officers.           | 130 | Completed/<br>ongoing    |   | 2 | Deputy Chief Glenn-Davis, &<br>Lt. Lucarelli               |
| The BART PD should expand their current data collection method.  | 131 | Accepted/<br>in progress | CPLE has visited BART and completed internal and external stakeholder interviews. We have completed a CPLE/BART MOU. We are working with the CPLE to develop a comprehensive fair and impartial policing program.   | 2 | Chief,<br>Deputy Chief Glenn-Davis &<br>Fairow and Hartwig |

|   |     |                           |   |   |   |
|---|-----|---------------------------|---|---|---|
|   |     |                           | BPD command staff attended Fair and Impartial Policing Training and our supervisors (sergeants and FTOs) are currently attending a F&I training course. <a href="#">Expanded bulletin on law enforcement contacts produced monthly.</a> |   |   |
| The Chief of Police should develop a directive regarding the development of community outreach programs.  | 135 | Completed/<br>in progress |   | 4 | Chief                                     |
| <b>INTERNAL AFFAIRS</b>   |     |                           |   |   |   |
| <ul style="list-style-type: none"> <li>• Strict guidelines should be developed and all personnel should be held accountable for receiving any complaint against a police officer, documenting the complaint and notifying the supervisor.</li> <li>• Department fails to track use-of -force incidents</li> <li>• Achieving transparency and attaining public trust are goals that must be pursued</li> <li>• Transform into</li> </ul> | 139 | Completed/<br>ongoing     |   | 4 | Deputy Chief Glenn-Davis, & Lt. Lucarelli |

|   |     |                       |  |   |   |
|---|-----|-----------------------|--|---|---|
| <p>a verifiable policing culture of fairness, openness, problem-solving and community engagement.</p> <ul style="list-style-type: none"> <li>• Policy should indicate that complaints may be originated in person, from a toll free line, mail, email, third parties, or any other source.</li> <li>• Complainants should be notified by mail to acknowledge receipt of their complaint, when investigation is completed and notified of finding in writing.</li> </ul> |     |                       |  |   |   |
| <p>BART PD should conduct employee evaluations at least once annually<br/>Supervisors should use performance evaluations to encourage positive behavior and to correct unacceptable behavior by ensuring that appropriate actions are</p>   | 142 | Completed/<br>ongoing |  | 2 | Deputy Chief<br>Hartwig &<br>Lt. Alkire |

| taken.  |     |                          |  |   |   |
|---|-----|--------------------------|--|---|---|
| <p>It is recommended that BPD enhance its community outreach efforts relative to IA by implementing the following:</p> <ul style="list-style-type: none"> <li>• 24-hour toll free number</li> <li>• BART PD mailing, internet and toll-free number available within transit system</li> <li>• Citizen compliment form developed</li> <li>• Other informational material describing complaint process in English and Spanish</li> <li>• On-duty officers required to carry complaint forms</li> <li>• Community outreach program to inform public about department and Internal Affairs function</li> <li>• Develop a procedure for</li> </ul> | 145 | Accepted/<br>in progress | <p>We have completely revamped our complaint process. Complaint/Commendation forms are available on the BART website; the forms are also available in the five core languages. The forms are located in IA, OIPA, station agent booths, all BPD reporting facilities, and all patrol vehicles. Patrol personnel are encouraged to carry the forms on their person. We will be seeking permission to “house” forms in the various public libraries of the cities that BART traverses.</p> <p>In addition to the information being included in our brochures and on the website, BPD’s complaint/commendation process is also outlined in the OIPA brochure and website. We will seek to have the information placed in the CRB brochures and on their website.</p> <p>BPD has presented information about the IA function via public CRB meetings and District’s Police Review Committee. BPD has also begun publishing an Annual Report, and this report is currently on the BPD website. In addition, BPD has developed brochures in five languages. These brochures are made</p> | 4 | Deputy Chief Glenn-Davis , <a href="#">Lt. Haight</a> |

