



Board Report

File #: 2026-0411, **File Type:** Informational Report

Agenda Number: 53.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE JULY 16, 2026

SUBJECT: DEPARTMENT OF PUBLIC SAFETY IMPLEMENTATION PLAN UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the quarterly update on the Department of Public Safety (DPS) Implementation Plan.

ISSUE

In alignment with Metro's mission and comprehensive safety and security framework, staff continue to implement the plan to stand up Metro's DPS. This report serves as a status report to the Board on the implementation progress of the new department.

BACKGROUND

At its June 2024 meeting, the Board adopted the DPS Implementation Plan, formerly named the Transit Community Public Safety Department, and approved the department's phased establishment over five years. The Board directed staff to report quarterly on the implementation progress.

Following the Board's approval of the Implementation Plan, the CEO assembled an interdepartmental task force to support the establishment of the department. The task force was composed of members of Metro's key departments, including Homeless Outreach Management and Engagement, Customer Experience, System Security and Law Enforcement (now named Emergency Management and Security Division), Chief People Office, and the Office of the Chief of Staff. Since the hiring of the Chief of Police and Emergency Management, the task force has been refined and is being led under his leadership. Additionally, the CEO established a Transition Team Advisory group, consisting of multidisciplinary subject-matter experts, to advise staff on key aspects of the plan.

Phase One implementation plan activities for the DPS were completed in FY25, including the recruitment and appointment of the Chief of Police and Emergency Management, the establishment of a transition team, the initial formulation of hiring and recruitment strategies for sworn officers and non-sworn positions, and the development of procurement plans.

DISCUSSION

Developing and Integrating the Care-Based Services Division

The integration of care-based programs is essential to how Metro will address public safety, working in lockstep with law enforcement to provide a cohesive approach that addresses safety at all levels and creates a culture of inclusive collaboration. DPS's Care-Based Services Division has four programs: Metro Ambassadors, Community Intervention Specialists (CIS), Homeless Outreach Management & Engagement (HOME), and Crisis Response Teams. The first three programs transitioned into DPS in early January, while the fourth program, Crisis Response Teams, is in development and expected to be active this fiscal year. These four programs will contain nearly half of the field-based personnel within the department, the largest being Metro Ambassadors.

Staff have initiated several key steps in developing the crisis response program, including:

- hiring a Senior Director for program oversight - Completed FY26 Q1
- researching evidence-based practices - Ongoing
- developing an operational manual and standard operating procedures - Completed FY26 Q4
- identifying and integrating HIPAA compliant practices - Ongoing
- developing job descriptions - Completed FY26 Q4
- identifying essential crisis response training - Ongoing
- developing an onboarding program - Ongoing
- begin recruiting of crisis response teams - Ongoing

Biweekly meetings between members from each public safety layer have focused on defining roles and responsibilities, identifying improvements in data collection and utilization, innovations in communication, and deployment strategies across the service area.

Hiring and Recruitment Progress

Hiring of Care-Based Services Personnel

To support the development and operation of the care-based programs, Metro is recruiting two Deputy Executive Officers (DEOs) - one to oversee the Ambassador and Community Intervention Specialist (CIS) programs, and the other to oversee the Homeless Outreach Management and Engagement teams and Crisis Response Teams. One position has been filled, and the selected candidate began in late June, while candidates for the second DEO position are in the final stages of the interview process. In addition, two Clinical Manager positions for the Crisis Response Teams were posted in June, which will mark the first Crisis Response team program hires since the Senior Director joined earlier this year. The Ambassador program has also continued to expand, with 79 new Ambassadors joining the team since January and is a significant step towards fully staffing this program.

Hiring of Sworn Officers

Key command positions were recently filled in the Administrative Services Division, including the Deputy Chief and a sworn sergeant.

Deputy Chief Jody Stiger will oversee DPS's administrative functions, such as public safety training, field training for officers, sworn officer recruitment, fleet management, and records. With over three decades of distinguished public service spanning the U.S. Marine Corps, 29 years of service with the LAPD, and, most recently, he served for nearly four years as the Systemwide Director of Community Safety for the University of California, Office of the President. He is a nationally recognized expert in use of force training and policy, police tactics, de-escalation training, and community-centric public safety.

Sergeant Adriane Starks will directly oversee sworn officer recruitment and hiring. Starks brings nearly a decade of law enforcement and public service experience to the DPS. A champion for professional development, she earned the designation of Certified Field Training Officer, actively mentoring and evaluating new recruits entering the force.

All Star Talent, a specialized law enforcement recruitment services firm, partnered with Metro to develop and launch a dedicated recruitment microsite for the hiring of sworn officers. The website and online application process highlight Metro's public safety infrastructure, the mission and vision for the new department, and career opportunities in DPS. The site (www.joinmetrodp.com <<http://www.joinmetrodp.com>>) launched in late May and generated significant interest, receiving over 900 applications within the first 24 hours. Metro also launched a targeted digital advertising campaign focused on recruiting lateral officers.

