

Los Angeles Port Police 2014 Strategic Plan

“Sworn to Protect - Dedicated to Serve”

I. Introduction

This is the Strategic Plan of the Los Angeles Port Police. As a California appointed law enforcement agency (830.1 Penal Code), and an operating Division of the City of Los Angeles Harbor Department, the Port Police is one of the few agencies dedicated to maritime public safety. Proudly protecting “America’s Port” the Port Police will move forward using this Plan as guidance in support of the Los Angeles Board of Harbor Commissioners, Port Executive Staff, port employees, along with the workforce, visitors and communities that depend on the Port of Los Angeles.

Vision Statement

The Los Angeles Port Police is the nation’s premier maritime law enforcement organization that serves with integrity to deliver responsible public safety services to the workforce and community, and leads the world in maritime law enforcement training.

Mission

Our Mission is to ensure the safety and security of the Port of Los Angeles, and protect against terrorism and crime through preparedness, technology and training, in partnership with port customers and the community.

Motto - *“Sworn to Protect, Dedicated to Serve”*

II. Strategic Outlook

Port Commerce

The Port of Los Angeles is the nation’s largest container port. In 2012, 8,077,714 containers were transported through the Port. The goals of the Port of Los Angeles (POLA) include the ability to compete with other ports for market share and to deliver outstanding services to customers and stakeholders. By ensuring security and safety of the Port and the supply chain, the public safety mission plays a key role in maintaining the competitive position in the goods movement sector.

The Port of LA hosts a major international cruise ship terminal which regularly accommodates more than 500,000 passengers annually. These operations require extensive security operations by the Port Police, including K9 patrols and commercial vehicle scanning.

Port Infrastructure

The success of the Port of LA, and its ability to secure its positions as a global leader is dependent on development, maintenance and security of the Port's infrastructure. Within the Port of LA there are 22 commercial vessel terminals, as well as roadways, railways, and bridges that link the Port to the national supply chain. POLA terminals handle all forms of cargo transported by sea, including containers, break bulk, dry bulk, liquid bulk, automobiles and passengers. Port Police conduct land and water patrols, dive operations, and security camera surveillance as part of the infrastructure protection mission. The cyber infrastructure is also vital to the Port's commerce.

Currently there are major infrastructure development projects underway and in planning stages to expand and improve cargo terminals, roads and railways. As these projects are completed, the overall demand to provide infrastructure security will increase.

Community Members, Public Spaces and Special Events

Public access consistent with the California Tidelands Trust Act is important for POLA. This is reflected in the POLA Strategic Plan. The Port Police will play a key role in completing the initiatives associated with this Plan, including providing public safety during community events and security at the portions of the Port that have been developed for community use.

The Port Master Plan calls for significant increases in the Port areas that will be developed into community use areas, including increased open and visitor-serving space. The Port hosts several major public destinations such as Crafted and the USS IOWA, and future plans include complete redevelopment of the waterfront to support public access. As additional public areas are developed and made available for community use the demand to provide public safety and security will increase. Port Police will be called upon to respond to disturbances, reports of lost children, traffic management, crimes involving thefts, and assaults. This is made more challenging by the fact that public confidence can be easily lost if security efforts are reduced.

Technology

Secure access to technology and the ability to take measures to prevent a cyber-threat to the Port's technology infrastructure is a broad responsibility shared across internal divisions and externally with other government agencies. The Port Police work alongside the Port Information Technology Division to detect and deter threats to the cyber infrastructure, and provide cyber-security awareness access to port customers.

The application of technology is critical to the performance of Port Police missions. The port-wide security camera system, employee credentialing, access control, commercial vehicle scanning and communications systems are examples of current technology that enhance

mission performance and increase overall efficiency. The maintenance of these systems, as well as system upgrades to take advantage of new technological developments, will continue to be a key component of the Port Police security and public safety missions.

