



BART POLICE DEPARTMENT STRATEGIC PLAN

2023 — 2027





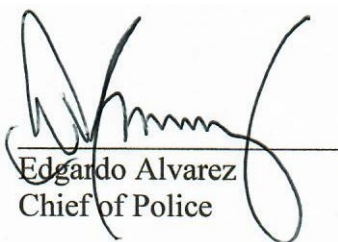
MESSAGE FROM THE CHIEF

As your Chief of Police, it is my privilege to introduce the BART Police Department’s Strategic Plan for 2023 – 2027. This plan continues us down the path to a brighter future that embodies our mission, values, and vision. The safety of the communities we serve is our highest priority. With this plan as our guide, we will work together to achieve an even higher level of service. Our mission is to ensure a safe environment within our transit system, reduce crime through a highly visible presence of safety staff, proactive enforcement of the law, and the promotion of public confidence by working in partnership with our stakeholders and the communities we serve.

This plan represents the collaborative efforts of our dedicated employees from all bureaus, departments, and units, both sworn and civilian. Their invaluable input shaped the direction of this plan. I firmly believe the strength of any organization is the ability to look at its weaknesses and aspire to improve together.

We value transparency, and we recognize there is always the opportunity for continual improvement. The San Francisco Bay Area Rapid Transit District Police Department (BART PD) is striving to be one of the most progressive and community-oriented departments in the nation. We will continue our focus on building relationships and problem solving for our communities through innovative policing strategies that have a significant impact on reducing and preventing crime and disorder and improving the quality of life of our riders and stakeholders.

I am excited to unveil our 4-year Strategic Plan and I look forward to sharing our successes and implementing the lessons we have learned. The goals and desired outcomes outlined in this Strategic Plan focus on administrative, operational, and organizational priorities over the next four years. This also serves as our guiding document to enhance our performance toward achieving our goals. I am confident this plan will provide direction and accountability for how we protect and serve the communities around us. The plan will guide our journey to create a more inclusive, safer, and thriving transit system.



Edgardo Alvarez
Chief of Police

TABLE OF CONTENTS

Message from the Chief	1
Introduction	3
Mission and Vision.....	
Core Values	5
Organization Overview	6
Goals.....	7
1. Expand our Community Engagement Efforts by Creating Additional Opportunities for Positive and Meaningful Interactions with the Members of our Communities	8 – 11
2. Facilities and Technology	12 – 14
3. Organizational Development	15 – 18
4. Employee Wellness and Training	19 – 21
Chief’s Values and Guiding Principles	22
Looking Ahead	23

INTRODUCTION

The BART Police Department is a full-service law enforcement agency that provides police services twenty-four hours a day, seven days a week for the San Francisco Bay Area Rapid Transit District. The San Francisco Bay Area Rapid Transit District is a heavy-rail public transit system with 131 miles of track and 50 stations servicing five counties. The BART Police Department has a long history of advancing innovative policing strategies. As the nation continues to call for systemic changes in policing, we must come together and identify goals and strategies to ensure we are on the forefront of reform, community policing, and responding to crime and social issues. This strategic plan is the roadmap for where we would like to be in the future. To be successful, this strategic plan should be flexible to adjust to the unexpected.

You may notice key differences in this plan compared to those of the past, such as the use of technology, organizational development, and creative and progressive policing methods. However, one thing that has not changed is our desire to work collaboratively with the BART District and all stakeholders to improve the quality of life, public communication, and safety of all who live and work in the communities we serve.

MISSION

The mission of the BART Police Department is to ensure a safe environment within our transit system, reduce crime through a highly visible police presence, proactive enforcement of the law, and to promote public confidence by working in partnership with our stakeholders and the communities we serve.

VISION

To be the leader in innovative policing, establishing BART as the safest transit system in the nation.



CORE VALUES



INTEGRITY

- We inspire trust and carry ourselves in a manner that demonstrates the highest levels of honesty, ethics, and moral conduct.



