

The Bill Blackwood  
Law Enforcement Management Institute of Texas

The Development of a Community Based Policing  
Strategy for Transit Police Operations

An Administrative Research Paper  
Submitted in Partial Fulfillment  
Of the Requirements for Graduation from the  
Leadership Command College

. . . . .

by  
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## ABSTRACT

The DART Board authorized President/Executive Director Roger Snoble to submit a United States Department of Justice (DOJ) grant application to fund the cost of transit police officers. The intent was to participate in the deployment of additional officers devoted to community policing on the streets. As a result of the application process, the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), granted a COPS grant to the DART Transit Police Department. With this new source of funding, the DART Transit Police Department is tasked with the challenge to develop and implement a new community based policing strategy into its operation.

Over the past years many municipal police departments have researched and implemented community based policing initiatives for their communities. Three police departments with Community Based Policing programs in place were selected. These departments were surveyed and the community programs examined. Some departments call it "problem-oriented" others call it "community based" policing. Regardless of the definition, Transit Police operations bring a unique perspective to the applications of these policing strategies that are different from the typical municipal police strategies. Regardless of the methodologies incorporated by other police departments, it is imperative that a plan be developed and transitioned into police operations.

The DART Transit Police Community Policing model was developed in recognition of the full range of issues that include order maintenance, the enforcement of laws, emergency services and problem solving strategies. The community policing operating procedure implemented by DART Transit Police slightly differs from other better known community models. This is attributed to the unique needs of the Transit Police

environment and the community it serves. The employed strategies are intended to take advantage of the fact that transit police operations are not driven by calls for service thus allowing a creativity in deploying Transit Police officers in a manner that can significantly create a safe and secure environment for transit patrons.

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## **Introduction**

The Dallas Area Rapid Transit DART facilities and operations are an important link to the vibrant and social life of the Dallas Metropolitan area. To help accomplish this mission, DART has available more than 200 rail vehicles criss-crossing the landscape on over 100 miles of tracks. There are more than 1000 advanced technology buses shuttling passengers to and from more than 60 modern rail stations. This bus operation operates on nearly 130 bus routes and moves over 200,000 passengers every day. There are hundreds of thousands of car-poolers leaving the traffic behind on 110 miles of state-of-the-art High Occupancy Vehicle (HOV) lanes. DART also has the latest intelligent transportation systems speeding emergency responses to accidents while guiding drivers to alternative routes. The High Occupancy Vehicle lanes move an estimated 118,000 commuters each day.

Transportation concerns are not getting better and if anything, they are only going to get worse (Longman, 2001). Modern life in the Dallas Metropolitan area is aggravated by traffic gridlock that continues to develop as people travel to and from work. Even going to the grocery store or going to a movie becomes a struggle. Traffic conditions are making people feel more pressured thus impacting their quality of life (Longman; 2001).

The strategy and marketing techniques employed target the masses to utilize and benefit from DART's success. Our service area encompasses 13 cities and a 700 square

mile area. Just like the vital links provided between all our cities, we also become links to a critical factor, criminal activity.

With all this said, the role of the Dallas Area Rapid Transit Police Department is identified as a critical factor in a long-term commitment to customer safety and security. The Transit Police Department must face a multitude of specialized crime problems in addition to those encountered by our 13 member city police departments. The relevance to the safety and security of its commuters to DART Transit law enforcement is recognized as an important operational priority.

In an effort to develop a proactive approach to these safety issues, the Transit Police Department is implementing a Community Policing Unit designed to interact with our distinct environment. The hypothesis is that since Transit Police operations impact a unique community environment, then Community Based Policing modifications need to be recommended to suit that environment. The research question is, "What innovative ideas can be implemented that distinguish the transit community policing strategies from those of conventional police departments?"

To reach this end, it was necessary to review the community operations of several police departments. The intent was not to critically review their community policing policies and procedures. The end result was to identify what ideas worked for them and then to customize a community program for DART's mobile community.

As a result of this review, a formal Community Policing Unit will be developed. The policy will include the selection of the participating officers as well as a written standard operating procedure. The hope is that this process will serve as a catalyst for

ideas that might benefit other transit police operations and community policing units elsewhere.

### Review of Literature

Since the late 1960's, law enforcement has made many efforts to redefine the police response. These efforts have been described in terms that involve "community" or "problem solving" policing. The common denominator is the fact that law enforcement is shifting from an incident model to a problem solving model. The intent is to bring the police into a closer working relationship with the community they serve. Through this effort underlying problems can be identified and addressed. Only then, can realistic and strategic solutions be made.

