

---

# Chapter 15

## BART PD Employee Survey

---





## **BART Police Department Employee Survey**

### **SUMMARY**

The following is a general summary of the strongest responses received by BART PD employees to topics within the Employee Survey.

- a. The majority of employees indicated that their job motivation is low. [Question 1]
- b. Effective communication needs to be established by management with line personnel. [Question 2]
- c. The majority of employees desire increased involvement in decisions that affect them. [Question 3]
- d. The majority of employees believe there is a greater need for appropriate job-related training for personnel. The employees the following areas as those they deem most important [Question 8]:
  - i. Investigative Skills
  - ii. Current Law Changes & Effects
  - iii. Computer / Software Use
  - iv. Use of Force and Defensive Tactics [tie]
- e. The vast majority of employees believe that the organization should establish new organizational statements. Specifically, the agency should develop a new Vision Statement, Mission Statement, Core Values, and major Goals. [Question 3H]
- f. The majority of employees believe that the agency should develop and implement effective crime control strategies. [Question 3 P]
- g. The majority of employees believe that better equipment is needed. [Question 3 T]
- h. The majority of employees believe that there should be improvement to the promotional process. [Question 3 S]
- i. The majority of employees believe that there is a need for a comprehensive and contemporary general orders manual. [Question 2 N]
- j. The majority of employees believe that there is a need for increased supervision and accountability. [Question 3 L]



**~ Final Results ~**  
*[109 Respondents]*

**1. How would you rate your current morale [job motivation] level?**

VERY HIGH	3
SOMEWHAT HIGH	15
NEUTRAL	15
SOMEWHAT LOW	23
<b>VERY LOW</b>	<b>50</b>
NO RESPONSE	3

**2. In your opinion, how effective is the department in doing the following in the last three years?** *[Respondent circles the response that most closely reflects their thoughts.]*

		VERY EFFECTIVE	SOMEWHAT EFFECTIVE	SLIGHTLY EFFECTIVE	NOT AT ALL	NO RESPONSE
<b>A.</b>	Responding to employee ideas & suggestions	3	18	39	<b>49</b>	
<b>B.</b>	Listening to employee ideas & suggestions	3	19	35	<b>52</b>	
<b>C.</b>	Communicating important information through appropriate channels	3	25	32	<b>49</b>	
<b>D.</b>	Treating employees fairly & consistently	10	25	34	<b>40</b>	
<b>E.</b>	Recognizing the need to improve working conditions	1	10	36	<b>62</b>	
<b>F.</b>	Praising employees for work well done	7	23	31	<b>48</b>	
<b>G.</b>	Providing constructive criticism for work not so well done	6	26	35	<b>42</b>	
<b>H.</b>	Providing appropriate training	1	9	45	<b>53</b>	1
<b>I.</b>	Providing information and helpful work evaluations	2	20	43	<b>44</b>	
<b>J.</b>	Involving employees in decisions that impact them	2	15	26	<b>65</b>	1
<b>K.</b>	Involving employees in research and planning	2	8	29	<b>70</b>	
<b>L.</b>	Promoting our work plan and product to the public	0	10	23	<b>75</b>	1
<b>M.</b>	Holding officers accountable for their performance	5	20	<b>47</b>	37	



N.	Having a comprehensive and contemporary general orders manual	4	19	37	49	
----	---	---	----	----	----	--

**3. How important is it to you that the department strives to accomplish the following goals in the next few years?** *[Respondent circles the response that most closely reflects their thoughts.]*

		VERY IMPORTANT	SOMEWHAT IMPORTANT	SLIGHTLY IMPORTANT	NOT AT ALL	NO RESPONSE
A.	Technology improvements	67	25	15	2	
B.	Increase support staff	42	35	24	7	1
C.	Increase number of sworn officers	47	41	16	5	
D.	Increase racial / ethnic / gender diversity within the department	29	25	24	30	1
E.	Increase community partnerships	36	37	25	11	
F.	Broaden and enhance current training offerings	75	21	11	2	
G.	Improve the FTO program	65	23	11	9	1
H.	Pursue a Department Statement of Vision, Mission, Major Goals, & Core Values	50	25	28	5	1
I.	Solicitation of community input on police operations	18	28	34	29	
J.	Review & rate training programs for effectiveness and applicability	52	38	14	5	
K.	Improve police facilities	93	7	3	5	1
L.	Increase supervision and accountability	57	31	14	7	
M.	Develop positive working relationships with each other	65	32	9	3	
N.	Work toward international accreditation	30	32	25	20	2
O.	Provide visibility of officers on trains	48	34	17	9	1
P.	Provide for a more effective crime control strategy	55	35	12	6	1
Q.	Provide a Community Advisor Committee	14	19	34	42	
R.	Augment enforcement efforts with training/education/prevention programs for ridership	37	43	21	8	



<b>S.</b>	Improve the promotional process	<b>51</b>	27	23	7	1
<b>T.</b>	Improve police equipment	<b>77</b>	22	6	3	1

**4. If you are a sworn officer, during the course of an average work week, how many hours do you spend engaged in preventative police work [i.e.: making informal contacts with patrons] identifying potential problems and attempting to address them voluntarily "park, talk, & walk"?**

0	2
1-3	17
4-6	11
7-9	6
10-15	14
16-20	9
21+	19
<b>NOT APPLICABLE</b>	<b>22</b>
NO RESPONSE	9

**5. How supportive are the patrons of the BART Police Department?**

VERY SUPPORTIVE	15
<b>MODERATELY SUPPORTIVE</b>	<b>59</b>
NOT VERY SUPPORTIVE	32
NOT AT ALL	0
NO RESPONSE	3

**6. How do you like the new patches for the BART Police Department?**

<b>VERY MUCH</b>	<b>34</b>
SOMEWHAT	29
NOT MUCH	17
NOT AT ALL	27
NO RESPONSE	2



**7. Please rate the following statements with regards to BART Police Department.**

*[Respondent checks off that which most closely reflects their thoughts.]*

		VERY EFFECTIVE	SOMEWHAT EFFECTIVE	SLIGHTLY EFFECTIVE	NOT AT ALL	NO RESPONSE
<b>A.</b>	The current level of accountability that everyone is held to within the department is acceptable.	2	24	36	46	1
<b>B.</b>	If we are asked to ride the trains, it will detract from our ability to fight serious crime.	8	19	24	52	6
<b>C.</b>	An officer assigned to a fixed area with discretion and ability for crime prevention and problem solving is advantageous.	32	46	18	7	6
<b>D.</b>	Officers are more effective if they "look beyond the call" to get to the root of the problem.	54	33	11	4	7
<b>E.</b>	Communications between officers on different shifts and support services is adequate.	9	22	42	31	5
<b>F.</b>	Police employees consistently provide quality service and information to our "customers."	23	42	32	8	4
<b>G.</b>	Officers should be expected to initiate activity during shifts rather than await assignments and calls.	50	31	15	8	5

**8. Which of the following trainings would you like to see implemented or expanded?**

**Responses in order of importance to employees.** *[Respondents checked ALL that applied.]*

<b>Investigative Skills</b>	<b>85</b>
<b>Current Law Changes &amp; Effects</b>	<b>73</b>
<b>Computer / Software Use</b>	<b>72</b>
Use of Force	70
Defense Tactics / Custody	70
Physical Fitness	68
Supervisory / Management Training	65
Interpersonal Communications	57
Trial Court Skills	46
Frequency of Qualifications [Updates]	44
Customer Service	42
Foreign Languages	34
EMT / Medical	33
Crime Analysis	33



**Other suggestions:** [# represents # of times idea was suggested]

11550 H & S	2
Advanced Officer Skills	
Community Policing	
Crowd Control	
Dealing with Internal Affairs	
Dealing with Mentally Ill Persons	
Diversity	2
DOA/Arrival Training	
Driving	
Drug Recognition	
DUI Investigations	2
Finances Training [more]	
Gang Awareness	
High Risk Ops	
Intelligence	
Interview & Interrogation	
Report Writing	
Stops: High Risk, Pedestrian/Vehicle, Traffic	
Tactics	
Terrorism Awareness	
Training [Live, not DVD]	



**9. What do you think are the current policing priorities of the BART Police Department?**  
**TOP THREE in priority . . .** 1 = Stations  
2 = Parking Lots  
3 = Trains

	<b>1</b>	<b>2</b>	<b>3</b>
Patrolling streets near BART stations.	3	3	10
Patrolling BART stations.	<b>69</b>	27	11
Patrolling on BART trains.	16	36	<b>44</b>
Patrolling BART parking lots.	18	<b>41</b>	38
No response: 3			





<b>10a. What should BPD START doing?</b>	
<b>1</b>	<ul style="list-style-type: none"> <li>•First, we need to decide if we're going to be a PD [and accept all the problems, challenges, and standards that come with it] or transit security. I don't care, but a decision needs to be made.</li> <li>•Our dept. is divided. There is no focus or strategic plan for our future.</li> <li>•There has been no expressed <b>Vision</b> for our organization - and I've been here over 10 years.</li> <li>•Our dept. needs to develop 4 or 5 targeted goals for our Officers. These goals need to be <b>clearly</b> communicated with <b>every</b> member. Follow-thru will be needed. But that will require work and I do not know who is willing to see this through.</li> <li>•We have been allowed to do as we see fit on a daily basis without being held accountable or receiving timely feedback. We're afraid of looking people in the eye and giving them constructive criticism.</li> <li>•We must have clearly expressed <b>expectations</b> up and down the chain of command and honest accountability [not nit picky stuff].</li> <li>•High standards breeds higher performance, higher professionalism and organization pride. It only requires "want to."</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>•BPD needs a disciplinary Policy that is more like other depts. At the least, we need a suspension Policy and/or a Pay Step Reduction option.</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>•Police work.</li> <li>•Educating the public about the PD.</li> <li>•Make office become proactive.</li> <li>•Having more Officers on trains.</li> <li>•Boost morale.</li> <li>•Hold people accountable.</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>•Commit to discipline based on performance, not on personality. Those who are subject to discipline are protected by friends on command.</li> <li>•Commit to promotion based on performance, not personal relationship.</li> <li>•Commit to regular ongoing training in all learning domains.</li> <li>•Use training to increase the Officers' capabilities, performance, &amp; morale. A step system with increasing challenge between steps.</li> <li>•Outreach and training with and for local Police agencies.</li> <li>•Outreach to civil groups, e.g., National Night Out.</li> <li>•Outreach to PAL.</li> <li>•Broadcasting outstanding cases and good Police work by BPD/positive public relations.</li> <li>•</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>•Training: our training is a disgrace. This is my third Police agency and both my previous depts. were much smaller. But training was always a priority at those agencies.</li> <li>•Public education: public needs to be made aware that we are Police Officers and we have authority. Also, Bart-specific violations need to be posted in stations and trains as violations of the law, not as "BART Rules." Eating on a train is against the law, but patrons are under the impression it is a "Rule." Better signage would help.</li> </ul>
<b>6</b>	<p>Hire more minorities with life experience. Also hire candidates that live within BART areas and understand the communities around the BART areas.</p>



	They should start promoting more minorities also.
<b>7</b>	<ul style="list-style-type: none"> <li>• Communicate more effectively; top-down, down-up, and laterally.</li> <li>• Develop short, middle and long range goals for dept. and the Officers. "Where are we going and how will we get there." Keep the rank and file involved.</li> <li>• Restructure beat alignment to provide for increased Officer Safety [2-person cars]. Increase information distribution. Have actual roll calls/line ups with staff, not over the telephone. Assign more cops on trains!</li> <li>• The Richmond line should be separated from the C line. A SGT/LT should be available to respond in a timely fashion on each line.</li> <li>• I think the downtown SF stations [EMS to 24<sup>th</sup>] should be separated from the stations south of the mission.</li> <li>• Spread LTs throughout the system based on needs and crime trends.</li> <li>• Have Officers develop a personal career plan with dept. and personal career goals. Assign training based on employees pre-set goals and dept. needs. Offer training opportunities dept. wide.</li> <li>• Stop using shotguns. Train all Officers for active shooter response and provide smaller frame sub-machine guns, similar to MP5s.</li> <li>• Develop a communication pipeline between filing detectives and the investigating Officers. Allow detectives the opportunity to provide feedback and filing status on all cases submitted to the DA. This will help Officers understand what the DA is looking for and eventually we will be able to provide a better filing packaged to the DA.</li> <li>• Develop and FTO program that meets POST standards and schedule monthly FTO team meetings to provide updates on trainees and training methods.</li> <li>• Look at alternative scheduling.</li> <li>• More training on perishable skills.</li> </ul>
<b>8</b>	<ul style="list-style-type: none"> <li>• Recruit a new Chief outside BART.</li> </ul>
<b>9</b>	NO response
<b>10</b>	<ul style="list-style-type: none"> <li>• Hire a chief that cares about providing quality Police services [smoke and mirrors do not count].</li> <li>• Reinstate Officer stats [there is no accountability].</li> <li>• Cut down on the use of overtime.</li> <li>• Train, train, train.</li> <li>• Legitimize promotional process.</li> <li>• Revamp FTO program [blow it up and start over if necessary].</li> <li>• Rotate out those in special assignments that are not qualified for the positions [and should have never been selected].</li> <li>• Promote women [they are considered second class citizens here].</li> <li>• Establish a real mission statement, goals and objectives and base the dept.'s hiring, training, procedures, and actions around them.</li> <li>• Develop a policing philosophy - everyone does their own thing because there is no direction.</li> <li>• Develop a culture in which Officers care about and are concerned about people's civil right.</li> <li>• Develop a culture in which providing service to our customers is the guiding light.</li> <li>• Develop employees for upward mobility.</li> </ul>



