



Executive Director's  
Report to the

Board of Harbor Commissioners

**DATE: September 9, 2014**

**FROM: PORT POLICE**

**SUBJECT: RESOLUTION NO. \_\_\_\_\_ - LOS ANGELES PORT POLICE  
STRATEGIC PLAN**

**SUMMARY:**

A Strategic Plan has been developed for the Port Police Division (Port Police). In support of the Los Angeles Harbor Department, this plan communicates the vision and goals of the Port Police. This plan defines current missions as well as implementation of new initiatives and submits a staffing model that will support overall mission performance. The plan was developed to guide the Port Police as they address current and future challenges driven by the continued growth and changes of the Port. These changes are in response to the global maritime industry changes as well as the local communities that surround the Port. In accordance with past direction from the Board of Harbor Commissioners (Board), this plan is being submitted for Board approval.

**RECOMMENDATIONS:**

It is recommended that the Board:

1. Approve the Port Police Strategic Plan; and
2. Adopt Resolution No. \_\_\_\_\_

**DISCUSSION:**

Background/Context - In June 2013, the Board directed that a Strategic Plan be developed for the Port Police. This direction was in part based on the results of a Performance Audit that was conducted at the City of Los Angeles Harbor Department for the Port Police in 2012 and presented to the Board in 2013.

Previous Board Actions - On April 18, 2013, the Board was briefed on the results of a Performance Audit on Port Police Staffing and Services that was conducted by the firm Bazilio Cobb Associates (BCA). On June 6, 2013 the Board adopted Resolution 13-7500 which approved development of a Strategic Plan for the Port Police. On September 19, 2013, the Chief of Port Police (Chief) presented to the Board a status on the recommendations in the Port Police Audit. On March 20, 2014 the Board was briefed by the Chief on the Port Police Strategic Plan.

**DATE: September 9, 2014**

**PAGE 2 OF 3**

**SUBJECT: RESOLUTION NO. \_\_\_\_\_ - LOS ANGELES PORT POLICE STRATEGIC PLAN**

BCA Audit - On March 28, 2012, a Task Order was issued to BCA by the Harbor Department Management Audit Division to “conduct a Performance Audit on POLA Port Police Division.” The Task Order identified eight audit objectives for the audit related to staffing, deployment, coordination with other agencies, risk mitigation, equipment usage, benchmark with other ports, training, and use of port security grant funds.

BCA submitted their report to the Board on April 18, 2013. The BCA audit report identified 34 individual findings and recommendations that were classified as high, medium or low priority. BCA Recommendation No. 2 was that the Port Police should develop a Strategic Plan that would be approved by the Board.

Strategic Plan Development – The Port Police Strategic Plan was developed to address specific areas of focus regarding Port Police missions, staffing, and strategic goals. The plan contains input from all Port Police ranks, security officers, and civilian employees. The development work was completed by Port Police staff members and a hired consultant.

Strategic Plan Alignment – In addition to maintaining consistency between the plans’ completion periods, the Port Police Strategic Plan incorporates all of the initiatives from the Port of Los Angeles Strategic Plan that are applicable to the Port Police.

Port Police Staffing - As a result of the analysis that was conducted during the BCA audit and further analysis conducted during the formulation of the Port Police Strategic Plan, a staffing model was developed and is included. This staffing model will increase the numbers of sworn, security officers, and civilian staff members from current numbers to reach the specified 2017 staffing numbers. Port Police will engage in recruiting and hiring in order to follow the model’s annual increases. Additionally, the Port Police experience an annual attrition rate of approximately 3-4 sworn officers and 1-2 security officers and civilians. The hiring of new employees will off-set this annual attrition.

#### **ENVIRONMENTAL ASSESSMENT:**

The proposed action is approval of the Los Angeles Port Police Strategic Plan. Any specific projects outlined in the plan would be subject to further environmental review under the California Environmental Quality Act (CEQA). Therefore, as an administrative activity, the Director of Environmental Management has determined that the proposed action is exempt from the requirements of the California Environmental Quality Act (CEQA) in accordance with Article II Section 2(f) of the Los Angeles City CEQA Guidelines.

DATE: September 9, 2014

PAGE 3 OF 3

SUBJECT: RESOLUTION NO. \_\_\_\_\_ - LOS ANGELES PORT POLICE STRATEGIC PLAN

**ECONOMIC BENEFITS:**

This Board action will have no employment impact.

**FINANCIAL IMPACT:**



Approval of the Port Police Strategic Plan does not authorize any financial commitments by the Port as funding for any strategic initiatives will be brought before the Board as part of the annual budget adoption process.

**CITY ATTORNEY:**

The Office of the City Attorney has reviewed this board report and has found it raises no legal issues at this time.

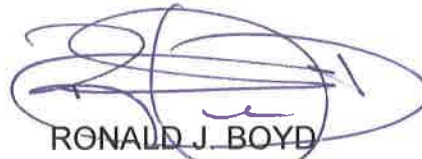
**TRANSMITTALS:**

1. Los Angeles Port Police Strategic Plan

FIS Approval:  (initials)  
CA Approval:  (initials)



MICHAEL R. HILLMANN  
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APPROVED:



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