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TSAC

Strategic Plan

(draft)

February 2025 – December 2026?

Table of Contents

1

Introduction

2

Mission

3

Overview

4

Purpose

5

Vision

6

Values

7

Goals

8

Parts I, II, III, & IV

9

Implementation

10

References

Introduction

Violence against transit system employees was the impetus for creating Assembly Bills 716 (circa 2011) and 730 (circa 2017). This is the legislature responsible for creating the Transit Security Advisory Committee (aka TSAC). The bill intended to create a tool for deterring, reducing, and identifying crime on BART property. Then, to implement corrective measures in areas of concern. The primary tool for oversight of the implementation of these measures is the TSAC, which is the governing body that oversees the issuance of prohibition orders on a monthly basis. During monthly TSAC meetings, the Committee analyzes and discusses the issuance of prohibition orders to ensure there are no disparities among populations who use the Bay Area Rapid Transit (BART) system.

Annually, the TSAC, BART PD, and other employees jointly work together to create an annual report that summarizes BART's prohibition order program, pursuant to Assembly Bill 730, Chapter 46, Statutes of 2017. The report contains data gathered from documented calls of service regarding incidents occurring on BART property. The Oscar Grant incident coincidentally occurred in 2009 while campaigning was being conducted for the passage of AB 716. As a result, the National Organization of Black Law Enforcement (NOBLE) provided BART with recommendations to prevent another similar incident. Their recommendations included the hiring of a Crisis Intervention Training consultant.

Concurrently, the TSAC was being developed by BART. One of the TSAC's initial recommendations was to create the Progressive Policing Community Engagement Bureau (aka PPCEB) pilot program for issuing prohibition orders. The pilot period took place from 2011-2014. The program was created to improve front-line employee and rider safety by excluding persons from the transit system who had committed certain acts of violence, misdemeanors, or felonies.

BART began issuing prohibition orders in mid-2013 after officers received an 8-hour Prohibition Order training in addition to other applicable training. In 2017, BART received permanent authority to issue prohibition orders through the passage of AB 730. With permanent authority to issue prohibition orders, BART remains committed to public safety and the protection of its riders and employees. Through the TSAC annual recommendations, BART employees such as Station Agents, Train Operators, and System Service employees have received crisis intervention and prevention training as well.

Mission

The Transit Security Advisory Committee shall serve to provide recommendations to the BART Board of Directors and BART staff regarding the evaluation of and procedures for personnel charged with issuing and enforcing prohibition orders as well as to recommend a course of training for those personnel.

Overview – Synopsis

Like other public transit systems in the state and across the country, BART is experiencing an increasing number of complaints from riders and employees regarding safety and security. The BART Board of Directors and General Manager believe that the safety of its workers and riders must be an ongoing priority. For this reason, in 2010, BART sought to be included in state legislation, Assembly Bill 716 (Dickinson, 2011), which reauthorized programs assisting with crime control for the Sacramento Regional Transit District and Fresno Area Express.

AB 716 passed the Legislature, was signed by the Governor, and became law on January 1, 2012. As amended, the bill authorized the creation of a three-year pilot project where BART could focus on reducing the number of passenger disruptions and improving overall service through a process that would exclude passengers cited for certain offenses. The bill would also assist BART in protecting its front-line employees, including station agents, system service workers, and BART Police Officers from acts of violence. BART began to issue prohibition orders authorized by AB716 in 2013 and soon realized a significant number of the orders were issued for domestic violence offenses.

Introduced by Senator Loni Hancock (D-Berkeley) in 2014, SB 1154 clarified that BART Police are in fact included in the general provisions of the law enforcement response to domestic violence and have the authority to issue Emergency Protective Orders (EPO) and take temporary custody of firearms or deadly weapons while conducting domestic violence investigations. SB 1154 received no negative votes in either house of the Legislature and was signed into law by Governor Brown in September 2014. The bill added BART Police to the following Penal Code Sections: 13700, 646.91, and 18250. Additionally, the bill extended the sunset provisions relating to BART's prohibition order authority until January 1, 2018.