	<ul style="list-style-type: none"> <li>•Have payroll clerks handle the payroll instead of LTs and SGTs.</li> <li>•Move, replace or remodel most existing Police facilities</li> <li>•Develop specific strategies to minimize robberies [which can be one step away from a homicide].</li> <li>•Put canines into patrol beat deployment. Also determine if unit should continue.</li> <li>•Hire more Officers.</li> <li>•Emphasize [and mandate as necessary] train Patrol.</li> <li>•Implement procedures where two-person train Patrol beats do not constantly patrol together. Officers can be in the same station or be on the same train but if they are not joined at the hip, they would double the area being patrolled and they would double their visibility.</li> <li>•Engage our communities.</li> <li>•Develop crime prevention strategies and reach out to our customers and local businesses and groups.</li> <li>•Require that personnel understand and follow the chain of command</li> </ul> <p>Take the threat of terrorism seriously.</p>
<b>11</b>	<ul style="list-style-type: none"> <li>•The dept. needs to start holding employees accountable for their performance.</li> <li>•There has been so much favoritism taking place by the Chief of Police for so many years that it will take a true change agent to come in here and begin making this PD an organization where employees are proud to work.</li> <li>•A new leader will need to come in here and represent us proudly to the community.</li> </ul>
<b>12</b>	<ul style="list-style-type: none"> <li>•Direction - we need a vision and goals - leadership.</li> <li>•Training.</li> <li>•Accountability.</li> <li>•Set expectations and standards.</li> <li>•Rules &amp; regulations will help [updated rules, please].</li> <li>•A search for a new chief and commander.</li> </ul>
<b>13</b>	<ul style="list-style-type: none"> <li>•Holding people accountable for their actions.</li> <li>•Provide better leadership.</li> <li>•Act more like a PD.</li> <li>•Stand up to the BART Board of Directors - educate them about Police work and how things should be handled within a PD.</li> </ul>
<b>14</b>	<ul style="list-style-type: none"> <li>•Training.</li> <li>•Improve Police facilities.</li> <li>•Formal community-oriented policing Officer <u>AND</u> program.</li> <li>•Re-design the entire Officer evaluation [performance]</li> <li>•Demonstrate leadership: top down</li> <li>•A 4/10 plan w/2 teams: T/F/S off &amp; S/M/T off to facilitate more qualified people to promote. Many don't promote due to poor days off &amp; impacted time with family.</li> </ul>
<b>15</b>	NO response
<b>16</b>	<ul style="list-style-type: none"> <li>•Monthly training is important to at least get Officers on the same agenda. It would be effective to feed ideas off each other. Patrol techniques, input, etc. Constant training days with real hands-on skills, not DVDs or hand-outs.</li> </ul>



	<ul style="list-style-type: none"> <li>•FTO program needs improvement. I feel the constant rotation of FTOs every two weeks creates confusion to many training ideas. FTO feels like an evaluation, not training.</li> </ul>
<b>17</b>	<ul style="list-style-type: none"> <li>•The dept. should listen to the rank and file about changes. The rank and file voted overwhelmingly to change the badge, but the Chief ignored us.</li> <li>•The idea of going to cheaper, more comfortable utility-type uniforms was also turned down by the Chief.</li> <li>•The dept. should promote more qualified minority candidates to the rank of SGT or above.</li> <li>•Outside entities should do promotions and not the Chief.</li> <li>•The dept. should advocate for a new Police station/headquarters.</li> <li>•It should also start by not accepting substandard working conditions for its employees.</li> <li>•They should also create a train team that rides trains daily.</li> <li>•Paying its Officers and competitive wage.</li> </ul>
<b>18</b>	<ul style="list-style-type: none"> <li>•Hold supervisors responsible for approving reports and all personnel accountable for their actions.</li> </ul>
<b>19</b>	<ul style="list-style-type: none"> <li>•Be fair and hold Managers accountable.</li> </ul>
<b>20</b>	<ul style="list-style-type: none"> <li>•Planning and research.</li> <li>•The <u>District</u> should start realizing they have a PD and provide better working conditions.</li> </ul>
<b>21</b>	<ul style="list-style-type: none"> <li>•Looking professional: Start with the pride taken in your work environment. Currently, we are working in a building that is being torn down over us. We do not have adequate seating in the briefing and the seating we have is sub-standard, the table in on its last leg, literally, there is no designated area for report writing or interviewing of suspects or victims.</li> <li>•Bringing a victim into this environment makes me feel ashamed, ashamed I wear a badge and uniform that shows professionalism, but I work in an environment that is anything but.</li> <li>•The lunch room is both ant and roach owned, there is one small refrigerator of which when opened the door falls off, and then there is a second refrigerator of which partially works. One microwave does not work at all and the second is low power.</li> <li>•Then the area in which I change my attire has a non-working shower and only one outlet which are over burdened with several extensions to assist in keeping equipment charged.</li> <li>•Then there is the lack of proper ventilation in the entire building in the summer it is too hot and the winter it is too cold.</li> <li>•I believe if several of these items where addressed Officers would start their shift in a better mood, moral would 'Lift and it might be a start to better days.</li> </ul>
<b>22</b>	<ul style="list-style-type: none"> <li>•Form a community policing division that will build relationships with the community, and address citizens' concerns.</li> </ul>
<b>23</b>	<ul style="list-style-type: none"> <li>•Get back to the business of policing.</li> </ul>
<b>24</b>	NO response



<p><b>25</b></p>	<ul style="list-style-type: none"> <li>•The BART PD should start standing up for its members.</li> <li>•There are a lot of good Officers and supervisors with in the dept.. But no one in the upper ranks have stood up and defended or stated such.</li> <li>•Yes there may be a need for a lot of changes but Officers can only work with what is given or offered to them.</li> <li>•That night of New Years was tragic and should not have happened, but no one went there looking to shoot Oscar Grant.</li> </ul>
<p><b>26</b></p>	<p>NO response</p>
<p><b>27</b></p>	<ul style="list-style-type: none"> <li>•More training for Officers, not the DVD training.</li> <li>•Other than firearms and now defensive tactics, we don't get squat, which is criminal for a PD in this area.</li> </ul>
<p><b>28</b></p>	<ul style="list-style-type: none"> <li>•Add more Officers.</li> </ul>
<p><b>29</b></p>	<ul style="list-style-type: none"> <li>•It starts with ownership.</li> <li>•The dept. lacks leadership by example.</li> <li>•Chief is out of touch with the real needs of this dept.</li> <li>•Training is poor and lacking.</li> <li>•Moral is low to a point of Officers wonder why they are here.</li> <li>•I think Officers will begin to apply elsewhere in the coming months if change is not in place.</li> </ul>
<p><b>30</b></p>	<ul style="list-style-type: none"> <li>•More training.</li> </ul>
<p><b>31</b></p>	<ul style="list-style-type: none"> <li>•Put away the "old boys' club" mentality.</li> <li>•Team work to unity of all workers.</li> <li>•Cease hidden racism and favoritism, but open new lines of how to communicate.</li> <li>•Find out each person's job function in BPD and other depts.; strengths, weaknesses, past abilities, and use to improve dept.</li> <li>•Have liaison committee to know everyone's job, function as to improve, relate, and better BART with each other and patrons.</li> <li>•Have suggestion box overseen by BART board and Police.</li> <li>•Improve moral by respecting all given positions. In a company, the workers are as good as the character, not just the ability of their leaders. The lowest frontline worker is just as important to know his talents as the rest.</li> </ul>
<p><b>32</b></p>	<ul style="list-style-type: none"> <li>•More training</li> <li>•Listen to Patrol Officers</li> </ul>
<p><b>33</b></p>	<ul style="list-style-type: none"> <li>•Supporting the actions and decisions of the Officers.</li> <li>•Promoting "intelligent" personnel to the positions of SGT &amp; LT.</li> </ul>
<p><b>34</b></p>	<ul style="list-style-type: none"> <li>•More training is essential, we have taken a first step.</li> <li>•[Continue to] Seek community involvement</li> </ul>
<p><b>35</b></p>	<p>NO response</p>



<p><b>36</b></p>	<ul style="list-style-type: none"> <li>• Ride trains more.</li> </ul>
<p><b>37</b></p>	<ul style="list-style-type: none"> <li>• Recognizing personnel who have gone above and beyond the call of duty - sworn AND non-sworn.</li> <li>• Keeping ALL informed of what's going on within dept.</li> <li>• Promoting people based on merit and work history.</li> <li>• Reinstate graveyard CSO positions and add more special assignments for CSOs.</li> <li>• There are many tasks that can be done by non-sworn freeing up sworn Officers.</li> <li>• They need to start holding people accountable for their work. If they are not qualified or able, then retrain or let the employee go.</li> <li>• CSOs need to be given tools to perform their jobs such as bullet-proof vests and vehicles for all in the field.</li> <li>• Change CSO uniform - allow employees who work in hot areas, shorts!</li> </ul>
<p><b>38</b></p>	<ul style="list-style-type: none"> <li>• The dept. is thin at the upper ranks.</li> <li>• Commanders are spread too thin.</li> <li>• We need to put more uniform and plain clothes Officers on trains and in stations.</li> <li>• The District needs to listen to our needs better.</li> <li>• Dept. also needs more administrative personnel.</li> <li>• Better vehicles.</li> <li>• Better facilities.</li> <li>• More Officers so we can train more without using so much overtime.</li> <li>• Add a Deputy Chief of two and more Commanders and LTs.</li> <li>• We are way understaffed to be effective.</li> </ul>
<p><b>39</b></p>	<ul style="list-style-type: none"> <li>• Make Officers/CSOs accountable.</li> <li>• Get them out of the back rooms and office.</li> <li>• Zone LTs should talk with and support their Officers - encourage proactive activity.</li> <li>• Kick those Officers in the ass that need to be motivated.</li> <li>• The dead wood drags down new and young Officers.</li> <li>• Act like Command Staff - lead the charge.</li> </ul>
<p><b>40</b></p>	<ul style="list-style-type: none"> <li>• The BART PD needs to start acting and functioning like a large modern PD, which it is.</li> <li>• The Police administration needs to start taking responsibility for their actions and promote an attitude of proactive, progressive Policing that produces an efficient professional PD.</li> <li>• The Dept. needs to start supporting the Officers that go out every day and attempt to do the best job they can with the tools their provided.</li> <li>• The Police administration needs to understand their job, lead from the front, and be competent in their positions so they can properly run this PD which would facilitate improvement in so many other areas that are lacking or running inefficiently.</li> </ul>
<p><b>41</b></p>	<ul style="list-style-type: none"> <li>• Promote qualified personnel.</li> <li>• Cross-training.</li> <li>• Add CSOs to graveyard shift.</li> <li>• TBAs should get last pick on line-up.</li> <li>• Change CSO uniform.</li> <li>• Listen - Listen - Listen</li> </ul>



