



Board Report

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Agenda Number: 35.

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE MARCH 19, 2026

SUBJECT: DEPARTMENT OF PUBLIC SAFETY QUARTERLY UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the:

- A. quarterly update on the Department of Public Safety (DPS) Implementation Plan; and
- B. first reading of the Ordinance affirming Metro's commitment to meet the minimum recruitment and training standards set by the California Commission on Peace Officer Standards and Training (POST) (Attachment A).

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, formerly named the Transit Community Public Safety Department (TCPSD). This report serves as a status report to the Board on the implementation progress of the new department. In September 2025, the Board approved a resolution signifying Metro's commitment to meet the minimum recruitment and training standards for sworn officers set by POST. Per state law, POST also requires that Metro adopt an ordinance affirming that commitment.

BACKGROUND

At its June 2024 meeting, the Board adopted the DPS Implementation Plan 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, Metro's 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 activities for the DPS were completed, including the recruitment and appointment of William Scott as 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.

Staff have moved on to Phase Two of the implementation plan, including the development of an organizational framework and a functional organizational chart, recruitment and staffing strategies, and resource planning. The following provides details of the progress made since the last quarterly update in September 2025.

DISCUSSION

Organizational Framework

Implementing Phase Two of the plan begins with the Department's comprehensive organizational structure, which has been developed to encompass all units within the Department of Public Safety (DPS). This framework integrates the Police Services Division, the Emergency Management and Security Division, the Administrative Services Division, and the Care-Based Services Division.

This organizational model provides a cohesive structure that strengthens coordination across divisions and enables DPS to more effectively plan resources, manage budgets, and recruit personnel in support of the department's holistic mission and future growth.

On January 20, 2026, DPS accomplished a major organizational milestone with implementation of the new Care-Based Services Division and with it the transition of the Metro Ambassadors, HOME Team, and Community Intervention Specialists into DPS.

Developing and Integrating the Care-Based Services Division

DPS's Care-Based Services Division has four care-based programs: Homeless Outreach Management & Engagement (HOME), Metro Ambassadors, Community Intervention Specialists, 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 next fiscal year. Furthermore, Craig Joyce, a licensed clinical social worker who has been leading the HOME Outreach teams for the last few years, was appointed to Senior Executive Officer and is leading the new Division, effective January 19.

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.

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

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

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 Sworn Officers

A structured hiring process for sworn officers has been established, with key positions identified for recruitment in the current fiscal year. Metro staff collaborated with consultants from Mercer and Unisource to review job specifications, establish competitive salary ranges, and outline benefit options for sworn personnel. In alignment with California POST guidelines, Metro is adhering to all mandatory hiring requirements.

Staff issued an informal procurement for specialized law enforcement recruitment services to support the hiring of sworn officers. Given the highly competitive market for sworn law enforcement personnel, engaging a recruitment firm with expertise in law enforcement will allow Metro to implement a focused and strategic approach to attracting qualified candidates. This targeted recruitment effort will support the hiring of key command and leadership positions, lateral officers, and new recruits for the remainder of the current fiscal year and into the next fiscal year.

The selected recruitment firm will be responsible for developing a dedicated DPS recruitment microsite, creating an online job application, designing and implementing a digital advertising strategy, targeted outreach campaigns, and messaging tailored to lateral and entry-level recruits. In preparation for the microsite to go live in April, the firm will be producing a recruitment video and photography highlighting Metro's existing public safety infrastructure and ecosystem, leadership visibility, and the vision and culture of the new department. Furthermore, digital advertisements will be deployed through LinkedIn, Facebook, Instagram, Google, and Indeed. Staff is also working with Metro's Marketing team to conduct outreach across buses and trains and produce collateral materials for use at job fairs and other community outreach events. Lastly, staff had a robust interest list of interested candidates who will be notified of the microsite launch and encouraged to apply.

Through these efforts, staff is targeting the hiring of over 100 officers in FY27, with the targeting of the recruitment of lateral officers starting in Spring 2026.