|  |     |           |   |   |                                   |
|--|-----|-----------|---|---|-----------------------------------|
| <p>monitoring phone lines to ensure courtesy and respect</p> <ul style="list-style-type: none"> <li>Supervisors to conduct audit trails using questionnaires and telephone follow-up.</li> </ul>   |     |           | <p>available to the public.</p> <p>Although BPD does randomly monitor some in-coming calls, we will develop a policy and procedure for randomly monitoring in-coming calls (to Dispatch and IA), on a regular basis. This will be completed by July 2012.</p> <p>Chief Rainey is currently exploring audit processes for use at BPD. It is expected that a process will be in place shortly after the implementation of the Geographical Accountability/Area Command structure... eta for completion <u>December</u> 2012</p> |   |                                   |
| <ul style="list-style-type: none"> <li>BART should maintain a sufficient supply of policy manuals to distribute to each employee whose duties are affected by the policy and procedure document</li> <li>In-service classes should be conducted by supervisors to review and reinforce the contents of the policy manual</li> <li>BART should</li> </ul> | 147 | Completed |   | 2 | Deputy Chief Hartwig & Lt. Alkire |

|   |     |                      |  |   |  |
|---|-----|----------------------|--|---|--|
| consider enrollment in CALEA accreditation process.   |     |                      |  |   |  |
| <ul style="list-style-type: none"> <li>• Citizens must be permitted to initiate complaints or provide feedback on an officers performance of duty</li> <li>• Confidentiality is crucial to the success of the internal affairs function. Files should be maintained in a secure area</li> <li>• BART police brochure should be maintained at all police facilities, trains, public libraries, patrol cars and other places accessible to the public</li> <li>• BART police compiles limited statistical data regarding the internal affairs function</li> </ul> | 149 | Accepted/<br>pending | <p>Lexipol Policy 1020 has been implemented. The Policy is detailed and provides information on who investigates citizens' complaints; procedures to notify the relevant executive leaders of complaints, and other detailed information about the complaint/commendation process. Defined dispositions for IA cases are outlined in the Policy. Citizens may initiate complaints or provide feedback on personnel via a variety of methods (in writing; fax; in person, at a variety of locations; via telephone, etc.)</p> <p>Due to compromised security and privacy, IA has relocated to the Lake Merritt BART Facility. The IA Office is locked/secured, with "one-way" glass; it is accessible via a secondary entrance. Files are maintained in the secured IA office in locked cabinets. Complaint/Commendation forms are available on the BART website; the forms are also available in the five core languages. The forms are located in IA, OIPA, station agent booths, all</p> | 4 | Deputy Chief Glenn-Davis & <a href="#"><u>Lt. Haight</u></a> |

|  |  |  |   |  |  |
|--|--|--|---|--|--|
| <ul style="list-style-type: none"> <li>• IA policy should define who investigates citizens' complaints</li> <li>• Policy should be clear by listing procedures to notify the executive leadership of the department of complaints against officers or the department</li> <li>• Complainant should be notified of status of investigation if not completed after 30 days</li> <li>• IA to issue written notice to subject officer.</li> <li>• A specific policy should be developed listing the procedures and prohibition of obtaining medical or laboratory examinations, photographs, participation in</li> </ul> |  |  | <p>BPD reporting facilities, and all patrol vehicles. Patrol personnel are encouraged to carry the forms on their person. We will be seeking permission to "house" forms in the various public libraries of the cities that BART traverses.</p> <p>BPD has implemented a robust statistical data collection system. IA Pro tracks Uses of Force, complaints, and can be used to identify emerging trends and patterns, individually and Department-wide. BPD now creates and distributes a detailed annual report. Detailed information is also provided to the OIPA. The report is on the BPD website. In addition, limited statistical data is provided to the CRB.</p> <p>Due to limited staff (two investigators), the BPD rejects the recommendation to advise parties of the status of an investigation that is more than 30-days old.</p> <p>IA currently issues advisory notices to subject officers.</p> <p>Policy 1020 (Section 1020.6.1) will be amended to address the use of photographs, line-up participation, and</p> |  |  |
|--|--|--|---|--|--|