SERVICE

- Placing service above self, we work in partnership with the community serving with pride, courage, and compassion.



ACCOUNTABILITY

- We take ownership of our duties, remaining answerable to the public and accountable to the laws, rules, policies, and procedures that govern and guide us.



PROFESSIONALISM

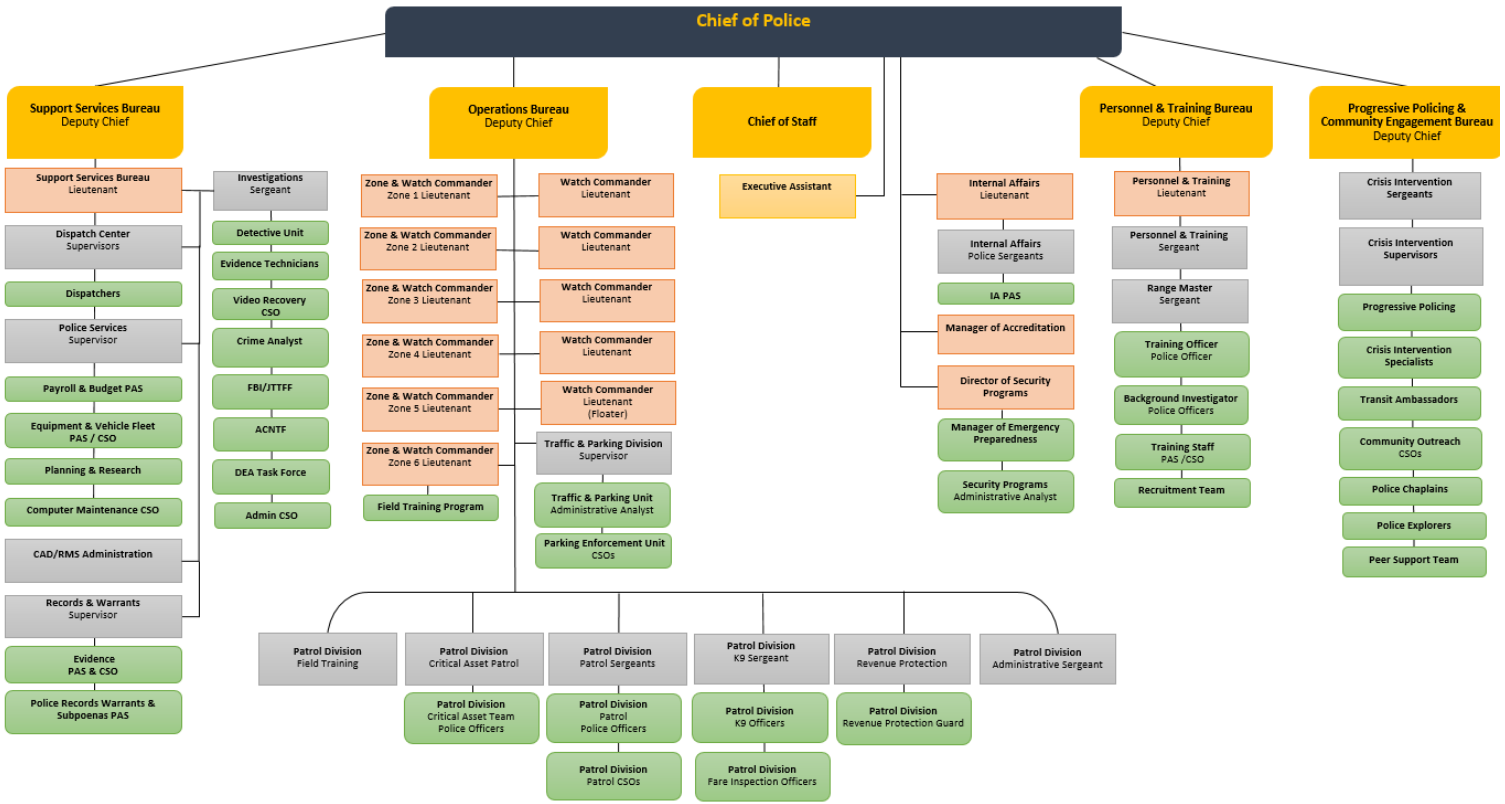
- We are committed to conduct and performance, reflective of the highest standard of personal and organizational excellence.



