MEETING NOTICE
AND AGENDA

SAN DIEGO REGIONAL MILITARY WORKING GROUP
The Military Working Group may take action on any item appearing on this agenda.

Monday, April 27, 2015
9 to 11:30 a.m. **Please note time change**

SANDAG, 7th Floor Conference Room
401 B Street, Suite 800
San Diego, CA 92101

Staff Contact: Jane Clough
(619) 699-1909
jane.clough@sandag.org

Beginning in February, the parking garage elevators at Wells Fargo Plaza will undergo a six-month mechanical modernization. During this period, only one garage elevator will be in service. Please allow yourself extra time to make your way up from the garage to the SANDAG offices and Board Room. For those requiring special assistance, please call the SANDAG front desk in advance of any meetings at (619) 699-1900.

AGENDA HIGHLIGHTS

- TENTH AVENUE MARINE TERMINAL REDEVELOPMENT PLAN
- SITE VISIT TO TENTH AVENUE MARINE TERMINAL

Following the presentation by staff from the Port, those who are interested may participate in a site visit to the Tenth Avenue Marine Terminal. Participants are requested to RSVP with Jane Clough (jane.clough@sandag.org) before 5 p.m. on April 23, 2015. Photo identification may be requested by the Marine Terminal.

SANDAG offices are accessible by public transit. Phone 511 or see www.511sd.com for route information. Secure bicycle parking is available in the building garage off Fourth Avenue.

In compliance with the Americans with Disabilities Act (ADA), SANDAG will accommodate persons who require assistance in order to participate in SANDAG meetings. If such assistance is required, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting. To request this document or related reports in an alternative format, please call (619) 699-1900, (619) 699-1904 (TTY), or fax (619) 699-1905.
**SAN DIEGO REGIONAL MILITARY WORKING GROUP**  
Monday, April 27, 2015

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>RECOMMENDATION</th>
<th>APPROVAL OF MEETING MINUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1.</td>
<td></td>
<td>The San Diego Regional Military Working Group (Military Working Group) is asked to review and approve the minutes from its January 12, 2015, meeting.</td>
</tr>
</tbody>
</table>

2. **PUBLIC COMMENTS AND COMMUNICATIONS**

Members of the public shall have the opportunity to address the Military Working Group on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the working group coordinator prior to speaking. Public speakers should notify the working group coordinator if they have a handout for distribution to working group members. Public speakers are limited to three minutes or less per person. Working Group members also may provide information and announcements under this agenda item.

3. **MEMBER COMMUNICATIONS**

Members of the Military Working Group shall have the opportunity to share news and information regarding their jurisdiction or installation of interest to the group.

+4. **CHAIR’S REPORT (Mike Woiwode, Working Group Chair)**  
INFORMATION

The Chair will report out on issues of interest to the Military Working Group that have been brought to the Regional Planning Committee, including the upcoming Public Workshops for the draft San Diego Forward. Flier attached.

**REPORTS**

+5. **TENTH AVENUE MARINE TERMINAL REDEVELOPMENT PLAN OVERVIEW (Aimee Heim, San Diego Unified Port District)**  
INFORMATION

The San Diego Unified Port District recently released its Notice of Preparation (NOP) for the Tenth Avenue Marine Terminal Redevelopment Plan (TAMT). The proposed TAMT Plan includes a variety of infrastructure investments and improvements that may be undertaken over the long-term to accommodate a need to increase the terminal’s capabilities and capacity. This plan would replace the existing 2008 Maritime Business Plan. Staff from the Port of San Diego will provide an overview of the TAMT Plan.
6. POSSIBLE TOPICS FOR NEXT MEETING AND ADJOURNMENT
(Mike Woiwode, Working Group Chair)

DISCUSSION/POSSIBLE ACTION

It is anticipated that the SANDAG Board will release the draft document of San Diego Forward: The Regional Plan for public comment at its April 24 meeting. It is proposed that the June meeting for the Military Working Group be a special workshop dedicated to reviewing the draft Regional Plan. Possible dates will be discussed.

7. SITE VISIT TO TENTH AVENUE MARINE TERMINAL
(Aimee Heim, San Diego Unified Port District; Christina Casgar)

INFORMATION

Following the presentation by staff from the Port, those who are interested will participate in a site visit to the Tenth Avenue Marine Terminal. The group will gather in Conference Room 7 and proceed to B Street where a charter bus will pick up the group. After the tour, the bus will return to 401 B Street to drop off the participants. Participants must have a government-issued identification as it is a secure facility.

+ next to an agenda item indicates an attachment
The meeting of the San Diego Regional Military Working Group (MWG) was called to order by Chair Mike Woiwodee (City of Coronado) at 4:06 p.m.

1. APPROVAL OF MEETING MINUTES (APPROVE)

Action: Upon a motion by Chair Woiwode, first by Tom Caughlan (Marine Corps Installation West) and a second by Steve Chung (Navy – Southwest Division Naval Seat B) the Working Group voted to approve the October 27, 2014, meeting minutes.

