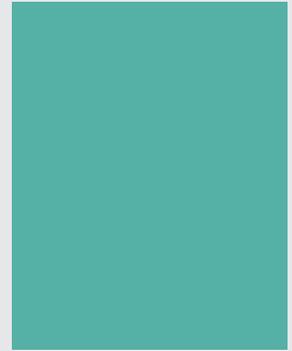
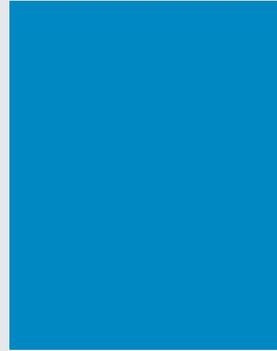


## Virginia Port Authority



## Improved Security at an Efficient Cost

### Challenge

**The Virginia Port Authority is a massive facility that spans six terminals covering 1,864 acres and 19,885 linear feet of berths. Securitas USA covers four of the port's maritime facilities: Norfolk International Terminals, Portsmouth Marine Terminal, Virginia International Gateway and the Newport News Marine Terminal.**

Ports require a very specialized and specific approach to security. In addition to the constant physical dangers of moving large amounts of heavy cargo on and off of ships and railcars, port security must also make best efforts to help keep safe both the dockworkers, port employees and continual international crews arriving and departing the facility. On top of this, port security has an extensive amount of strict and exact government regulations to enforce and documentation to complete. All employees at the nation's ports must have a valid Transportation Workers Identification Credential (TWIC) which is issued only after background review has been completed.

Before 2011, the Virginia Port Authority was secured by its own police department, a 100-employee proprietary force. But in that year, two things happened. First, the Virginia Port Authority took over the lease for the facility now known as the Virginia International Gateway, which had a preexisting contract with Securitas USA. Second, the business decision was made to downsize the port's police department and move some of those functions to contract security, extending the contract with Securitas USA.

### Solutions

#### Creating a Hybrid

Today, the Virginia Port Authority is secured by a groundbreaking hybrid of contract security and a downsized port police team of 28 officers. "The functionality of some of the duties fit more to a security officer than a police officer," explains Michael Brewer, Chief of Police for the Virginia Port Authority. "I don't mean to minimize the job, because one of our biggest concerns is making sure each person

entering the port is properly vetted. Do you really want a police officer at that junction?" Securitas USA officers now serve as sentries, handling all access control at the gates as well as a certain number of inspections.

### Specialized, Credentialed Staffing

"First impressions are extremely important," adds the port's Facility Security Manager Joseph Green. "Securitas officers are the first contact for all our visitors and employees and they must make sure everyone who comes on to the terminals is credentialed, vetted and has a business purpose. It's not run of the mill security." Together with their local Securitas USA branch, the port designed specialized training sessions that keeps each officer up-to-date on certifications and parallels that of the police. The credentials of the officers themselves are also an ongoing concern. "The main problem is to get qualified personal that hold a TWIC, and to keep them qualified." Given their global reach and extensive expertise in port security, Securitas USA is able to answer this challenge by keeping a list of surplus TWIC officers who can be relocated to Virginia within 24 hours.

### Crew Transport

Securitas USA and the Virginia Port Authority have worked together to provide this proactive solution to help minimize the risk of onsite accidents and injuries. "This is a hot item with the Coast Guard," notes Brewer. "It can be difficult to safely move people, and we've had a unique opportunity to provide crew containment." Securitas USA officers now transport the crew from designated gangways and pickup areas, which provides three benefits:

1. Safely move vessel employees on the terminals.
2. Confirms that safety regulations are followed.
3. Limits the amount of unfamiliar drivers and unnecessary vehicular traffic at each facility.

### On-site Management

"Instead of dealing with an account or branch manager at a Securitas USA office, we've brought those folks onto our site and embedded them in our buildings," says Brewer. "The management team is directly involved and part of our port family, which means we know each other and want to provide the best possible service to each other." Additionally, Brewer reports, "We have realigned some of these positions, which has also carved a little bit of savings. It was not the intent, but an added value."

## Results

Bringing on a larger cadre of Securitas USA officers has been successful on two fronts. First, bringing in contract security allowed the port to staff by the hour as opposed to the full-time equivalent. That has indeed saved the port money.

The cost benefits would be moot, however, if there were any noticeable decline in security standards.

Instead, Chief Brewer reports that the level of security has remained the same throughout the changeover. "A lot of scrutiny was put on us for getting rid of some of our law enforcement. What we have shown over and over is that the Virginia Port Authority is still as secure as it ever was. Securitas has provided the insurance that we are still a very secure port and we have well-trained, committed officers doing the same jobs. This model works for us."