|   |     |                   |   |   |  |
|---|-----|-------------------|---|---|--|
| <p>a line-up, financial disclosure statements and polygraph examinations.</p> <ul style="list-style-type: none"> <li>• Have defined dispositions for IA cases.</li> </ul>   |     |                   | polygraphs in IA investigations, by <u>December</u> 2012. |   |  |
| BART PD should develop and implement a computerized early intervention system.  | 153 | Completed/ongoing |   | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |
| <ul style="list-style-type: none"> <li>• Employees receive basic IA training</li> <li>• Train recruits in professionalism communications, customer service and cultural diversity</li> <li>• IA should provide training to recruits at police academy</li> <li>• All supervisors should receive mandatory leadership training</li> <li>• Department should track all training information</li> <li>• Officers should</li> </ul> | 155 | Completed/ongoing |   | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |



|   |     |                   |  |   |  |
|---|-----|-------------------|--|---|--|
| <p>receive the highest caliber of community policing training from outside experts</p> <ul style="list-style-type: none"> <li>• Field supervisors should spend most of their time in the field</li> <li>• Training officers should be among the best trained officers in the department.</li> </ul> |     |                   |  |   |  |
| <p>BART PD adopt a traditional discipline approach which supports the concept of progressive discipline and contain the required elements of basic law enforcement disciplinary procedures.</p>   | 157 | Completed         |  | 2 | Chief & Deputy Chiefs                    |
| <p>BART PD should develop a written directive that establishes the staff inspection function.</p>   | 158 | Accepted/ongoing  | Monthly Inspections are performed; however, a written directive will be completed in <u>December</u> 2012. | 2 | Deputy Chief Hartwig                     |
| <b>DISCIPLINE</b>   |     |                   |  |   |  |
| <p>Early Warning and Disciplinary System</p> <ul style="list-style-type: none"> <li>• The agency should consider significant modifications to the agency disciplinary system as the current</li> </ul>  | 162 | Completed/ongoing |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli |

|  |     |                          |   |   |   |
|--|-----|--------------------------|---|---|---|
| <p>disciplinary process does not provide for an effective Early Warning or early Intervention program</p> <ul style="list-style-type: none"> <li>The agency should adopt a more traditional police discipline system.</li> </ul> |     |                          |   |   |   |
| <b>COMMUNITY CONFIDENCE</b>  |     |                          |   |   |   |
| Community Survey of BART PD  | 167 | Accepted/<br>in progress | BART Customer Access Department conducts random surveys of commuters' perceptions of BART PD and public safety. CPLE and BPD to complete additional community surveys | 3 | Chief<br>Deputy Chief<br>Fairow<br>Lt. Alkire       |
| Patrol Priorities  | 168 | Completed/<br>ongoing    |   | 1 | Chief &<br>Deputy<br>Chief<br>Fairow                |
| It is recommended that BART PD continue to maintain a transit police agency.   | 180 | Accepted                 | No Action Required  | 5 | Chief   |
| BART PD needs to establish a coordinated Community Outreach Program with a clear champion.   | 182 | Completed/<br>ongoing    |   | 3 | Chief,<br>Deputy<br>Chief<br>Hartwig &<br>Lt. Forte |
| BART PD should try alternative patrol strategies.  | 183 | Completed/<br>ongoing    |   | 1 | Chief,<br>Deputy<br>Chief<br>Fairow &<br>Lt. Forte  |
| BART PD should be able to monitor and gauge the needs of the customers.  | 184 | Completed                |   | 1 | Chief,<br>Lt. Franklin<br>Sgt. Dixon<br>& Lt.       |

