



Unified Port of San Diego

Harbor Police Department Business Plan

- Goal 1**

Foster a culture of service through collaboration, integrity and professionalism.
- Goal 2**

Achieve a high performance department by maximizing the potential of all personnel.
- Goal 3**

Provide highly effective and efficient Public Safety and Homeland Security services as a regional asset.
- Goal 4**

Promote a multi-disciplined Public Safety and Homeland Security organization as a regional resource.
- Goal 5**

Strengthen the Harbor Police Department's financial performance.
- Goal 6**

To assess, pursue and implement functional technology for the current and future needs of the department.
- Goal 7**

Develop and maintain a high level of resources and infrastructure.



Harbor Police Department Vision

HPD is a dynamic public service organization and national leader in Public Safety and Homeland Security.

Harbor Police Department Mission

Is to provide the highest standard of Public Safety and Homeland Security through a dedicated team of highly trained professionals.

Harbor Police Department Tag Line

“Service, Leadership, Integrity”

HPD Goals and Descriptions

Foster a culture of service through collaboration, integrity and professionalism.

Create a department environment that supports and promotes a "win-win" philosophy, team effort, unwavering ethics and professional maturity.

Achieve a high performance department by maximizing the potential of all personnel.

Create a Department environment that sets as a standard personal and professional development.

Provide highly effective and efficient Public Safety and Homeland Security services as a regional asset.

Create an internal Department posture that fosters and promotes regional integration through standard setting service.

Promote a multi-disciplined Public Safety and Homeland Security function as a regional resource.

Develop a strategy for the Department that adequately and effectively recognizes and promotes our unique service capability.

Strengthen the Harbor Police Department's financial performance.

Create an environment where heightened resource awareness, cost control and cost recovery are prized.

To assess, pursue and implement functional technology for the current and future needs of the department.

Create a Department which promotes and executes the highest level of technical training and expertise while emphasizing personal growth opportunities through the development of positive relationships and positive culture.

Develop and maintain an appropriate level of resources and infrastructure.

Create a setting that demonstrates respect and appreciation for the work performed by pursuing a state-of-the-art facility and providing staffing levels that support the mission.

Goal	Foster a culture of service through collaboration, integrity and professionalism.	
Description	Create a Department environment that supports and promotes a "win-win" philosophy, team effort, unwavering ethics and professional maturity.	
	Objective	Action Item
	Continue to develop relationships (inter and intra) with external stakeholders and the Port.	
		Build internal camaraderie by reaching out to employees through effective relationship building.
		Identify key Stakeholders and develop and implement team building programs.
		Develop goals, purpose and integrate constructive culture by promoting a positive environment through implementation of OCEP.

Goal	Achieve a high performance department by maximizing the potential and accountability of all personnel.	
Description	Create a Department environment that sets as a standard personal and professional development and emphasizes working with all Stakeholders both internal and external to the Port.	
	Objective	Action Item
	Maximize professional development through a comprehensive training and mentoring program.	
		Assess internal training needs, inclusive of Injury, Illness & Prevention Program (IIPP). Assess and design a training master plan.
		Develop POST approved/certified courses, such as boat school, fire school, HAZMAT/FRO for outside agency use.
		Assess & develop internal training instructor capabilities.

Goal	Provide highly effective and efficient Public Safety and Homeland Security services as a regional asset.	
Description	Create an internal Department posture that fosters and promotes regional integration through standard setting service.	
	Objective	Action Item
	Develop and Set Performance standards and measures.	
		Identify those measures that provide a true picture of Department efficacy, and are aligned with the Balanced Scorecard.
	Streamline and integrate systems & processes for consistency.	
		Identify and assess key processes. Create a formal Public Information Officer program in conjunction with the Port's Communications and HLSP standards and requirements.

Goal	Promote a multi-disciplined Public Safety and Homeland Security function as a regional resource.	
Description	Develop a strategy for the Department that adequately and effectively recognizes and promotes our unique service capability.	
	Objective	Action Item
	Develop and implement an HPD marketing program.	
		Develop a media plan.
	Provide Community outreach and education through effective relationship building.	
		Determine stakeholder and customer needs.

Goal	Strengthen the Harbor Police Department's financial performance.	
Description	Create an environment where heightened resource awareness, cost control and cost recovery are prized.	
	Objective	Action Item
	Develop cost control measures.	
		Enhance training to reduce liability "IN HIGH RISK AREAS."
	Enhance HPD revenues and cost recovery methods.	
		Formalize a system to evaluate and obtain grants.
		Evaluate ability to generate revenue through process auditing.
		Evaluate service levels to determine appropriate staffing levels for airport.
	Develop a cost recovery system that aligns with the appropriate staffing models for the airport.	

Goal	To assess, pursue and implement functional technology for the current and future needs of the department.	
Description	Create a Department which promotes and executes the highest level of technical training and expertise while emphasizing personal growth opportunities through the development of positive relationships and positive culture.	
	Objective	Action Item
	Continuously assess Department technology needs.	
		Establish a Vendor Program.
		Pursue functional technology in a timely manner.
		Coordinate with the Technology Governance Committee (TGC).
	Continuously implement functional technology as required.	
		Develop and implement training for new technology.
		Integrate technology into HPD operations.
		Evaluate training effectiveness.
		Communicate the implementation of new technology to the region.
		Implement an interoperable communications system.
		Identify and obtain cutting edge equipment

Goal	Develop and maintain an appropriate level of resources and infrastructure.	
Description	Create a setting that demonstrates respect and appreciation for the work performed by pursuing a state-of-the-art facility and providing staffing levels that support the mission.	
	Objective	Action Item
	Continue development of an Essential Services Facility for HPD.	
		Identify a design and site for a facility.
		Identify a funding source.
		Develop a communications plan to inform all Stakeholders of facility status.
	Support excellence and provide staffing that meets current and future requirements.	
		Recruit and retain a highly skilled workforce.
		Develop a workforce plan to address personnel attrition.
		Identify mission-critical positions and develop a strategy to obtain and ensure knowledge and competencies.
		Utilize Employee Recognition Program effectively.
		Evaluate service levels to determine appropriate staffing levels for Tidelands and patrol.