III. Areas of Focus and Enforcement Strategies

Homeland Security / Critical Infrastructure Protection: The Ports of Los Angeles and Long Beach together have 62 critical infrastructure locations. This includes much of the intermodal transportation system for the region and nation. An incident involving this infrastructure could have severe and long lasting consequences for the local, regional, national, and global economies. The primary role of the Port Police in mitigating critical infrastructure risks is to provide a visible deterrence to those posing a threat to critical infrastructure within the Port. Enforcement strategies include;

- **Public Safety:** The Public Safety mission includes mitigating the risk of crimes occurring, and general disturbances to the peace and well-being of the area. The level of crime and police calls for service in the Port is low, particularly compared to highly populated areas. The primary role of the Port Police in mitigating public safety and law enforcement risks is to maintain a low level of crime or public disturbance through police presence and effective response to crime and other incidents. As the port develops its parks and waterfront, this mission becomes even more critical. The public Safety mission is accomplished by the following means;
- Park Security / Bicycle Patrol Unit – primary responsibility is to patrol and provide security for the two parks developed by the Port. The Bike Unit, which started out with four officers is currently staffed with two police officers who work from 10 a.m. to 10 p.m. to match the hours the parks are open.
- Commercial Traffic Enforcement / Motor Officers – is primarily responsible for controlling Port related truck traffic through the Port and other surrounding neighborhoods. This is to address concerns and complaints regarding Port related trucks causing pollution, parking, and traffic impacts. Motor Officers also enforce provisions of the Clean Truck Program in cooperation with the California Air Resources Board (CARB), and respond to traffic related issues and incidents.
- Criminal Investigations / Port Crimes Unit and Task Forces – Port Crimes Unit is responsible for following-up on any arrests and conducting investigations of crimes that occur within the Port. Task Force members participate in external efforts including the Joint Terrorism Task Force (JTTF), the Joint Regional Intelligence Center (JRIC), the Cargo Theft Interdiction Program (CTIP), the Los Angeles Area Border Enforcement Security Task Force (LA BEST), and the Los Angeles High Intensity Drug Trafficking Area (HIDTA) Task Force.

- Event Planning and Management - Police and Security Officers support any public activity or event held on port property or outside the port involving port staff and City officials. Port Police Officers work cooperatively with External Affairs Bureau, City Department of Transportation, LAPD and others to plan, coordinate and staff major events that attract people to the port to ensure general safety and traffic coordination.
- Water-Based Patrol / Marine Unit – provides high visibility patrol throughout the waterways of the Port to deter and detect critical infrastructure threats. The Unit also conducts vessel escorts for cruise ships, fuel tankers and barges, conducts inspections, identified environmental hazards and crimes, enforce boating and navigational laws and codes, and respond to specific incidents.
- Vessel Boarding / Sea Marshal Unit – currently the Port Police board every cruise ship entering the Port to prevent them from being overtaken and used as a destructive instrument. The work of the Sea Marshal Unit is seasonal given the schedule of cruise ships at the Port.
- Underwater Security / Dive Team – primary responsibility is to reduce the risk of underwater threats to the Port’s waterways and infrastructure. The team is trained to detect contraband and hazardous devices such as; submerged mines, improvised explosive devices (IED’s), narcotics and hazards to navigation. The Dive Team maps the Port’s waterways using sonar equipment, and dives on identified anomalies to determine if they pose a risk. The collected sonar data is shared with the Navy. In addition, the Dive Team’s sonar program plays an integral role in the Port’s Reconstruction and Resiliency Plan, which provides a road map for the reconstruction of the Port after a natural disaster, accident or act of aggression. They also conduct hull searches of high-interest vessels to ensure no hazardous devices or contraband pose a threat to the Port Community.
- Land-Based Patrol / Field Enforcement Unit – provides high visibility patrols throughout the land areas of the Port to deter and detect threats to the critical infrastructure within the Port. Patrol responds to incidents, proactively conducts field interviews, traffic stops, and conducts inspections at terminals. The land area is divided into three areas or beats, each assigned one patrol unit staffed ideally 24 hours a day, 7 days a week.
- Explosives and Narcotics Detection / K-9 Officer Unit – is primarily responsible for detecting explosives, narcotics or persons using canines that are specially trained to smell and alert. Narcotics K-9 Officers provide a public safety function by locating criminal suspects in buildings. Explosives K-9 officers conduct security sweeps and respond to reports of suspicious packages or unattended luggage. These officers are available to respond to calls for service and perform routine police work when on duty.
- Hazardous Materials (Hazmat) Unit - is responsible for issuing permits and conducting inspections of dangerous cargo to ensure it is handled appropriately. The Unit also

responds to potentially hazardous unidentified substance spills and conducts environmental crime investigations. The Unit provides a rapid response with a “small footprint” to make an initial assessment of any hazard level or equipment required to mitigate a threat, and determine if personnel protection equipment is required. They have the ability to coordinate the appropriate actions for the affected community, while at all times being mindful of the economic concerns of the stakeholders. In the event of a minor incident Port Police Hazmat Officers are trained to contain and resolve the incident with minimal impact to the terminals and the flow of goods through the port.