This shift will allow for a wide range of opportunity for improvement in the police response. The challenges will help address an escalating crime trend, a changing diversity within a community and the State of Texas and citizen disenchantment. These trends have been called "a quiet revolution" by eminent police scholar George Kelling. (Kelling, 1988)

Five common elements of community and problem--oriented policing were identified. Those elements included the focus on problems instead of incidents; the building of police-community partnerships as a means to determine priorities in policing; an integration of the police with other community and neighborhood resources; the transfer of authority to lower levels to facilitate responsiveness to community and neighborhood issues; and, most importantly, the recognition and acceptance of the full

range of legitimate police activities including law enforcement, order maintenance, conflict resolution problem solving, and emergency services. (Bratton and Kelling 1991)

As stated before, a new approach to law enforcement began as late as the 1908 when August Vollmer, attempted to recruit college students as police officers. The progressive trends continued when James Q. Wilson attempted, in the mid-1960's, to encourage police officers to engage in an emphasis on a problem-solving approach with our communities. This emphasis on the community took shape when, in the 1970's, the concept of Team Policing took hold (Guyot).

### **Methodology**

The focus of this paper is to identify and implement a customized approach for Transit Police operations. The research question for the paper is, "What innovative ideals can the Transit Police Department implement that distinguishes our community policing strategies from those of conventional police departments?" The problem is the fact that law enforcement still does not have a proper consensus of opinion on how to implement a community policing operation that meets the demands of its community. It wasn't as easy as selecting a existing community policing program and then airlifting it on top of Transit Police operations. It is hypothesized that community based policing modifications need to be made consistent with the unique transit police community environment.

As part of the methodology, a telephone survey of three major police departments. The police departments researched were, the Arlington Texas Police Department, the



Dallas Police Department and the Metropolitan Area Rapid Transit Authority (MARTA), Atlanta, Georgia. Three primary questions asked were:

1. What does community policing look like in your organization?
2. Has community policing been accepted by your rank and file officers?
3. If you were in charge, what would you change about community policing?

During conversations with these police departments, general information about community policing was obtained. This information was reviewed and assisted in the implementation of a community policing plan. Additionally, the business marketing strategies utilized by Major League Baseball were reviewed for application to the Transit Police community policing plan.

### **Findings**

As a result of a comparison with the Arlington Police Department, it was determined that there are similar problem-solving tactics and benefits used by the Arlington Police Department that can be extended to the transit community environment. In addition, there is also an intent to implement some new programs that are not conventional.

As a result of police networking opportunities with the New York Police Department, some inquiries were made concerning NYPD transit police operations. Several references were made to a book titled, "Transit Police and Their Communities," by William J. Bratton and George Kelling. (Chief Bratton at one time, was the Chief of the New York City Transit Police Department.)

All three above mentioned police departments have embraced community based policing just like many police departments across the country. As a result of the telephone survey, it was determined that each respective department was far less enthusiastic about their community policing programs. It seems that the departments appeared to be more interested in analyzing crime statistics and engaging in crime fighting strategies. The information was typical of the incident driven models of policing and possibly indicative of other police departments across the nation.

The first issue that was highlighted was the use of definitions to key terms such as, partnership, service and problem solving. These terms were used and when asked for any definitions, it was noted that there was no consistency as to their meanings or uniform applications. It also appeared that the community policing responsibility was left to a specialized unit of "community officers". It seemed that the remainder of the department was responding separately without any cohesiveness with the community policing specialized unit.

One police department surveyed insinuated that the community policing effort was directed to the minority segments of the community. This is a very dangerous path to follow given the emphasis on racial profiling and the stereotypical attitude this mindset reflects. Again, the intent was not to poke holes in their community strategies. The goal was to get a frame of reference for the development of a new strategy for Transit Police operations.

There was a good response to tracking community policing successes, for example. One of the department's surveyed implemented a Spanish speaking citizens Police Academy. This project proved to be a hit with the Hispanic community last year. The downside is the fact that the project is in jeopardy for 2001 due to a change in unit leadership. An incoming police lieutenant is not a strong supporter of the program and was hinting putting the program on hold.

### **Discussion**

The Dallas Metropolitan population continues to grow at a rapid pace. The demands of that the growth is placing a tremendous burden on the metroplex freeways and highways. It has become a concrete jungle of congested freeways and short commuter tempers. The "road rage" phenomena continues to increase along with a withering quality of life for our citizens trying to get to and from work. The need for mass transportation is highly recognized and will become a viable solution for our community at-large (Passenger Transport).