Yes: Rick Huenefeld (Marine Corps Recruit Depot), Tom Caughlan (Marine Corps Installation West), David Hulse (Navy – Southwest Division Naval) (Alternate member), Blair King (Coronado), Richard Crompton (County of San Diego), Aimee Heim (Port of San Diego). No: None. Abstain: Tait Galloway (City of San Diego). Absent: Navy – Southwest Division Naval Facilities Engineering Command – Seat A, Coast Guard San Diego Sector, City of Imperial Beach, City of National City, and City of Oceanside.

2. PUBLIC COMMENTS AND COMMUNICATIONS

No public comments.

3. MEMBER COMMUNICATIONS

Steve Chung (Navy – Southwest Division Naval Facilities Engineering Command - Seat B) introduced Ya-Chi Huang from Naval Base San Diego and Samantha Adams from Naval Base Point Loma.

Tom Caughlan (Marine Corps Installation West) mentioned that they will be applying for the Active Transportation Grant.

Rick Huenefeld (Marine Corps Recruit Depot) stated that the Washington Street gate has been approved and Marine Corp Recruit Depot traffic will be focused on access to Pacific Highway.

Aimee Heim (Port of San Diego) mentioned that outreach for the Tenth Avenue Marine Terminal Redevelopment Plan has begun and would like to present at a future meeting.
4. CHAIR’S REPORT (INFORMATION)

Chair Woiwode reported on recent Regional Planning Committee (RPC) agenda items.

On September 12, 2014, the Board of Directors requested that staff estimate the cost and model the performance of an accelerated transportation network that would advance public transit and active transportation projects within the first ten years of San Diego Forward: The Regional Plan, by 2025. This item provides information on the process to conduct the analysis.

Last year, staff solicited input from the RPC on the proposed content of the Regional Parking Management Toolbox being developed as part of the Regional Plan. Since then, staff has developed an interactive, web-based document as a resource to assist local jurisdictions and communities with designing and implementing parking management strategies and plans.

With the approval of the 2050 Regional Transportation Plan and its Sustainable Communities Strategy in 2011, SANDAG committed to develop a Regional Complete Streets Policy. A draft policy was developed after a review of existing local complete streets policies, best practices from regional agencies around the country, and input from member agencies and stakeholders.

SANDAG has had a Local Partnership program with San Diego Gas & Electric (SDG&E) that has allowed SANDAG to provide technical support to the local jurisdictions to assess their energy efficiency and provide recommendations or a ‘road map’ to improve their energy efficiency in operations. The California Public Utilities Commission has approved a one-year extension for many energy efficiency programs, including the SANDAG Local Government Partnership with SDG&E. The RPC recommended the SANDAG Board to accept almost $1 million in grant funds to extend this program and conduct studies for the remaining jurisdictions.

Last month, the RPC discussed the criteria for the call for projects for the third cycles of the TransNet Smart Growth Incentive Program and Active Transportation Grant Program. The RPC is asked to recommend that the SANDAG Board of Directors release the call for projects for the third cycle of the Smart Growth Incentive Program.

REPORTS

5. TRAFFIC COUNTS ON MILITARY BASE GATES – IMPROVING INPUT TO THE ACTIVITY BASED MODEL (DISCUSSION)

Wu Sun (SANDAG) updated the MWG on the Activity-Based Model (ABM) that serves as the major travel forecasting tool in the San Diego Region. The model was developed to ensure that the regional transportation planning process can rely on forecasting tools adequate for new socioeconomic environments. The modeling team is making some adjustments to the model by doing some onsite verification. One of the areas of concern is the accuracy of ingress/egress to military installations.

SANDAG is undertaking a traffic study at military bases and is seeking the input and coordination with the installations. Staff identified 32 potential military gate count locations. The MWG is asked to review, add, and/or remove gate count locations. Additionally, the MWG is asked to recommend contacts for obtaining gate count permits.
Discussion

Mr. Huenefeld asked if SANDAG is funding the project and if military personnel will have access to the data? Mr. Sun responded that SANDAG is funding the project and can make the data available.

Mr. Chung asked what methodology would be used to collect data. Mr. Sun said by counting trips per day.

Mr. Chung asked if the 32 installations were fixed and how the sites were established. Mr. Sun replied that staff is working with a consultant. The Consultant has identified potential sites but the purpose of collaboration would be to determine with military knowledge which ones are the most appropriate. The consultant used Google maps to identify the sites and would like an opportunity to review count locations with installation representatives.

Mr. Chung asked if the ABM can identify the origin of traffic. Mr. Sun responded that the ABM can produce a summary. The ABM gives you a chain of activities. The model knows where they (commuter) live and when/how they will enter the base. Summary report trips to and from the military bases.

Mr. Chung asked once data has been collected, how will the data benefit? Mr. Sun replied that if gaps are identified, then the model will be adjusted to fill in the gaps in order to get a more accurate model.

Mr. Huenefeld asked how the model will deal with seasonality because traffic volumes vary throughout the year. For example, when carriers are in or at sea the volume varies. Mr. Sun replied that the model counts regular normal workday traffic. Data will be collected five days in a row.

Blair King (City of Coronado) suggested that data be captured at different times of the year because certain locations do not have activity but might change in a few years. Mr. Sun stated that the technical team will consider this. This is the kind of input he was hoping for.