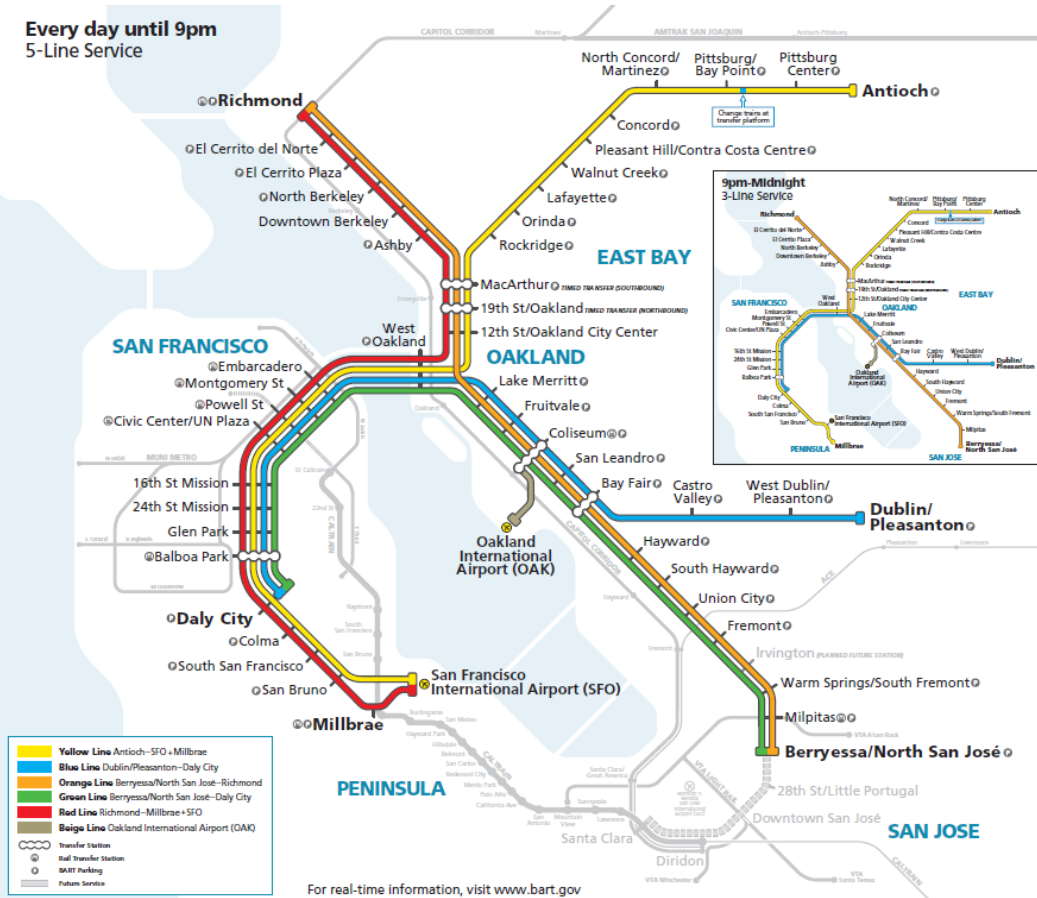
DIVERSITY

- We acknowledge and embrace the diversity in the communities we serve and strive to ensure diversity is reflected at all levels of our organization.