In 2017, AB 730, authored by Assembly-member Bill Quirk (D-Hayward), was introduced and granted permanent authority to BART to issue prohibition orders. Persons could be banned from entering BART property for 30, 90, or 180 days for committing specified acts and crimes as defined within the earlier AB 716. AB 730 was signed into law in July 2017 and went into effect on January 1, 2018.

Overview – Timeline

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022

2023

2024

Purpose

On XXX XX, 2024, the TSAC unanimously approved the creation of a Strategic Plan. While not a requirement, the TSAC has never had a strategic plan even though strategic planning is one of the fundamental duties of any board, commission, or committee.

Strategic planning is a disciplined effort to produce decisions and actions that shape and guide what an organization is, what it does, and why it does it. Having a strategic plan will help the TSAC better serve BART employees and their ridership through current and future challenges.

Vision

A flexible and adaptive Strategic Plan will assist the TSAC in establishing priorities and a roadmap for achieving its goals over the next two years or beyond.

The plan is not intended to be prescriptive: the objectives outlined in the plan are presented for consideration, not automatic implementation. The plan should also be able to adapt to new or evolving circumstances, such as municipal, state, regional, or national issues.

Most of the plan is designed to be planned and executed through reports presented during the monthly meetings of the Committee. This can happen through long and short-term agenda planning. Some of the items may need to be planned and initiated through ad hoc committees or outreach to the public, then reported on during monthly meetings.

It's also reasonable to expect some trial and error. A status report on the plan should be conducted at a minimum annually. The plan has been memorialized in writing so we can refer to it regularly and track our progress.

Values

Below are four core values that reflect this plan's intent and spirit. We hope these values will guide us in carrying out our duties and improving TSAC related outcomes.

- **RESPECT and COURTESY** create space for honest conversations, which fosters greater participation and rewards us with perspectives we may not have otherwise considered.
- **EVIDENCE-BASED DECISION MAKING** requires us to consider quantitative and qualitative data before making decisions that may impact public safety.
- **IMPACT-ORIENTATION** allows us to develop equitable public safety goals that build trust and confidence with the public and offer us the opportunity to provide more deliverables to them.
- **TEAMWORK** can be directly connected to increased productivity because it inspires us to work together toward a common goal.

Goals: Parts I, II, III, & IV

Part 1

Training Overview

Stemming from the Duty of the Committee to:

Review the training plans for all 5 categories of employees: Station Agents, Train Operators, System Service Personnel, BART PD, and the progressive Policing Community Engagement Bureau (i.e. PPCEB) as outlined in AB730. Then report issues identified, and refine or create methods for clearly evaluating how the effectiveness of de-escalation, intervention, and prevention strategies are designed and implemented.

Part 2

Ensure Compliance with Prohibition Order Requirements

Stemming from the Duty of the Committee to:

Monitor the issuance of prohibition orders to assist BART in ensuring compliance with Section 51 of the Civil Code.

Part 3

Community Outreach & Engagement

Stemming from the Duty of the Committee to:

Provide a transparent engagement process for BART riders and employees in order to get feedback and recommendations from both groups as well as those that may be disproportionately impacted by the issuance of Prohibition Orders.

Part 4

Policies & Practices to Improve AB730 Outcomes

Stemming from the Duty of the Committee to:

Ensure compliance with the requirements and intent of AB730 and to make adjustments, amendments, and recommendations where necessary.

Part I: Training Overview

Stemming from the Duties of the Committee to:

Review training plans of all 5 categories of personnel at BART then report issues identified, and refine or create methods for clearly evaluating how the effectiveness of de-escalation, intervention, and prevention strategies are designed and implemented.

OBJECTIVE_1.1

Committee member Sandoval to provide a high-level overview of the 8 hours worth of de-escalation, intervention, and prevention training that all 5 categories of sworn and non-sworn personnel receive.