	<ul style="list-style-type: none"> <li>•Assign CSO overtime.</li> <li>•Keep vehicles in better condition.</li> </ul>
<b>42</b>	<ul style="list-style-type: none"> <li>•Promote based on experience rather than cronyism.</li> <li>•Hold the CSOs accountable. Have them write citations rather than sit in an office playing on the internet.</li> <li>•Clean up and provide decent offices for direct reports.</li> <li>•Stop assuming that an Officer is guilty even before you have heard his/her side of a complaint.</li> <li>•Make more special assignments and make the testing fair.</li> <li>•Send Management to training to learn how to manage.</li> </ul>
<b>43</b>	<ul style="list-style-type: none"> <li>•Updating operational directives and general orders to reflect current administration policy and current case law.</li> <li>•Implement advanced Officer training similar to other depts..</li> <li>•Improve direct report working conditions to include holding facilities and report writing locations.</li> <li>•Make SGTs a part of the BPOA and make LTs and Commanders at will employees.</li> <li>•Hire a Chief from outside the dept.</li> </ul>
<b>44</b>	<ul style="list-style-type: none"> <li>•Engage in a community policing program</li> <li>•Model it policies and procedures after the CALEA accreditation standards.</li> <li>•Holding Management accountable for effective supervision.</li> <li>•Consistently train its Officers.</li> </ul>
<b>45</b>	<ul style="list-style-type: none"> <li>•Be a more cohesive dept.</li> <li>•More communication from the top to bottom.</li> </ul>
<b>46</b>	<ul style="list-style-type: none"> <li>•Provide employees with crowd control/management training.</li> <li>•Training environments should be stressful to simulate real life.</li> <li>•Use a Public Information Officer [PIO] for press releases.</li> <li>•Encourage supervisors to provide line-up training.</li> <li>•Holding Managers accountable.</li> <li>•More community outreach.</li> </ul>
<b>47</b>	<ul style="list-style-type: none"> <li>•Holding supervisors responsible for mistakes or lack of supervision.</li> <li>•Hold responsible for not doing their job in all capacity and being lazy. Hold them accountable.</li> <li>•Stand up to the board and make them understand we are a PD</li> </ul>
<b>48</b>	<ul style="list-style-type: none"> <li>•Bart PD should have a media person dedicated to giving us a more positive view of our dept. to the public.</li> </ul>
<b>49</b>	<ul style="list-style-type: none"> <li>•Start a process of STANDARDIZATION. This process will require the same equipment software, training, and expectations for all. The few exceptions would require written approval.</li> <li>•Start its own IT dept. to handle the funds and purchase and manage the 150 or so computers used by BART PD.</li> </ul>



	<ul style="list-style-type: none"> <li>• Start a policy requiring 72-hour response to all communications. This would be the maximum wait for a response call.</li> </ul>
<b>50</b>	<ul style="list-style-type: none"> <li>• BART PD should start having accountability from the top down.</li> <li>• Revise policies, which have not been changed in over twenty years.</li> <li>• Provide better training and encourage more educated Officers.</li> <li>• Have a higher work ethic and standards, no more should people be allowed or told to do nothing!</li> <li>• Encourage partnerships with the communities we serve. This includes working closely with allied agencies, local community groups, and organizations.</li> <li>• Having better communication.</li> </ul>
<b>51</b>	<ul style="list-style-type: none"> <li>• Taking training suggestions seriously.</li> <li>• Adopt/implement a patrol strategy that maximizes uniformed visibility on <u>trains</u> in addition to vehicle patrols.</li> <li>• Start supporting troops [Patrol] and listen to their ideas instead of implementing policies without knowledge.</li> <li>• Provide strong, competent leadership and direction; one that is not slow to react.</li> <li>• Identify problems, weaknesses, and immediately address them.</li> </ul>
<b>52</b>	<ul style="list-style-type: none"> <li>• You need a Chief and top Management that stops working on the petty and prioritizes what really counts.</li> <li>• The top of this organization hasn't done any real Police work in over 20 years and it shows.</li> <li>• There is no consistent decision-making and the Chief and Commanders show absolutely no regard for their subordinates.</li> <li>• This place is nothing but high paying welfare for Managers who were inept to being with!</li> </ul>
<b>53</b>	<ul style="list-style-type: none"> <li>• Encourage offices to be more proactive in doing Police work.</li> <li>• Supervisors need to communicate more with Officers and have an "open door policy."</li> <li>• Find ways to boost morale.</li> <li>• Support Officer's decisions.</li> </ul>
<b>54</b>	<ul style="list-style-type: none"> <li>• Dedicated training days like in the past.</li> <li>• More train Patrol on trains.</li> <li>• Special problems unit increased manpower.</li> <li>• Dedicate administrative personnel for time-keeping.</li> <li>• LTs reviewing policy ongoing basis</li> <li>• Request coliseum event staffing come out of fare gate revenue or station operation budgets - O.T.</li> <li>• Cross train Supervisors at other Police depts.</li> <li>• For critical incidents, Officer involved shooting, preliminary handling of a shooting scene, i.e.: dedicated ride-alongs with BAP OPD.</li> </ul>
<b>55</b>	<ul style="list-style-type: none"> <li>• Mission Statement - what are our goals, where are we going to be in 5-10-15-20 years from now as how are we preparing.</li> <li>• Let's go back to being a PD instead of just carrying a name.</li> <li>• Let's go back to policing - fighting crime, protecting our riders and our neighborhood.</li> </ul>





56	<ul style="list-style-type: none"> <li>• We should start working more closely with allied agencies to obtain a more complete view of crime trends.</li> </ul>
57	<ul style="list-style-type: none"> <li>• Develop a strong Mission Plan, implement it, and make decisions based on whether an action follows that Mission, move forward as a team.</li> <li>• Get more Officers on train Patrol.</li> <li>• Implement performance standards for all employees. Measure compliance to those standards.</li> </ul>
58	NO response
59	NO response
60	<ul style="list-style-type: none"> <li>• Have a Command Staff that provides leadership to dept., communicating to dept, District, and public.</li> <li>• Anticipating problems, rather than reacting.</li> </ul>
61	<ul style="list-style-type: none"> <li>• Police community relations. Inform the public of the qualifications, abilities of BART Police.</li> <li>• Look to outside agencies for assistance/advice when addressing new problems/events.</li> <li>• Allow a "Police affiliated" employee speak for the dept.</li> <li>• Cross train Officers with "SIMS" and rifles, more outside agency interaction - training.</li> </ul>
62	<ul style="list-style-type: none"> <li>• Change CSO uniforms, like 511 polo shirts, 511 pants.</li> <li>• Fix locker rooms, both men's and women's.</li> <li>• Better break room at Lake Merritt.</li> <li>• More CSO trainer.</li> </ul>
63	<ul style="list-style-type: none"> <li>• Command Staff be held accountable.</li> <li>• Providing better "work locations/facilities."</li> <li>• Enhancing communication between Command Staff and Officers.</li> <li>• "Double-up" Officers in certain beats throughout the District.</li> </ul>
64	<ul style="list-style-type: none"> <li>• They should start updating/revamping the operational directives, increase training essential to the job, i.e.: defense tactics.</li> <li>• Start funding Police projects.</li> <li>• Make improvements to sub-par Police facilities, equipment [money is needed from the District!!!]</li> <li>• Management needs to get more organized and needs to communicate better, more often, more consistently.</li> <li>• Officers should be more visible and proactive if the District supports them and actively cares about preventive crime.</li> </ul>
65	<ul style="list-style-type: none"> <li>• Start using CSOs to full potential.</li> <li>• More supervisory check-ups on employees, daily meetings to obtain/share info [too many employees stay in office throughout shift, many sleep and never disciplined].</li> <li>• Pay more attention to CSOs' ideas. [Many times, I feel like no one cares about us.] Police Officers act like CSOs annoy them.</li> <li>• More attention needed towards traffic enforcement at certain stations, especially large</li> </ul>



	<p>stations, i.e.: Dublin.</p> <ul style="list-style-type: none"> <li>• Train more CSOs how to tow vehicles.</li> <li>• More attention needed towards CSO FTO program. Program is really poor and lacks leadership.</li> <li>• Use CSOs at more special events if swing shifts were still available. [This would save money on OT Officers!]</li> <li>• Hire more CSOs!! Too many duties, too few CSOs.</li> </ul>
<b>66</b>	<ul style="list-style-type: none"> <li>• Communicate and stand up with the Officers.</li> <li>• Update policies vigorously.</li> </ul>
<b>67</b>	<ul style="list-style-type: none"> <li>• Promotion by merit, and not because of whom you know in the dept. lead.</li> </ul>
<b>68</b>	NO response
<b>69</b>	NO response
<b>70</b>	NO response
<b>71</b>	NO response
<b>72</b>	<ul style="list-style-type: none"> <li>• Start being more active in the communities around the BART stations.</li> <li>• Communicate more with neighboring agencies.</li> <li>• Start rewarding/acknowledging proactive work in the field.</li> <li>• Start backing Officers when they <u>do</u> work.</li> </ul>
<b>73</b>	<ul style="list-style-type: none"> <li>• Training Officers!</li> <li>• Value experience and good Police work.</li> <li>• Hold Officers <u>and</u> supervisors/managers accountable for actions, rewarding and punishing as appropriate.</li> <li>• Fire SGTs who are arrested for domestic violence.</li> <li>• Fire Officers who make derogatory statements.</li> </ul>
<b>74</b>	<ul style="list-style-type: none"> <li>• Should start letting SGTs supervise instead of running mail and BAP.</li> <li>• Get them out of the office and supervise.</li> <li>• SGTs are always doing busy work.</li> <li>• Not sure what LTs do, seems they should be doing what SGTs are doing.</li> <li>• It would appear to me that LTs dump work off onto SGTs they should be doing themselves.</li> </ul>
<b>75</b>	<ul style="list-style-type: none"> <li>• Dept. leaders need to start leading by example.</li> <li>• Reward proactive attempts. Encourage employees to do their job. Currently persons are not discouraged from sitting waiting for a call. No incentives or expectations to be proactive. Sentiment is if you are proactive you will be disciplined for it.</li> <li>• Make entire dept. accountable. Accountability is more than disciplining persons or conducting punitive I.A.s or seeking criminal charges against employees for training issues.</li> <li>• Demand District views us as an independent Dept. and ACT as independent from BART.</li> </ul>



	<ul style="list-style-type: none"> <li>•Have stronger leaders. Go outside the Dept. for them.</li> <li>•Have a plan, any plan.</li> <li>•Plan for the future, farther away than next week's schedule. Plan for expansion, facilities, personnel and equipment. We have missed opportunities in the past to acquire more space for the Dept..</li> </ul>
<b>76</b>	<ul style="list-style-type: none"> <li>•Praise Officers for a job well done and hold them accountable when they make a mistake.</li> <li>•This dept. has a really bad habit of passing trainees in the FTO program that have no business being this profession.</li> <li>•There are several cops who have had two or three badge #s and been to the academy equal amounts of times.</li> </ul>
<b>77</b>	<ul style="list-style-type: none"> <li>•Acting like the "real" Police versus well-paid security guards.</li> <li>•In this "customer is always right" type environment, it keeps Officers afraid to want to do anything proactive for fear they'd be the next example of being thrown under the bus to please the media and the Board, who know nothing about Police work, and want to please the public, they're giving out the impression to the public that we, as Officers at BART, don't know what we're doing!</li> <li>•Man up and quit rolling over! R.I.P. Oscar Grant, but we can't bring him back, so let's move forward.</li> </ul>
<b>78</b>	<ul style="list-style-type: none"> <li>•It would be nice to see the BART PD start to act like an actual PD, not a security agency.</li> <li>•BART PD needs to be directed in a manner consistent with the surrounding Bay area depts.</li> <li>•From the Chief of Police to the least senior Officer, Officers need to be held accountable for their actions as well as their inactions. I believe this has to begin with the command level Officers who need to lead by example.</li> </ul>
<b>79</b>	NO response
<b>80</b>	<ul style="list-style-type: none"> <li>•BART PD should start becoming a progressive PD like neighboring PDs, i.e.: state of the art equipment, extensive training, patrolling techniques, and strategies.</li> </ul>
<b>81</b>	<ul style="list-style-type: none"> <li>•Have more train patrols.</li> <li>•Have adequate staffing for patrol.</li> </ul>
<b>82</b>	<ul style="list-style-type: none"> <li>•Get their own PIO</li> <li>•Participating in more multi-agency enforcement opportunities. Officers will gain more experience, increase liaison between allied agencies and gain public exposure for our PD.</li> <li>•Move training overall, not just firearms!</li> </ul>
<b>83</b>	<ul style="list-style-type: none"> <li>•Start becoming more like a PD.</li> <li>•Be accountable.</li> <li>•Take the role of a law enforcement agency as defined.</li> <li>•Diverge from other BART depts. not relating to public safety.</li> <li>•Engage more with the public - let them know [awareness] the crime does occur on</li> </ul>