POST Ordinance

In September 2025, the Board approved a resolution affirming its commitment to comply with POST requirements for the hiring and training of sworn officers, a necessary step in order for Metro to become a POST member agency. As discussed in that Board report, POST's mission is to promote

professionalism in California law enforcement by upholding the highest standards of quality, integrity, and accountability. California PUC Section 30504 authorizes Metro to form a transit police department and requires that Metro adhere to the standards for recruitment and training of peace officers as established by POST. These minimum selection and training standards apply to newly hired peace officers, reserve officers, and public safety dispatch personnel.

Metro submitted the approved Board resolution to POST, requesting to join POST as a member agency. After many months of review and discussions with County Counsel, POST requested that Metro adopt a more formal ordinance to affirm the commitments set forth in the resolution. As a result, staff worked with County Counsel to develop the attached ordinance (Attachment A).

Metro staff recommends that the Board authorize the attached ordinance formally committing Metro to comply with the minimum recruitment and hiring standards established by POST. The March Board meeting will provide the introduction and first reading of the ordinance, and voting on its adoption will occur at the April Board meeting. Upon adoption, Metro will submit the ordinance to POST along with a request to join POST as a member agency.

Contracts and Agreements

Staff have developed a comprehensive procurement approach to ensure Metro can acquire the necessary resources and tools to stand up the new department, especially with the aforementioned recruiting efforts.

Staff are also beginning to assess and define technological needs for the DPS. Metro hired a technology consultant to perform a needs assessment and gap analysis, identify priorities, and make recommendations for the new department. Immediate priorities for these efforts will revolve around the readiness of Metro's Communications and Dispatch systems to meet operational demands. Other items that must be addressed include records and evidence management, integration with other existing Metro systems, as well as technological requirements for new public safety vehicles.

Staff have been collaborating with Rio Hondo College and Golden West College, as well as with the Los Angeles Police Department (LAPD) and Los Angeles County Sheriff's Department (LASD), to establish the necessary processes and agreements that will allow Metro's recruits to participate in basic training academy courses offered by these organizations. If approved after finalization, the Department is aiming for Metro recruits to begin those courses as early as FY27 Q3.

Staff are developing scopes of work, identifying potential contracts and procurement strategies, and leveraging existing competitively bid contracts where feasible. Using a mix of procurement strategies will enable Metro staff to timely procure firearms, vehicles and other essential services and equipment required to support the onboarding of new officers and the ongoing operations of the department.

Stakeholder Coordination

DPS created a strategic engagement plan for Chief Scott's first year of duty. This plan ensures that senior-level DPS leadership will be able to engage with riders, key internal and external stakeholders,

and media, in order to keep the public informed about the new vision 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 70 engagements. This included engaging Metro's Youth and Sustainability Councils to conduct a meet-and-greet and provide an update on the Department and its immediate priorities; PSAC membership selection interviews and presented at the February PSAC Meeting, providing the latest implementation updates; local law enforcement partners; various Council of Governments meetings to engage with city and regional leadership across the county. Additionally, DPS has engaged the news media to inform the larger public through completed interviews with KJLH radio station, where Chief Scott discussed his goals for DPS, and LAist, where the Chief and Senior Executive Officer Craig Joyce discussed the newly established Care-Based Services Division. Chief Scott has prioritized meeting with rank and file Department staff, attending multiple roll calls for the Transit Security Officers and Ambassadors.

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. From this quarter's engagements, the Department gained insights into the continued interest in mandated crisis intervention and de-escalation training for sworn officers as well as training specific to Metro and the transit system. Metro also provided additional details and clarification regarding the role of the crisis response teams within the DPS.

Law Enforcement Engagement

DPS has regular engagement with LAPD and LAPD to discuss collaborative deployment and staffing strategies that are critical to the success of Phase 2, which includes resource planning, partnership agreements, and training for sworn and non-sworn positions.

Staff are working with both LASD and LAPD Training Officers to assist in developing a robust program for sworn and non-sworn officers, covering tactics such as crowd control, firearms, scenario training, de-escalation, and booking procedures.

Additionally, staff are starting discussions on shared services models through the use of Memorandums of Agreement (MOAs) and Memorandums of Understanding (MOUs) regarding processing and booking services, the use of jail space, K-9s, and other resources.