Mr. King asked how time will be measured. Mr. Sun replied that different blocks of time over a 24-hour timeframe. Mr. King asked if the model will account for different travel patterns in the a.m. versus p.m. Mr. Sun responded that the model will pick this up/account for this.

Tait Galloway (City of San Diego) asked if the model breaks down employee type, because civilian peak period might be different than military peak periods. He asked if each base would be treated as a unique employment zone. Mr. Sun replied that each zone is a trip generator. We use these counts to adjust the model. It’s linked to traveler.

Chair Woiwode recommended that the MWG review gate locations and collect contact information and SANDAG staff will send out fillable form. Mr. Chung suggested that each installation create a POC list and then SANDAG and the consultant can contact the installation.
6. SAN DIEGO FORWARD: THE REGIONAL PLAN: REVENUE CONSTRAINED NETWORK (INFORMATION)

Phil Trom (SANDAG) provided a summary of feedback received on draft scenarios 1 and 2, a description of the Blended Scenario, and a projected performance summary, including social equity and greenhouse gas emissions analyses. Mr. Trom gave a list of four projects included in the Regional Plan that would benefit the MWG:

1. Coaster frequency improvements (2020 and 2035) and Camp Pendleton Coaster station (2030)
2. Carlsbad to Camp Pendleton Rapid (Route 477) (2040)
3. Coronado to Downtown San Diego (Route 910) (2030)
4. Blue Line Frequency Improvements and 32nd Street Grade Separation (2028)

Discussion

Mr. Huenefeld asked how the Regional Plan accounts for people who live outside the county and work at bases. Coleen Clemenston (SANDAG) replied that the model includes areas outside of the county such as Riverside and Mexico.

Mr. Caughlan mentioned that the COASTER terminal on Camp Pendleton is a one-way service. Mr. Trom mentioned that once double tracking is complete the Coaster service will go in both directions.

Coleen Clementson (SANDAG) mentioned that SANDAG has already bonded against a significant portion of TransNet in order to complete as many projects in the near term as possible. The Regional Plan budget assumes a new funding source. This was called for in TransNet – A Quality of Life measure to address future funding needs in the region including transit and the environment. This would need to be on the ballot in 2016.

7. COLLABORATION ON REGIONAL ALTERNATIVE FUEL MAPPING (DISCUSSION)

This agenda item was tabled for the next scheduled meeting.

8. POSSIBLE TOPICS FOR NEXT MEETING AND ADJOURNMENT

- Accelerated Network Scenario
- North Island: Transportation Demand Management (TDM) pilot project
- Framework for exchanging information on habitat/open space/wildlife/zoning
- Tenth Avenue Terminal Presentation
- Staff Directory
- MTS and NCTD improve communications
- Energy updates

The next meeting of the Military Working Group will be scheduled in April.

Chair Woiwode adjourned the meeting at 4:35 p.m.

Key Staff Contact: Jane Clough, Ph.D., (619) 699-1990, jane.clough@sandag.org
# San Diego Regional Military Working Group
## Member Sign-In Sheet
**Monday, January 12, 2015**
3:00pm to 4:30pm
Conference Room 7

**Staff Contact:** Jane Clough, Senior Regional Planner  
Jane.clough@sandag.org, (619) 699-1909

<table>
<thead>
<tr>
<th>Facility/Branch</th>
<th>Member</th>
<th>Initials</th>
<th>Alternate</th>
<th>Initials</th>
</tr>
</thead>
</table>
| Working Group Chair, SANDAG Board Member | Mr. Mike Woiwode  
Councilmember, City of Coronado | MW | | |
| Navy – Southwest Division Naval Facilities Engineering Command (Seat A) | CAPT Darius Banaji  
USN, CEC, DOD Advisory Member, SANDAG Board of Directors | | | |
| Coast Guard San Diego Sector | LCDR Scott B. Powers  
Sector Engineering Officer | | CDR Jeff Janszen  
Deputy Sector Commander | |
| Marine Corps Recruit Depot | Mr. Rick Huenefeld  
Community Liaison Officer | CH | Lt-Col. Michael P. Rohlfs  
Assistant Chief of Staff, Logistics  
Capt. Gloria Chiu  
Logistics Operation Officer | |
| Marine Corps Installation West | Mr. Tom Caughlan  
Program Manager, Governmental and External Affairs | | Mr. Sam Jammal  
Deputy Community Plans & Liaison Officer | |
| Navy – Southwest Division Naval Facilities Engineering Command (Seat B) | Steve Chung  
Regional Community Plans Liaison Officer | | David Hulse  
Intergovernmental Planner | |