	<p>BART and our role as a dept. provide the tools necessary [&amp; training] for officers to do their job.</p> <ul style="list-style-type: none"> <li>•This includes better facilities, modern utilities [i.e.: uniforms, etc.] and equipment.</li> <li>•Basically, start being a PD.</li> </ul>
<b>84</b>	<ul style="list-style-type: none"> <li>•Improve morale.</li> <li>•Hire more laterals.</li> </ul>
<b>85</b>	<ul style="list-style-type: none"> <li>•The dept. should have their own Public Information Officer.</li> <li>•This would allow for clear and concise information to b given to the public.</li> <li>•The whole outcry from the NYE incident would have been a lot less had the BPD administrators or a POI given a public statement in a timely manner.</li> </ul>
<b>86</b>	<ul style="list-style-type: none"> <li>•Training that is more applicable to our patrol duties.</li> <li>•Changing our Police facilities for the better.</li> <li>•Putting technology in our vehicles that work.</li> <li>•Receiving better equipment from the District.</li> </ul>
<b>87</b>	<ul style="list-style-type: none"> <li>•Holding <u>everyone</u> to accountability for their actions.</li> <li>•Create a set of standards that Officers/everyone <u>AND</u> Management have to follow.</li> <li>•Managers need to learn how to effectively manage and make decisions, we need effective Managers, not ones that hide all days in offices!</li> <li>•The dept. needs to act like "1" dept., not 4 separate ones.</li> <li>•We need more supervision, no watch Commander on graveyard?</li> <li>•Between classes and meetings, no one is ever here.</li> <li>•Planning ahead - and looking to the future - research for updated/new ideas and technology for transit policing, communication needs to be improved.</li> </ul>
<b>88</b>	<ul style="list-style-type: none"> <li>•Begin a full and comprehensive training program.</li> <li>•Allow, promote, and encourage Patrol Officers to take advanced Officer training classes.</li> </ul>
<b>89</b>	<ul style="list-style-type: none"> <li>•BPD should start doing more "scenario" training in line-up so Officers can be mentally prepared for all events.</li> </ul>
<b>90</b>	NO response
<b>91</b>	<ul style="list-style-type: none"> <li>•Encourage proactive law enforcement.</li> <li>•Determine the dept.'s core values and all work together towards them.</li> <li>•Improve our police facilities and working conditions.</li> <li>•Demonstrate leadership at the upper levels.</li> </ul>
<b>92</b>	NO response
<b>93</b>	<ul style="list-style-type: none"> <li>•Start being more visible in stations and on trains.</li> <li>•Interact more with patrons instead of just answering calls or interacting only with co-workers.</li> <li>•Listen to its employees' requests and ideas.</li> </ul>



<p><b>94</b></p>	<ul style="list-style-type: none"> <li>•Using employees to full capacity.</li> <li>•Asking for input when changes affect classifications.</li> <li>•Promoting <u>qualified</u> individuals.</li> <li>•Allowing enforcement of <u>all</u> laws no matter if it affects friends.</li> </ul>
<p><b>95</b></p>	<p>NO response</p>
<p><b>96</b></p>	<ul style="list-style-type: none"> <li>•Be present at the opening and closing of each station.</li> </ul>
<p><b>97</b></p>	<p>NO response</p>
<p><b>98</b></p>	<ul style="list-style-type: none"> <li>•Identify and improve upon failure points in the organization, such as: communication, accountability, follow-up and training.</li> <li>•Recruit employees from other agencies.</li> </ul>
<p><b>99</b></p>	<ul style="list-style-type: none"> <li>•Be more proactive.</li> <li>•Use CSOs more.</li> </ul>
<p><b>100</b></p>	<ul style="list-style-type: none"> <li>•Become accountable and professional.</li> </ul>
<p><b>101</b></p>	<ul style="list-style-type: none"> <li>•Modernize the dept.</li> <li>•Promoting camaraderie.</li> <li>•Providing training.</li> </ul>
<p><b>102</b></p>	<ul style="list-style-type: none"> <li>•Hold everyone accountable, no playing favorites.</li> <li>•Get a "Police" spokesperson to effectively and adequately represent the PD.</li> <li>•Increase lines of communication so PD can be more cohesive, act like a team.</li> <li>•Chief should encourage comaradie and brotherhood amongst PD rather than try to segregate us.</li> </ul>
<p><b>103</b></p>	<ul style="list-style-type: none"> <li>•The dept. needs to be brought into the Year 2010.</li> <li>•We still act the same way we did in 1984.</li> <li>•Everything else can wait.</li> </ul>
<p><b>104</b></p>	<ul style="list-style-type: none"> <li>•More training [i.e.: Defense Tactics, Law updates].</li> <li>•Report writing workshops.</li> <li>•Promote more minorities and women.</li> <li>•Be visible on trains.</li> <li>•More community involvement.</li> <li>•Have Officers speak to students in K-12.</li> </ul>
<p><b>105</b></p>	<ul style="list-style-type: none"> <li>•BART PD should start improving work conditions.</li> <li>•It is unacceptable that the main PD is in the basement of a condemned building, while it is being dismantled.</li> <li>•The dept. should also start expecting more from each Officer.</li> <li>•Hold Dispatchers accountable for professional radio traffic.</li> <li>•BART PD should also start having our own Public Information Officer. We should not have Linton Johnson speaking on our behalf. He knows nothing!</li> </ul>



	<ul style="list-style-type: none"> <li>•We need to start operating like a real PD!!</li> </ul>
<b>106</b>	<ul style="list-style-type: none"> <li>•Have a standard for measuring productivity amongst Officers and Managers, and developing a reward/discipline process that coincides with the standard.</li> <li>•Develop an outreach program with the community that address crime prevention, youth mentoring, and goodwill.</li> </ul>
<b>107</b>	<ul style="list-style-type: none"> <li>•More train Patrols.</li> <li>•Nobody I talk to don't even think we ride the trains.</li> <li>•More visibility.</li> </ul>
<b>108</b>	<p>•The BART PD needs to begin to move on from the events of NYE. Although this will not happen for sometime, it will continue to bring down morale. The District must realize that this event was not caused by the dept., its members, or based on hatred toward the community. Simply put, it was a tragic accident. That being said, there is always an expectation that change is needed in the wake of such a high profile case and I understand that some of these changes are needed and will allow our department to progress. The hard part of any change is fear of the unknown. I have felt that a review of our practices is good, but I am not convinced that the District plans to implement any positive changes for our dept. There is a real since that your recommendations will be looked at and the only ones that will be implemented will be the ones that punish the dept. Until the District realizes that they operate a REAL PD and give the resources necessary to provide the services required to run this dept., we will not be able to move ahead. It is obvious by the fact that the Board of Directors completely ignored NOBLE's recommendations regarding the Civilian oversight of the dept. that they will ignore all positive changes that you recommend as well.</p>
<b>109</b>	<ul style="list-style-type: none"> <li>•Improve direct report facilities: report writing areas are dirty; equipment is in disrepair and/or old, filthy; prisoners are difficult to secure.</li> <li>•MDCs are poorly mounted in patrol cars and seldom perform 100% of the time.</li> <li>•Hold SGTs accountable for approving poorly written reports.</li> <li>•Create PIO [Police Information Officer], but does not have to be specific rank.</li> </ul>



<b>10b. What should BPD STOP doing?</b>	
<b>1</b>	<ul style="list-style-type: none"> <li>• We should stop issuing policy from Command Staff meeting notes. Currently, after the weekly Command Staff meeting, minute notes are sent out via email. Policy changes are made at these meetings and they are referenced in the notes. We're supposed to hold people accountable from meeting notes? Imagine disciplining a Police Officer based on policy changes from meeting notes. A professional Police organization issues Special Bulletins or revises/amends its policies and ensures that everybody has learned of the change, otherwise it's "Gotcha!" discipline. That reduces the credibility and integrity of the administration.</li> <li>• Also, we should do away with Positive Discipline. Progressive Discipline is a model that we should consider adopting.</li> </ul>
<b>2</b>	<ul style="list-style-type: none"> <li>• SGTs and LTs try to manage moderate and high priority calls from an office. If they don't want to drive to the scene, I do not want them making decisions for me from an Officer miles away.</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>• Being reactive.</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>• See 1<sup>st</sup> three comments in 10a. above.</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>• Ignoring problems: BART board members and Police administration ignore serious problems within system. We cannot be taken seriously by the public until the board and administration take us and our job seriously.</li> </ul>
<b>6</b>	<ul style="list-style-type: none"> <li>• Stop hiring predominately white Officers. The ratios is like 3-4 white Officers to 1 minority Officer. BART needs more diversity to match the diversity of the communities we serve.</li> </ul>
<b>7</b>	<ul style="list-style-type: none"> <li>• Stop using outdated policies.</li> <li>• Stop the SWAT program.</li> <li>• Stop requiring Officers to wear 100% wool uniforms. Provide uniform options based on weather and shifts.</li> </ul>
<b>8</b>	<ul style="list-style-type: none"> <li>• Emphasizing interactions as arrests.</li> </ul>
<b>9</b>	<ul style="list-style-type: none"> <li>• The BART PD should stop treating women and minorities unfairly. Specifically, women and African American Officers have been by-passed or not selected on promotional lists and field training Officer list on numerous occasions. The culture of this dept. is that certain groups with less experience have always been selected for positions over more qualified Officers. We currently have 2 African American FTOs and 3 women out of 20 positions.</li> </ul>
<b>10</b>	<ul style="list-style-type: none"> <li>• Suspend the SWAT and HNT teams and determine if units should continue</li> <li>• Eliminate cronyism/racism in special assignments, promotions, and training opportunities.</li> <li>• Stop acting as though this dept. is a highly trained, highly professional PD until it actually is.</li> <li>• Limit the unfettered use of recovery time. Establish more stringent guidelines and restrictions.</li> </ul>



	<ul style="list-style-type: none"> <li>• Stop teaching and encouraging the letter of the law and teach and encourage the spirit of the law [those committing minor infractions should not normally end up in jail].</li> <li>• Stop projecting a superior attitude. We work for our customers and the taxpayers, not the other way around.</li> </ul>
<b>11</b>	<ul style="list-style-type: none"> <li>• The dept. needs to stop making so many promises to a select number of favored cronies of the current chief. This favoritism has permeated throughout a select group of staff and Officer levels that it has been the subject of jokes and ridicule for years. The District needs to let it be known now that all past favoritism by the chief will come to a grinding halt. The dept. also needs to make a significant investment in quality training programs that will enable our personnel to be prepared and confident in themselves and the work they perform.</li> </ul>
<b>12</b>	<ul style="list-style-type: none"> <li>• [Sitting on their hands doing nothing.]</li> <li>• Placing all resources training into the SWAT team which we only use once in a decade.</li> <li>• Remove a Lt &amp; Sgt from the accounting dept. and transfer them to the Patrol Division where they would be useful.</li> <li>• Stop hiding from the incident on Jan. 1, 2009 and manage the situation. Develop a plan to deal with the incident.</li> <li>• Stop accepting below standards working conditions. Demand a professional environment.</li> </ul>
<b>13</b>	<ul style="list-style-type: none"> <li>• Showing favoritism</li> <li>• Stop trying to act like things don't happen - looks like you are trying to cover up things when you don't show leadership and respond when necessary</li> <li>• Pull your head out of the sand - look around at the problems and issues this PD is facing.</li> </ul>
<b>14</b>	<ul style="list-style-type: none"> <li>• Assigning Officers to special assignments just because they haven't had one.</li> <li>• Allowing Officers to have a different beat every day - especially in Oakland; There is no accountability of sense of ownership.</li> <li>• Shared men's/women's locker rooms.</li> </ul>
<b>15</b>	NO response
<b>16</b>	<ul style="list-style-type: none"> <li>• Training DVDs and handing reading material. This is not training.</li> </ul>
<b>17</b>	<ul style="list-style-type: none"> <li>• They need to stop lowering requirements for the hiring process.</li> <li>• The dept. should maintain the education requirements they had ten years ago. The education requirements have eroded over the years.</li> <li>• The dept. should stop promoting people to command level positions with little or no higher level education.</li> <li>• The dept. should disband the SWAT team. It trains all the time, but has never been used. It's a waste of resources.</li> <li>• The dept. should stop allowing the Chiefs to stay for over five years of time. Having only two Chiefs for the past 30 years caused a lot of stagnation in the dept.</li> </ul>
<b>18</b>	<ul style="list-style-type: none"> <li>• Having different standards for Management and non-ranking personnel.</li> <li>• Get rid of them vs. them atmosphere.</li> </ul>