This need will force developments in transportation technology (Berlin). The reliance on commuter rail and expanded bus routes will stimulate the growth of the Transit Police Department. The participating cities will depend on the Transit Police to respond to the unique needs related to the policing of mass transportation. Our department will have to continue to improve our working relationships with our member city police departments and adopt cooperative measures designed to accelerate our crime fighting efforts. These joint initiatives will solidify our working knowledge of each

other's police operation. An example of this joint initiative process involves the opening of our new subway stop at City Place Station. We conducted tours for the Federal Bureau of Investigation counter-terrorism squads and the Dallas Police Tactical Unit. We also have operational agreements with the Fort Worth Police Department and the Trinity Railway Express. With the promise of an expanding future, I believe that DART might possibly have to change its name to represent the geographical community we will serve. It might take on the name of Metropolitan Area Rapid Transit "MART", for example. The public response to DART's growing efforts of service has surpassed our expectations to date. In 1996, a goal was set to double the annual ridership from 48.5 million to 97 million by 2001. Since then, DART has added nearly 48 million annual passengers trips, increasing total system wide ridership to 94.7 million in fiscal year 2000.

One of the key reasons for this success is the fact that we are designing, building and operating one of the safest public transit systems in the United States today. Our passengers have recognized the DART Transit Police force as part of our long-term commitment to customer safety and security. By building and maintaining a safe and efficient alternative to the automobile, DART is attracting not only new customers, but a wealth of new transit-oriented development with the power to reduce our dependence on the car. To date, the \$860-million-dollar light rail starter system has generated nearly \$1 billion dollars in residential and commercial projects near the new rail stations.

The Transit Police Department and the Rail system is helping to revitalize neighborhoods in the southern sector of our operating area (Weinstein).

Today, the DART light rail expansion project is ranked as the largest in North America. Overall, DART has earned a place among the best transit systems in the country today, winning top honors from the American Public Transit Association and others. With the public's continuing support and involvement, we expect to

- . Improve mobility
- . Contribute to critical clean air initiatives
- . Stimulate our local economy
- . Revolutionize the way we live
- . and to steer our region around the traffic jams, out of the smog and into a new century of progress

The purpose of this Administrative Research Paper was to initiate a standard operating procedure as part of the development of a Transit Police community policing effort. One fundamental difference from other specialized units is the fact that our strategy will include the placement of our community officers out in the field. They will represent all facets of our police operation which include the light rail, patrol, bike and police motorcycle units. The goal is to set-up a system that places a high emphasis on beat officers that are assigned throughout our policing system. Given the fact that we have jurisdiction in 13 cities representing many diverse and income communities, it is up to us to develop a plan of inclusion.

Our plan is to empower the participating officers to make decisions and relay information they deem critical to the mission of keeping our system and patrons in a safe and secure environment.

We intend to train them in a broader use of discretion based on a renewed perception of their duties and expectations. Our community officers will include, as part of our community, our own company employees through outreach programs and training. Our procedures include, for example, bus operator training that is intended to train the bus operators how to respond to emergency and difficult situations they might encounter while on the job. When you consider the fact that DART has approximately 2,700 employees, you can imagine the positive impact our program can have internally. I didn't find any community policing programs that place as high an emphasis on it's own fellow employees as we do. Just like our member cities, our employees are an important priority.

Our community officers will also be play a role in helping us recruit potential officers throughout our service area. By operational design, once selected to the community policing program, they will also be given special assignments and accompany our police recruiters on trips and make presentations when necessary. Our strategy is to keep the community officers aware of the many challenges facing our police department. We want to make them a vital part of many areas of transit police operational projects.

Another significant tool for our community policing program is the Spanish language training our community officers will undergo. Our community policing officers will be taught a vocabulary of approximately 400 key terms and phrases that will help

the officers communicate with our growing Spanish speaking population. This aggressive project will be monitored through periodic testing for proficiency and community feedback. Spanish language training is not a new concept in law enforcement. The difference with our project is the intense follow-up associated with the training. This effort will foster positive relations with citizen groups and our minority groups (Thibault, 1990).

This first draft of our community policing procedures is Phase I of this unit's development. A copy of the standard operating procedure is included in the appendix of this paper. One of our goal is to have our community policing officer' become familiar will all of DARTS' own needs and those of the community we serve. We realize that if we cannot attract riders who have a choice and elect to use mass transportation, mass transit will fail as one means to preserve and serve our community. Mr. Vincent Del Castillo, a former Chief of the New York City Transit Police Department, stated that passenger confidence and public transportation usage were strongly related to the perception of safety in public transportation system. (Castillo, 1993) Safety and security will be an integral part of DART' Transit Police success story.