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<tr>
<th>Jurisdiction</th>
<th>Member</th>
<th>Initials</th>
<th>Alternate</th>
<th>Initials</th>
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</table>
| City of Coronado | Blair King  
City Manager | DK | Tom Ritter  
Assistant City Manager | |
| City of Imperial Beach | Andy Hall  
City Manager | | Greg Wade  
Assistant City Manager | |
| City of National City | Brad Raulston  
Executive Director  
Leslie Deese | | | |
<table>
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<th>Member</th>
<th>Initials</th>
<th>Alternate</th>
<th>Initials</th>
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<tbody>
<tr>
<td>City of Oceanside</td>
<td>Marisa Lundstedt</td>
<td></td>
<td>Megan Crooks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City Planner</td>
<td></td>
<td>Senior Administrative Analyst</td>
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</tr>
<tr>
<td>City of San Diego</td>
<td>Tait Galloway</td>
<td></td>
<td>Nancy Bragado</td>
<td></td>
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<tr>
<td></td>
<td>Principal Planner</td>
<td></td>
<td>Deputy Director</td>
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</tr>
<tr>
<td>County of San Diego</td>
<td>Donald Steuer</td>
<td></td>
<td>Richard Crompton</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Asst. CAO/Chief Operating Officer</td>
<td></td>
<td>Director, Department of Public Works</td>
<td></td>
</tr>
<tr>
<td>Port of San Diego</td>
<td>Joel Valenzuela</td>
<td></td>
<td>Aimee Heim</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Director of Maritime Operations</td>
<td></td>
<td>Maritime Program Manager</td>
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</tr>
</tbody>
</table>
# SIGN IN SHEET

## San Diego Regional Military Working Group

**Monday, January 12, 2015**

3:00pm to 4:30pm

Conference Room 7

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**YOU ARE NOT REQUIRED TO SIGN-IN**, however, if you would like SANDAG staff to know that you attended this meeting and want to provide a method of contacting you, please fill in the information below. Please note that SANDAG's sign-in sheets are public records and may be disclosed to the public upon request.

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>PHONE NUMBER</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kristin Camper</td>
<td>MCAS Miramar</td>
<td>8-577-6609</td>
<td><a href="mailto:Kristin.Camper@sandag.org">Kristin.Camper@sandag.org</a></td>
</tr>
<tr>
<td>Yen-Chi Huang</td>
<td>NBSD</td>
<td>858-244-7935</td>
<td><a href="mailto:Yen-Chi.Huang@sandag.org">Yen-Chi.Huang@sandag.org</a></td>
</tr>
<tr>
<td>Kevin Wood</td>
<td>CSE</td>
<td>858-244-7935</td>
<td><a href="mailto:Kevin.Wood@sandag.org">Kevin.Wood@sandag.org</a></td>
</tr>
</tbody>
</table>
Provide Your Opinion on the Plan for our Region’s Future

For almost three years now, community members, stakeholders, and local agencies—have helped the San Diego Association of Governments (SANDAG) develop San Diego Forward: The Regional Plan.

Your input helped shape the Draft Plan’s vision, goals, and policy objectives as well as the transportation investments that will serve the region for many years to come.

The Draft Plan proposes a strategy for a more sustainable future which includes investing in transportation projects that will provide people more travel choices, protecting the environment, creating healthy communities, and stimulating the economy.

The SANDAG Board is anticipated to release the Draft Plan on April 24, 2015. Take part in a series of workshops that will be held throughout the region in May.

Come to a workshop or participate online. Learn about the Draft Plan and give us your feedback!

View and comment on the Draft Plan at SDForward.com

Seven Community Workshops

- Presentation followed by panel discussion
- Open house
- Interactive activities
- Offer your comments on the record
- Complimentary cookies and beverages
- Live-streaming of three workshops (*)

* To participate in the live-streaming sessions, visit SDForward.com at the time of the event.

San Diego Forward: The Regional Plan – Draft to be Released

Please RSVP to Rose Farris at rose.farris@sandag.org or (619) 595-5337, or via the SANDAG Region Facebook page. Families welcome.

South County
May 21, 6 to 8:30 p.m.
Casa Familiar Civic Center
212 W. Park Avenue, San Ysidro, 92173
Live-streaming on the Internet*

Mid-City/Southeast San Diego
May 27, 6: 8:30 p.m.
Jacobs Center Community Room
404 Euclid Ave. San Diego, 92114
Live-streaming on the Internet*

University Town Centre
May 28, 6 to 8:30 p.m.
UTC Forum Hall Community Room
4545 La Jolla Village Drive, Suite E-25
San Diego, 92122

Spanish-speaking staff members and translators will be available at all seven workshops. The workshop at Casa Familiar will be conducted in Spanish with English translation available.

If you require assistance in order to participate, please contact SANDAG at (619) 699-1900 at least 72 hours in advance of the meeting. TTY: (619) 699-1904

All locations are transit accessible. Call 511 or visit 511sd.com/transit for route information.

Agenda Item No. 4
Military Working Group
April 27, 2015
Executive Summary of the Tenth Avenue Marine Terminal (TAMT) Redevelopment Plan

Co-authored by:
Vickerman & Associates and
Unified Port of San Diego

March 2015
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This summary to the Tenth Avenue Marine Terminal Redevelopment Plan has been co-authored the Vickerman & Associates (“V&A”) team and the San Diego Unified Port District (“SDUPD” and “the District”) staff to inform the preparation of a Programmatic Environmental Impact Report (PEIR) for three Redevelopment concepts on the Tenth Avenue Marine Terminal.

