



Port of San Diego
**HARBOR
POLICE**



STRATEGIC PLAN

HONOR · PROFESSIONALISM · DEDICATION

Magda Fernandez

Chief of Police
Vice President of Public Safety



Chief Introduction

As the Port of San Diego, Harbor Police Chief, I am pleased to announce our Departments Strategic Plan for 2024-2029. This document will guide our department in fulfilling our Vision, Mission, Focus and Priorities.

The new plan incorporates our continued commitment to address community

concerns through an insightful examination of the Port's growth and related security and safety concerns. It addresses a commitment to our employees to develop abilities and skills to ensure ethical and progressive policing practices. This is a living document and will be reviewed every year. The department goals will align to ensure success of this plan.

This strategic plan represents the collaborative efforts of many people who have taken the time to engage in honest conversations about how best to serve our community. The work that will be done comes at a critical time as we continue to navigate the lingering effects of the pandemic, our staffing issues, and other challenges posed by natural disasters which requires us as community to come together. While we can't predict the future outcomes of many of these challenges, I am confident that our partnerships with our community, self-accountability and transparency will position and prepare the Department to meet the challenges we will face in the future

We are proud of our adaptability and our resiliency as we remain firm in our commitment to providing the best police service to our Port communities.

Our Harbor Police Department will continue to serve with Honor, Professionalism and Dedication.

Vision

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

Mission

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



Goal I.

Maximize Workforce Potential

The Port of San Diego Harbor Police recognizes that our employees are our most valuable asset. The Department is committed to fostering a strong organizational culture essential to attracting the best talent and retaining exceptional employees. A highly trained and well-equipped workforce ensures the highest level of service. We must provide opportunities for training that keep the department at the forefront of policing best practices. The Department prioritizes the importance of proactive employee wellness programs which help improve mental and physical health and overall resiliency. Maximizing work potential is a priority to ensure we are cultivating an ever evolving and resilient Harbor Police Department.



Objective A. Recruitment

Ensure all positions within HPD are staffed appropriately for the jurisdiction as it grows, while also reflecting the region we serve.

	Action Item	Target Date	Lead
1	Conduct and implement a comprehensive Staffing Assessment that: <ul style="list-style-type: none"> I. Creates an associated metric beyond “minimum staffing” II. Performs a gap analysis to identify needs III. Evaluates personnel and operational assets to improve workload demands and resource development 		
2	Recruit candidates with diverse knowledge, skills, and abilities to better serve and engage the San Diego region and all its communities.		
3	Expand Community Networking (advertising) with creative recruitment tactics		
4	Offer unique hiring incentives		
5	Based on the completed Staffing Assessment (Action Item I.A.1) Establish an Annual Workforce Planning Forecast that will be updated annually for implementation each fiscal year to ensure the right person is doing the right job for their skillset.		



Objective B. Development

Enhance career success within HPD through improved development with clear tracks for growth.

	Action Item	Target Date	Lead
1	Utilize results of Port Class and Compensation Study to develop workforce planning and create clear promotional paths		
2	Create a plan for a career development process that builds a department at all levels with diverse knowledge, skills, experience, and abilities to best serve the Port and our community		
3	Update existing Core Internal Training Program to include: <ul style="list-style-type: none"> I. A published consistent annual training program with schedules and milestones II. A checks & balances tracking system III. Benchmark trainings for all promotional ranks 		
4	Identify and offer additional opportunities for professional growth including conferences, courses, and leadership		
5	Develop and implement mentorship program that promotes inclusion and success		





Objective C. Wellness

Prioritize mental and physical wellness, as well as sense of community.

	Action Item	Target Date	Lead
1	Continue Resiliency Program “pulse check” on biannual basis for the Department		
2	Continue to provide and fund therapy and mental health resources and identify additional resources (including technological solutions) for all members of the Department		
3	Continue to focus on and improve physical fitness opportunities including but not limited to: I. Promote fitness challenges on regular cadence II. Plan organized workouts on regular cadence III. Annual gym equipment inspections and maintenance		
4	Develop and implement Workforce Appreciation Program that includes, but isn’t limited to: I. Annual awards program with banquet II. Events for workforce families III. Special Recognition		

Objective D. Consistent and Reliable Policing

Ensure HPD is performing consistent and fair policing.