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## APPENDIX

**Dallas Area Rapid Transit Police Department**

**Transit Community Policing Program Standard Operating Procedure**

August, 2001

**Transit Community Policing Services Current Organization  
Chart**

Chief of  
Transit Police

Lieutenant of  
Community Affairs

Sergeant of  
Community Affairs

Administrative  
Assistant

Community Affairs  
Officers'

## **Mission Statement**

**The mission of the Dallas Area Rapid Transit Police Department's Transit Community Policing Program is to operate and maintain an educational program for DART employees, Patrons, Students, Civic Groups, Churches, and the General public. The Program will be responsible for informing these groups on the mission of the Transit Police Department and would stress the values of unity through cooperation. It is our goal to improve the quality of Police services and to establish a closer working relationship with the people and communities whom we have sworn to protect and serve through Public Awareness Programs, Crime Prevention Programs, and improved Communication.**

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## **1.0 Introduction**

### **1.1 Purpose**

- 1.1.1 The purpose of this program is to establish and define a proactive approach to Community policing for the Dallas Area Rapid Transit Police Department to better serve its community and its diverse groups of citizens.
- 1.1.2 The program will support and coincide with the pre-existing Transit Police System Security Program Plan in order to better familiarize DART employees, customers, and any other individuals whom we come into contact with on the mission of the Transit Police.
- 1.1.3 Grants obtained through the Office of Community Oriented Policing Services of the US Department of Justice will now be employed in both the hiring aspect of the Department and the activation of the Transit Community Policing Program.

### **1.2 Mission Statement**

- 1.2.1 The mission of the Dallas Area Rapid Transit Police Department's Transit Community Policing Program is to operate and maintain an educational program for DART employees, Patrons, Students, Civic Groups, Churches, and the General public. The Program will be responsible for informing these groups on the mission of the Transit Police Department and would stress the values of unity through cooperation. It is our goal to improve the quality of Police services and to establish a closer working relationship with the people and communities whom we have sworn to protect and serve through Public Awareness Programs, Crime Prevention Programs, and improved Communication.

### **1.3 Goal**

- 1.3.1 The goal of the Transit Police Community Policing Program is to reach out to the communities and to establish better communication lines with those whom we have sworn to protect and to serve. Through a proactive campaign of informing and educating individuals on the mission of the Transit Police we intend to use all of our resources, knowledge, and experience to improve the quality of service.
- 1.3.2 Through our involvement with the Transit community it is our intention to create a more friendly oriented Transit system that will welcome police participation.
- 1.3.3 Through our networking capabilities we will be able to educate people on how we can better serve their needs and keep them informed on how to better avoid becoming a victim of crime.

## **1.4 Objectives and tasks**

- 1.4.1 To identify those supervisors and officers that are best qualified to represent the DART Transit Police Department and uphold its professional standards set forth by our Code of Conduct. These individuals will need to display the high moral and ethical standards that have become the proud tradition of the Dallas Area Rapid Transit Police Department.
- 1.4.2 To equip the Community Affairs Division with all necessary equipment to insure that it has all the assets and resources needed to fulfill its mission.
- 1.4.3 Though all of the Community Affairs Officers will bring with them their own unique style and personality, we will need to provide a standardized training program for all the Community Affairs officers that will insure uniformity in our programs and presentations.
- 1.4.4 Due to the large demand that will be required of our time, presence, and resources we will need coordinate all of our manpower effectively and efficiently to insure that the quality of our program is not effected and to show a "Total Commitment" attitude toward the Transit Community Policing program.
- 1.4.5 To insure that attention to detail is given to each program and that a maximum effort is given to all, by all.



## **2.0 Organization**

### **2.1 Chief Of Transit Police**

- 2.1.1 The Chief of Transit Police is responsible for directing and overseeing DART's security program and COPS grants for the purpose of providing secure transit services. The Chief or his designee will review and update the grant program as needed

### **2.2 Lieutenant of Community Affairs**

- 2.2.1 The Lieutenant of Community Affairs is responsible for organizing and managing the resources and personnel by providing field command leadership in carrying out the program.

### **2.3 Sergeant of Community Affairs**

- 2.3.1 The Sergeant of Community Affairs is responsible for coordinating and maintaining the Transit Community Policing Program. The Sergeant will also be responsible for the training and supervision of its Community Affairs Officers.

### **2.4 Community Affairs Officer**

- 2.4.1 The Community Affairs Officer will be responsible for carrying out the mission of the Transit Community Policing Program. The Officers will conduct community oriented based programs and presentations that will increase public awareness of the role of the Transit police and increase public involvement in improving the security surrounding the Transit system.

### **2.5 Community Affairs Assistant**

- 2.5.1 The Community Affairs Assistant will be responsible for providing administrative support for the Community Affairs section and its personnel.

### **3.0 Program Management**

#### **3.1 Administrative accountability**

- 3.1.1 The Executive Vice President of DART empowers the Chief of Transit Police to oversee and direct the program.
- 3.1.2 The Chief of Transit Police appoints the Lieutenant of Community Affairs to organize and manage the resources and personnel of the program.
- 3.1.3 The Lieutenant of Community Affairs assigns the Sergeant of Community Affairs to coordinate and maintain the program, as well as having that sergeant be responsible for the training and supervision of all Community Affairs personnel.