|  |     |                          |  |   |  |
|--|-----|--------------------------|--|---|--|
|  |     |                          |  |   | Alkire<br>Chief  |
| BART PD needs to develop clear communications plans for officer interaction.   | 186 | Accepted/<br>in progress | Command staff attend briefings, trainings, meetings, and ride trains when practical Recently the Chief completed "all hands" meetings to meet with all police personnel in discussion.   | 5 |  |
| BART PD should reevaluate the Police Substation concept to see if this is still a viable option.   | 187 | Accepted/<br>In progress | We established a centralized 24 hr. Watch Commander's position in January 2011. The Zone Commander position <u>was established, beginning</u> in January 2012 to allow for geographic accountability The substation concept remains viable due to geographical considerations and continues to be reviewed | 2 | Deputy<br>Chief<br>Fairrow &<br>Lt. Ledford              |
| <b>CIVILIAN<br/>OVERSIGHT</b>  |     |                          |  |   |  |
| BART PD needs to review the entire organizational structure to lessen the span of control for the Commanders/Deputy Chiefs and create additional positions to lessen the amount to headquarters administrative responsibility and allow the Lieutenants to go in the field | 189 | Completed                |  | 4 | General<br>Manager                                       |
| <b>USE OF FORCE</b>  |     |                          |  |   |  |
| Use of force policies should be captured in a single use of force directive to avoid confusion and ensure a consistent response by agency members when a use of force event  | 199 | Completed                |  | 2 | Deputy<br>Chief<br>Glenn-<br>Davis &<br>Lt.<br>Lucarelli |

|   |     |                       |                    |   |   |
|---|-----|-----------------------|--------------------|---|---|
| occurs.   |     |                       |                    |   |   |
| Complete a comprehensive, single use of force policy review and identify all definitions and conditional terms of weaponless and less-lethal force.   | 202 | Completed             |                    | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli              |
| BART PD's prohibition of the use of "warning shots," policy is consistent with accepted police practices.<br>BART PD's policy is consistent with accepted police practices.                     | 204 | Accepted              | No Action Required | 2 | Deputy Chief Glenn-Davis & <a href="#">Lt. Haight</a> |
| BART PD should incorporate the various policies governing use of force into a single comprehensive policy to both reduce confusion and provide easy to find guidance in this critical area.     | 205 | Completed             |                    | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli              |
| The intent of this standard is to minimize the severity of obvious injuries and non-visible trauma commonly associated with weapons and hand-to-hand tactics.                                   | 208 | Completed             |                    | 2 | Deputy Chief Hartwig & Lt. Alkire                     |
| The purpose of establishing a clear and consistent use of force or response to resistance reporting system within an agency is to provide effective review and analysis of use of force events. | 211 | Completed/<br>ongoing |                    | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli              |
| A single use of force policy, including a standard reporting and review process of each   | 217 | Completed             |                    | 2 | Deputy Chief Glenn-Davis &                            |

|  |     |                      |  |   |   |
|--|-----|----------------------|--|---|---|
| incident involving a use of less-lethal and weaponless force should be employed by the agency.   |     |                      |  |   | Lt. Lucarelli                                       |
| BART PD's policy is consistent with accepted police practices  | 222 | Accepted             | No Action Needed   | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli            |
| Combine the various policies into a single use of force mechanism.<br><br>Develop an annual written examination for use of deadly and non-lethal force with mandated "satisfactory" pass level.                | 223 | Completed/ongoing    |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli            |
| BART PD should conduct an annual analysis of all use of force events.  | 229 | Completed/ongoing    |  | 2 | Deputy Chief Glenn-Davis & Lt. Lucarelli            |
| It is necessary for officers to know when and how detained suspects are to be restrained and when, where, and how particular restraining devices are to be employed, including special and prohibited methods. | 231 | Accepted/in progress | Done (with the exception of the audit component).<br><br>Mandated per Lexipol Policies 306 & 308, and reinforced via annual AOT and other periodic training.<br><br>DC Fairow will ensure the implementation of the audit component by <u>December</u> 2012. | 2 | Deputy Chief Fairow Glenn-Davis & <u>Lt. Haight</u> |
| <b>MANAGEMENT CONTROL</b>  |     |                      |  |   |   |
| BART PD should require that 80% of its manpower work during  | 236 | Accepted/in progress | Lexipol policy 216 (adopted 10/13/11) speaks to staffing levels, and provides for  | 2 | Deputy Chief Fairow &                               |

