

FILE NUMBER: 2025-122

DATE: Friday, June 6, 2025

SUBJECT: Update on Harbor Police Department's Strategic Plan

DESCRIPTION: Informational Update on the Harbor Police Department's Strategic Plan

EXECUTIVE SUMMARY:

This agenda item is an informational presentation to provide the Board of Port Commissioners with an update on the progress of the Port of San Diego Harbor Police Department (HPD) Strategic Plan. This transparent document has been the framework and roadmap that has guided the department for the last 15 months since its adoption by the Board.

This plan is a proactive and strategic approach to effectively serve our growing Port communities and champion our workforce. This plan remains both flexible and adaptable to new opportunities and challenges.

The HPD Strategic Plan identifies four goals with associated objectives and action items, all aligned with the HPD's updated Mission and Vision Statements. The four goals are:

- I. Maximize Workforce Potential
- II. Ensure Financial Stability
- III. Engage With Our Community Stakeholders
- IV. Protect Those We Serve

RECOMMENDATION:

The presentation is informational only and designed to update the Board of Port Commissioners on the progress of the HPD's Strategic Plan.

FISCAL IMPACT:

This agenda item has no fiscal impact.

COMPASS STRATEGIC GOALS:

This agenda item supports the following Strategic Goals.

- A Port that the public understands and trusts.
- A Port that is a safe place to visit, work and play.
- A Port with an innovative and motivated workforce.
- A financially sustainable Port that drives job creation and regional economic vitality.

DISCUSSION:

In early 2023, HPD initiated a planning effort to create a Strategic Plan that would both guide the department over the next five (5) years and provide a transparent and accessible document for the public to better understand HPD's functions and priorities. District staff established a multi-departmental team to develop the plan which included staff from HPD, Strategy and Policy, Homeland Security, and Human Resources (Strategic Plan team).

Harbor Police staff have spent the previous 15 months working to implement and move the plan forward. To do so, HPD leadership aligned the department's annual S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time Based) goals with the broader strategic goals listed in the plan. Additionally, the department transitioned the annual goals to align with the fiscal calendar allowing for improved budgetary planning.

The HPD Strategic Plan aligns with our responsibility of both the Port Act (Section 55) and the Port Master Plan Update (Section 3.4 Safety and Resiliency Element) to address, support, and enhance the safety and security of Tidelands and the Bay. The HPD Strategic Plan aligns with our responsibility to both the Port Act (Section 55) and the Port Master Plan Update (Section 3.4 Safety and Resiliency Element) to address, support, and enhance the safety and security of Tidelands and the Bay.

HPD's Vision and Mission

Vision

In partnership with our community, we strive to provide the highest levels of policing, maritime firefighting, aviation security, and public safety services.

The HPD Vision statement details what the department aspires to achieve. There was intentionality on the wording of the Vision, placing the community first and the high levels of service that HPD aims to provide.

Mission

To protect and serve with excellence through proactive policing, community engagement and serving with honor, professionalism, and dedication.

The HPD Mission statement defines the department's daily objective and identifies how staff will achieve those objectives. There was intentionality in crafting a Mission Statement that each officer and staff member of HPD can apply to their daily work. The Mission statement identifies three core values (**H**onor, **P**rofessionalism, and **D**edication) which have first letters identical to the Department acronym (**HPD**), thus further connecting the Mission, values, and department.

The Mission and Vision statements align and support the four (4) Goals of the Strategic Plan.

The four primary goals are outlined below along with some examples of the progress being made within those goals. Although these are not indicative of the entirety of

progress being made, the examples provide some insight HPD's progress in addressing and accomplishing specific objectives and action items.

I. Maximizing Workforce Potential

The first Goal is focused on HPD's workforce. This Goal identified several Objectives, including ensuring all positions within the department are staffed appropriately while reflecting the diversity of our region, enhancing career success with HPD through improved development with clear tracks for growth, prioritizing mental and physical wellness, and ensuring HPD is performing consistent and fair policing.

(Objective A) To help accomplish this goal overall, HPD is piloting a full time Recruiting Officer position. This position is tasked with conducting a thorough analysis of current recruitment practices and identifying key areas for improvement and innovation. With support from Human Resources and Communications and Community Engagement, they are working on developing a comprehensive recruitment strategy, to include engagement with community outreach and enhance partnerships with local colleges, universities and military bases. This officer is responsible for the coordination and scheduling of staff to ensure attendance of various recruiting and community engagement events.