- Other Strategies - The port-wide camera system at the Los Angeles Port Police Threat Detection Center (TDC) is used to identify potential Homeland Security threats. A mobile detection scanning system is used to identify potential threats to Cruise Vessels and Passengers. Participation in the Mayor’s Cyber Intrusion Command Center and taking the lead role for port customers to identify, examine and counter the emerging cyber threat. Supporting the region against incoming threats to security by staffing the Maritime Coordination Center (MCC), multi-agency joint collaboration station designed to coordinate communication and resources to address threats to port infrastructure. Additionally, the Maritime Law Enforcement Training Center (MLETC) has been formed to provide maritime training to Port Police Officers. In partnership with the DHS Federal Law Enforcement Training Center in Georgia, the facility trains regional, national, and international law enforcement students in basic, intermediate and advanced maritime training.

General Security / Access Control: This mission involves mitigating the risks associated with unauthorized access to Port facilities including the Harbor Administration Building, Construction and Maintenance facilities, and other key Harbor Department facilities. Security systems protect, detect, assess, and respond to physical security threats, risks, and unauthorized access. The primary role of Port Police in mitigating general security and access control risks is to provide general security and control access to key facilities. Enforcement strategies include;

- Access Control and General Security / Security Officer Unit – is primarily responsible for providing access control to Port property and facilities including the Harbor Administration Building, Police Headquarters, and Construction and Maintenance facilities. They provide perimeter security through roving patrols. Security Officers are responsible for monitoring more than 400 cameras deployed throughout the Port in the TDC. They also provide security for the promenade and water fountain area, and the Red Car during weekend hours, and provide a shuttle service for the Port Pilots.

Community Relations: This mission involves maintaining positive relations with the surrounding communities and support for the ongoing operations, and port expansion. The number of Port Police officers on the beat, on water, in parks, community events, and on

motorcycles mitigating the impact of traffic in neighborhoods, contribute to maintaining positive community relations. Enforcement strategies include;

- Community Resource Officer – primary role is to interface with the Port’s tenants and neighbors. This is accomplished by meeting with various groups, teaching safety classes, and serving as the liaison for special events.
- Park Security / Bicycle Patrol Unit – primary responsibility is to patrol and provide security for parks developed by the Port. The Bike Unit is staffed from 10 a.m. to 10 p.m. to match the hours the parks are open.
- Commercial Traffic Enforcement / Motor Officers – is responsible for controlling Port related truck traffic through the Port complex and surrounding neighborhoods. This is to address concerns and complaints regarding Port related trucks causing pollution, parking, and traffic impacts. Motor Officers also enforce provisions of the Clean Truck Program in cooperation with the California Air Resources Board (CARB), and respond to traffic related issues and incidents.

Emergency Management: This mission is critical to the well-being of the port employees, customers and visitors. The Port’s ability to respond to and recover from an event can discriminate it from other ports. Proper preparation can add significant value to port customers. This became evident in the aftermath of Hurricane Sandy and is a mission emerging in importance for the Port of Los Angeles. Enforcement strategies include;

- Personnel Training – it is imperative that all port personnel receive emergency management training. Basic training is needed by all port personnel in order to ensure that they have the capability to take care of their families when an incident occurs. In addition, port managers need to have specialized training based on their role in the event of an incident. This includes the Executive Director and all Board members. The coordination of this training falls under the direction of the Director of Emergency Management for the Port.
- Assessing Risks and Encouraging Resiliency – it is also critical that an up-to-date, all hazards risk assessment is conducted, and as a result of this assessment a mitigation plan is developed. It is critical that the port is not only able to reduce the impact of an event but also to minimize the duration of this impact.
- A Director of Emergency Management is responsible for working with the other port divisions to make sure that assessments are conducted and resiliency is achieved.