OBJECTIVE_1.2

Receive training plan reports from sworn and non-sworn BART PD & PPCEB personnel who receive de-escalation, intervention and prevention training implemented due to the purpose of the TSAC. Receive an impact report on their training and what training recommendations they have.

OBJECTIVE_1.3

Receive a training plan report from Station Agents who receive de-escalation, intervention, and prevention training the TSAC oversees. Receive an impact report on their training and what training recommendations they have.

OBJECTIVE_1.4

Receive training plan reports from Train Operators who receive de-escalation, intervention, and prevention training the TSAC oversees. Receive an impact report on their training and what training recommendations they have.

OBJECTIVE_1.5

Receive training plan reports from System Service Personnel who receive de-escalation, intervention, and prevention training the TSAC oversees. Receive an impact report on their training and what training recommendations they have.

OBJECTIVE_1.6

Discuss having follow-up reports from the 5 categories of BART personnel, about which areas they need more funding for training and more expansion of the bureau so that they can further develop.

Part I: Training Overview (continued)

Stemming from the Duties of the Committee to:

Review training plans of all 5 categories of personnel at BART then report issues identified, and refine or create methods for clearly evaluating how the effectiveness of de-escalation, intervention, and prevention strategies are designed and implemented.

OBJECTIVE 1.7

Provide training recommendations, in consultation with respective Mental Health Director from Alameda, Santa Clara, San Francisco, San Mateo, and Contra Costa counties regarding the type and extent of training that should be undertaken by sworn and non-sworn personnel who have the responsibility for the issuance and enforcement of prohibition orders, with an emphasis on training designed to assist in identifying and interacting with persons who are homeless or who have psychiatric, developmental, or other disabilities.

Part II: Ensure Compliance with Prohibition Order Requirements

Stemming from the Duty of the Committee to:

Monitor the issuance of prohibition orders to assist BART in ensuring compliance with Section 51 of the Civil Code.

OBJECTIVE_2.1

Receive a report from PPCEB regarding their metrics on: what shifts they work in, how many calls for service they receive on average per shift, the types of calls they receive, as well as outcomes and follow-up (cited, released, referred?) of calls involving the homeless, mental health challenged, and youth-related calls.

OBJECTIVE_2.2

Receive an annual report from the BART Police Auditor regarding force used during issuance of prohibition orders within the past year.

OBJECTIVE_2.3

Receive a report from the BART Appeals Officer regarding the status and history of prohibition order appeals within the past 1–2 years.

OBJECTIVE_2.4

Create an updated BART PD template for their monthly prohibition order report. Discuss which statistics and illustrations should be included.

OBJECTIVE_2.5

Identify, in consultation with the respective Mental Health Directors from Alameda, Santa Clara, San Francisco, San Mateo, and Contra Costa counties, services and programs to which persons who are homeless or who have psychiatric, developmental, or other disabilities may be referred by transit district personnel before or in conjunction with the issuance of a prohibition order.

Part III: Community Outreach & Engagement

Stemming from the Duty of the Committee to:

Provide a transparent engagement process for BART riders and employees in order to get feedback and recommendations from both groups as well as those that may be disproportionately impacted by the issuance of Prohibition Orders.

OBJECTIVE_3.1

Consider creating a community outreach and engagement committee to discuss the efficacy of AB730 with other community members that may benefit from knowing this information and provide them with the opportunity to provide feedback. Within the committee share all the areas AB730 funds are spent on. Discuss past, present, and future recommendations.

OBJECTIVE_3.2

Review COPPS & BPD calendar to see if we want to participate in any of their outreach efforts.

OBJECTIVE_3.3

Discuss conducting targetted youth, mental health, and homeless-specific outreach presentations to BART passengers within those populations. Collaborate with Alternate Committee Member Naik and begin with youth who take BART & attend Ohlone College.

OBJECTIVE_3.4

Discuss using surveys as a tool for outreach with BART's Chief Communication Officer.

OBJECTIVE_3.5

Discuss creating a TSAC flyer and whether it would help during outreach & recruitment.