ORGANIZATION OVERVIEW



Every day until 9pm
5-Line Service



Total Number Budgeted for: 411 employees

Budget – About 13% of BART's overall budget

5 Counties – Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara



STRATEGIC GOALS



1

EXPAND OUR PUBLIC ENGAGEMENT EFFORTS BY CREATING ADDITIONAL OPPORTUNITIES FOR POSITIVE AND MEANINGFUL INTERACTIONS WITH MEMBERS OF OUR COMMUNITIES

This goal, as well as its accompanying initiatives and key action items, will strategically guide us in enhancing our partnerships throughout the communities we serve. Community oriented policing supports, improves, and ensures the trust between internal and external stakeholders. We interact with the members of the public in a variety of ways to guarantee we are providing our riders the highest levels of service. We believe the community should be an active partner with the department in reducing crime, improving safety, and addressing quality of life issues. Community engagement is critical in maintaining a strong relationship between the department and the public to ensure full transparency.

Initiative 1.1: Improve communication with the community.

Strategy		Bureau and Desired Outcomes
1.1.1	Increase the number of community outreach events. i.e., Coffee with a Cop, etc.	Progressive Policing and Community Engagement Bureau (PPCEB)/Zone Commanders. One per quarter, per zone to educate the public on the roles and function of the department.
1.1.2	Increase positive community encounters (foot patrol and engagement).	PPCEB/Operations. Operations – include community engagement in Standard Operating Procedures (SOPs) guidelines for uniformed personnel and increase visibility of crime prevention training resources.
1.1.3	Evaluate existing community programs to identify opportunities for improving and enhancing police community interactions.	PPCEB. Increase the number of police personnel involved in the programs. Equip supervisors with the necessary training to evaluate and provide coaching to their subordinates on the

		quality of their interpersonal communications with the public quarterly.
1.1.4	Expand social media content.	Chief of Staff. Facilitate a positive and transparent BART PD narrative on social media platforms by working with BART’s Chief Communications Officer.
1.1.5	Continue to strengthen partnerships with younger generations.	PPCEB. Increase community engagement efforts biannually and establish educational and mentoring partnerships between officers and schools through a liaison program.
1.1.6	Review patrols SOPs and recommend improvements.	Operations. Review twice a year. Zone commanders will be responsible for identifying crime trends and will coordinate with patrol officers and external stakeholders to develop action plans to address them – with oversight provided by zone commanders for efficacy and to ensure cross department resources are being utilized.

Initiative 1.2: Quality of Life Enhancement.

Strategy		Bureau and Desired Outcomes
1.2.1	Improve responsiveness by the ability to respond in a timely, informed, unbiased, and procedurally just way, that will work towards a collaborative resolution.	PPCEB. A monthly evaluation of response times by reviewing hotspots — where most calls for service come from. Determine an area of focus to deploy appropriately.
1.2.2	Enhance utilization of resource referral cards.	PPCEB. Create and maintain a functional resource guide broken down by service model and county. Coordinate with the Senior Manager

		of Social Service Partnerships to help identify the needs of the Bureau and BART riders.
1.2.3	Identify and develop expertise for addressing the community’s crime and quality of life concerns.	PPCEB. Implement an annual training plan that focuses on evidence-based practices. Coordinate with community-based agencies and stakeholders
1.2.4	Expand the Crisis Intervention Team and homeless outreach resources.	PPCEB. Continue hiring and applying for law enforcement specific funding opportunities.
1.2.5	Develop alignment on a shared vision and transparent way of measuring “safety” to work better with our communities.	PPCEB. Provide quarterly updates to BART’s Board of Directors and the public demonstrating the success and data driven approach of the Bureau.
1.2.6	Build strong partnerships with community organizations and regional agencies for addressing Quality of life concerns that impact the safety of BART riders.	PPCEB. Coordinate with the Senior Manager of Social Service Partnerships to address regional variation of service needs across our five-county district. Continue to work with community-based organizations and local stakeholders.
1.2.7	Utilize the key principals of the Homeless Action Plan.	To boost service connections/referrals by 5% and update goals based on incremental progress.

Initiative 1.3: Train Coverage Function.

Strategy		Bureau and Desired Outcomes
1.3.1	Maintain police officer visibility on trains and platforms.	Operations. Evaluate the semi-annual patrol deployment for increased train presence.