(Goal 1, Objective A.1) A staffing study was finalized in June 2024. Matrix, the company who conducted the staffing study, is an independent company that specializes in public safety staffing, workload balance management, and police operations.

The scope of the study included the assessment of HPD current enforcement operations, response capabilities, staffing, and other resources necessary for the delivery of public safety services to the Port. Matrix conducted interviews with Port and Airport executives, and HPD staff. Interviews were supplemented by anonymous employee surveys. Matrix reviewed HPD operational documents, reports, budget data, organizational structure and key practices and provided staffing recommendations for today and projections of what is needed for the next 10 years.

(Goal 1, Objective D.4) HPD and Communications and Community Engagement began a month's long rebranding effort in late 2024 and into 2025 that completely reshaped the core tenets, the vision, and the mission of the department. This also included a complete refreshing of photo and video materials highlighting staff contributions and work in the department, and large-scale visuals that will inspire staff in all of their workstations. It will also include materials that express the important mission of the department to our community whenever they set foot in the lobby of HPD's HQ.

As part of this effort, all staff (CSO's, dispatch, professional staff and sworn) were invited to participate in the rebranding effort, to include survey working groups and feedback sessions for MARCOM and HPD leadership. This work is close to being completed and will provide a great example of the collaborative partnerships needed internally and externally to reshape the messaging HPD wants to project both to staff and the public anytime they are in and around HPD HQ.

II. Ensure Financial Stability

The second Goal is focused on HPD's financial stability. This Goal identifies several Objectives, including effectively forecasting future procurement and maintenance costs to ensure financial stability, exploring opportunities to offset the cost of operations, minimizing reliance on grants, and defining a streamlined grant process.

(Goal 2, Objective A.1) Staff are currently working on upgrading and improving HPD's capacity to track all issued equipment through the databases Armor Link and METR. These management systems notify staff of upcoming required maintenance, replacement and service needs for equipment such as fire turnouts, to include boots, helmets, gloves, Nomex hoods, firearms, ammunition, and other officer safety and lifesaving equipment. These systems allow for improved projections and prioritization of equipment for budgets.

METR also tracks staff training and certifications. The system notifies employees of upcoming mandatory training they must complete to maintain required job certifications. METR improves overall department efficiency by providing an employee database that contains all issued equipment and specific training requirements for each employee which officers, supervisors, and staff can reference to ensure compliance and operational readiness.

(Goal 2, Objective A.2) During the March 2025 Board meeting, staff were directed to move forward with a design concept for a new Harbor Police Headquarters. This project will address critical facility needs for the Harbor Police. In collaboration with port staff from Engineering, Real Estate, Finance, Operations, Information Technology and Security, and others, the initial design meeting in early May 2025 was a positive first step for this project. This initiative has made a positive impact on Harbor Police staff, who have been invited to provide input for the needs and requirements of a new facility.

III. Engage With Our Community Stakeholder

The third Goal is focused on engaging with our community stakeholders. This Goal identifies several Objectives, including reinforcing community trust by providing staff with the appropriate tools for success, expanding community service through transparent accessible policing, and supporting engagements through events and open communication.

(Goal 3, Objective A.3) Community engagement is a priority for HPD. Staff have participated in over 15 community engagement events. Participation ranged from keynote speaking engagements to hosting events such as Coffee with a Cop to collaborations with Perkins Elementary and the Harbor Police Foundation to host Jiu Jitsu with a Cop, Fish with a Cop, and Read with a Cop.

Through combined efforts of HPD and Port Staff, the following community engagements were attended, hosted, or facilitated during this period.

Community Events

Coffee with a Cop
Read with a Cop (Perkins Elementary School)
Trunk or Treat (Perkins Elementary School)
Shop with a Cop
Fish with a Cop
Tip a Cop (In support of Special Olympics)
Day at the Docks
Operation Clean Sweep
Star Pal HPD Capabilities Demo
True Blue Buddies Capabilities Demo (with San Diego City Schools Police)

Media Events

KUSI: Recruiting and Hiring
Univision: Mother's Day Segment
Univision: HPD Capabilities
Assorted Special Event and HPD incident interviews

Community Training/ Seminars/ Presentations

Senior Leadership Seminar
Active Shooter Training for Port stakeholders
Community Illegal Charter Meetings (with San Diego Working Waterfront)
Military Equipment Use public meeting
People of the Port presentation
Left of Boom Conference
Harbor Police Open House

(Goal 3, Objective B.2) Harbor Police staff, in collaboration with Communications and Community Engagement and Information Technology, enhanced the Transparency and Accountability page of the Port of San Diego's public facing website. This site allows public access to those HPD Cases required by law to be publicly available. HPD cases are dated as far back as 2015.