19	<ul style="list-style-type: none"> <li>•Favoritism.</li> </ul>
20	<ul style="list-style-type: none"> <li>•Promoting people who only want the job for more money.</li> </ul>
21	<ul style="list-style-type: none"> <li>•Stop barring our heads and pretending things will go away, there is no clicking our heels and going back to Kansas.</li> <li>•Management needs to admit when things have gone wrong and stop selling out the Officers. The Chief needs to LISTEN to and accept criticism from his Officers and learn how to be a Leader. Management needs to pat Officers on the back for jobs well down as well as discipline when matters call for it, the scale should never be one sided.</li> <li>•Our dept. needs to appoint a POI either of the LT level or Commander level who responds to major scenes and reports to the public what is necessary information and he or she should do this in UNIFORM.</li> <li>•I believe the zone Commanders should attend briefings on a daily basis to determine if problems have risen and to gain or deliver insight to Patrolmen/women.</li> <li>•I also think the Chief should attend at least one zone briefing a week for the same reasons listed.</li> </ul>
22	<ul style="list-style-type: none"> <li>•Stop the "isolation" mentality or ideology.</li> </ul>
23	<ul style="list-style-type: none"> <li>•Stop cow towing to the politics.</li> <li>•Stop doing useless surveys.</li> <li>•The rank and file have stopped complaining. Nothing gets accomplished.</li> </ul>
24	NO response
25	<ul style="list-style-type: none"> <li>•The BART PD should stop being a divided dept. and become one unit.</li> <li>•As it stands right now most of the members don't trust their superiors as it feels like most of them don't care and are looking to retirement.</li> <li>•The Officers feel like they are being left to bear what ever the public decides. No one is standing up for the Officers including the District.</li> <li>•Please note that, as Officers, we still come to work and serve the public regardless of how difficult it is to do our jobs right now.</li> <li>•Morale is low but we still manage to do what is expected of us.</li> </ul>
26	NO response
27	NO response
28	<ul style="list-style-type: none"> <li>•Letting the G.M. tell us what to do.</li> </ul>
29	<ul style="list-style-type: none"> <li>•BART PD should stop treating the Officers like security Officers.</li> </ul>
30	NO response
31	<ul style="list-style-type: none"> <li>•Favoritism.</li> <li>•Unfair treatment when problems are brought to attention that effects friendships.</li> <li>•Mindset of "Just being a CSO."</li> </ul>



	<ul style="list-style-type: none"> <li>• Disunity that affects working relations such as labeling someone who stands for principles and is harassed and/or discredited among the depts..</li> <li>• Management not knowing each person's abilities before working for BART that may improve and/or help the dept., not just the "favorites."</li> <li>• Mindset changes toward each other's positions.</li> <li>• Job positions should include character/moral check, not just abilities.</li> <li>• Outside person on job interview panel, not just the "regulars" who already decide who is chosen before interviews.</li> </ul>
<b>32</b>	<ul style="list-style-type: none"> <li>• Favoritism.</li> <li>• Race discrimination.</li> <li>• Judging Officers based on hearsay without first getting to know the individual</li> </ul>
<b>33</b>	<ul style="list-style-type: none"> <li>• Making the Officers second guess every action through Monday-morning-quarterbacking</li> <li>• Automatically taking the public's version of events over the Officers'.</li> <li>• BAP: Officers should not have to punch a time clock.</li> </ul>
<b>34</b>	<ul style="list-style-type: none"> <li>• Stop making Officers clock in and out like they are on an assembly line. It's a very time-consuming program for SGTs.</li> </ul>
<b>35</b>	NO response
<b>36</b>	NO response
<b>37</b>	<ul style="list-style-type: none"> <li>• Promoting people who have committed crimes.</li> <li>• Stop allowing unqualified personnel to continue on their job.</li> <li>• To be more intentional with evaluations and not status quo.</li> <li>• Stop allowing TBAs [aka probationary employees] to sign into selected beats; allow them to sign into what is left.</li> <li>• Much of the morale issues come from losing a position close to home after being on the job 10+ years to a new person. Seniority means nothing here.</li> </ul>
<b>38</b>	<ul style="list-style-type: none"> <li>• Letting other District depts. control our destiny. Let us control our vehicle inventory and Real Estate needs. District continues to take space from us.</li> <li>• Dept. needs to better staff our training unit.</li> <li>• Let LTs make their own schedule and work locations.</li> <li>• Get rid of BAP cards for cops.</li> <li>• Get rid of BAP.</li> </ul>
<b>39</b>	<ul style="list-style-type: none"> <li>• Rewarding Officers for doing nothing.</li> <li>• Support your Officers that are proactive and want to do the job.</li> <li>• If your Officers are "not making waves - they are standing still."</li> </ul>
<b>40</b>	<ul style="list-style-type: none"> <li>• The Dept. needs to stop adhering to an ingrained mindset or culture of Isolationism and laziness which has been consistently caustic to the growth and progress of the Dept.. Historically, the Dept. has rewarded Officers who do little or no work and penalize those that do till they either leave the dept. or become so inactive that they become dangerously incompetent in their ability to do their jobs. This attitude is so pervasive</li> </ul>



	that many supervisors, who unfortunately have been raised in this system, actually order Officers not to work or make it very difficult for them to do so, I believe to prevent them from having to make decisions and, therefore, possibly exposing their own shortcomings. This also translates to doing little or no interaction with other Police agencies, organizations, community groups etc.
41	<ul style="list-style-type: none"> <li>• Stop CSO from being in special assignments for over 3 - 5 years.</li> <li>• Stop showing favor.</li> <li>• Stop promoting unqualified people.</li> <li>• Stop giving Officers overtime that can be worked by CSOs [saves money too]</li> <li>• Driving out-dated cars.</li> </ul>
42	<ul style="list-style-type: none"> <li>• Knee jerk reactions to events that happen without warning. "Asking for helmets 4 hours into a riot??" <b><u>PLEASE</u></b></li> <li>• Quit putting everyone on administrative leave.</li> <li>• What I have learned at BART is that it is better to "not do Police work." Every time there is a conflict, the Officer is <u>always</u> blamed.</li> <li>• Hold SGTs, LTs accountable. Why aren't the supervisor that were on the platform 1-01-09 on administrative leave?</li> <li>• Stop sending out DVDs as "training." No one watches them. We just write down our names to keep you off our backs.</li> </ul>
43	<ul style="list-style-type: none"> <li>• Stop being afraid of change.</li> <li>• This dept. historically implements programs with little or not input from the persons [i.e.: Patrol Officers] that will be utilizing them the most.</li> </ul>
44	<ul style="list-style-type: none"> <li>• Employing a SWAT team - waste of money &amp; training. Never deployed.</li> <li>• Employing K-9s - waste of money &amp; training. Never deployed.</li> <li>• Ignoring community concerns.</li> </ul>
45	<ul style="list-style-type: none"> <li>• Close the gap between Command Staff and Patrol Officers.</li> </ul>
46	<ul style="list-style-type: none"> <li>• Stop using Linton Johnson for press releases.</li> <li>• Stop supervisors from discouraging proactive Police work and arrests.</li> </ul>
47	<ul style="list-style-type: none"> <li>• Letting the board walk all over the PD</li> </ul>
48	<ul style="list-style-type: none"> <li>• Public and the Board of Directors are attempting to do too much by creating an unprecedented Civilian Review Board.</li> <li>• This takes authority from the Chief and BART PD Management if the Civilian Review Board dictates punishment.</li> </ul>
49	<ul style="list-style-type: none"> <li>• Stop purchasing equipment that is not supportable and cannot be upgraded over time.</li> <li>• Any new equipment should have a clearly defined support system in place before purchase. The support can be contracted out or in-house with a trained administrator.</li> </ul>
50	<ul style="list-style-type: none"> <li>• Having knee jerk reactions promoting laziness.</li> </ul>
51	<ul style="list-style-type: none"> <li>• Stop sub-par performances from Management and Patrol.</li> </ul>



	<ul style="list-style-type: none"> <li>• Stop allowing BART District to run PD without experience [Police].</li> </ul>
<b>52</b>	<ul style="list-style-type: none"> <li>• Everything!</li> <li>• Throw it all out and start over with 50% less Managers!</li> <li>• These people don't even think like leaders of men and women whose job is <u>law enforcement</u>.</li> <li>• They couldn't lead me to a restroom!</li> </ul>
<b>53</b>	<ul style="list-style-type: none"> <li>• Supervisors need to stop micro-managing.</li> <li>• Being a reactive dept, i.e.: training issues post 1/01/09.</li> <li>• Numerous personal requests for training ad been denied prior 1/01/09.</li> </ul>
<b>54</b>	<ul style="list-style-type: none"> <li>• Having SGTs doing time-keeping, BAP</li> <li>• Having Patrol SGTs doing scheduling, sick calls, overtime.</li> <li>• Zone loaning for overtime reduction which keeps zones at minimum.</li> </ul>
<b>55</b>	<ul style="list-style-type: none"> <li>• Stop promoting incompetent personnel with no Police experience. What have they done as Police Officers, how have they improved the dept.</li> <li>• Let's get back to work!</li> </ul>
<b>56</b>	<ul style="list-style-type: none"> <li>• Reacting to the political/career motives of the BART Board of Directors.</li> </ul>
<b>57</b>	<ul style="list-style-type: none"> <li>• Stop continuing with the BPA/BPMA.</li> <li>• On decisions that are the prerogative of Management.</li> </ul>
<b>58</b>	NO response
<b>59</b>	NO response
<b>60</b>	<ul style="list-style-type: none"> <li>• Knee jerk reactions to community emotional stories.</li> <li>• Stop being passive and hoping things will get better. Plan ahead and work to achieve goals.</li> </ul>
<b>61</b>	<ul style="list-style-type: none"> <li>• Allowing central to dictate control of train traffic when calls for service [Police] are requested.</li> <li>• Allowing dispatch to dictate responses. Insist on detailed information and visual training of locations of incident areas.</li> </ul>
<b>62</b>	NO response
<b>63</b>	NO response
<b>64</b>	<ul style="list-style-type: none"> <li>• Being afraid of working/doing our job because of a District who doesn't want us to be proactive.</li> <li>• A District who has no understanding is out of touch with Police work and today's crimes.</li> <li>• A District who would rather punish and turn a blind eye rather than seek to understand, who would rather sweep a problem under the rug rather than address the root of the problem.</li> <li>• A District who is lazy and money-hungry for its top Managers, rather than care for its</li> </ul>



	<p>employees and their needs and morale.</p> <ul style="list-style-type: none"> <li>•BART Police should stop being proactive because their own District does not support them.</li> </ul>
<b>65</b>	<ul style="list-style-type: none"> <li>•Allowing punishable offenses to occur, such as sleeping!! I see this way too often.</li> <li>•Being negative towards CSOs. We need more trust with the things we say and do.</li> <li>•Allowing employees to work in small/dirty offices.</li> </ul>
<b>66</b>	<ul style="list-style-type: none"> <li>•Stop the politicking.</li> </ul>
<b>67</b>	<ul style="list-style-type: none"> <li>•Stop promotion without merit.</li> </ul>
<b>68</b>	NO response
<b>69</b>	NO response
<b>70</b>	NO response
<b>71</b>	<ul style="list-style-type: none"> <li>•Stop hiring black groups to evaluate dept.</li> </ul>
<b>72</b>	<ul style="list-style-type: none"> <li>•Stop saying "Well, that's what we've always done!"</li> <li>•Try and prevent crime <u>at</u> and <u>around</u> BART.</li> <li>•Be more proactive and less reactive.</li> <li>•Stop treating BART Police like a necessary evil.</li> <li>•Stop using SPU for petty thefts/waste of good resource.</li> <li>•Stop enforcing the mentality "Just make it look good."</li> <li>•Stop letting a BART civilian employee speak on behalf of the PD when it comes to Police matters.</li> </ul>
<b>73</b>	<ul style="list-style-type: none"> <li>•Stop rewarding Officers who are on administrative leave with special assignments.</li> <li>•Promoting based on race/gender rather than qualifications.</li> <li>•Practicing favoritism with selection to special assignments, and having different informal duties for different people.</li> </ul>
<b>74</b>	<ul style="list-style-type: none"> <li>•Stop recognizing some Officers for job well done and overlooking others for the same work.</li> <li>•Double standard.</li> </ul>
<b>75</b>	<ul style="list-style-type: none"> <li>•Having Managers that can't even proof read NOBLE cover letter for grammatical errors. This simple thing does not inspire confidence.</li> <li>•Stop culture of laziness. And, not just from front line employees.</li> <li>•Allowing cars to acquire excessive mileage. Demand better service from shops. PD Managers should have oldest cars in the fleet. Then they would be more concerned about their condition.</li> <li>•Staff should come out from under their desks. Since January's incident staff "promised" to get out in the field. Where are they?</li> <li>•Stop waffling. Make a decision, any decision. Look how long it took to make a decision on taser holsters.</li> <li>•Outside traffic stop policy should be rescinded. If we are cops, we are cops off property</li> </ul>