		Meet Quarterly Performance Review (QPR) measurement for presence.
1.3.2	Provide more Ambassador visibility on trains and platforms.	PPCEB. Adjust deployment strategy and increase the number of Ambassadors for optimal presence during hours of operation.
1.3.3	Provide more Crisis Intervention Specialists visibility on trains and platforms.	PPCEB. Deployment of SET Units on all train lines during hours of operation.
1.3.4	Provide visibility and build trust that focuses on reconciliation and facilitating honest conversations.	PPCEB. Attend community meetings to create an open forum/dialogue by expanding outreach efforts throughout the counties we serve.

2

FACILITIES AND TECHNOLOGY

This goal was identified with the accompanying initiatives to improve our effectiveness and efficiency. As the Department contemplates the future, we must re-evaluate our structural needs and aging facilities. The implementation of technology will be designed considering the needs of not only the department, but also the public. Expanding the use of technology will improve operational efficiencies and further our vision of public safety. Continuing to modernize systems will enhance our department processes and improve outcomes by increasing access to critical systems.

Initiative 2.1: BART Police Department’s New Headquarters.

Strategy		Bureau and Desired Outcomes
2.1.1	Assist in creating conceptual designs for BART PD’s new police headquarters.	Support Services. Create a functional space for employees.
2.1.2	Relocate to a new headquarters that is efficient and will enhance the work experience.	Support Services. Organize a seamless move into the new headquarters.
2.1.3	Support and inform the department’s efforts to obtain funding to replace unsafe and deteriorating public safety facilities.	Operations. Complete monthly facility inspections.
2.1.4	Be proactive in keeping the department fleet in optimal condition and support the transition to electric/hybrid vehicles.	Support Services. Maintain accurate logs and complete monthly vehicle inspections.
2.1.5	Optimize and maintain department performance standards.	Manager of Accreditation and Support Services. Maintain CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation.

2.1.6	Enhance community policing with a community room.	Support Services/PPCEB. Incorporate into the plans for the new BART PD Headquarters.
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Initiative 2.2: Utilize Technology to Enhance the Administrative and Investigative workload.

Strategy		Bureau and Desired Outcomes
2.2.1	The implementation of technological tools that facilitates multiple forms of communication.	Support Services. Utilize the Police Technology Administrator (PTA) to establish secure tools by attending Police Technology meetings.
2.2.2	Update new body worn cameras and equipment as needed.	Support Services. Implement the Axon Officer Safety Plan (OSP).
2.2.3	Review current crime reduction technologies.	Support Services/Operations. Review available technology options as needed. PTA and Crime Analyst to audit current technologies, COMPSTAT and RMS annually.
2.2.4	Use technology to assist in connecting individuals to resources throughout the district.	PPCEB. Acquire and use the BITFOUS App.
2.2.5	Establish, update, and implement policies related to technology.	Support Services. PTA to partner with BART PD’s policy review committee.
2.2.6	Reduce prime real estate dedicated to storage/filing and promote sustainability by moving to digital storage systems where feasible.	Support Services. Partner with the Office of the Chief Information Officer (OCIO) to create digital storage space.

2.2.7	Develop an operational plan for IT Support.	Support Services. Include IT Briefing training for the BART Police Technology Manager and PTA. Evaluate technology which meets compliance and safety requirements.
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ORGANIZATIONAL DEVELOPMENT

We value a positive work environment where we strive to support our employees at all levels. We empower them with the tools and flexibility they need to provide public safety to better our service areas that we serve. We foster a supportive and inclusive culture that helps all employees grow.

Initiative 3.1: Promote Department Efficiency and Fairness.