IV. Staffing

Baseline Staffing

The 2014-2015 Budgeted Staffing calls for the Port Police to have 217 positions that include 130 sworn, 41 security and 46 civilian personnel. It is recommended that additional Patrol Officers be added each year to accommodate attrition, the growth in community activities. In addition, it is recommended that the number of security officers increase to 43. Security officers staff and monitor access to port facilities, are involved in community policing at Ports of Call Village, the Fountain, and parks, and assist with crowd management at events. Consideration should be given to the length of the selection, background and training process for several classes of the public safety employees in this Division which is, on average 18 to 24 months.

The table below outlines the staffing goal:

	CURRENT	2014- 2015 BUDGET	2015 - 2016	2016 - 2017	2017 - 2018
SWORN	120	130	135	138	140
SECURITY	39	41	43	43	43
CIVILIAN	41	46	52	52	52
TOTAL	200	217	230	233	235

The implementation strategies are outlined in Section V.

V. Strategies

Goals, Objectives and Initiatives

The Port Police Strategic Plan has been divided into 5 Goals. Each of these areas provides a strategic focus that aligns with the core mission and values of the Los Angeles Port Police.

1. Organization, Administration, and Professional Development

This goal will focus on providing clear direction and specific policy as a roadmap for the Port Police. In addition, empower employees to carry out the mission in a professionally healthy environment with proper training and the necessary tools to be successful.

2. Financial Management and Technology Implementation

This goal will leverage technology, grants and public safety resources, in an efficient and financially sound system designed to keep the Port free from terrorism, and be consistent with POLA financial policies.

3. Safety, Security and Infrastructure Protection

This goal is to keep the Port free from terrorism and crime, as well as assist in maintaining POLA's competitive advantage internationally and remain a global model for port public safety.

4. Community Relations

This goal will place greater emphasis on building strong relationships with those we protect and serve to better understand how to meet their needs.

5. Emergency Management

This goal will improve the ability to respond and protect the Port community and its infrastructure in the event of any disaster or act of terrorism is vitally important to maintain, recover and resume commerce.

Strategy

The following are the Goals and Objectives that map the strategies representing the Division's operating priorities.

Goal #1: Optimize Organization and Administration in Support of Port Operations and Employee Professional Development

Objective 1.1 – Maximize Port Police Organizational Effectiveness

Initiative 1.1.1 - Adopt a baseline staffing structure

Initiative 1.1.2 - Expedite filling all vacant positions

Initiative 1.1.3 - Conduct a job analysis to determine the most effective use of sworn and security officers.

Initiative 1.1.4 - Conduct an analysis to determine if Port Police personnel should conduct preliminary background and internal affairs investigations as opposed to using temporary personnel.

Initiative 1.1.5 - Increase the number of sworn, security and administrative positions to effectively carry out the Port Police mission and meet minimum deployment levels for public safety

Initiative 1.1.6 - Develop a succession plan for retirements and promotions

Objective 1.2 – Provide Clear Guidance and Direction for the Port Police regarding Policy, Mission, Goals, Level of Service and compliance with the strategic plan.

Initiative 1.2.1 - Establish a BHC Public Safety Executive Committee.

Initiative 1.2.2 - Review and revise, if necessary MOU's with partner agencies that impact operations within the Port of Los Angeles.

Initiative 1.2.3 - Assign Port Police Command Team the oversight responsibility of specific objectives and initiatives contained in this strategic plan.

Initiative 1.2.4 – Assign the audit and reporting responsibility to the Director of Administration.

Initiative 1.2.5 – Establish monthly reporting intervals to the Chief of Police in preparation for biannual updates to the Executive Director and Board of Harbor Commissioners.

Initiative 1.2.6 – Provide an annual report that makes recommendations and alignment to future strategic plans to be acted upon by the Board of Harbor Commissioners.

Objective 1.3 – Maximize and Enhance Division-wide Law Enforcement, Public Safety and Security training

Initiative 1.3.1 - Conduct a comprehensive assessment of Division-wide training needs.

Initiative 1.3.2 - Develop a training plan that applies to all levels of the organization.

Initiative 1.3.3 - Enhance training for Port Crimes Detectives and cross train with LAPD Harbor Division Detectives.

Initiative 1.3.4 - Provide Community Relations/Community Policing training to all sworn staff.

Objective 1.4 – Enhance Command and Supervisory Level Leadership Capabilities

Initiative 1.4.1 - Mentor Port Police staff and build a succession plan for supervisory and command positions.