DPS is also 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. DPS intends to finalize zone boundaries and initial deployment plan of DPS sworn officers by the end of FY26. Additionally, staff are working with Real Estate to identify additional Metro-owned properties that could serve as future substations in areas where there are gaps.

DPS is also looking to enhance its collaboration with Long Beach now that the Metro stations are fully

staffed and supported by just internal resources. From engagement amongst the care-based resources to potential future MOAs and MOUs similar to those that would be put in place with LAPD and LASD.

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. They will ensure that the policies in the final manual reflect Metro's culture, vision, and emphasis on a holistic, care-based approach to policing. To do this, they will solicit input and feedback from the Transition Team Advisory Group, which includes national experts from diverse fields with extensive experience in law enforcement, mental health, social services, and public safety reform. In addition, staff will continue to brief the Public Safety Advisory Committee on the progress of DPS.

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

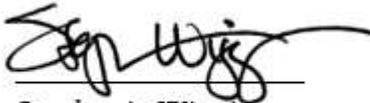
Staff will continue to actively engage employees and the public during the implementation of the DPS. Staff will report back to the Board quarterly with progress updates. Next month, staff will return to the Board seeking adoption of the POST ordinance.

ATTACHMENT

Attachment A - POST Ordinance

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



Stephanie Wiggins
Chief Executive Officer

CHAPTER 2-55

AN ORDINANCE TO ACCEPT THE REQUIREMENTS OF SECTIONS 13510, 13512, AND 13522 OF THE CALIFORNIA PENAL CODE RELATING TO THE RECRUITMENT AND TRAINING OF PEACE OFFICERS AND PUBLIC SAFETY DISPATCHERS.

Be it ordained by the Board of the Los Angeles County Metropolitan Transportation Authority:

2-55-010 Findings and Objectives

On June 27, 2024, the Board of Directors of the Los Angeles County Metropolitan Transportation Authority (Metro) approved an implementation plan for the Transit Community Public Safety Department, now known as the Metro Department of Public Safety. The California Commission on Peace Officer Standards and Training (POST) provides resources and benefits to over 600 member agencies in the State of California. The Department of Public Safety seeks to join POST in order to receive the numerous benefits available to member agencies. POST requires the governing body of Metro adopt an ordinance committing to adhere to the minimum standards for recruitment and training established by POST in order become a member agency.

2-55-020 Membership

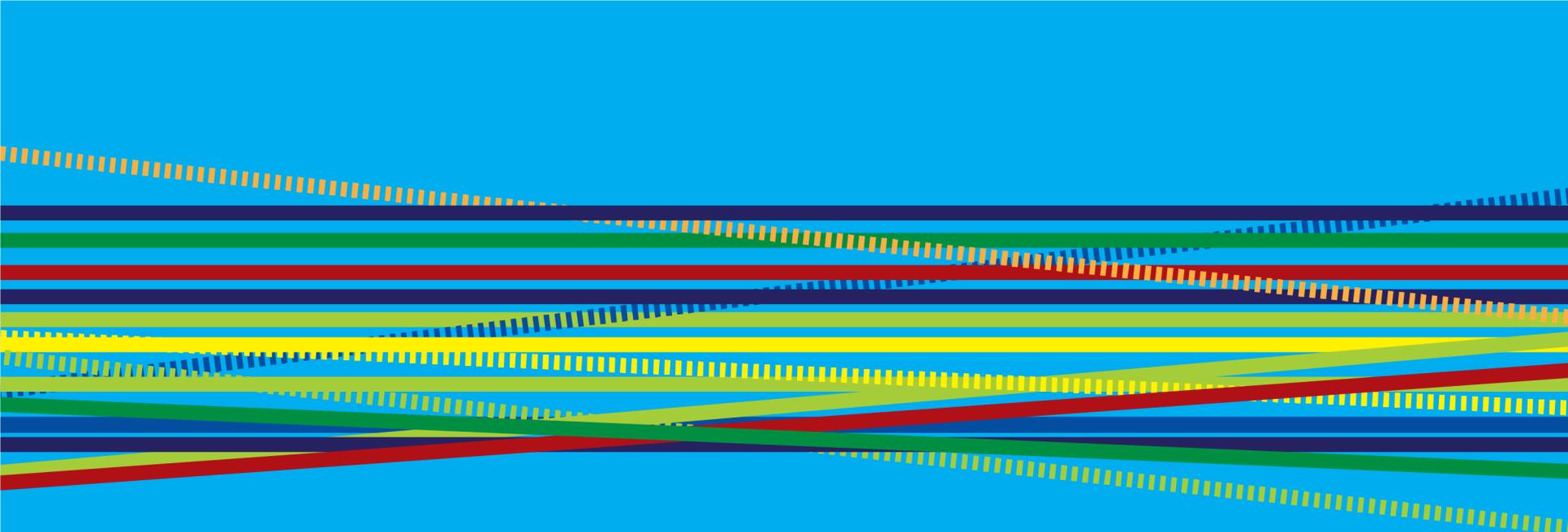
The governing body of Los Angeles County Metropolitan Transportation Authority declares that it desires to become a POST member agency and qualify to receive aid from the State of California under the provisions of Section 13522, Chapter 1 of Title 4, Part 4 of the California Penal Code.