	<p>too. Do SFPD, OPD, and other adjacent agencies tell their Officers they can't do work on BART property? I don't think so. Officers should be encouraged to work in and around BART stations. Why does BART mandate Officers to work the Fruitvale village but Officers on other beats will be disciplined for doing work off -property?</p> <ul style="list-style-type: none"> <li>• Stop having inadequate facilities. Examples: Fruitvale, Berkeley, and Dublin Offices. Equipment room and report writing corner at LMA, LMA and Dublin locker rooms. Why are our best facilities not owned by BART PD [Castro Valley and San Bruno]?</li> </ul>
<b>76</b>	<ul style="list-style-type: none"> <li>• Stop acting like crime doesn't exist.</li> <li>• We have a weak Command Staff that doesn't support their Officers when the "stuff" hits the fan.</li> <li>• Stop catering to the public more so than standing behind their Officers.</li> </ul>
<b>77</b>	<ul style="list-style-type: none"> <li>• Promotions should be given to the most qualified persons versus whoever is the most "liked" and unknown.</li> <li>• Special assignment interviews S/B conducted with enthusiasm and not as if they already know who they want.</li> <li>• Study material should be known up front versus only given to those who are friend with the SGT or those that have friends already in that position who share how to prepare for the interview.</li> <li>• Stop letting promotional lists expire without first exhausting it, then interviewing others for a new list.</li> <li>• Stop punishing all Officers for the unfortunate mistake of one Officer, one day, on split second!</li> </ul>
<b>78</b>	<ul style="list-style-type: none"> <li>• BART PD needs to stop thinking that there are no serious crimes committed on BART.</li> <li>• It also needs to stop being silently run and speared by BART.</li> <li>• The PD may be a BART entity, however, it is a PD none-the-less.</li> <li>• The PD needs to be run by a strong and competent Chief, not the BART Board of Directors.</li> <li>• Yes, the Board and General Manager run BART, but in actuality, none of those individuals know how to run a PD.</li> <li>• BART PD needs to stop promoting lazy and incompetent people.</li> </ul>
<b>79</b>	NO response
<b>80</b>	<ul style="list-style-type: none"> <li>• Stop ignoring SGTs'/Officers' suggestions for improving the dept.</li> </ul>
<b>81</b>	<ul style="list-style-type: none"> <li>• Limiting outside traffic stops. Officers should be able to make outside traffic stops freely.</li> <li>• BART PD needs to stop the bickering of small issues among the dept.</li> </ul>
<b>82</b>	<ul style="list-style-type: none"> <li>• Hiding what our Police Officers actually encounter on a daily basis.</li> <li>• Educate the public on what we do, how we are trained, types of investigations that are handled by our dept.</li> <li>• Let the public know that "Yes, there is crime in BART."</li> <li>• However, there are 200+ officers working very hard to investigate and combat rime to keep BART safe.</li> </ul>
<b>83</b>	<ul style="list-style-type: none"> <li>• Stop being afraid of being a law enforcement entity.</li> </ul>



	<ul style="list-style-type: none"> <li>• Stop blanketing the entire dept. for individual faults.</li> <li>• Stop hindering Officers for doing law enforcement tasks.</li> </ul>
<b>84</b>	<ul style="list-style-type: none"> <li>• Trying to fix things that are not broken!</li> <li>• Changes are made where they should not be made.</li> <li>• Ban the tasers.</li> </ul>
<b>85</b>	<ul style="list-style-type: none"> <li>• BPD should stop with the knee jerk reactions and start acting like a real PD.</li> </ul>
<b>86</b>	NO response
<b>87</b>	<ul style="list-style-type: none"> <li>• Making excuses - the model and structure this dept. has currently does not work, it needs to be revamped or changed completely.</li> <li>• Stop having two sets of rules, everyone should be held to the same standard.</li> <li>• Stop spreading rumors when your LTs are participating openly in office gossip. It brings the integrity of the dept. down.</li> <li>• Stop ignoring the moral problem!</li> </ul>
<b>88</b>	<ul style="list-style-type: none"> <li>• Stop ignoring the fact that some Officers do zero proactivity.</li> <li>• Stop allowing the BART GM and Board of Directors to treat us as their own security force.</li> <li>• Management needs to realize that to be effective, we need to be an autonomous PD. [Yes, they sign the checks, but we are here to serve the public, not them.]</li> </ul>
<b>89</b>	<ul style="list-style-type: none"> <li>• Stop showing favoritism</li> <li>• Choose qualified persons in supervisory positions based on experience, knowledge, and specified qualifications for job.</li> </ul>
<b>90</b>	NO response
<b>91</b>	<ul style="list-style-type: none"> <li>• Discontinue the double standard regarding holding people accountable at the different rank levels. Officers are held accountable, Command Staff is not.</li> <li>• Giving out harsher discipline to those that are critical of the dept. and Command Staff.</li> </ul>
<b>92</b>	NO response
<b>93</b>	<ul style="list-style-type: none"> <li>• Stop implementing policy without consulting with the employees.</li> <li>• Stop asking employees doing a job a certain way to change without asking for input and specifics of that particular assignment.</li> </ul>
<b>94</b>	<ul style="list-style-type: none"> <li>• Allowing Board of Directors to run PD.</li> <li>• Allowing non-PDs within BART run Police enforcement programs [parking].</li> <li>• Promoting favorites instead of qualified.</li> <li>• Making promises and not follow through.</li> </ul>
<b>95</b>	NO response
<b>96</b>	NO response



<b>97</b>	NO response
<b>98</b>	<ul style="list-style-type: none"> <li>• Ignoring organizational failures and disregarding valuable feedback from citizens, District, and dept. employees.</li> </ul>
<b>99</b>	NO response
<b>100</b>	<ul style="list-style-type: none"> <li>• Stop being a boys' club.</li> </ul>
<b>101</b>	<ul style="list-style-type: none"> <li>• Stop promoting people who are NOT qualified.</li> <li>• Command Staff should take responsibility.</li> </ul>
<b>102</b>	<ul style="list-style-type: none"> <li>• Playing favorites.</li> <li>• Disregarding employee input.</li> <li>• Being complacent about critical incidents.</li> </ul>
<b>103</b>	<ul style="list-style-type: none"> <li>• Sweating small issues, and ignoring large issues.</li> <li>• Promoting.</li> <li>• Stop promoting UNQUALIFIED Officers to Management.</li> </ul>
<b>104</b>	<ul style="list-style-type: none"> <li>• SWAT is a waste.</li> <li>• Take BAP out and build Officers' schedules like the Supervisors. They do not have to BAP is <u>not</u> fair.</li> <li>• Change the FTO program.</li> <li>• Stop promoting favorites - a lot of Managers are not promoted up on merit.</li> <li>• Stop the "knee jerk" responses from Management.</li> </ul>
<b>105</b>	<ul style="list-style-type: none"> <li>• Using the excuse "That's the BART way."</li> <li>• Stop promoting unqualified people.</li> <li>• BART PD should stop relying on the Board of Directors to control the dept. like puppets.</li> <li>• Stop allowing Linton Johnson to speak on our behalf.</li> <li>• Stop living on BAD.</li> <li>• We should not be subject to punching in and out due to the nature of our flexible scheduling and overtime.</li> </ul>
<b>106</b>	<ul style="list-style-type: none"> <li>• Stop accepting "status quo" mentality.</li> <li>• Stop having no accountability.</li> </ul>
<b>107</b>	<ul style="list-style-type: none"> <li>• The new shift schedule.</li> <li>• Special assignments should be five years in length, not the current three. The position usually requires training and I feel that, once you become comfortable, it's time to leave.</li> </ul>
<b>108</b>	<ul style="list-style-type: none"> <li>• BART PD must stop comparing itself to other municipal agencies and understand that our purpose is to serve the riders of the BART System.</li> <li>• We should be proud to be the best transit police agency in the country.</li> <li>• We need to emphasize that, with all of our employees from the day they start, we do something very different than what a city cop does and we should be proud of that.</li> </ul>





**109**

- Holding back from communicating with the public by way of media releases, using District spokesperson to talk to the media about Police matters.
- These often get exaggerated and information damaging to the criminal investigation is released.



<b>10c. What should BPD CONTINUE doing?</b>	
1	•As a result of the January 1 <sup>st</sup> incident, we're starting to receive more consistent training. That should continue.
2	•Continue to update and modernize their current policies.
3	•More training.
4	•Continue to hire exceptional people.
5	•Too much needs to change. Nothing we do should continue.
6	•It seems that the dept. is making an attempt to become a stronger voice in the community. There are steps that are taking place. However, those steps should move faster and more progressive.
7	•Firearms training. •Continue hiring laterals.
8	•Policing the transit system.
9	NO response
10	•Nothing - start over.
11	•The dept. needs to continue, actually, start making progress toward making substantial improvements in community relations. We need to begin repairing our reputation throughout the District so all communities can begin to see our dept. as a quality law enforcement organization.
12	•Developing a civilian oversight committee. •Continue dialog with the community.
13	•Continue to function as a working PD but in order to do this, you need accountability.
14	•Updating all policies & procedures •Learning how to be a <u>REAL</u> PD, not just a security organization.
15	NO response
16	•Continue wanting to improve. I feel that this survey is a step in the right direction.
17	•The dept. should continue to try and promote the need for BART Police. Continue to zone policing. Continue recruiting lateral Officers.
18	•Providing excellent service to the riding public on BART. •Continue hiring professional people.



19	<ul style="list-style-type: none"> <li>•Improve training.</li> </ul>
20	<ul style="list-style-type: none"> <li>•Continue to provide a professional place .</li> <li>•Service to the patrons and people of the Bay area.</li> </ul>
21	<ul style="list-style-type: none"> <li>•I think we should continue to strive through the turmoil, as they say there is nowhere to go but up. I believe this dept. will once again be a dept. worthy of being called A PD.</li> </ul>
22	<ul style="list-style-type: none"> <li>•Establishing and maintaining relationships with stakeholders.</li> </ul>
23	NO response
24	NO response
25	<ul style="list-style-type: none"> <li>•The BART PD should continue to be a Good PD.</li> <li>•The Police Officers with in this dept. are very professional and knowledgeable.</li> <li>•They should continue to serve the public as best they can.</li> </ul>
26	NO response
27	NO response
28	<ul style="list-style-type: none"> <li>•Keep moving forward.</li> </ul>
29	<ul style="list-style-type: none"> <li>•BART PD should continue to operate as a PD, without fear of change, change is good!</li> </ul>
30	NO response
31	<ul style="list-style-type: none"> <li>•There are many good Officers, CSOs, and SGTs, the continued way of the older, "seasoned workers" with good character helping the new workers.</li> <li>•Many of the retired Officers and SGTs listened and helped new people coming in, and taught us how to do things, not just to "get mine!" It was like having a family of older brothers and sisters, not just about the job, but a true heart for the person's well-being.</li> <li>•This must continue and bring some retirees back periodically to help teach and train the new, both in job ability, but even more in character, moral, and heart for fellow worker people.</li> <li>•This must be about unity, care, and improvement for all of BART and the patrons and community.</li> </ul>
32	<ul style="list-style-type: none"> <li>•Paying us well - that's the only reason we work there.</li> </ul>
33	<ul style="list-style-type: none"> <li>•Hiring to fill open positions.</li> </ul>
34	<ul style="list-style-type: none"> <li>•Continue to strive for improvement excellence.</li> </ul>
35	NO response
36	<ul style="list-style-type: none"> <li>•Show presence at stations.</li> </ul>



