



Attachment B to Agenda File No. 2025-122
SAN DIEGO UNIFIED PORT DISTRICT
HARBOR POLICE

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INTER-STAFF COMMUNICATION

Date: September 3, 2024
To: Harbor Police Personnel
From: Chief Magda Fernandez
Subject: Fiscal Year 2025 Department Goals

The purpose of this memo is to publish the Harbor Police goals for Fiscal Year 2025 (July 1, 2024-June 30, 2025). The time frame for these goals has been adjusted to align with the Port's fiscal year.

I want to thank you all for demonstrating perseverance and resiliency in the performance of your outstanding work during 2023. In addition, I want to thank you for your assistance in identifying these achievable goals for the upcoming year. Notably, these goals align with our Strategic Plan and, when applicable, the related strategic goal is listed alongside it in bold. Each member of this Department; sworn, civilian and volunteer, contributed significantly to this process. Thank you again.

Please refer to the information below regarding the color scheme.

Completed

In progress (expected to be completed by June 30, 2025)

Not completed

Rolling over to FY 2026

Administrative

- Assist in revision of department fee schedule. **(Goal II: Objective B, 1)**
- Collaborate with Port stakeholders to identify Harbor Police facility improvements to include both short-term and long-term solutions. **(Goal 2, Objective A, 2)**
- Utilizing the Harbor Police Staffing Assessment, work with People Services and Finance to increase sworn and professional staff positions.
- Collaborate with Marcom to finalize HPD rebranding project.

Airport

- Update ASP-New locations of gates in relation to ALERT protocols. **Waiting for construction completion expected September 2025**
- Collaborate with SDCRAA staff to identify staffing/ equipment needs due to the airport expansion. **(Staffing request submitted pending response from airport leadership)**

Bay Control

- Work with department Crime Analyst to identify and implement vessel-based patrol Missions (1 per month) to address maritime crime trends. (Goal 4, Objective B, 1)
- Provide department wide refresher training on charter operations and enforcement.
- Review and revise Firestorm operating procedures. (Goal 4, Objective E, 5)

Communications

- Hire and retain (2) new dispatchers. (Goal 1: Objective B, 2) (1 hired / 1 in backgrounds)
- Complete CAD evaluation and testing with a vendor (s).
- Complete Request for Proposal (RFP) process and select a new CAD system. (Goal 1: Objective D, 5)

Community Policing Unit

- Collaborate with the Fleet Manager to budget for a recruitment vehicle. (Goal 1: Objective A, 3) (Not attained due to budgetary constraints)
- Host three community engagement events by June 30, 2025. (Goal 3: Objective A, 3)
- Increase Instagram followers to 7,800 & Tik Tok followers to 2,500.
- Community Policing staff to attend (2) Public Information Officer (PIO) educational classes. (Goal 1: Objective B, 2)
- Community Policing Sergeant to attend social media related class. (Goal 1: Objective B, 2)

Defensive Tactics

- Conduct process to identify and select (2-4) new DETAC Instructors. (Goal 1: Objective B, 2)
- Conduct (1) instructor development day. (Goal 1: Objective B, 3)
- Conduct (1) course for Community Service Officers. (Goal 1: Objective D, 5)
- Establish and conduct annual department refresher training. (Goal 1: Objective B, 3)

Dive Team

- Certify (4) newest divers for Dry Suit and Full-Face Mask. (Goal 1: Objective B3)
- Log 100% of dives via Dive Computer Software. (Goal 1: Objective B3)
- Incorporate at least (2) nighttime, (2) deep, and (2) freshwater dive training sessions per year to maintain diver proficiency (2 per year). (Goal 1: Objective B3)
- Conduct HPD Public Safety Diver course for the (4) newest divers. (Goal 1: Objective B3)

Objective B3)

- Conduct a dive process to replace (2) projected vacancies. **(Goal 1: Objective B3)**

Emergency Management

- Review and update the documentation in the Emergency Operations Center management system (Microsoft TEAMS). **(Goal 4: Objective C, 2)**
- Present the updated Port Emergency Operations Plan to the Board Port of Commissioners (BPC) for review and approval. **(Goal 4: Objective C, 2)**
- Identify and categorize emergency management training for all Port Staff. **(Goal 4: Objective C, 3)**
- Develop the workflow for tracking emergency management training and exercises using the Port Learning Module System. **(Goal 4: Objective C, 3)**

Field Training Program

- Select a new Training Coordinator.
- Send new Training Coordinator to FTO Management Course. **(Goal 1: Objective B2)**
- Review the HPD FTO Program and establish the frequency of the police trainee progress meetings. **(Goal 1: Objective B3)**
- Host (1) FTO meeting.