The District commissioned the Vickerman and Associates team to update a maritime business plan (“2008 Business Plan”) that was published in December 2008 by the Port of San Diego. Cargo patterns and industry economics have changed since the 2008 economic baseline was established. The global cargo market is recovering following the 2008 global recession. At this time, future growth in both the container and non-container cargo markets are projected, which is creating potential opportunities to handle additional volume at TAMT. However, although potential market opportunities continue to increase, the terminal infrastructure presents challenges to serve additional cargo volumes. An update to the 2008 Maritime Business Plan and review of potential redevelopment concepts were warranted for these reasons.

The overall objective of the Tenth Avenue Marine Terminal Redevelopment Plan (“Redevelopment Plan” or “the Plan”) is to provide the District with a series of market-driven port terminal development concepts for the Tenth Avenue Marine Terminal (TAMT), which will appropriately position the Port of San Diego to maximize cargo growth while maintaining sustainable and environmentally responsible cargo operations. While the Plan developed by Vickerman & Associates was not intended to become the foundation of an Environmental Impact Review document, as these development concepts were further refined and various infrastructure improvements became apparent, the District concluded that a formal environmental analysis under the California Environmental Quality Act (CEQA) would be necessary. As a result, the District decided to prepare a Programmatic Environmental Impact Report (PEIR). The PEIR will analyze the three most likely Redevelopment Plan concepts based on customer and cargo mix, core business strengths, and terminal footprint. These three development concepts encompass a variety of cargos, including refrigerated and dry containers. The remaining two concepts, which will not be advanced for full analysis, require the terminal be converted nearly entirely to container operations. A full-container model is not consistent with the District’s core maritime cargo strengths, and represents a departure from the existing markets and cargo mix served at TAMT. For these reasons, the decision was made to proceed with an analysis of the “most impactful” volumes generated by the three primary terminal redevelopment concepts. This document highlights the Redevelopment Plans development concepts, as well as other pertinent data, that will be used to evaluate potential environmental impacts associated with its implementation.

The TAMT Redevelopment Plan establishes an overall business framework to help make project level decisions based on long range market needs to 2035. It includes an analysis of emerging industry-wide maritime and intermodal trends. It also includes a review of the actual TAMT cargo throughput, market assessments and forecasts, and proposes various infrastructure and transportation improvements that should be implemented as market conditions allow. It identifies development and improvement concepts by dividing the TAMT into like operating nodes or modules. These nodes should be viewed as flexible “bladders” with similar operational cargo characteristics capable of expanding or contracting to meet operational and market conditions. The Plan identifies a Centralized Gate Complex as a tenant-in-common planning node, and the following four operating nodes:

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1 A final determination on a specific investment should only be considered after a complete and full financial and Return-On-Investment (ROI) analysis. This analysis needs to itemize all capital costs, ongoing District expenses, revenues and provide a detailed cash flow. For planning purposes, however, the Redevelopment Plan suggests improvements should be considered when each node reaches 70% of the MPC identified in the 2008 Maritime Business Plan.
1. Consolidated Dry Bulk
2. Liquid Bulk (existing operations to remain as-is over the plan-horizon year)
3. Refrigerated Container / Fresh Fruit
4. Neo Bulk / Break Bulk / General Container Cargo

Within these nodes, the Plan identifies two distinct types of cargo throughput measurements. The first measurement is related to the terminal’s maximum practical capacity (MPC), which is the highest theoretical activity level at which the terminal, or node, could operate if all physical improvements were made and if market conditions allowed. The second measurement is the Redevelopment Plan’s 2035 Forecast that was developed through discussions with current tenants, potential tenants, and knowledge of industry trends. The Plan includes a cursory GDP Market Cargo Forecast overview for the District and integrates the forecast results into the Plan.

The MPC for the Neo Bulk / Break Bulk / General Cargo node varies based on the specific type of cargo that is ultimately pursued, and this in turn affects the MPC that can be accommodated at the Refrigerated Container node. The Plan updates the MPC to a 2035 horizon by looking at five distinct market driven development concepts, three of which will be analyzed in the PEIR.

Development Concepts #1-3 are described in detail below, and per the Redevelopment Plan, estimate a “most impactful” MPC of 5.5 million metric tons of cargo, in which containers would be handled in conjunction with neo bulk and break bulk cargos. The remaining two concepts are as follows:

- Development Concept #4: Full Refrigerated & Dry Containers, with an estimated total MPC of 5.8 million MT of container cargo
- Development Concept #5: Dry Container Full Build-out, with an estimated total MPC of 6.0 million MT of container cargo

Both of these development concepts exclude Neo Bulk and Break Bulk cargo from consideration, resulting in zero volume for these commodity types. However, the District has a longstanding commitment to handling neo bulk, break bulk and roll-on/roll-off cargos. Additionally, the additional metric tonnage potential for a full-container scenario is not significant to justify the exclusion of non-containerized commodities. Finally, the

2 The GDP market forecast is a measurement of trade within the San Diego area using U.S. state and local GDP figures.
Executive Summary of the Tenth Avenue Marine Terminal (TAMT) Redevelopment Plan

market for container vessels suitable to TAMT is clearly defined; focusing exclusively on a few carriers would represent a departure from an established and successful business development strategy. For these reasons, it was determined that the PEIR would focus on the first three redevelopment concepts as the primary options for analysis.