Metro's primary focus for the initial sworn hiring is lateral officers. Lateral officers can be hired and deployed more quickly than entry-level recruits because lateral officers are not required to complete basic training at the Police Academy. Newly hired lateral officers will complete training aligned with Metro DPS' vision, mission, and values, using a multidisciplinary curriculum focused on customer service and care-based values. Additionally, to ensure field training officers comply with California Peace Officer Standards and Training (POST) field training standards, Metro plans to utilize experienced lateral officers as field training officers. This is a critical component of building a culture that aligns with Metro's vision, mission, and values, and of preparing new officers to effectively execute their field duties after they graduate from the Police Academy.

In addition, Metro sent out an email promoting the new recruitment website and online application process to approximately 700 individuals who had previously expressed interest in joining the department. This included an exclusive email to 500 Metro employees, who were notified before the website went live. As applications are received, the Chief People Office is reviewing candidates and coordinating with DPS staff to advance applicants through the hiring process. Staff is targeting the hiring of 40 lateral officers by the end of the calendar year, consistent with the approved FY27 budget.

POST Ordinance

The Board approved an ordinance in April that commits Metro to comply with minimum recruiting and hiring standards established by California POST. This was a necessary step for Metro to apply to be a member agency of POST. Metro submitted the ordinance and a letter requesting that Metro join POST as a member agency. On June 24, 2026, POST approved Metro's application for membership.

Zones and Deployment

The implementation plan recommended deploying sworn officers across Metro's service area by geographic zones. A zone-based deployment model will provide greater efficiency, flexibility, and responsiveness while allowing officers to become more familiar with the communities and areas they serve.

Over several months, staff evaluated geographic boundaries, facility locations, and zone sizes while considering the jurisdictions of partner law enforcement agencies, including LASD, LAPD, and Beverly Hills PD, among others. The goal was to ensure that key Metro assets - including rail lines, bus lines, stations, and other facilities - are located within zones that allow for rapid and efficient officer deployment.

As a result, staff developed seven geographic zones across the Metro system. Establishing a geographic zone pilot is a critical step in the deployment model, as the zones will serve as the foundation for determining initial staffing and deployment levels. Deployment can then be adjusted over time based on operational needs and other factors, including customer complaints, crime trends, special events, and service demands. To support this effort, weekly integrated deployment meetings have been established with all public safety layers to evaluate the current deployment of all personnel, assess the rationale for existing assignments, and make deployment adjustments to improve efficiency and the best usage of resources.

Contracts, Agreements, and Facilities

Staff have developed a comprehensive procurement strategy to ensure Metro can acquire the resources, equipment, technology, and infrastructure necessary to establish and operate the new DPS.

Metro retained DeltaWRX to conduct a comprehensive technology assessment, including an evaluation of existing systems, identification of operational gaps, and recommendations for technologies required to support a fully functioning police department. The assessment identified both short-term and long-term needs, including solutions for Computer-Aided Dispatch (CAD), Records Management Systems (RMS), radio communications, 911 call handling, and other critical public safety technologies.

Staff are working closely with Vendor Contract Management to prioritize these recommendations and develop implementation strategies that balance immediate operational requirements with long-term department objectives. Immediate focus areas include ensuring that Metro's communications and dispatch capabilities are prepared to meet operational demands, while also addressing records management requirements across DPS.

DPS has started conducting an assessment and evaluation of Metro-owned facilities currently occupied by law enforcement partners in an effort to understand space and deployment needs as it establishes zone deployments and substations across the region. Staff have completed a facilities needs assessment in the Long Beach area which is scheduled to be the first zone where Metro will deploy its sworn officers.

Stakeholder Coordination

A strategic engagement plan for Chief Scott ensures he engages with riders, key internal and external stakeholders, and media, in order to keep the public informed about the new Department and the progress the agency has made towards creating a comprehensive and integrated public safety ecosystem.

Since the last quarterly update, Chief Scott and DPS senior leadership have held more than 80 engagements. This includes providing the latest implementation updates to the Public Safety Advisory Committee and Technical Advisory Committee; the Department's vision, mission and goals to the travel buddies of Metro's On-the-Move Riders Program; and current public safety efforts at the Older Adult Transportation Expo. Additionally, DPS engaged the news media to inform the larger public about the start of sworn officer hiring in May, with Chief Scott completing an in-person interview with KCBS. Metro also issued a press release announcing the new microsite and is posting ads on Meta, Indeed, LinkedIn, and Google.

Chief Scott recognizes that relationships with key stakeholders must either be created, restarted, and/or strengthened in order for the Department to best serve the safety of Metro riders and frontline personnel. The Chief will continue to engage with various stakeholders and provide them with updates on the progress of standing up the department.