Fire Team

- Send (3) instructors to Formal Fire Instructor Training i.e., Fire Control 3. **(Goal 1: Objective B, 2)**
- Conduct Department-wide fire refresher training. **(Goal 4: Objective E, 3)**
- Apply for grant funding to replace Fire Training Barge. **(Goal 4: Objective E, 4)**

Fleet Management

- Develop fleet procurement, outfitting and replacement plan to cover next five years. **(Goal 2: Objective A, 2)**
- Submit budget proposal to conduct request for proposal (RFP) to select vendor (s) to equip and outfit fleet for the next five years. **(Goal 2: Objective A, 2)**

Homeland Security

- Recruit, hire and on-board staff assistant. **(Goal 1: Objective 2)**
- Develop and implement quarterly grant progress coordination procedures. **(Goal 2: Objective C, 3)**
- Develop, document and present training for grant project managers. **(Goal 2: Objective C, 5)**
- Initiate training for Port staff in Incident Command System (ICS)/ National Incident Management System (NIMS). **(Goal 4, Objective C, 3)**
- Review and update disaster worker requirements for all Port Staff. **(Goal 4,**

Objective C, 3)

Investigations Unit

- Complete (2) Investigations line-up training sessions. **(Goal 1: Objective B, 4)**
- Host Cellebrite Certified Operator and Analyzer training course for the San Diego region and have at least (2) HP detectives attend. **(Goal 1: Objective B, 4)**
- Send at least (2) detectives to ICI investigators training. **(Goal 1: Objective B, 4)**
- Complete at least (1) special crime suppression operation. **(Goal 4: Objective B, 3)**
- To increase transparency and awareness in the community, create a property crime “case notification letter” and process that notifies victims of the investigative steps to be taken by Harbor Police. **(Goal 3: Objective A, 2 and Goal 1: Objective D, 2)**

K9

- Complete K9 Explosives bunker relocation plan. **(Goal 2: Objective A, 2) Talks in Progress**
- Successfully complete and pass all K9 Evals for all handlers.
- Ensure compliance with all TSA mandated training requirements.

MARTAC

- Finalize Tactical Vehicle Operator (TVO) position. **(Goal 1: Objective B, 2)**
- Complete 40K MARTAC Grant CQB course. **(Goal 1: Objective B, 4)**
- Send (3) new MARTAC Team members to SWAT school. **(Goal 1: Objective B, 2) Lambourne, Lazarescu, Song**
- Complete grant-funded Breacher course. **(Goal 1: Objective B, 4) In Procurement-Turned in**

Port Security

- Collaborate with Port stakeholders to develop a Port Camera governance program and strategy. **(Goal 4: Objective D, 3)**
- Audit and improve security post orders and operating procedures for all contracted posts. **(Goal 4: Objective D, 2)**
- Finalize and distribute the Law Enforcement Coordination Center (LECC) Port non-regulated areas vulnerability assessment (VA). **(Goal 4: Objective D, 2)**
- Identify and implement Port Administrative building security plan and budget.

PSU

- Update and maintain the transparency and accountability page on the port website. **(Goal 3: Objective B, 2)**

Records Unit

- Complete onboarding and on-the-job training of (3) new Police Records Assistants. (Goal 1: Objective B, 4 & B, 5)
- Send (3) new Police Records Assistants to the POST Records Clerk Course. (Goal 1: Objective B, 4 & D, 5)
- Send (1) tenured Police Records Assistant to an advanced training course for continued career development. (Goal 1: Objective B, 4 & D, 5)
- Develop updated records management and processing procedures. (Goal 1: Objective D, 1)
- Complete reconfiguration of workspace.