<b>37</b>	<ul style="list-style-type: none"> <li>•Promoting our dept. as a "REAL" PD</li> <li>•Trying to serve our patrons as any other city would.</li> <li>•Getting new vehicles and proper tools for the job!</li> </ul>
<b>38</b>	<ul style="list-style-type: none"> <li>•Keep K-9 team</li> <li>•Special Problems Unit</li> </ul>
<b>39</b>	<ul style="list-style-type: none"> <li>•Offer their Officers a competitive wage and benefit package - comparable with area PDs.</li> </ul>
<b>40</b>	<ul style="list-style-type: none"> <li>•The Dept. should allow the Officers that do work to continue to do so as they provide the dept. with a much needed dose of professionalism. These Officers who continue to work in this environment put forth an excellent example to the public of what a Police Officer should look like, act like, and be like. They give the Dept. credibility and legitimacy and project a much needed positive image of the Dept. to the community that is often lacking.</li> </ul>
<b>41</b>	<ul style="list-style-type: none"> <li>•Trying to get it right.</li> </ul>
<b>42</b>	<ul style="list-style-type: none"> <li>•Nothing a BART ever changes.</li> <li>•You have a Chief that doesn't care.</li> <li>•You have a female Commander that is an idiot.</li> <li>•You have all of the Chief's "yes men" [the LTs].</li> <li>•Then there are the SGTs. If they want to promote or get a special assignment, they know [or learn] to keep their mouths shut and not to stir up any problems.</li> <li>•No one has anyone's back.</li> <li>•Everyone is worried about getting in trouble</li> <li>•No one has a back bone.</li> </ul>
<b>43</b>	<ul style="list-style-type: none"> <li>•Training / Training / Training</li> </ul>
<b>44</b>	<ul style="list-style-type: none"> <li>•Staying within its jurisdiction when patrolling and enforcing laws.</li> </ul>
<b>45</b>	<ul style="list-style-type: none"> <li>•Promoting capable and knowledgeable SGTs and LTs, instead of the inept ones we have now.</li> </ul>
<b>46</b>	<ul style="list-style-type: none"> <li>•Provide patrons with a safe environment by highly visible patrols and proactive Police work.</li> </ul>
<b>47</b>	<p>NO response</p>
<b>48</b>	<ul style="list-style-type: none"> <li>•Continue to give the best service we can.</li> <li>•The majority of the Police force has been doing a really good job.</li> </ul>
<b>49</b>	<ul style="list-style-type: none"> <li>•BART has outstanding opportunities for change and promotion within the PD They offer special assignments with diverse training prospects. Also advancement is attainable. These should continue.</li> </ul>
<b>50</b>	<ul style="list-style-type: none"> <li>•Promoting change!!!</li> </ul>



51	<ul style="list-style-type: none"> <li>• Can not think of anything.</li> <li>• The District [BART] has no confidence in this PD because Management is weak.</li> </ul>
52	<ul style="list-style-type: none"> <li>• If they continue to hire and promote people based on political correctness instead of aptitude, then there will be no hope of change.</li> <li>• BART District is locked into a mindset that prioritizes looking good [i.e.: political correct]; making sure we hire the right number of minorities, flunkies, and spineless kiss asses, so long as they will do what they're told instead what would be right.</li> </ul>
53	<ul style="list-style-type: none"> <li>• Advance with technology, i.e.: MDT, emails, addresses.</li> </ul>
54	<ul style="list-style-type: none"> <li>• Flex enforcements every other month or month, so each zone can do saturation patrolling of trouble spots, i.e.: zones send extra Officers to a zone to supplement reg. beats.</li> <li>• Proactive minor enforcements on trains direct report K-9s to downtown S.F. Oakland.</li> <li>• Increase minimum staffing in downtown Oakland and S.F. [S.F. beat structure has changed with increase rider ship].</li> </ul>
55	<ul style="list-style-type: none"> <li>• Continue improving the specialties units - SWAT, K-9, SPU</li> </ul>
56	<ul style="list-style-type: none"> <li>• Providing professional Police services to the BART patrons and general public.</li> </ul>
57	<ul style="list-style-type: none"> <li>• Develop future leaders from within the dept.</li> </ul>
58	NO response
59	NO response
60	NO response
61	<ul style="list-style-type: none"> <li>• Training.</li> <li>• Increase visibility.</li> </ul>
62	NO response
63	<ul style="list-style-type: none"> <li>• Foot patrol beats in downtown San Francisco.</li> </ul>
64	<ul style="list-style-type: none"> <li>• Keep vocalizing their wants, needs, and rights in an aging, outdated system, by a District who doesn't care about keeping their patrons safe or their Police adequately trained, informed, or paid.</li> </ul>
65	<ul style="list-style-type: none"> <li>• Continue Police presence and respond to calls as currently doing so.</li> </ul>
66	<ul style="list-style-type: none"> <li>• Praising the workers.</li> <li>• Meeting with the community.</li> </ul>
67	<ul style="list-style-type: none"> <li>• Promote more women and minorities which is not currently happening.</li> </ul>



<b>68</b>	NO response
<b>69</b>	NO response
<b>70</b>	NO response
<b>71</b>	NO response
<b>72</b>	<ul style="list-style-type: none"> <li>• Continuing being professional out in the field.</li> <li>• Continue increasing Officers so we can have more train Patrol units and undercover Officers.</li> <li>• Continue asking the BART District for a serviceable headquarter - it is embarrassing.</li> </ul>
<b>73</b>	<ul style="list-style-type: none"> <li>• Emphasizing positive interaction from Officers with patrons.</li> </ul>
<b>74</b>	<ul style="list-style-type: none"> <li>• Continue providing a safe place to transit for the public.</li> </ul>
<b>75</b>	<ul style="list-style-type: none"> <li>• BART PD should continue to allow BART to hire racially biased organizations to evaluate our Dept. and distribute improperly formatted surveys.</li> <li>• Examples: <ul style="list-style-type: none"> <li>NOBLE by its very title [National Organization of BLACK Law Enforcement] is a racially biased organization.</li> <li>Question 2m: What is "Y"?</li> <li>Question 2n: What is "Y"?</li> <li>Question 6: Who cares about the patches? With all the issues this PD has, why did you pick the patches? The Chief runs the Dept. and he made the decision. I wish he would make more concrete decisions.</li> <li>Question 7: Your statements don't match your proposed answers and is difficult to interpret.</li> </ul> </li> </ul>
<b>76</b>	NO response
<b>77</b>	<ul style="list-style-type: none"> <li>• Holding their heads up as Officers despite what the "Board" and public seems to think about us being non-trained, and "Security."</li> </ul>
<b>78</b>	NO response
<b>79</b>	NO response
<b>80</b>	<ul style="list-style-type: none"> <li>• BART should continue to make it convenient for Officers to take time off for families.</li> </ul>
<b>81</b>	<ul style="list-style-type: none"> <li>• They let Officers work freely.</li> <li>• Continue to strive for morale improvement.</li> <li>• SGTs are doing a good job.</li> </ul>
<b>82</b>	<ul style="list-style-type: none"> <li>• To be a progressive thinking PD.</li> <li>• Addressing crime trends, technology, equipment, etc.</li> </ul>



<b>83</b>	NO response
<b>84</b>	•I don't know.
<b>85</b>	•BART PD should continue to give the high level of service to its patrons.
<b>86</b>	NO response
<b>87</b>	<ul style="list-style-type: none"> <li>•Continue training.</li> <li>•Continue trying to get government grants for improvement.</li> </ul>
<b>88</b>	NO response
<b>89</b>	<ul style="list-style-type: none"> <li>•Allow Officers to watch POST DVDs during line-up.</li> <li>•Continue to upgrade the Lake Merritt Police facility. [Powell St. station is better than Lake Merritt, even Lake Merritt is our home base.]</li> </ul>
<b>90</b>	NO response
<b>91</b>	NO response
<b>92</b>	NO response
<b>93</b>	<ul style="list-style-type: none"> <li>•Continue to be as visible as possible.</li> <li>•Continue being proactive in regards to the BART community.</li> <li>•Continue to learn and seek more knowledge.</li> </ul>
<b>94</b>	<ul style="list-style-type: none"> <li>•BART is falling apart.</li> <li>•Major changes are needed.</li> <li>•There is very little that should be continued.</li> </ul>
<b>95</b>	NO response
<b>96</b>	NO response
<b>97</b>	NO response
<b>98</b>	•Holding weekly staff meetings and monthly Managers' meetings.
<b>99</b>	NO response
<b>100</b>	•N/A - the place is a mess.
<b>101</b>	NO response
<b>102</b>	•Keep righting our wrongs.
<b>103</b>	•Who knows - I'm LOST on what a REAL dept. does.



104	•Change is necessary!!
105	NO response
106	•Continue to mentor and foster future leaders of the PD from <u>within</u> the dept. •They know what needs to be done.
107	•Should implement "old" schedule of work and shift assignments.
108	•Continue to do what we have for the last 37 years. •Provide the public with a safe means of traveling the Bay Area. •Continue to provide the customer service and exhibit the professionalism that has existed for the past four decades. •Continue to fight the District to get them to understand that public awareness is just as important as enforcement.
109	NO response





<b>Miscellaneous Comments</b>	
	#6 - Bad Question: Patches do not define a Police Officer or PD. Professionalism and work ethic does. We were asked for input although we did survey for new badges, but were denied our request.
<b>74</b>	<ul style="list-style-type: none"> <li>• I for one am happy to work here.</li> <li>• I don't believe this dept. is full of bad apples.</li> <li>• I think we do a good job.</li> <li>• There are some who are detached from reality when it comes to law enforcement.</li> <li>• This job is hard and you are second-guessed at every turn.</li> <li>• Damned if you do, damned if you don't.</li> </ul>
<b>100</b>	<ul style="list-style-type: none"> <li>• Training: The BART Police Dept has never cared about training until they have come under scrutiny due to the Oscar Grant tragedy.</li> <li>• Promotions: Chief Gary Gee has always promoted his friends. They are known as the "FOGG" Friends Of Gary Gee. Seven of the current 10 LTs are very good friends of Gary Gee and they are all incompetent.</li> <li>• Jan 2008 at a Managers' meeting, Gary Gee was informed that many new officers were violating rights and making very poor arrest and detentions along with using excessive force. Gary Gee did not ask one question, he never looked up because he was on his blackberry, he never addressed the issue. A year later Jan 2009, Oscar Grant was killed while other officers brandished their tasers without cause.</li> <li>• There are good competent Managers at BART but they have been silenced and marginalized by Gary Gee.</li> </ul>
<b>108</b>	#6 - is one of the most ignorant questions I have ever seen asked on survey. Does that really give you any insight to this Department? How come you did not ask what color uniform you would prefer? Politics, it always is just politics.



---

# **Chapter 16**

# **Promotion**

---



## **BART Police Management Audit**

**Topical Area:** Promotion

**Issue:** Management Promotional Process

**Current Application or Practice:** The BART PD currently does not use all of these elements for any management promotion. The written examination and oral interview are the current limits of the promotional process for any rank.

**Commendation or Recommendation:** It is recommended that the BART PD make the following changes for all management promotions within a bargaining unit and place them within a written directive:

1. Have a written examination which evaluates job knowledge;
2. Use a promotional assessment center to evaluate the candidate's potential to do the target Job;
3. Have a validated oral interview which evaluates the candidate's understanding of the job, the agency, and the job environment;
4. Require that the candidate's last performance evaluation, prior to being promoted, has the minimum overall job rating of "meets expectation;" and
5. The Chief should have a rule of three to five of the top candidates he may select after all the scores of the promotional process have been submitted.

**Justification:** This recommendation is based on a law enforcement best practice. When evaluating candidates for promotion, the minimum which should be considered is the candidate's job knowledge, job potential, and current job performance. These requirements for promotion ensure that candidates have comprehensive preparation prior to obtaining a promotion.

**Implementation Standards:** The BART PD should develop a written directive which mandates the above identified criteria for a promotion.



## **BART Police Management Audit**

**Topical Area:** Promotion

**Issues:** Credit History of Recruits

**Current Application or Practice:** PGPD currently has a background investigation which includes a credit history of all applicants. This credit history is reviewed and the credit history affects the employment potential of the applicant to the degree it is supported by other background information.

**Commendation or Recommendation:** Review credit history of all police recruits more critically. The credit history of a police applicant should receive an extensive review by the administrator. The credit history itself can reveal a history of critical behaviors demonstrated by the applicant which are job-related. The credit history can demonstrate the following key behaviors which are critical to a law enforcement officer's performance.

1. Use of credit is related to high moral character. The demonstrated ability to make repayments of bills as promised within a timely manner.
2. Responsibility. The applicant demonstrated the ability to live within his financial means of support.
3. Commitment. Candidates demonstrate their ability to keep their commitment to ultimately pay all creditors.
4. Decision-making and judgment. Candidate demonstrates an ability to use credit judiciously and not become over-extended financially on non-essential items.

A critical review of an applicant's credit history helps an organization identify the best candidates within the candidate pool while also identifying those unsuitable for the job. A candidate's credit history alone should not be the reason for disqualification.

**Justification:** CALEA 32.2.1 It is a law enforcement best practice to review the applicant's credit history as an instrument to evaluate job-related behaviors and traits to make a more effective hiring decision.

**Implementation Standards:** Develop and implement a credit history rating form which evaluates job-related behaviors based on the applicant's credit history.



**BART Police Management Audit**

**Topical Area:** Promotion

**Issue:** Agency's Role in the Promotion Process

**Current Application or Practice:** The agency currently does not have a written directive that defines the agency's role in the promotion process for sworn personnel.

**Commendation or Recommendation:** BART PD should develop a written directive that defines its role in the promotional process for sworn personnel.