Transition Team Advisory Group

The Transition Team Advisory Group met on June 9, 2026 to receive an update on implementation plan progress, discuss three administrative policies that pertain to mental health commitments, crisis intervention incidents, and the unhoused. The group also met with Dr. Rebecca Hetey, a specialist in organizational culture in police departments. Dr. Hetey discussed the factors that contribute to a positive organizational culture, solicited input from the transition team advisory members and will provide recommendations going forward on what policies and procedures Metro should consider to develop and retain a strong, positive and collaborative organizational culture.

Policy Development

Metro has contracted with Lexipol, a company used by 90% of the police departments in California and trusted by over 1,000 public safety agencies nationwide. Lexipol provides a comprehensive sworn policy manual, essential to the consistent, lawful and professional operations of a police department. These policies establish standards for conduct, accountability and compliance with federal, state and local laws. They have been legally vetted to reflect most current laws and law enforcement best practices. There are over 180 policies that pertain to sworn officers and their duties. DPS has a working group comprised of members from various key departments as well as County Counsel who meet weekly with Lexipol to review the policies and make sure they are consistent with Metro's policies and reflect the department's mission, vision and values.

DETERMINATION OF SAFETY IMPACT

The DPS will improve safety as it will allow for increased visibility, better accountability, and enhanced

community engagement across the entire Metro transit system.

EQUITY PLATFORM

The DPS will implement safeguards, training, and oversight based on agency priorities, promoting equitable treatment of riders per the Board-approved Bias-Free Policing Policy and supporting a transit policing style with engaged visibility. Furthermore, staff are developing a comprehensive policy manual to ensure consistent, lawful, and professional operations across all areas of the DPS. While DPS has begun recruiting sworn personnel, it is also developing the Care-Based Services Division, which will soon include the Crisis Response teams. Two clinical managers are expected to be hired this summer for this program that will emphasize rapid response, stabilization, and connection to supportive resources, helping resolve incidents in ways that reduce reliance on traditional law enforcement while reinforcing system-wide safety. In addition, staff will continue to brief the Public Safety Advisory Committee on the progress of DPS. Staff are also in regular communication with other Metro advisory bodies, providing them with updates and taking their feedback.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through operational activities that will improve and further encourage transit ridership through enhancing safety on the Metro system and providing an improved customer experience. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

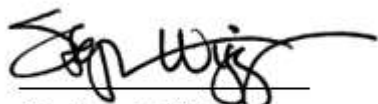
The recommendation supports Strategic Plan Goals #2.1: Deliver outstanding trip experiences for all users of the transportation system; Metro is committed to improving security and #5.6: Provide responsive, accountable, and trustworthy governance within the Metro organization; Metro will foster and maintain a strong safety culture.

NEXT STEPS

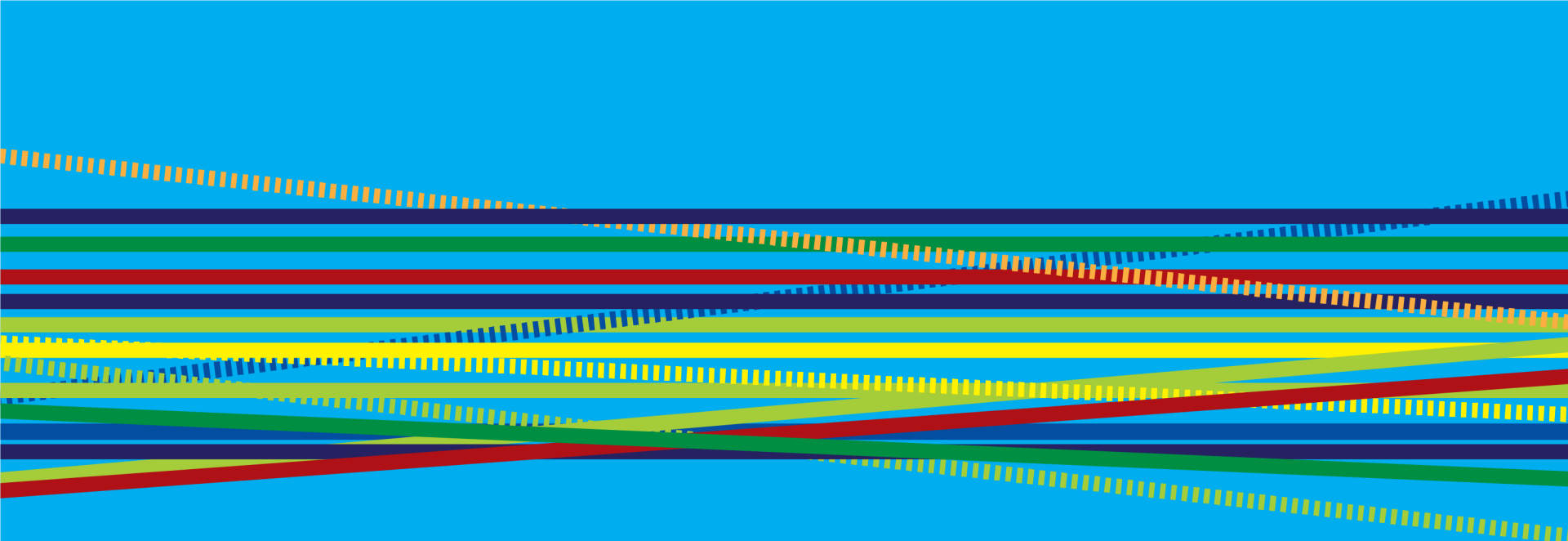
Staff will continue to actively engage employees and the public during the implementation of the DPS. Staff will report back to the Board quarterly with progress updates.