Recruiting

- Participate in (10) recruiting events by June 30, 2025. (Goal 1: Objective A, 2)
- Provide (3) Harbor Police career presentations by June 30, 2025. (Goal 1: Objective A, 2)
- Run 1 PORAC ad by June 30, 2025. (Goal 1: Objective A, 3)
- Initiate a pilot program for a fulltime recruiting position

Regulated Facility Security

- Conduct a comprehensive regulatory signage survey and develop a plan for replacement at USCG regulated terminals. (Goal 4: Objective D, 2)
- Develop marine terminal evacuation plans. (Goal 4: Objective D, 2) *Working with Safety Division and Maritime*

Strategic Initiatives

- Complete the Federal Emergency Management Agency (FEMA) Port Risk Assessment Methodology (Port-RAM) security assessment. (Goal IV: Objective D, 2)

Training Unit

- Create a training guide for career development processes and benchmark courses for all promotional ranks. (Goal I: Objective B1, B2)
- Identify and offer additional opportunities for professional growth through RLI, SLI, and leadership courses/conferences. (Goal I: Objective B4)
- Introduce multiple department fitness challenges to improve wellness and promote physical fitness. (Goal I: Objective C3)
- Administer squad-based Mobile Field Force training. (Goal IV: Objective C1, C2)
- Integrate Managing Employee Training Records (METR). (Goal I: Objective B3)

Traffic Team

- Add at least (3) additional traffic team members. (Goal 1: Objective B)

- Send all traffic officers through required training. (Goal 1: Objective B, 2 & B, 4)
- Develop a succession plan. (Goal 1: Objective B, 2 & B, 4)
- Incorporate and train team on new traffic collision scene documentation drone. (Goal 1: Objective B, 2 & B, 4)
- Develop equipment procurement and replacement plan for the next one to five years. (Goal 2: Objective A)
- Conduct (2) traffic enforcement details such as DUI check points, railroad enforcement, and speed enforcement ops. (Goal 4: Objective B)

UAS Team

- Develop HPD UAS Training Area. (Goal 1: Objective B3)
- Update and revise COA with FAA. (Goal 1: Objective B3)
- Conduct Pilot Competency Assessments. (Goal 1: Objective B3)
- Part 107 for entire team. (Goal 1: Objective B3)
- Increase budget and acquire new UA/parts. (Goal 2: Objective A1)
- Acquire UAS tracking/management software. (Goal 2: Objective A1)

Vessel

- Take delivery of 1st New Firestorm Q2 2025. (Goal 4: Objective E, 5) Still on track – applied for extension through February for sea trials
- Identify and update vessel training plan for the new Firestorm.
- Obtain approval from the Board of Port Commissioners for 2nd Firestorm Vessel. (Goal 4: Objective E, 5)
- Accept grant funding for 3rd Firestorm Vessel. (Goal 4: Objective E, 5)

Weapons Training Unit

- Conduct mandated qualifications every 6 months (2 Pistol/1 Long gun). (Goal 1: Objective B, 3)
- Transition to electronic record keeping via METR. (Goal 1: Objective B, 3)
- Create and host department pistol red dot optic class. (Goal 1: Objective B)
- Complete department-wide AB48 Civil Unrest mandated training. (Goal 1: Objective B)

Wellness

- Send at least (1) officer to the annual PSPSA conference in San Diego. (Goal 1: Objective B, 4)
- Facilitate two department wide resiliency training sessions during line-up. (Goal 1: Objective C, 1)
- Renew (3) clinician contracts. (Goal 1: Objective C, 2)
- Plan and promote the annual holiday party. (Goal 1: Objective C, 4)
- Create a written “wellness unit” operations manual that includes the Peer Support program, Chaplain program, and mental health clinician program. (Goal 1: Objective C, 2)

- Submit a detailed grant request seeking funds through the DOJ Law Enforcement Mental Health and Wellness Award program. **(Goal 1: Objectives C, 1-4) (Will not be completed, Special Districts do not qualify for grant, will look for alternative grants and funding sources)**
- Create the Surf Wellness program. **(Goal 1: Objectives C, 3)**