OBJECTIVE_3.6

Discuss with other transit agencies such as the Santa Clara VTA, Los Angeles, and Fresno what strategies they've used and what their lessons learned are regarding positive outcomes for youth, the homeless, and mental-health calls for service.

Part IV: Policies & Practices to Improve AB730 Outcomes

Stemming from the Duty of the Committee to:

Ensure compliance with the requirements and intent of AB730 and to make adjustments, amendments, and recommendations where necessary.

OBJECTIVE 4.1

TSAC Committee to review the last Annual Report submitted during their January meeting in preparation of the upcoming annual report. Discuss whether to keep or modify the recommendations in the previously report.

OBJECTIVE 4.2

BART PD make a report on prohibition order history from the previous year by February of the following calendar year.

OBJECTIVE 4.3

Starting in February of 2025, review and follow up on the 10-year's worth of Recommendations via presentations from Government Affairs, BART PD, and the PPCEB so that any feedback can be included in our next Annual Report.

OBJECTIVE 4.4

Annually at our February and March meetings discuss the components of the TSAC Annual Report. Finalize the report by our April meeting. The report summarizes BART's prohibition order program pursuant to Assembly Bill 730. It should contain data gathered from documented calls of service regarding incidents occurring on BART property and trains, in addition to statistics obtained from BART Police Officers.

OBJECTIVE 4.5

Discuss potential recommendations for the following year quarterly during, our March, June, September, and December meetings.

OBJECTIVE 4.6

Discuss creating Resolutions, Regulations, or Ordinances that the Board of Directors use for improving BART safety.

OBJECTIVE 4.7

Discuss the Buddy Car recommendation and any feedback collected regarding this TSAC Recommendation with the BART's Chief Communication Officer.

Objective Summary

- 1.1** Receive an overview of the training required for the 5 categories of personnel.
- 1.2** Receive training plan reports from BART PD & PPCEB personnel.
- 1.3** Receive training plan reports from a Station Agent representative.
- 1.4** Receive training plan reports from a Train Operator representative.
- 1.5** Receive training plan reports from a System Service personnel representative.
- 1.6** Discuss having follow-up reports from the 5 categories of BART personnel.
- 1.7** Provide training recommendations in consultation with county health directors.
- 2.1** Receive a report from PPCEB regarding their metrics.
- 2.2** Receive a report from the BART Police Auditor.
- 2.3** Receive a report from the BART Appeals Officer.
- 2.4** Create an updated BART PD template for their monthly prohibition order report.
- 2.5** Consult with county health directors for prohibition order feedback.
- 3.1** Consider creating a community outreach and engagement committee.
- 3.2** Review COPPS & BPD calendar to potentially collaborate on outreach.
- 3.3** Discuss doing targeted youth, mental health, and homeless-specific outreach.
- 3.4** Discuss using surveys as a tool with BART's Chief Communication Officer.
- 3.5** Discuss creating a TSAC flyer and if it would help during outreach & recruitment.

Objective Summary (continued)

- 3.6** Discuss positive outcomes for youth, homeless, and mental-health calls.
- 4.1** Review the previous year's annual report.
- 4.2** BART PD make a report on prohibition order history from the previous year.
- 4.3** Review and follow up on the 10-year's worth of Recommendations.
- 4.4** Finalize the Annual Report by no later than April of every year.
- 4.5** Discuss potential recommendations for the following year, quarterly.
- 4.6** Discuss creating Resolutions, Regulations, or Ordinances
- 4.7** Discuss the Family Car recommendation with the Chief Communication Officer.

Implementation

The Strategic Plan has 25 total objectives that were designed to be implemented over the course of one to two years, through long and short-term agenda planning. Below is a breakdown of how each is designed to be initiated:

- X are reports we'll receive presentations from other departments.
- X are either a request for a new metric or new policy.
- X involve policies or metrics we give ourselves the option of creating.
- X are committees created to increase community engagement.

All are designed to complete oversight over every aspect of AB730, so we can consistently track the efficacy of the Assembly Bill then provide feedback to BART employees and the public. This comprehensive overview will also assist us with creating more tools to influence better outcomes.