#### **3.2 Administrative responsibilities**

- 3.2.1 The Chief of Transit police or his designee will be responsible for the management of COPS funds and accomplishing the objectives set forth in this program.
- 3.2.2 The Lieutenant of Community Affairs will be responsible for insuring that the Transit Community Policing program is within the standards set forth by the US Department of Justice's Office of Community Oriented Policing Services. The Lieutenant also will insure that all resources, equipment, and personnel utilized for the program are in accordance with the guidelines, regulations, and policies set forth by the same office.
- 3.2.3 Sergeants assigned to the Community Affairs section will be responsible for fulfilling the mission of the Transit Community Policing Program. They will insure that the mission is accomplished using the policies and procedures set forth in the DART Transit Police Regulatory Directives as well as those guidelines described by the Office of Community Oriented Policing Services.

#### **3.3 Reporting requirements**

- 3.3.1 Lieutenants are required to submit a quarterly report to the Chief of Transit Police on the progress and current status of the Transit Community Policing Program. The report will include present programs being conducted and future programs being developed.

3.3.2 Sergeants are required to submit a monthly activity report to the Lieutenant on the activities being conducted by its Community Affairs Officers participating in the programs. The reports will include:

- . Total number of programs being conducted.
- . Total number of presentations made each day and month.
- . Total number of Officers currently participating in the Community Policing program.
- . Total number participants attending Community Policing Programs.
- . Results of the Programs being conducted.
- . Evaluations of the programs being conducted.
- . Changes to any current program.
- . The development of any new programs

3.3.3 Community Affairs Officers will submit a report for each presentation conducted or any other activity engaged in that is a direct result of the Transit Community Policing Program. The Report will include:

- . Officer name
  - . Date and time of activity
  - . Location of activity
  - . Number in attendance
  - . Type of presentation
  - . Length of presentation
  - . Issues arising from the activity .
- Officers narrative/comments

### **3.4 Evaluation**

3.4.1 The program will be evaluated in accordance with the Grant Owners Manual issued by the US Department of Justice.

## **Public Schools Program**

### **Objective:**

To work with the various school districts within the DART service area to inform students, faculty, staff, and parents about the mission of the Transit Police Department and to educate them on safety issues concerning the use of the transit system.

### **Target Areas:**

The areas targeted will be students from Pre-Kindergarten through 12th grade from both the public and private school sectors.

### **Goals:**

- . To work in conjunction with DART's Education Department to coordinate school visitations and presentations.
- . To conduct "Officer Friendly" type presentations to the students and to educate the students on safety issues.
- . To open communication lines between the Transit Police Department and the students to create a sense of cooperation and unity to better serve them.
- . To be able to respond better to problem areas and concerns regarding issues important to the students.
- . To aid the Faculty and staff with problems that arise from the Transit System
- . To provide information and assistance to parents whose children are encountering problems while using the Transit System.

### **Police resources:**

1 sergeant  
14 officers

### **Police duties:**

- . Conduct school presentations and visitations.
- . Attend PTA meetings and inform those PTA members on Transit Police issues and how they relate to the Transit System and their communities.
- . Other assigned duties

## **4.0 Community Policing Programs**

### **4.1 Public Schools Program**

4.1.1 The objective of this program is to work with the various school districts within the DART service area to inform students, faculty, staff, and parents about the mission of the Transit Police Department and to educate them on safety issues concerning the use of the Transit System.

4.1.2 The areas to be targeted will be students ranging from Pre-Kindergarten through 12th grade from both the public and private sectors.

4.1.3 The goals for this program are to:

- . To work in conjunction with DART's Education Department to coordinate school visitations and presentations.
- . To conduct "Officer Friendly" type presentations to the students and to educate the students on safety issues.
- . To open communication lines between the Transit Police Department and the students to create a sense of cooperation and unity to better serve them.
- . To be able to identify and respond to problem areas and concerns regarding issues important to the students concerning the Transit System.
- . To aid the faculty and staff with problems that arise from the Transit System.
- . To provide information and assistance to parents whose children are encountering problems on the Transit system.

4.1.4 Resources used for this program will require one sergeant to supervise, train and coordinate a corp of approximately 10 to 20 officers to conduct the required assigned duties.

4.1.5 Those assigned duties include, but are not limited to:

- . Conduct school presentations and visitations.
- . Attend PTA meetings and inform those PT A members on the Transit police issues and how they relate to the Transit system and their communities.
- . Other assigned duties.

### **4.2 Bus Operation Liaison Program**

4.2.1 The objective of this program will be to unite the Bus Operation Divisions with the Transit Police Department through communication and cooperation on current issues concerning both Departments on safety matters and Police services.