Initiative 1.4.2 - Conduct Command Accountability Inspection Audits.

Objective 1.5 – Maximize Staffing Efficiency and Provide Clear and Effective Roles and Responsibilities

Initiative 1.5.1 - Create a revised organization chart that provides unity of command.

Initiative 1.5.2 - Create and implement an Accountability System with mission-specific performance standards.

Initiative 1.5.3 - Ensure the most efficient and cost effective use of overtime through command oversight.

Initiative 1.5.4 – Consistent with Initiative 1.1.1, refine the organization chart to define staffing levels for each for each unit.

Objective 1.6 – Focus on Organizational Values, Mission and Goals in all Training, Hiring, Purchasing and Daily Management Practices

Initiative 1.6.1 - Promote the understanding and buy-in of the Division’s vision, values, mission, purpose and goals across all sections and staffing levels.

Initiative 1.6.2- Provide clear, consistent direction on policy, strategy and project management goals.

Initiative 1.6.3 - Prioritize and communicate new missions in terms of the overall core mission and establish team benchmarks.

Initiative 1.6.4 - Include representatives from all sections and staffing levels in a regularly scheduled staff meeting.

Objective 1.7 – Acknowledge the Contribution of Employees in achieving the Strategic Objectives of the Organization

Initiative 1.7.1 - Implement a Port Police Awards and Commendation Program.

Objective 1.8 – Develop an Internationally Recognized Law Enforcement Training Center for Port and Maritime Professionals

Initiative 1.8.1 – Appoint Director of Maritime Training to manage the Regional Maritime Law Enforcement Training Center to manage and oversee all maritime training

Initiative 1.8.2 - Develop a comprehensive business plan for the Maritime Law Enforcement Training Center (MLETC)

Goal #2: Refine Financial Management Practices and Technology Implementation

Objective 2.1 – Diversify and Maximize Grant Funding

Initiative 2.1.1 - Complete POLA Strategic Objective 7, Initiative 4 – Increase grant funding for maintenance, upgrade and replacement of existing equipment and systems.

Objective 2.2 – Maximize Purchasing Efficiency

Initiative 2.2.1 - Review current procurement methods and document all major purchases with needs assessments.

Objective 2.3 – Maximize Surveillance System Capabilities

Initiative 2.3.1 - Conduct a gap analysis of current surveillance camera system capabilities and usage and determine improvements needed.

Objective 2.4 – Leverage Security Technology

Initiative 2.4.1 - Remain current with regard to Port technology by regularly monitoring developments in security and communications technology.

Objective 2.5 – Complete Technology Projects to Include Upgrades

Initiative 2.5.1 - Complete the CAD/RMS system installation and training.

Initiative 2.5.2 - Complete implementation of the integration of Virtual Port and Geo POLA.

Objective 2.6 – Enhance POLA IT Security

Initiative 2.6.1 - Conduct basic IT Security training for all POLA personnel.

Goal #3: Develop World Class Safety, Security and Infrastructure Protection for POLA

Objective 3.1 - Facilitate Commerce and Continued Safe Transit of Vessels throughout the Port

Initiative 3.1.1 - Centralize Marine Unit functions and separate the maritime and land patrol functions.

Initiative 3.1.2 - Merge Sea Marshal Unit into the Marine Operations Section and conduct high value vessel escorts as needed.

Initiative 3.1.3 - Increase random, high-threat boardings based on specific intelligence (USCG and FBI).

Initiative 3.1.4 - Deploy based on Function and Standard Staffing Model. Monitor deployments based on performance metrics

Initiative 3.1.5 – Provide vessel boarding missions to interdict potential criminal activity or harmful goods entering the POLA, or in support of requests from outside law enforcement agencies.

Initiative 3.1.6 – Train, Develop and Support an Underwater Dive Unit with the capability of conducting side-scan sonar and videography operations, conduct hull sweeps, search and recovery, critical site inspections, underwater crime scene and preliminary post-blast investigations, or submerged aviation, vessel and vehicle light salvage operations using SCUBA or surface supplied air.

Initiative 3.1.7 - Conduct CBRNE screening by vessel

Initiative 3.1.8 - Exercise Port’s “Right of Inspection”(Tariff No 4, Item 235),by conducting compliant vessel safety inspections, escorts and investigative boardings

Objective 3.2 - Optimize Deployment of Port Police Personnel to Enhance 24/7 Security of the Port and Surrounding Community

Initiative 3.2.1 - Develop multiple directed patrol profiles that incorporate the current list of waterside and landside high risk infrastructures.