Strategy		Bureau and Desired Outcomes
3.1.1	Highlight the department’s commitment to innovative policing.	PPCEB. Showcase our successes by aligning on a shared vision and transparent way of measuring safety to work better together and with the communities we serve.
3.1.2	Foster a supportive culture that helps employees grow.	Personnel and Training. Establish a training path for each classification for professional development.
3.1.3	Provide training on bias-based policing at specific intervals of an officer’s tenure.	Personnel and Training. Review and update the information into bias-based policing lesson plan. Continue to conduct training and implement our policies to mitigate bias.
3.1.4	Evaluate the effectiveness of training and adjust as needed.	Personnel and Training. Discuss effectiveness at the internal quarterly training committee meeting.
3.1.5	Ensure employee performance measures reflect BART PD values.	Personnel and Training. Discuss effectiveness at the internal quarterly training committee meeting. Provide uniform presence performance

		objective for each zone command and measure success on a quarterly basis.
3.1.6	Maintain CALEA accreditation.	Manager of Accreditation and Support Services. Maintain the required standards for CALEA accreditation.

Initiative 3.2: Internal Communication and Recognition.

Strategy		Bureau and Desired Outcomes
3.2.1	Improve communications from BART PD to BART Headquarters.	Chief of Staff. Create multiple lines of communication that facilitates a working relationship between departments by attending District meetings and being receptive to feedback and change.
3.2.2	Enhance Zone Commanders' reports to facilitate better communication with department personnel, i.e., current trends and department information.	Operations. Conduct weekly Zone Commander meetings and monthly zone accountability meetings to include communication as a topic of discussion.
3.2.3	Continue to debrief on traumatic and critical incidents.	Operations. Zone Commanders will conduct after action debriefings as needed for major incidents occurring in their respective zones.
3.2.4	Develop and implement a department wide mentoring program.	Support Services/Personnel and Training. Establish formal mentoring program.
3.2.5	Continue to develop and enhance leadership skills and expectations.	Chief of Staff. Plan and conduct a team building workshop.

3.2.6	Maintain regular meetings with command staff and supervisory personnel.	Office of the Chief. Conduct weekly command staff and supervisory meetings.
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Initiative 3.3: Zone Policing.

Strategy	Bureau and Desired Outcomes
3.3.1	Implementation of key aspects of geographical accountability. Operations. Utilize crime mapping and best practices for Part 1 crimes to improve clearance rates within each zone by conducting monthly zone accountability meeting.
3.3.2	Effectively improve public safety, the perception of safety, and reduce crime. Operations. Conduct monthly zone accountability meetings that would improve the ability to respond in a timely manner.
3.3.3	Build stronger partnerships with the community. PPCEB. Within each Zone, collaborate with the Senior Manager of Social Services and Partnerships to regularly engage and advocate BART priorities for progressive policing.
3.3.4	Zone Commanders institutionalize communication with local police departments. Operations. Zone Commanders will collaborate with local police departments in each zone to share crime trends, statistics, and safety projects.
3.3.5	Expanding presence on the train and public safety operations. Operations. Implement a new deployment strategy that includes sworn and non-sworn personnel with an emphasis on presence aboard trains and within BART stations. Re-evaluate

		deployment strategy every 90 days and adjust as necessary.
3.3.6	Evaluate response times for calls for service and implement revisions as necessary.	Operations. Meet QPR goals for presence.

4

EMPLOYEE WELLNESS AND TRAINING

The BART Police Department recognizes our most valuable assets are our employees. This goal and its accompanying initiatives and key action items will strategically guide us in raising employee morale, recruiting, retaining qualified candidates, and developing our employees to be the best they can be.

Initiative 4.1: Enhance recruitment efforts.

Strategy		Bureau and Desired Outcomes
4.1.1	Enhance recruiting efforts by utilizing the Recruitment Team.	Personnel and Training. Maintain a fully staffed Recruiting Team that will attend a sizeable recruiting event at least once a month. Then meet semi-annually with updates and adjust goals as needed.
4.1.2	Enhance recruiting efforts by reviewing and keeping up to date recruiting social media posts and the BART PD webpage.	Personnel and Training. Assign a designated BART PD recruiter to work with BART Communications to draft social media content and work with the Marketing Department to develop targeted ads.
4.1.3	Continue to recruit in underrepresented communities.	Personnel and Training. Collaborate with BART HR and PPCEB on community outreach and events.