# **Transit Community Policing Program**

## **Jump Start Program**

**Course:**

Jump Start Program

**Instructional Unit:**

Emergency and Difficult Situations

**Class Level:**

Experienced Bus Operators

**Instructor:** Sgt. Cesar Rodriguez  
DART Transit Police

Mobile Phone: (214) 914-3126  
Office Phone: (214) 939-8070

**Lesson Type:**

(X) Lecture

( ) Demo

(X) Videotape

**Time Allotted:** 30 minutes

**Student Equipment / Material:** None

**Instructor Equipment / Material:** DART Police Video Cassette Tape

**Additional instructors:** None

**Goal Statement:** Assist in the training of experienced Bus Operators on how to cope more efficiently with emergency and difficult situations in order to keep from being a victim of a crime.

# Jump Start Presentation

**Objective:** To assist in the training and further development of experienced bus operators in how to avoid or approach a difficult situation or an emergency.

**Introduction:** Introduce yourself and what you do for DART.

## Three types of individuals you may encounter:

1. *Totally cooperative-individual* who will do everything you say, scared, worried about getting in trouble.
2. *Potentially uncooperative-Intoxicated* people, mentally unstable, easily angered, looking for a trigger word.
3. *Totally uncooperative-Hates* everyone and anything that has to do with rules and authority.

## Rules for Difficult Situations:

- . Work preparation-Rest
- . Be aware of your surroundings-look out for strange or suspicious activity
- . Avoid Confrontation
- . Be submissive and polite
- . Avoid using trigger words or terminology
- . Control your anger / temper
- . Be professional, courteous, and helpful
- . Treat others the way you would want to be treated
- . Above all "Use common sense"

## Three types of emergencies:

1. Medical Emergency
  - . Injured or sick person
  - . Injury sustained by the operator
2. Operational Emergency
  - . Equipment problems
  - . Route problems

### 3. Police Emergency

- . Sleepers
- . Intoxicated person
- . Fare evasion
- . Accident
- . Domestic disturbances .
- Criminal activity

#### **Rules for emergencies:**

- . Call Transit Police
- . True Emergency, shut down the bus
- . Never get physical if at all possible

It is important to know that you are a **public servant**.

Under section 1.07(Definitions) of the Texas Penal code "a public servant is a person who is employed by a government agency".

#### Section 22.01. Assault

A person commits an offense if the person:

- (1) intentionally, knowingly, or recklessly causes bodily injury to another, including the person's spouse;
- (2) intentionally or knowingly threatens another with imminent bodily injury, including the person's spouse;
- (3) intentionally or knowingly causes physical contact with another when the person knows or should reasonably believe that the other will regard the contact as offensive or provocative.

#### Section 22.02. Aggravated Assault

A person commits an offense if the person commits assault as defined in section 22.01 and the person:

- (1) causes serious bodily injury to another including the person's spouse; or
  - (2) uses or exhibits a deadly weapon during the commission of the assault. (b)
- An offense under this section is a felony of the second degree, except that the offense is a felony of the first degree if the offense is committed by a public servant acting under the color of the servant's office or employment.



4.2.2 The groups that will targeted will be all bus operators, maintenance personnel, and support staff located at the Northwest Division, East Dallas Division, and the Oak Cliff Division.

4.2.3 The goals for this program are to:

- . Improve relations with the Bus Operation Divisions.
- . Improve communications with the Bus Operations Divisions.
- . Inform and educate DART employees on safety issues and police patrol strategies, such as special patrols, covert operations, traffic enforcement, and saturated patrols.
- . Gather Bus Operation information for dissemination back to the Transit Police Department.
- . Provide better police service and a safer working environment for DART employees and its customers.

4.2.4 Resources used for this program will require one sergeant to supervise, train and coordinate a corp of approximately 10 to 20 officers to conduct the required assigned duties.

4.2.5 Those assigned duties include, but are not limited to:

- . Serve as a Transit Police contact representative at monthly bus operator meetings.
- . Conduct safety briefings, crime prevention presentations, and personal safety classes.
- . Disseminate information to the appropriate Transit Police Division while facilitating as a communication link between DART Departments.
- . Perform other assigned duties.

### **4.3 Transit Police Orientation Program**

4.3.1 The objective of this program is to inform and educate individuals about the mission of the Transit Police Department and how our operation improves the quality of service and safeguards property and lives within the Transit System.

4.3.2 The areas targeted will be Dart employees, patrons, churches, civic groups, recruitment seminars, and the general public.