**Justification:** *CALEA 34.1.1 The agency should have a role in the development of the measurement instruments that are used in determining the knowledge, skills, and abilities of employees for positions. This directive should also indicate the role of the department and the role of Human Resources of BART administration. This is an international accreditation standard.*

**Implementation Standards:** Develop a written directive using the CALEA standards manual as a guide.



## BART Police Management Audit

**Topical Area:** Promotion

**Issue:** Identifiable Position the Authority & Responsibility for Administering the Agency's Role in Promotion

**Current Application or Current Practice:** The agency currently does not have a written directive that vests in an identifiable position the authority and responsibility for administering the agency's role in the promotion process for sworn personnel.

**Commendation or Recommendation:** BART PD should develop a written directive that vests in an identifiable position the authority and responsibility for administering the agency's role in the promotion process for sworn personnel.

**Justification:** *CALEA 34.1.2 The written directive should identify a person responsible for the administration of the promotional process and indicate what additional personnel share responsibility for the promotional process. This directive should indicate what organizational positions are responsible for which components of the promotional process.*

**Implementation Standards:** Develop a written directive using the CALEA standards manual as a guide.



**BART Police Management Audit**

**Topical Area:** Promotion

**Issue:** Promotion for Sworn Personnel

**Current Application or Practice:** The agency currently does not have a written directive which describes the procedures used for each element of the promotion process for sworn personnel, including those for:

- a. evaluating the promotional potential of candidates;
- b. administering written tests, if any;
- c. using assessment centers, if any;
- d. conducting oral interviews prior to appointment to probationary status;
- e. providing procedures for review and appeal of results for each promotional element by candidates;
- f. establishing procedures for reapplication, if any;
- g. determining promotional eligibility for vacancies where lateral entry is permitted, if any; and
- h. security of promotional materials.

**Commendation or Recommendation:** BART PD should develop a written directive that describes all elements and procedures used in each promotional process. This should be developed with input and feedback from all sworn personnel. Management should meet and confer with affected personnel and make the final decision after receiving feedback based on what's in the best interest of the agency.

**Justification:** *CALEA 34.1.3 The sworn personnel of the agency should have a written document that describes the process for preparing for and obtaining a promotion. This process should be based on merit and be communicated in writing, in advance, to anyone aspiring to get promoted. This is an international accreditation standard.*

**Implementation Standards:** Develop a written directive using the CALEA standards manual as a guide.



## BART Police Management Audit

**Topical Area:** Promotion

**Issue:** Promotional Selection Process requirements

**Current Application or Practice:** The agency currently uses a written examination and interview board for Sergeant and uses an interview board for the ranks above Sergeant for promotion. These two components at most of the promotional process do not provide sufficient screening to make merit-based promotions. Additional components should be added to the promotional process. Also, steps should be taken to ensure that the components currently used are job-related and nondiscriminatory.

**Commendation or Recommendation:** All elements used to evaluate candidates for sworn personnel for promotion are job-related and nondiscriminatory. The agency should consider adding an updated background check, evaluating performance appraisals, and an assessment center to the promotional process.

**Justification:** CALEA 34.1.4 Multiple components will ensure there is a broad coverage of the candidate's knowledge, skills, and abilities to determine promotional potential. These additions are consistent with international accreditation standard.

**Implementation Standards:** Develop a written directive using the CALEA standards manual as a guide and conduct an updated job-task analysis to help develop additional promotional components.





## BART Police Management Audit

### Topical Area: Promotion

Issue: Criteria & Procedures for Development & Use of Eligibility Lists

Current Application or Practice: The agency currently does not have a written directive that establishes criteria and procedures for the development and use of eligibility lists, if any, for sworn positions.

Commendation or Recommendation: Develop a written directive that establishes criteria and procedures for the development and use of eligibility lists, if any, for sworn positions to include, at a minimum:

- a. the numerical weight, if any, assigned to each eligibility requirement;
- b. the system of ranking eligible candidates on the lists;
- c. time-in-grade and/or time-in-rank eligibility requirements, if any;
- d. the duration of the lists; and
- e. the system for selecting names from the lists.

Justification: CALEA 34.1.6 *The use of this written directive articulates the specific requirements and eligibility for those being promoted following the promotional process. This is an international accreditation standard.*

Implementation Standards: Develop a written directive consistent with the recommendations identified.



## **BART Police Management Audit**

**Topical Area:** Promotion

**Issue:** Lateral Entry Hiring

**Current Application or Practice:** The BART PD currently does lateral entry hiring for its police officer rank. It, however, does not do lateral entry hiring for its management ranks, i.e. Sergeant and above.

**Commendation or Recommendation:** It is recommended that BART modify its policy and procedures to permit lateral entry hires for all promotional ranks. It is more important to allow for lateral entry hiring at the Lieutenant's rank and above than for the Sergeant's rank. The primary reasons for allowing lateral entry hiring at the management's ranks are as follows:

1. The ability to hire talent for a particular rank that currently does not exist at your agency;
2. When internal and external candidates compete for management positions, the quality of the candidate pool improves;
3. When all promotional positions are filled from within, group think occurs over an extended period of time; and
4. Hiring management personnel with a different background and experience enhances the quality of organizational decision-making.

**Justification:** It is a law enforcement best practice for agencies to do lateral entry hiring at its management's ranks. This allows agencies to attract the best talent in the marketplace to its agency. The quality of the organization is reduced to the quality of the people.

**Implementation Standards:** It is recommended that BART modify its policy and procedures to permit lateral entry hires for all promotional ranks.



**BART Police Management Audit**

**Topical Area:** Promotion

**Issue:** Probationary Period for Sworn Personnel

**Current Application or Practice:** The agency does not have a written directive that requires at least a six-month probationary period for all sworn personnel who are promoted, with any exceptions defined.

**Recommendation:** Develop a written directive that requires at least a six-month probationary period for all sworn personnel who are promoted, with any exceptions defined.

**Justification:** *CALEA 34.1.7 The promotional period provides time for the agency to evaluate the performance of newly promoted managers. This is an international accreditation standard.*

**Implementation Standards:** Develop a written directive consistent with the recommendations identified.



## **BART Police Management Audit**

**Topical Area:** Dealing with Persons Suffering from Mental Illness

**Issue:** Training and Policy - Mental Illness/Inebriated

**Current Application or Practice:** The Agency has at least two written directives that govern legal requirements of Agency personnel for the uniform handling of persons that suffer from a mental disorder or are inebriated.

- 5150 W&I and 5170 W&I  
Operational Directive NO. 64  
Date of Issue: September 18, 1984  
Revised: April 22, 1998
- Application for Emergency Psychiatric Detention  
5150 W&I Report Form #0329  
Operational Directive NO. 19  
Section 11

The agency policies provide direction in satisfying the legal procedures, and completing the forms and reports necessary for taking a subject suffering from a mental disorder into custody. The written directive details the authority, reporting requirements, and transportation of the subject.

During interviews with personnel, the agency was described uniformly as lacking any policy on how to handle and deal with the mentally ill, aside from completing reports necessary for a commitment process. Similar characterizations were made relating to training. A few members recalled some training in dealing with the mentally ill. One said about five years ago a block of training was offered by the Agency, but could not recollect any significant aspect of the training. Another indicated the Agency provided a 90-minute training DVD in dealing with individuals with mental illness, but related the Agency has no policy regarding the handling of mental subjects, except how to process the commitment paperwork. The member did note that use of force with the mentally ill had to be reasonable. Another recalled POST DVD training, but could not recall any details of the training or when it occurred. Several personnel recalled a block of instruction in the police academy some years ago and indicated the training primarily focused on completing the forms for taking a mental subject into custody. When asked about Agency training or policy relating to dealing with the mentally ill, the following statements captured the tenor of the comments made by most personnel:

- "No policy, no training, despite the fact that we often deal with the mentally ill."
- "No scenario based training in handling the mentally ill and we have so many."
- "We need policy and training and should bring in an expert, all we do is shoo them off and they come back."
- "Not certain if there is a policy, there is no training on dealing with the mentally ill."



According to the Agency's Crime Analyst, Agency personnel handled the following number of incidents involving mental subjects:

- 2006 432
- 2007 357
- 2008 373

During interviews with personnel, it was evident that the Agency's practice, as it relates to dealing with the mentally ill, does not provide for a policy. Further, the Agency does not have significant training that recognizes that individuals that suffer from mental illness may require a different response by personnel, depending on the circumstances.

**Commendation or Recommendation:** The Agency should develop a policy for Agency members in addressing subjects that suffer from mental illness. The International Association of Chiefs of Police describes in its 1997 model policy, "Dealing With The Mentally ILL," the importance of addressing this vital task and high risk encounter:

*"Dealing with individuals in enforcement and related contexts who are known or suspected to be mentally ill carries the potential for violence, requires an officer to make difficult judgments about the mental state and intent of the individual, and requires special police skills and abilities to effectively and legally deal with the person so as to avoid unnecessary violence and potential civil litigation. Given the unpredictable and sometimes violent nature of the mentally ill, officers should never compromise or jeopardize their safety or the safety of others when dealing with individuals displaying symptoms of mental illness. In the context of enforcement and related activities, officers shall be guided by this state's law regarding the detention of the mentally ill. Officers shall use this policy to assist them in defining whether a person's behavior is indicative of mental illness and dealing with the mentally ill in a constructive and humane manner."*

**The Agency, in developing its mental illness policy, must ensure to address the following areas:**

1. Recognizing Abnormal Behavior;
2. Determining Danger;
3. Dealing with the Mentally ILL; and
4. Taking Custody or Making Referrals.

An additional compelling consideration for clear policy, initial training, and on-going in-service training for Agency personnel when dealing with the mentally ill is the litany of court cases that have established a duty for an Agency to train its personnel in this critical area. Officers must take into account, and alter their tactics where they can safely do so, when a subject suffering from mental illness becomes known to the police prior to, or during, the encounter. In *City of Canton, Ohio v. Harris*, the court articulated the standard of "deliberate indifference" for those jurisdictions that fail to provide reasonable training to their police personnel in critical tasks. Dealing with the mentally ill is a critical task, a task that the Agency is involved in hundreds of times a year.

In denying the Agency summary judgment in *Herrera v. Las Vega Metropolitan Police Department*, the court concluded:

"...Officer's...statements that a mentally ill person should be treated as any other person, regardless of the situation, [in the use of force context] indicates that the police department's training dealing with the mentally ill falls well below the reasonable standard of contemporary care."



Almost two decades ago, in the case of *Quezada v. County of Bernalillo*, a federal appeals court overturned a \$1.24 million award against a deputy for violating the decedent's federal civil rights in the shooting death of a suicidal woman. *The court did uphold, however, the county's liability under state law for negligent failure to train or supervise deputies on how to deal with potential suicides, and an award against the deputy for acting negligently under the circumstances.*

In California, a Eureka police chief and lieutenant were indicted in a police shooting incident for ordering a SWAT raid. According to the lawsuit and mental health advocates, the decision to break down the door of a woman who reportedly suffered from mental illness and resulting in her being fatally shot by the police, displayed a complete lack of sensitivity required when dealing with the mentally ill. The manslaughter case against the chief and lieutenant is based on their decision to send in a SWAT team, resulting in the armed confrontation and the shooting death of the woman. Evidently, this displayed such poor judgment that it constituted criminal negligence and resulted in their indictment.

**Justification:** **CALEA 41.2.7** The Agency has a written directive regarding the interaction of Agency personnel with persons suspected of suffering from mental illness that addresses:

- a. guidelines for the recognition of persons suffering from mental illness
  - b. procedures for accessing available community mental health resources; c. specific guidelines for sworn officers to follow in dealing with persons they suspect are mentally ill during contacts on the street, as well as during interviews and interrogations;
  - d. documented entry level training of Agency personnel; and
  - e. documented refresher training at least every three years.
- IACP National Law Enforcement Policy Center, *DEALING WITH THE MENTALLY ILL*, Model Policy, April 1997
  - *Herrera v. Las Vega Metropolitan Police Department*, 298 F. Supp 2d 1043 (Dist. Nevada 2004)
  - *Quezada v. Co. of Bernalillo*, 944 F.2d 710 (10th Cir. 1991)
  - *City of Canton, Ohio v. Harris*, 489 U.S. 378
  - Jack Ryan, JD. "The Law and Best Practices of Successful Police Operations, Twelve (12) High Risk Critical Tasks that Impact law enforcement operations and create exposure to liability litigation." Indianapolis, ID: PATC publishing, 2007.

**Implementation Strategy:** Develop an Agency directive in collaboration with mental health professionals, who can also train or assist the Agency with training. Training should include access to the court system and applicable case law. A training review and update of the policy occurs at least every three years.