For the purposes of the environmental analysis, the maximum practical capacity (MPC) is used to determine the “worst case”, or most impactful, environmental scenario. This scenario assumes all potential improvements identified in the Plan are constructed and that market conditions enable the terminal to operate at its MPC. Depending on the commodity mix handled and ultimately pursued at the terminal, the MPC for the three development concepts to be analyzed at TAMT ranges between 5 and 5.5 million metric tons annually\(^3\). Conversely, the Plan’s 2035 Forecast identifies a more realistic planning scenario based on information obtained from existing and potential tenants, as well as current maritime trends. A realistic forecast is estimated to be approximately 4.2 million metric tons annually. The Plan’s maximum practical capacities and 2035 forecasts for each of the four operating nodes are summarized below:

<table>
<thead>
<tr>
<th>Cargo Type</th>
<th>2035 Maximum Practical Capacity (MPC)</th>
<th>Redevelopment Plan’s 2035 Forecast</th>
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<tr>
<td>Dry Bulk</td>
<td>2,650,000</td>
<td>2,146,645 (^2)</td>
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<tr>
<td>Liquid Bulk</td>
<td>239,017</td>
<td>154,000 (^3)</td>
</tr>
<tr>
<td>Refrigerated Container Cargo</td>
<td>1,799,893 (^4)</td>
<td>1,790,155</td>
</tr>
<tr>
<td>Neo Bulk / Break Bulk / General Container Cargo</td>
<td>629,650 (^5)</td>
<td>114,824</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,318,560</strong></td>
<td><strong>4,205,624</strong></td>
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Notes:

1. Construction of the infrastructure improvements identified in the Plan are required to attain the MPCs identified.
2. For the purposes of the analysis, two additional dry bulk customers were assumed over existing tenant volume, which resulted in a forecast of approximately 2,146,645 MT. However, as noted in the previous column, the MPC indicates that additional dry bulk volume could be accommodated.
3. The Redevelopment Plan acknowledges the existing liquid bulk facility, however it does not suggest any operational or infrastructure changes to the facility. Current capacity is sufficient to handle market demand and operations at the MPC, and is projected to remain sufficient throughout the plan horizon.
4. For ease of understanding, District staff calculated an average based on all of the potential MPC’s for the refrigerated container node, which may shift depending on the cargo mix handled at the adjacent Neo-bulk node. The 1,799,893 MT average is based on averaging three Refrigerated Container Cargo MPC figures: 2,288,000, 1,555,840 MT and 1,555,840 MT, which are based on different development concepts. Development Concept #1 assumes the terminal attains an MPC of 2,288,000 MT of refrigerated container cargo, which results in a 327,700 MT MPC for the Neo Bulk / Break Bulk / General Container Cargo node. Development Concept #2 assumes a MPC of 1,555,840 MT of refrigerated container cargo, which results in a 977,400 MT MPC for Neo Bulk / Break Bulk / General Container Cargo. Finally, Development Concept #3 assumes a MPC of 1,555,840 MT of refrigerated container cargo, which results in a MPC of 583,850 MT for Roll-on / Roll-off Neo Bulk cargo.
5. District staff also identified a 629,650 MT average for the Neo Bulk / Break Bulk / General Container Cargo MPC that is based on three distinct cargo types that could be pursued at this node, as well as the MPC of the adjacent Refrigerated Container cargo node. The 629,650 MT average is based on averaging the following three Neo Bulk MPC figures: 327,700 MT for special non-containerized break bulk cargo, 977,400 MT for dry container cargo and 583,850 MT for roll-on / roll-off cargo, including automobiles and other wheeled vehicles.
6. The total is an average of the three cargo development concepts identified in the TAMT Redevelopment Plan, which looked at different cargo types for the Neo Bulk cargo.

\(^3\) Although the Redevelopment Plan identifies four cargo handling nodes, two of the nodes (e.g. the Refrigerated Container Node and Neo Bulk Node) result in different MPC’s depending on the type of cargo that is pursued. For comparison purposes, an average MPC was identified for the Refrigerated Container node and the Neo Bulk / Break Bulk / General Container Cargo. For more information on the three cargo development concepts and how the average MPC was derived, please see pages 6 and 7 of the Executive Summary.
A description of the centralized gate facilities, as well as each of the four operating nodes, is summarized below. The summary includes the nodes’ approximate location, the berth that serves the cargo in those nodes, and any infrastructure improvements that would be needed to attain the maximum practical capacities (MPC’s) identified in the Redevelopment Plan. It also identifies the Plan’s 2035 Forecast for each operating node. To help ensure that future improvements are market-driven, the Redevelopment Plan suggests waiting to make any improvements until the node reaches 70% of the MPC that was identified in the 2008 Maritime Business Plan, as described below.

**Central Gate Facilities:** This node involves the creation of a common gate facility, with a new truck weigh station, in the general location of the existing gate. It would be utilized by all terminal tenants and customers.