	Action Item	Target Date	Lead
1	Develop policies, priorities, and procedures that are consistent across divisions and holds everyone to the same standard		
2	Embody community policing strategies		
3	Update job descriptions for accuracy and align with inclusive values		
4	Include Professional Staff, Dispatch, and CSO perspective and input in decision making and policy development process		
5	Support Professional Staff, Dispatch, and CSOs with sufficient resources (e.g., training and equipment)		

Goal II.

Ensure Financial Stability



The Port of San Diego Harbor Police recognizes that financial stability is critical in providing effective law enforcement and public safety services. Understanding the importance of fiscal responsibility, Harbor Police aims to implement enhanced budgeting practices, explore innovative funding sources, and streamline operational expenses. By fostering financial stability, Harbor Police aims to adapt to emerging challenges, support departmental growth, and enhance overall public safety services for the Port and Tidelands community.

Objective A. Forecast Procurement and Maintenance Costs

Effectively forecast future procurement and maintenance costs to ensure financial stability.

	Action Item	Target Date	Lead
1	Develop a Routine Replacement and Maintenance Program for equipment, emergency management tools, physical security needs, technology, vessels, and vehicles that will: <ul style="list-style-type: none"> I. Include Annual Inventory and Assessment II. Identify shelf life and plan replacement prior to expiration III. Plan for and implement preventative maintenance 		
2	Adapt and upgrade facility to accommodate current workforce and future growth		



Objective B. Equalize Operations

Explore opportunities to balance the cost of operations.

	Action Item	Target Date	Lead
1	Create a package of Admin Fees for certain services offered to the public including but not limited to: <ul style="list-style-type: none"> I. Signing citation corrections II. Chronic burglary alarm responses III. Towing 		
2	Modify existing Admin Policy that allows for reimbursement of HPD personnel expense to support revenue generation by other Departments		
3	Create Fee Schedule for contracted HPD services		
4	Conduct intentional and forward-thinking negotiations for police service agreements and contracts		
5	Discuss options with tenants to support calls for services related to the unhoused population		

Objective C. Grants: Minimize Reliance and Streamline Process

Minimize reliance on grants and define a streamlined process from beginning to end.

	Action Item	Target Date	Lead
1	Create a streamline process and requirements for project identification		
2	Establish a Project Ready List with prioritization consistent with the Replacement and Maintenance Program (Action Item II.A.1)		
3	Create a grant committee that meets on a quarterly basis with broad-based representation of relevant Port departments		
4	Ensure appropriate staffing for in house grant management and grant implementation		
5	Develop and present grant project manager training for Department supervisors		

Goal III.

Engage with Our Community Stakeholders



Harbor Police recognizes that strengthening our relationship with Community Stakeholders and expanding our service is critical to achieving our mission to protect and serve. Harbor police will continue to build trust within the community by creating spaces where community voices can be heard in order to inform our policies and future actions. It is our belief that committing to these action items will lead to an improved experience for everyone who works and plays on Tidelands.

Objective A. Reinforce Community Trust

Reinforce community trust by providing the Department with the appropriate tools for success.

	Action Item	Target Date	Lead
1	Prioritize training opportunities for: I. Implicit Bias II. Crisis Intervention III. Trauma Informed Response IV. Mental health V. Interpersonal communications		
2	Embody community policing strategies		
3	Strengthen trust through community-police interactions through more public engagement events		
4	Provide access to each staff member's contact information to help exchange information		



Objective B. Expand Community Service

Expand community service through transparent accessible policing.

	Action Item	Target Date	Lead
1	Regularly provide crime information to the public in an accessible online dashboard		
2	Provide a transparency and accountability page on website		
3	Enhance website to allow for stakeholders to file reports online		
4	Conduct stakeholder surveys to solicit customer feedback		



Objective C. Enhance and Support Community Engagement

Enhance and support community engagement through virtual and in-person events and communications.

	Action Item	Target Date	Lead
1	Hold annual stakeholder open houses to strengthen community relations, share ideas and feedback, and provide department updates including the implementation of this Strategy to Task Plan		
2	Utilize multiple social media platforms to: I. Educate the public on HPD capabilities and police functions II. HPD accomplishments III. Increase visibility of crime prevention		
3	Work with Harbor Police Foundation to expand existing educational and mentoring partnerships between officers and local schools		
4	Revamp the volunteer patrol program to be more effective and inclusive		



Goal IV.