4.3.3 The goal of this program is to:

- . Use DARTS orientation programs as a forum for addressing all new DART employees on the mission
- . Work in concert with the DART Education Department to reach out to other facets of the community serviced by the Transit Police
- . Work with the DART Public Affairs Department to address the numerous VIP groups, civic groups, and church groups that tour DART facilities.
- . Make presentations as it relates to recruitment and special events.

4.3.4. Resources for this program will require one sergeant to supervise, train, and coordinate a corp of approximately *10 to 20* officers to conduct the required assigned duties.

4.3.5 Those assigned duties include, but are not limited to:

- . Conduct an orientation briefing on the mission of the Transit Police Department.
- . Other assigned duties.

#### **4.4     Jump Start Program**

4.4.1 The objective of this program is to train and educate DART Employees on how to handle themselves during a hostile or potentially violent situation while on the job.

4.4.2 The areas targeted will be experienced Bus Operators going through a two day in-service training session known as Jump Start. The Program is sponsored by the Bus Operations Training Division.

4.4.3 The goals for this program are to:

- . Provide information to Bus Operators on how to decrease their chances of becoming a crime victim.
- . Enhance their chances of surviving a hostile situation.
- . Make them more knowledgeable in the areas *of* how to identify and communicate with hostile individuals.
- . Instruct then on how to handle a difficult or emergency situation.
- . Explain the consequences of being a public servant and what happens if you take the law into your own hands citing certain Penal Code sections.
- . How to better utilize the Transit Police Department.

4.4.4 Resources used for this program will be a sergeant to supervise, train, and coordinate a corp of about 10 to 20 Officers to conduct the required assigned duties.

4.4.5 Those duties include, but are not limited to:

- . Conduct a 45 minute presentation on "Difficult and Emergency situations" .
- Other assigned duties.

#### **4.5 Monthly Bus / LRT Briefings**

4.5.1 The objective of this program is to attend the monthly meetings held at each Division every month and to briefly take questions and answers from the operators on Transit Police issues concerning them.

4.5.2 The areas targeted for this program are all operators in attendance from the Northwest Division, East Dallas Division, Oak Cliff Division, and the S & I Facility. The meetings are held at each division twice a day once a month.

4.5.3 The goals for this program are to:

- . Answer any questions that the operators may have concerning the Transit Police and their particular situation.
- . Disseminate information from these meetings and to report them back to the appropriate Transit Police Division.
- . Let the operators know that the Transit Police are there to support them.

4.5.4 Resources for this program will require one sergeant and 12 Liaison officers to conduct their required assigned. duties.

4.6.5 Those assigned duties include, but are not limited to:

- . Attend the monthly meeting.
- . Take questions and answers.
- . Other assigned duties.

## **4.6 Police Liaison Program**

4.6.1 The objective of this program is to network with all law enforcement agencies within the DART service area and share information with those agencies in an attempt to aid one another.

4.6.2 The primary areas targeted for this program would include the 13 individual Police municipalities serviced by DART, as well as county, state, and federal agencies.

4.6.3 The goals of this program is to:

- . Establish a communication line with law enforcement agencies for the networking of vital information.
- . Identify those offenses/incidents that are DART related or have occurred on DART property for reporting and statistical purposes that would otherwise go undetected.
- . Inform those agencies of offenses occurring on DART property within their jurisdiction and to assist those agencies when needed.
- . Improve cooperation and relations between all the agencies involved.

4.6.4 Resources for this program will require one officer to act as a liaison for those agencies identified in section 4.6.2.

4.6.5 Those assigned duties include, but are not limited to:

- . Bi-monthly visitations to each agency for the purpose of gathering DART related information for dissemination back to the Transit Police Department.
- . Reviewing Transit Police reports to obtain information that other agencies failed to receive and to get that information back to the agency concerned
- . Perform other assigned duties.

## **4.7 DART Safety Camps**

4.7.1 The objective of this program is to participate in a neighborhood outing involving various assorted DART departments and other civic agencies and organizations. DART Safety Camps are conducted 4 times a year in various neighborhoods within the DART service area.

4.7.2 The areas targeted are neighborhoods where DART Rail and Bus operations are prevalent and a vital commodity to the people living in those areas.

4.7.3 The goals of this program are to:

- . Get the neighborhood involved with DART and to provide a carnival type atmosphere for everyone's enjoyment.
- . Have Transit Police present to talk and answer questions regarding the Transit Police and their neighborhoods.
- . Have Transit Police participate in a family oriented atmosphere in an effort *to* break down barriers that might of existed.

4.7.4 Resources for this program will require the presence of a Motorcycle Officer, a Bicycle Officer, and a Patrol Officer for each Safety Camp.

4.7.5 The assigned duties include but are not limited to:

- . Answering question from the public.
- . Giving demonstrations and safety tips.
- . Other assigned duties.