**Dry Bulk:** This node includes products that are delivered in bulk or supersacks (also known as bulk-bags) to the ground, flat storage, silo’s, and/or through a new consolidated facility. Dry bulk products include (but are not limited to) cement, Fly-Ash, Slag, Bauxite, Chemical NEC, Potassium-Nitrate, Soda Ash, and other non-hazardous bulk materials. The market forecast assumed a Compound Annual Growth Rate (CAGR) for cement between 9% and 15% to year 2020, and a 3% CAGR thereafter. It also assumed a 1% CAGR for export potash and a 2% CAGR for other dry bulk commodities. The Plan’s 2035 Forecast for Dry Bulk is expected to be approximately 2,146,645 MT annually. The Dry bulk node would be located in the general area of the southeastern portion of the terminal, also referred to as terminal “backlands.” This node would be served by Berth 10-7/10-8, with overflow capacity handled at Berth 10-5/10-6. Under existing conditions, the dry bulk node has a maximum practical capacity of 2,250,000. Therefore, the Plan recommends that infrastructure improvements should not be considered until dry bulk throughput reaches 1,575,000 metric tons annually. With the following infrastructure improvements identified in the Redevelopment Plan, the Dry Bulk Node, would have a maximum practical capacity of 2,650,000 metric tons:

- Establishing a consolidated Multi-purpose Dry-bulk facility with two cement handling facilities, including a new semi-permanent storage facility (e.g. a Rubb style of building or equivalent) up to a total of 100,000 square feet, to store dry bulk products.
- Demolishing the existing inactive liquid-Molasses tanks once a new bulk storage facility has been established, creating space that can be configured to serve dry bulk commodities.
- Demolishing Warehouse C and transferring any dry bulk tenants to the proposed multi-purpose Dry-bulk facility.
- Upgrading or adding a new conveyor system to handle bauxite or soda ash, and connecting the new semi-permanent dry bulk storage facilities to berths 10-5/10-6 and 10-7/10-8.
- Adding a consolidated bulk discharge unloader using a 200 metric ton per hour vacuum (or better) for cementitious materials at Berth 10-7/10-8 (either a Kovaco, Siwertell or similar type system).
- Establishing approximately 5 acres of open-storage space between Water Street and Terminal Street for various operational purposes.

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4 The Redevelopment Plan acknowledges that there may be interest in developing an Alternate Central Gate complex. However, there have been no preliminary engineering studies or other technical work performed to evaluate its technical feasibility or assess its potential environmental impacts. Therefore, the Alternate Central Gate complex is not identified in the project description for the PEIR. However, if the PEIR finds that an Alternate Central Gate could help alleviate certain environmental impacts, than it may be incorporated into the PEIR as a mitigation measure and/or as a project alternative.
Executive Summary of the Tenth Avenue Marine Terminal (TAMT) Redevelopment Plan

**Liquid Bulk:** Liquid bulk commodities currently handled at the TAMT include petroleum products and fuel for vessels and the airport. The Liquid bulk node and its existing infrastructure are acknowledged by the proposed Redevelopment Plan, but the Plan does not propose any changes to its current location or any infrastructure improvements. Preferred berths would continue to be 10-1/10-2 and 10-3/10-4. The current maximum practical capacity according to the 2008 Business Plan is 220,000 metric tons of liquid bulk cargo. The Redevelopment Plan estimates that the existing infrastructure is capable of handling slightly more than what was identified in the 2008 Business Plan, and updates the maximum practical capacity to 239,017 metric tons for liquid bulk cargo. However, the plan acknowledges that, based on market fluctuations in the price of liquid fuels, it is best practice to maintain a minimum level of fuel in storage. Should the market dictate storing fuel in levels above 70% of capacity, the liquid bulk facility operator has indicated barges would be employed to supplement the operation on a short term basis. As such, no changes to infrastructure or customer base are recommended for the liquid bulk facility. For the purposes of the environmental analysis, the District and Vickerman & Associates have determined that an annual figure of 154,000 MT of Liquid Bulk would be an appropriate estimate for the Plan's 2035 Forecast. This figure is 70% of the 220,000 MT MPC that was identified in the 2008 Business Plan.

**Refrigerated Container:** The Refrigerated container node would include refrigerated and frozen perishable commodities, and other containerized cargo that may or may not need to be refrigerated. It would be located on the northern portion of the terminal and served by Berths 10-3/10-4, and overflow would be handled at Berths 10-1/10-2 and 10-5/10-6, depending on vessel size and operational requirements. According to the 2008 Business Plan, the refrigerated container facility has a maximum practical capacity of approximately 730,000 metric tons. The future boundary between the proposed refrigerated container node and the proposed multi-purpose general cargo node would be imprecise by design. The Redevelopment Plan calls for these two areas of the terminal to be used for the handling of diverse cargos as market conditions and vessel schedules permit. As such, construction of the refrigerated container node and Neo Bulk / Break Bulk / General Container Cargo node would happen simultaneously.