Creating Objectives

The following scoring system will help guide us in creating or changing Strategic Plan objectives. The intent is to have a diverse set of objectives that cover the span of TSAC goals.

Oversight actions described by AB730 for the TSAC to take, such as evaluate, inquire, review, report, and recommend, can be used as starting points for creating or initiating new objectives. This will assist us in better serving the population we represent.

- | | |
|--|---------|
| 1) Accountability & Transparency | 1 point |
| 2) Emergency Response Times | 1 point |
| 3) Violence Prevention & Intervention | 1 point |
| 4) Community Outreach & Engagement | 1 point |
| 5) Policy Recommendation | 1 point |
| 6) Improves outcomes for youth. | 1 point |
| 7) Addresses systemic & institutional discrimination | 1 point |
| 8) Empowers disproportionately affected populations | 1 point |
| 9) Improves outcomes of mental health calls | 1 point |
| 10) Improves outcomes for the homeless population | 1 point |
| 11) Improves outcomes for BART employees | 1 point |

1st Quarter Agenda Example

January 2025

February 2025

March 2025

4.1 TSAC Committee to review the last Annual Report submitted during their January meeting in preparation of the upcoming annual report. Discuss whether to keep or modify the recommendations in the previously report.

Q.Q FINALIZE STRATEGIC PLAN

1.1 Member Sandoval to provide a high-level overview of training that all 5 categories of sworn and non-sworn personnel receive.

3.1 Discuss creating a community outreach and engagement committee

3.2 Review COPPS & BPD calendar to see if we want to participate in any of their outreach efforts.

2.4 Draft an updated BART PD template for their monthly prohibition order report. Discuss which statistics and illustrations should be included.

3.5 Discuss creating a TSAC flyer and whether it would help during outreach & recruitment.

4.1 Review the last Annual Report in preparation of the upcoming annual report. Discuss whether to keep or modify the recommendations in the previously report.

4.1 Review the last Annual Report in preparation of the upcoming annual report. Discuss whether to keep or modify the recommendations in the previously report.

4.2 BART PD make a report on prohibition order history from the previous year by February of the following calendar year.

4.3 Starting in February of 2025, review and follow up on the 10-year's worth of Recommendations via presentations from Government Affairs, BART PD, and the PPCEB so that any feedback can be included in our next Annual Report.

4.4 Discuss the components of the TSAC Annual Report.

4.3 Starting in February of 2025, review and follow up on the 10-year's worth of Recommendations via presentations from Government Affairs, BART PD, and the PPCEB so that any feedback can be included in our next Annual Report.

4.4 Discuss the components of the TSAC Annual Report.

4.5 Discuss potential recommendations for the following year quarterly during, our March, June, September, and December meetings.

2nd Quarter Agenda Example

April 2025	May 2025	June 2025
4.4 Finalize Annual Report		
		4.5 Discuss potential recommendations for the following year quarterly during, our March, June, September, and December meetings.

3rd Quarter Agenda Example

July 2025	August 2025	September 2025
		<p>4.5 Discuss potential recommendations for the following year quarterly during, our March, June, September, and December meetings.</p>

4th Quarter Agenda Example

October 2025

November 2025

December 2025

		<p>4.5 Discuss potential recommendations for the following year quarterly during, our March, June, September, and December meetings.</p>

References:

1. TSAC November 2024 monthly meeting.
2. TSAC December 2024 monthly meeting.
3. Strategic Planning for Public & Nonprofit Organizations: A Guide to Strengthening & Sustaining Organizational Achievement (3rd edition), page 6
4. Oakland Board & Commission Member Handbook "Collaborating with the public" page 10
5. Oakland Board & Commission Member Handbook "Expressions of Personal Opinion" page 9
6. Assembly Bill 716.
7. Assembly Bill 730.
8. TSAC bylaws
9. TSAC 2023 Annual Report
10. TSAC past 10 year's of recommendations document.