Initiative 4.2: Develop Internal Wellness Options.

Strategy		Bureau and Desired Outcomes
4.2.1	Increase the number of employees who are part of the Peer Support Team.	Support Services. Annual Memorandum of Interest process to increase team members.
4.2.2	Promote a culture of physical fitness and healthy living.	Support Services. Create a gym and/or wellness space within the new BART PD Headquarters.
4.2.3	Explore the availability of new technology or mobile apps for employees to self-evaluate and identify the early stages of health-related issues.	Support Services. Procure the CORDICO Wellness App that will support and strengthen officer wellness.
4.2.4	Continue to educate and promote mental health resources currently available to all employees.	Support Services. Communicate CORDICO Wellness App, Employee Assistance Program (EAP), and the Peer Support Team.
4.2.5	Identify optional and voluntary programs that promote mental wellness for employees and their immediate family.	Support Services. Partner with Claremont EAP.
4.2.6	Create a quiet room.	Support Services. Create a quiet room within new BART PD Headquarters

Initiative 4.3: Employ staff that is highly trained, prepared, and knowledgeable.

Strategy		Bureau and Desired Outcomes
4.3.1	Review and update comprehensive training plan.	Personnel and Training. Review annually to reflect changes policy/practice to enhance training and implement better tactics and more opportunities for specialized assignments.
4.3.2	Provide opportunities for joint training and exercises with outside jurisdictions and agencies.	Personnel and Training. Host two trainings a year.
4.3.3	Implement community training courses for the youth.	PPCEB. Have an active and operational Explorer Program.
4.3.4	Succession planning – It’s crucial that the department develop a plan for succession and career planning to support future leaders at all levels of the department.	Chief of Staff. Create a plan/process by identifying leadership roles within the department and create forward looking ideas that embrace the continued growth and development of our employees, as well as the organization.
4.3.5	Create an Employee Retention Committee, composed of diverse generations and backgrounds representing different department units, to provide recommendations to Command Staff on ways to increase employee retention and morale.	Chief of Staff. Build Employee Retention Committee and conduct quarterly meetings.

CHIEF'S VALUES AND GUIDING PRINCIPLES

1. Leadership – Being proactive, while embracing our core values, mission, and vision. As a leader, act with integrity that will demonstrate our commitment to safety and the communities we serve. Law enforcement is always evolving. To be effective in leadership, we must continually develop leadership styles and perspectives.
2. Personal and Professional Ethics – Demonstrate and understand the relationship between personal and department ethics by continuously doing the right thing, at the right time, for the right reasons in one's personal life, as well as in professional interactions.
3. Giving Ones Best Effort Always – As a department, we need to be present in all that we do. We are a close-knit group working together in a cohesive fashion towards a common goal of public safety and serving the community, while also relentlessly supporting each other to create a positive working atmosphere.
4. Being Present in Current Realities and Showing Up – Engage fully in the day-to-day operations so you become so involved that other people can reliably depend on your contribution while being held accountable.
5. Out of the Box Thinking – Use progressive policing methods to gain and maintain the respect of the public and BART riders.
6. Problem Solving – Actively find solutions to problems that are large and small. It is essential to look at the objective, potential solutions, and then strategies.

LOOKING AHEAD

The strategy outlined in this plan will guide the department over the next four years as we look ahead to further working with the community to ensure that as a department, we maintain a safe, equitable, and thriving environment.

The Strategic Plan Committee spent many hours in meetings, coordinating and conducting workshops, collecting data, and writing this plan. It will become ingrained in the way the department operates, communicates, recruits, and rewards. However, more structural, and essential changes are underway to consider technological, demographic, and other changes emerging throughout the BART District.

Thank you for taking the time to review and embrace the BART Police Department's strategic plan.





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