2-55-030 Adherence to POST Standards

Pursuant to Sections 13510 and 13512 of said Chapter 1, the Los Angeles County Metropolitan Transportation Authority will adhere to the standards for recruitment and training of Peace Officers and Public Safety Dispatchers established by the Commission on Peace Officer Standards and Training.

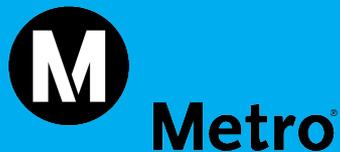
2-55-040 Compliance

Los Angeles County Metropolitan Transportation Authority acknowledges that the Commission and its representatives may make such inquiries as deemed necessary to ascertain that the Peace Officers and Public Safety Dispatchers of the Los Angeles County Transportation Authority adhere to the standards for recruitment and training established by the California Commission on Peace Officer Standards and Training.



Department of Public Safety Quarterly Update

*Operations, Safety, and Customer Experience Committee Meeting
March 19, 2026*



Organizational Framework

A comprehensive organizational structure has been developed to encompass all units within the Department of Public Safety (DPS). This framework integrates:

1. Police Services Division
2. Emergency Management and Security Division
3. Administrative Services Division
4. Care-Based Services Division

On January 20, 2026, DPS accomplished a **major organizational milestone** with implementation of the new Care-Based Services Division and with it the transition of the Metro Ambassadors, HOME Team, and Community Intervention Specialists into DPS.



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.
 - 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 next fiscal year.
- Staff have initiated several key steps in developing the crisis response program, including:
 - Hiring a Senior Director for program oversight – FY26 Q1
 - Researching evidence-based practices – ongoing
 - Developing an operational manual and standard operating procedures – FY26 Q4
 - Developing job descriptions – FY26 Q4
 - Identifying essential crisis response training – FY26 Q4
 - Begin recruiting crisis response teams – FY26 Q4



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Hiring & Recruitment

Hiring

- Staff issued an informal procurement for specialized law enforcement recruitment services.
- This selected recruitment firm will be responsible for developing a dedicated DPS recruitment microsite, creating an online job application, designing and implementing a digital advertising strategy, targeted outreach campaigns, and messaging tailored to lateral and entry-level recruits.
- **Through these efforts, staff is targeting the hiring of over 100 officers in FY27, with the targeting of the recruitment of lateral officers starting in Spring 2026.**

POST Ordinance

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Metro

- The March Board meeting will provide the introduction and first reading of the ordinance, and voting on its adoption will occur at the next Board meeting.

Contracts & Agreements

- Staff are beginning to assess and define technology needs, with immediate priorities regarding the readiness of Metro's Communications and Dispatch systems to meet operational demands.
- DPS has been collaborating with Rio Hondo College and Golden West College, as well as with LAPD and LASD, to establish the necessary processes and agreements that will allow Metro's recruits to participate in basic training academy courses offered by these organizations.

Next Steps

- Launch microsite in April
- Continue to actively engage employees and the public during the implementation of the DPS.