|  |     |                              |  |   |   |
|--|-----|------------------------------|--|---|---|
| special events or occasions when there will be heavy usage of the transit systems, train stations, or parking lots.  |     |                              | recommended minimum staffing. It does not, however, speak to minimum staffing of special events. An 80% staffing requirement appears to be a contractual issue, absent emergency situations, which will be reviewed prior to the next contract negotiations (expected in 2013) with the affected associations. |   | Lt. Ledford                             |
| CALEA Accreditation  | 237 | Not Recommended at this time | No action at this time   |   | Chief                                   |
| It is recommended that the BART PD add the job of Deputy Chief.  | 238 | Completed                    |  | 2 | Chief                                   |
| The BART PD should establish a system of daily accountability for all employees to ensure the Mission major goals of the agency and performance standards are being achieved. A daily activity report might be used to critique the officers' work load and activity during a shift. | 239 | Completed/ongoing            |  | 2 | Deputy Chief<br>Fairow &<br>Lt. Ledford |
| The BART PD should decrease the geographic span of control for first-line supervisors and increase the number of first-line supervisors to allow for adequate supervision of patrol shifts.  | 240 | Completed/ongoing            |  | 2 | Deputy Chief<br>Fairow &<br>Lt. Ledford |
| All BART police supervisors should develop and adopt audit mechanisms (line inspections) for calls for   | 241 | Completed/ongoing            |  | 2 | Deputy Chiefs<br>Fairow, &<br>Hartwig   |

|  |     |                          |   |   |  |
|--|-----|--------------------------|---|---|--|
| service, activity reports and relevant police reports to uncover possible police misconduct.   |     |                          |   |   |  |
| <b>OPERATIONS</b>  |     |                          |   |   |  |
| The Chief of Police should facilitate a stakeholder group to develop a Mission Statement that describes the organization's function and purpose and how that purpose will be achieved. | 244 | Completed                |   | 5 | Chief,<br>Lt. Franklin<br>& Sgt.<br>Dixon  |
| The Chief of Police should develop a Vision Statement that describes where the department is headed within the next three to five year period.   | 245 | Completed                |   | 5 | Chief,<br>Deputy<br>Chief<br>Glenn-<br>Davis,<br>Lt.<br>Lucarelli<br>and Lt.<br>Franklin |
| BART PD should revise their Core Values which identify the conduct and the character exhibited at every member of the organization while achieving the Mission.                        | 246 | Completed                |   | 5 | Chief,<br>Lt. Franklin<br>& Sgt.<br>Dixon  |
| BART PD should develop a multiyear plan which outlines its major goals and mission.  | 247 | Accepted/<br>in progress | A SP Committee, consisting of a cross section of BPD personnel, was formed; the committee <u>has completed their proposed draft of the SP and members of the committee are presenting the plan throughout the Department. SP will be approved and adopted by December 2012.</u> | 5 | Chief &<br>Deputy<br>Chief<br>Glenn-<br>Davis  |
| BART PD should develop a written directive system that indicates how policies  | 248 | Completed/<br>ongoing    |   | 2 | Deputy<br>Chief<br>Hartwig &<br>Lt. Alkire   |

|   |     |                          |  |   |   |
|---|-----|--------------------------|--|---|---|
| and procedures are developed and implemented.   |     |                          |  |   |   |
| BART PD should provide training on its updated All Hazard Plan(s) for responding to critical incidents, such as natural and man-made disasters.   | 249 | Accepted/<br>in progress | <u>The majority of Command Staff completed ICS 300 and 400 in May 2012. Remaining Lts, will complete by December 2012.</u><br><u>The majority of sergeants completed ICS update in June, remaining sergeants will complete by December 2012.</u> | 5 | Chief &<br>Lt. Franklin                               |
| BART PD should enhance their record management system to be able to capture sufficient data to effectively capture officer contact and track crime  | 250 | Accepted/<br>in progress | New CAD & RMS scheduled to come online during FY <u>12-13</u> . Comp Stat process <u>has been</u> implemented.   | 2 | Deputy<br>Chiefs<br>Fairow &<br>Hartwig               |
| BART PD should have a written directive establishing crime analysis procedures.   | 251 | Completed                |  | 2 | Deputy<br>Chief<br>Fairow &<br>Hartwig                |
| Training on pursuit driving should be frequent and robust. Training on the pursuit policy entails frequent discussion and review for the police pursuit policy and procedures during shift briefings, in addition to annual in-service training sessions, including a written test. | 252 | Completed/<br>ongoing    |  | 2 | Deputy<br>Chief<br>Glenn-<br>Davis & Lt.<br>Lucarelli |
| BART PD should create the position of <u>Police Spokesperson</u> in order to have a representative from the police department   | 256 | Completed/<br>ongoing    |  | 2 | Chief   |