Protecting Those We Serve

The Port of San Diego Harbor Police recognizes that protecting those we serve is the very foundation of our mission. We are committed to enhancing public safety and security throughout Port Tidelands. By addressing quality of life crimes and behavioral health issues, focusing on trending crimes, and enhancing our preparedness and response to planned and unplanned events, we will ensure the Tidelands are a safe place to work and play. Lastly, as we work to protect the region, we will continue to identify and secure critical infrastructure, and improve our maritime law enforcement and firefighting preparedness.



Objective A. Quality of Life Crimes and Behavioral Health Issues

Enhance public safety by addressing quality of life crimes and behavioral health issues

	Action Item	Target Date	Lead
1	Create partnerships with appropriate professionals to receive input, exchange ideas, and share resources on how to better serve individuals that suffer from mental health and addiction issues, as well as unsheltered and under-sheltered circumstances		
2	Better serve individuals that suffer from mental illness through offering specialized training to officers on an annual basis		
3	Collaborate with member cities to review existing policies and procedures to ensure alignment with proper enforcement towards vulnerable individuals that suffer from mental health and addiction issues, as well as unsheltered and under-sheltered circumstances		
4	Enhance the existing internal task force to improve the Community Outreach Team by adding more social service agents		
5	Improve partnerships with member cities, San Diego County, and social service organizations that specialize in aiding the vulnerable population with resources for social service assistance over criminal enforcement		

Objective B. Proactive Policing through Collaboration and Analysis

Enhance public safety by emphasizing focus to trending crimes

	Action Item	Target Date	Lead
1	Utilize Crime Analyst to identify crime trends (i.e., pinpoint policing) and work with leadership to strategize mitigation plans		
2	Provide ongoing education to the community on crime prevention		
3	Form Crime Suppression Team to address issues based on analysis of crime data		





Objective C. Emergency Preparedness

Emergency preparedness and response to planned and unplanned events

	Action Item	Target Date	Lead
1	Develop and Finalize Planned Special Events protocol that includes: I. Commence preparation efforts no later than six (6) months prior to scheduled event II. Prior to issuance of pre- and post- event agreements, coordinate with relevant departments to provide input that incorporates objectives consistent with this Plan III. Within 30 days, or as soon as practical, after completion of a Planned Special Event, hold an “After-Event Debrief” with relevant stakeholders, and memorialize the event and lessons learned with an “After-Action Report”		
2	Develop and Finalize Unplanned Events (e.g., protests, mass violence, terrorism, natural disaster, pandemic) I. Periodic review of technological advances in tools to support response II. Develop and Finalize Emergency Operations Plan and ensure it is reviewed and updated on an annual basis to address the spectrum of unplanned special events III. When appropriate, hold an “After-Event Debrief” with relevant stakeholders and memorialize the event and lessons learned within an “After-Action Report”		
3	Ensure Portwide staff is trained in accordance with emergency response standards (ICS/NIMS)		

Objective D. Port Critical Infrastructure

Identify and secure critical infrastructure

	Action Item	Target Date	Lead
1	Revisit Critical Infrastructure list every three (3) years		
2	Assess and improve physical security (e.g., fencing and barriers) to protect critical infrastructure		
3	Develop SOP to improve technical security (e.g., cameras) and internal access to enhance visibility in coordination with IT Department and review internal access list quarterly		
4	Create Response Plans to identified threats to critical infrastructure to be updated biennially		

Objective E. Our Maritime Mission

Improve maritime law enforcement and firefighting preparedness

	Action Item	Target Date	Lead
1	<i>As staffing fluctuates</i> , reengage with the Maritime Law Enforcement Training Center in Los Angeles and by year five send two (2) officers per course/year		
2	Remain engaged with Cal OES Maritime Firefighting Committee on their developing standards		
3	Conduct fire training annually		
4	Review and where necessary, upgrade fire training facility and capabilities		
5	Introduce a new fire vessel to the fleet annually commencing in 2024		





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3380 North Harbor Drive
San Diego, CA 92101

portofsandiego.org/harborpolice