Link: <https://www.portofsandiego.org/public-safety/transparency-disclosures>

IV. Protecting Those We Serve

The fourth Goal is focused on HPD's policing, maritime firefighting, and Homeland Security missions. This Goal identifies several Objectives including improving public safety by addressing quality of life crimes and behavioral health issues, enhancing public safety by emphasizing focus to trending crimes through crime analysis, focusing on emergency preparedness and response to planned and unplanned events, identifying and securing critical infrastructure, and improving maritime law enforcement and firefighting preparedness.

(Goal 4, Objective A.1) HPD renewed its partnership with PATH (People Assisting the Homeless). PATH provides supportive services, including street outreach, interim

housing, housing placement, employment assistance, mental health care, Veteran services, and substance use treatment. PATH regularly partners with the Harbor Police Homeless Outreach Officer to address homeless issues on Port Tidelands.

HPD also continues to have a PERT (Psychological Emergency Response Team) Clinician assigned to the department. The PERT program combines a licensed mental health clinician and a Harbor Police officer to provide crisis intervention and linkage services for individuals experiencing a mental health crisis

(Goal 4, Objective D.2) In collaboration with Port staff from across the District, Harbor Police Homeland Security and Emergency Management staff addressed safety and security at the Administration Building. These efforts included adding physical security guards at the facility entrance, supported by a roving guard and another to monitor security cameras. While our efforts are continuing, these initial steps have resulted in a safer and more secure workplace.

(Goal 4, Objective E.5) Harbor Police, with assistance from Government and Civic Relations, Procurement, and General Services, are managing the purchase, design, and construction of three grant-funded Firestorm vessels. After several years of effort, Harbor Police is preparing for the delivery of the first Firestorm vessels in August of 2025. This vessel will replace one from the current fleet while ensuring the continuity of operations for our department's maritime mission.

(Goal 4, Objective E.4) Harbor Police, with assistance from Government and Civic Relations and Procurement, are managing the replacement of the HPD Fire Training Barge. Located alongside the 10th Avenue Marine Terminal, HPD's Fire Training Barge provides a maritime fire facility that is critical for realistic live-fire training. The grant-funded replacement facility will ensure that that HPD staff continue to receive valuable fire training.

HPD's FY2025 Department Goals are attached. The goals are intended to align with HPD's Strategic Plan.

The HPD Strategic Plan also aligns with the President's Report on 21st Century Policing. This Report was created in 2015 out of a task force created by President Barack Obama to identify best practices in law enforcement and offer recommendations on how policing practices can promote effective crime reduction while building public trust. The Report remains a relevant and important document in law enforcement today. The HPD Strategic Plan aligns with the President's Report and shares nearly all the same foundational pillars.

After the presentation, staff will be available for questions and discussion with the Board.

General Counsel's Comments:

The Office of the General Counsel has reviewed this agenda as presented to it and approves the same as to form and legality.

Environmental Review:

The proposed Board action, including without limitation an informational update on the Harbor Police Department's Strategic Plan, does not constitute a project under the definition set forth in California Environmental Quality Act (CEQA) Guidelines Section 15378 because there is not a potential to result in a direct or indirect physical change in the environment. Therefore, the proposed Board action is not subject to CEQA and no further action under CEQA is required.

The proposed Board action complies with Section 35 of the Port Act which allows the Board to do all acts necessary and convenient for the exercise of its powers. The Port Act was enacted by the California Legislature and is consistent with the Public Trust Doctrine. Consequently, the proposed Board action is consistent with the Public Trust Doctrine.

The proposed Board action does not allow for development, as defined in Section 30106 of the California Coastal Act, or new development, pursuant to Section 1.a. of the District's Coastal Development Permit Regulations. Therefore, issuance of a Coastal Development Permit or an exclusion finding is not required.

Diversity, Equity, and Inclusion Program:

Not applicable.

PREPARED BY:

Magda Fernandez
Chief of Harbor Police

Attachment(s):

Attachment A: HPD Strategic Plan
Attachment B: HPD FY2025 Goals