|   |                  |                                    |  |   |   |
|---|------------------|------------------------------------|--|---|---|
| communicate directly with the community under the authority of the BART Media Relations Office.   |                  |                                    |  |   |   |
| BART PD officers should focus more time on being visible on the platforms and riding the trains during proactive time.  | 257<br>(See 182) | Completed/<br>ongoing              |  | 1 | Chief,<br>Deputy<br>Chief<br>Fairrow  |
| BART PD should implement training and develop a policy for Department members in addressing subjects that suffer from mental illness.   | 258              | Completed/<br>ongoing              | <u>Hired "Crisis Intervention Outreach Consultant" in June 2012.</u>                                     | 3 | Chief,<br>Deputy<br>Chief<br>Hartwig<br>Fairrow &<br>Glenn<br>Davis & Lt.<br>Lucarelli &<br>Lt. Forte |
| <b>BART PD EMPLOYEE SURVEY</b>  |                  |                                    |  |   |   |
| Job Motivation  | 261              | Accepted/<br>pending               | Survey tool(s) pending review/development  | 5 | Chief &<br>Deputy<br>Chiefs   |
| <b>PROMOTION</b>  |                  |                                    |  |   |   |
| <ul style="list-style-type: none"> <li>• Written exam</li> <li>• Assessment center</li> <li>• Oral interviews</li> <li>• Review of last performance evaluation</li> <li>• Chief use rule of three to five of the top candidates.</li> </ul> | 306              | Completed/<br>ongoing              | <u>Promoted 5 lieutenants and 7 sergeants in the past three months.</u>                                  | 5 | Chief &<br>Deputy<br>Chiefs   |
| BART PD should review the credit history of all police recruits more critically.  | 307              | Accepted/No<br>action at this time | <u>Applicant credit histories are critically reviewed when assessing the viability of the candidate.</u> | 5 | Deputy<br>Chief<br>Glenn-<br>Davis & Lt.<br><u>Haight</u>   |
| BART PD should develop a written directive that defines its   | 308              | Completed/<br>ongoing              |  | 5 | Chief &<br>Deputy<br>Chiefs   |

|  |                |                       |  |   |   |
|--|----------------|-----------------------|--|---|---|
| role in the promotional process for sworn personnel.   |                |                       |  |   |   |
| BART PD should develop a written directive that vests in an identifiable position the authority and responsibility for administrating the agency's role in the promotion process for sworn personnel | 309<br>See 308 | Completed/<br>ongoing |  | 5 | Chief &<br>Deputy<br>Chiefs                         |
| BART PD should develop a written directive that describes all elements and procedures used in each promotional process.  | 310<br>See 308 | Completed/<br>ongoing |  | 5 | Chief &<br>Deputy<br>Chiefs                         |
| BART PD should consider adding an updated background check, evaluating performance appraisals, and an assessment center to the promotional process.  | 311            | Completed/<br>ongoing |  | 5 | Chief &<br>Deputy<br>Chiefs                         |
| BART PD should develop a written directive that establishes criteria and procedures for the development and use of eligibility lists, if any, for sworn positions.                                   | 312            | Completed             |  | 5 | Chief &<br>Deputy<br>Chiefs                         |
| BART PD should modify its policy and procedures to permit lateral entry hires for all promotional ranks.   | 313            | Completed             |  | 5 | Chief   |
| BART PD should develop a written directive that requires at least a six-month probationary period for all sworn personnel who are promoted, with   | 314            | Completed             |  | 5 | Deputy<br>Chief<br>Glen Davis<br>& Lt.<br>Lucarelli |

|                         |  |  |  |  |  |
|-------------------------|--|--|--|--|--|
| any exceptions defined. |  |  |  |  |  |
|-------------------------|--|--|--|--|--|