Initiative 3.2.2 - Restructure the organization to provide priority staffing for Marine and Land-based patrol operations.

Initiative 3.2.3 – Identify a method to achieve deployment of three person boat crews similar to the United States Coast Guard model.

Initiative 3.2.4 - Increase staffing on weekends (seasonal).

Objective 3.3 - Enhance and Maintain Port Complex Cyber Security

Initiative 3.3.1 - Create a Port of Long Beach/Port of Los Angeles Cyber Security Working Group.

Objective 3.4 - Streamline the Booking Process

Initiative 3.4.1 - Coordinate with LAPD to improve the booking process at 77th Street Jail with the electronic Probable Cause Detention process.

Objective 3.5 - Maintain Continuous Awareness of Port Security Risks and Mitigation

Initiative 3.5.1 - Conduct periodic review and assessment of Port security risks, safety and environmental hazards and violations.

Initiative 3.5.2 – Conduct CBRNE screening

Initiative 3.5.3 – Conduct aerial surveillance and patrols to detect evidence of Haz-Mat or dangerous activity.

Initiative 3.5.4 – Conduct criminal investigations for any crime including environmental occurring in the Port district or relating to port operations.

Objective 3.6 - Improve Response Times: Increase Dispatch Capabilities and Staffing

Initiative 3.6.1 – Enhance 24/7 capability of Port Police dispatch operation to support voice and data communications and ability to use video and GIS information

Initiative 3.6.2 - Prioritize calls for service via the new Computer Aided Dispatch (CAD).

Objective 3.7 - Increase Capacity to Staff Security Officer Posts and Special Events

Initiative 3.7.1 - Staff posts based on identified “Essential Functions.”

Objective 3.8 - Enhance the Capabilities and Efficiency of Commercial Truck Traffic Enforcement

Initiative 3.8.1 - Develop a system to track commercial traffic complaints and trends.

Initiative 3.8.2 - Cross-staff community commercial traffic complaints with LAPD, LBPD and CHP.

Initiative 3.8.3 - Deploy Motors during peak traffic hours and build the Motors watch around operational necessity.

Initiative 3.8.4 - Engage LBPD & CHP in monthly review of contiguous, commercial traffic complaints impacting the Port.

Goal #4: Promote Positive Community Relations with all Port Stakeholders

Objective 4.1 – Increase Community Outreach and Port Safety Awareness

Initiative 4.1.1 - Move the Community Resources Unit directly under the Assistant Chief

Initiative 4.1.2 - Increase interaction with Port stakeholders including ILWU, Port tenants, Community Representatives, etc.

Initiative 4.1.3 - Increase awareness of I-WATCH, implement Port Watch, and Social Media utilization.

Objective 4.2 – Optimize Enforcement and Security Efforts in and around Critical Community Areas

Initiative 4.2.1 - Continue active anti-graffiti and anti-gang efforts throughout the Port Complex.

Initiative 4.2.2 – Establish an Event Coordinator within the Community Resource Unit.

Goal #5: Develop Comprehensive Emergency Management Program

Objective 5.1 - Finalize the Establishment of the Department's Operations Center (DOC)

Initiative 5.1.1 – Conduct training for select Harbor Department staff to work in the DOC.

Objective 5.2 - Enhance Port Resiliency by providing Emergency Readiness, Management and Response Training to Managers and Staff

Initiative 5.2.1 - Complete POLA Strategic Objective 1, Initiative 3 – Provide hands-on emergency management training to POLA employees, including senior managers and BHC Commissioners.

Initiative 5.2.2 - Complete POLA Strategic Objective 6, Initiative 5 – Provide hands-on training in security and emergency response to Port tenants and community members.

Objective 5.3 – Maintain Continuous Awareness of Emergency Preparedness Risks and Mitigation

Initiative 5.3.1 - Conduct periodic assessment of Port emergency management risks and mitigation strategies.

Objective 5.4 – Complete Business Continuity Planning

Initiative 5.4.1 - Expand efforts to ensure that all contingency plans are complete, including loss of power and cyber related threats.

Initiative 5.4.2 - Conduct table-top and full-scale exercises to provide readiness training for major events.