Prepared by: Imelda Hernandez, Senior Manager, Transportation Planning, (213)
922-4848

Reviewed by: William Scott, Chief of Police and Emergency Management, (213) 922-5448

A handwritten signature in black ink, appearing to read 'Step Wiggins', written over a horizontal line.

Stephanie Wiggins
Chief Executive Officer



Department of Public Safety Implementation Plan Update

*Operations, Safety, and Customer Experience Committee Meeting
July 16, 2026*



Developing and Integrating the Care-Based Services Division Framework

- DPS's Care-Based Services Division will house **Metro's four care-based programs**: HOME, Metro Ambassadors, Crisis Response Teams, and Community Intervention Specialists.
- **Staff have initiated several key steps in developing the crisis response program, including:**
 - hiring a Senior Director for program oversight – **Completed FY26 Q1**
 - researching evidence-based practices – **Ongoing**
 - developing an operational manual and standard operating procedures – **Completed FY26 Q4**
 - identifying and integrating HIPAA compliant practices – **Ongoing**
 - developing job descriptions – **Completed FY26 Q4**
 - identifying essential crisis response training – **Ongoing**
 - developing an onboarding program – **Ongoing**
 - begin recruiting of crisis response teams – **Ongoing**

Hiring & Recruitment Progress

Care-Based Services Personnel

- Metro is recruiting two Deputy Executive Officers (DEOs) — one to oversee the Ambassador and Community Intervention Specialist (CIS) programs, and the other to oversee the Homeless Outreach Management and Engagement teams and Crisis Response Teams.
- Two Clinical Manager positions for the Crisis Response Teams were posted in June, which will mark the first Crisis Response team program hires since the Senior Director joined earlier this year.

Sworn Officers

- Key command positions were recently filled in the Administrative Services Division, including Deputy Chief and Transit Police Sergeant.
- A dedicated recruitment microsite (www.joinmetrodds.com) launched in late May and generated significant interest, receiving over 900 applications within the first 24 hours
- **Staff is targeting the hiring of 40 lateral officers by the end of the calendar year, consistent with the approved FY27 budget.**

Zones & Deployment

- A zone-based deployment model will provide greater efficiency, flexibility, and responsiveness while allowing officers to become more familiar with the communities and areas they serve.
- Staff developed **seven geographic zones** across the Metro system.
 - Establishing geographic zones is a critical step in the deployment model, as the zones will serve as the foundation for determining initial staffing and deployment levels.
- To support this effort, weekly integrated deployment meetings have been established with all public safety layers to evaluate the current deployment of all personnel, assess the rationale for existing assignments, and make deployment adjustments to improve efficiency and the best usage of resources.

Contracts

- Metro retained DeltaWRX to conduct a comprehensive technology assessment, including an evaluation of existing systems, identification of operational gaps, and recommendations for technologies required to support a fully functioning police department.
- The assessment identified both short-term and long-term needs, including solutions for Computer-Aided Dispatch (CAD), Records Management Systems (RMS), radio communications, 911 call handling, and other critical public safety technologies.

Stakeholder Coordination

- **A strategic engagement plan for Chief Scott** ensures he engages with riders, key internal and external stakeholders, and media and keeps the public informed about the new Department and the progress the agency has made towards creating a comprehensive and integrated public safety ecosystem.
- Engagements included, but not limited to:
 - Technical Advisory Committee on April 1
 - On-the-Move Presentation on April 3
 - Public Safety Advisory Committee on May 7
 - Annual Older Adult Transportation Expo on May 15
 - KCBS Interview on May 28
 - Daily News Interview on June 11
 - KJLH Steve Harvey Show Interview on June 25
 - Spectrum News Interview on July 2

Next Steps

- Continue to actively engage employees and the public during the implementation of the DPS.
- Continue to expand recruitment and hiring strategy to meet FY27 hiring goals