## **5.0 Officer Selection, Standards, and Requirements**

### **5.1 Selection Process**

- 5.1.1 The process for the selection of a Community Affairs officer will be in compliance with Transit Police Regulatory Directives and that criteria set forth by the Community Affairs Division.
- 5.1.2 Candidates vying for selection as a Community Affairs Officer will need to submit a standardized resume listing their qualifications for the position.
- 5.1.3 Candidates will then be screened to insure that they meet all the requirements.
- 5.1.4 Candidates will then go before a board consisting of a Lieutenant and Sergeant from the Community Affairs Division.
- 5.1.5 The board will interview each applicant and the candidates will also be required to conduct a 3 minute standardized presentation to the board members where they will be graded on public speaking ability, classroom presence and presentation.
- 5.1.6 Once the candidate has been selected, he/she will need to go submit to a special medical and psychological evaluation.

### **5.2. Criteria**

- 5.2.1 Must have successfully completed the DART FTO program.
- 5.2.2 Received ""meet requirements" or better performance evaluation on last PMP review.
- 5.2.3 Not more than three (3) citations for traffic violations in the five (5) years prior to the posting date.
- 5.2.4 Not more than two (2) motor vehicle accidents in the five (5) years prior to the posting date.
- 5.2.5 Not received a written reprimand in the six (6) months prior to the posting date.
- 5.2.6 Not received a suspension in the last nine (9) months prior to the posting date.
- 5.2.7 Not been demoted in the past twelve (12) months prior to the posting date.
- 5.2.8 Not currently on any form of corrective action for any length of time.

5.2.9 Pass a special medical evaluation by DART's medical review officer.

5.2.10 Pass a special psychological evaluation by DART's psychological review officer.

5.2.11 Failure to pass any portion of the selection process or any violation of the above listed sections will result in disqualification or removal from the Community Affairs position.

### **5.3 Standards**

5.3.1 Due to the nature of this position and the high visibility involved with the public. Community Affairs Officers will be held to a higher standard and in strict compliance with the DART Transit Police Regulatory Directives.

5.3.2 It is imperative that the Transit Police Department displays a professional image and appearance to the public.

- . All presentations are conducted in full uniform.
- . Compliance with Chapter 9 (Uniform and Appearance Standards) of the DART Transit Police Regulatory Directives will be strictly adhered to.
- . Unless authorized for a special event, no shorts or baseball caps will be worn.

5.3.3 The reputation of the DART Transit Police Department must be impeccable and above reproach at all times.

- . Strict Compliance with Chapter 4 (Code of Conduct) of the DART Transit Police Regulatory Directives will be strictly adhered to with heavy emphasis on the following:

- 0 Uniform, Equipment, and Appearance.
- 0 Professional Conduct and Personal Bearing.
- 0 Responsibilities and General Conduct.

5.3.4 Any violation or misconduct on the part of the Community Affairs Officer will result in removal from the program and subject him to the disciplinary procedures set forth in the DART Transit Police Regulatory Directives.

## **5.4 Training**

5.4.1 In order to have a standardized program allowing for the uniformity of the presentations and information being administered. All officers selected as a Community Affairs Officer will receive an 8 hour in-service training in the following areas:

- . Transit Community Policing Program's Standard Operating Procedure Manual.
- . Transit Community Policing Program's presentations and lesson plans.
- . Chapter 4 and 9 of the DART Transit Police Regulatory Directives.
- . Classroom presentation and presence.
- . Public speaking

## **5.5 Certifications**

5.5.1 All Community Affairs Officers will receive the following training and certifications.

- . Crime Prevention Certification
- . Basic Police Instructor Certification
- . S.H.A.R.P.E. Instructor Certification

## **5.6 Duty assignments**

5.6.1 The Transit Community Policing Program is currently divided up into three sections. They are School Relations, Public Relations, and DART Employee Relations. Each section deals with a certain facet of our community and the people we serve. Community Affair Officers will be assigned to one of the three related sections. To allow for familiarity in all areas, the officers will rotate sections every three months..

5.6.2 School Relations will work with the DART Education Department and be responsible for all presentations and visitations at all schools within the DART service area for students of all ages. Will also be responsible for developing new innovative programs to meet changes and demands.

5.6.3 Public Relations will work with DART Public Affairs Department and be responsible for making presentations to civic groups, churches, DART patrons, and the ,general public on the mission of the Transit Police and how we relate to their communities. Will also be responsible for developing new innovative programs to meet changes and demands.



5.6.4 DART Employee Relations will work with the DART Training Department and be responsible for the training and educating of all DART employees throughout the DART system on crime prevention topics and specialized courses. Officer assigned to this section will also be assigned as Bus Liaison officers to each of the Bus divisions. Officers will also be responsible for developing new innovative programs to meet changes and demands.