The Redevelopment Plan forecasts substantial growth in the refrigerated container market. With the improvements identified in the Plan, the Plan’s 2035 forecast for the refrigerated container cargo node is 1,790,893 MT. The Plan’s forecast assumes that the terminals current tenant (Dole Fresh Fruit Company) would continue to operate through the year 2035 and that a new customer, specializing in refrigerated container cargo would begin sometime in calendar year 2016. The Plan’s forecast assumes a second refrigerated container carrier’s vessels would have a capacity of 350 forty-foot equivalent units (FEU) in 2016, a 500 FEU capacity in 2021, and a 700 FEU capacity in 2030.

Based on the three potential development concepts identified in the Redevelopment Plan, the District has calculated an average maximum practical capacity of 1,799,893 metric tons for the Refrigerated Container node.

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5 Historically, molasses products were also handled at the TAMT. However, TAMT has not handled molasses for several years and the Redevelopment Plan recommends demolition of the existing molasses tanks.

6 The Redevelopment Plan is not intended to address tenant projects or maintenance at the terminal, as these types of projects have independent utility and do not rely on the adoption of the Redevelopment Plan. However, these types of projects will be included as part of the cumulative analysis in the EIR. Therefore, it should be noted that the Dole Fresh Fruits Company (Dole) has submitted an application to construct an additional 94 refrigerated racks within its leasehold. The project is intended to help Dole accommodate additional cargo volume by increasing its on-site refrigerated storage capabilities. The District has determined that the Dole project will require the issuance of a non-appealable Coastal Development Permit (CDP), as well as a stand-alone environmental document, both of which will be processed independently of the proposed TAMT Redevelopment Plan. The TAMT Redevelopment Plan, and its programmatic environmental analysis, will assume Dole, or another similar type of tenant, will remain a tenant and that its proposed infrastructure improvements will be made to its leasehold to accommodate additional cargo volume. By disclosing these assumptions, the Redevelopment Plan can more accurately forecast market conditions for the refrigerated container node, and the District can more easily comply with the provisions of the California Environmental Quality Act (CEQA).
Container node. The three development concepts affecting the MPC for the Refrigerated Cargo nodes are summarized below:

1. The first MPC development concept assumes that the Neo Bulk / Break Bulk / General Container Cargo node would continue to process large, heavy break-bulk items that are “high” and “wide”. Under this development concept, the Refrigerated Container node would have a MPC of approximately 2,288,000 MT; or
2. Under the second MPC development concept, the Refrigerated Container node would have a MPC of approximately 1,555,840 MT, if the Neo Bulk / Break Bulk / General Container Cargo node processed some break bulk cargo and was supplemented with dry container cargo; or
3. Under the third MPC development concept, the Refrigerated Container node would also have a MPC of approximately 1,555,840 MT, if Roll-on / Roll-off cargo (e.g. automobiles) were processed at the Neo Bulk / Break Bulk / General Container Cargo node.

Both estimates (the 2035 MPC and the Plan’s 2035 Forecast) would require the following infrastructure improvements to be made within this node:

- The demolition of Transit Sheds #1 and #2.
- Constructing two to three 100 foot Gantry Cranes (intended to serve containerized cargo) at Berths 10-3 and 10-4, and the infrastructure required to support those cranes.
- Maintaining Warehouse B (200,000 sq. ft.) as a cold storage facility.

Neo Bulk / Break Bulk with General Container Cargo: The Neo Bulk / Break Bulk / General Container Cargo node includes the broadest range of cargo types including rolling vehicles, bagged and palletized products, and large, heavy break-bulk items that cannot move in standard containers. The Neo Bulk / Break Bulk / General Container Cargo node would be centrally located in the terminal, in the vicinity of portion of what is currently Transit Shed #1, Transit Shed #2, and Warehouse C. This facility could also include an intermodal rail facility, which would be located on the southern portion of the terminal in the area that is currently occupied by the eastern portion of Warehouse C. The Neo-Bulk node would be primarily served by berth 10-5/10-6, with overflow handled at Berths 10-3/10-4. As discussed above, it would share a boundary with the Refrigerated Container node, which would be imprecise by design to allow flexibility for the area of the two nodes. The area is intended to remain open to allow for the handling of diverse cargos as market conditions and vessel schedules permit.

The Redevelopment Plan forecasts moderate growth in Neo Bulk / Break Bulk / General Container cargo. Based in part on gross domestic product projections and market trends, as well as accounting for a broad array of cargo types, the Plan’s 2035 Forecast estimates approximately 114,824 MT of Neo Bulk / Break Bulk / General Container cargo.

Conversely, the District identified an average maximum practical capacity for the Neo Bulk / Break Bulk / General Container Cargo node is 629,650 metric tons, based on the development concepts presented in the Redevelopment Plan. Similar to the Refrigerated Container node, the MPC for the Neo Bulk / Break Bulk / General Container Cargo node varies based on what development concept, or cargo type, is ultimately pursued, assuming the various infrastructure improvements identified in the Redevelopment Plan are realized. The first development concept assessed the capacity of the terminal to continue to process “high” and “wide” break bulk items that cannot move in standard containers. Under this development concept, the MPC of the Neo Bulk / Break Bulk / General Container Cargo node would be approximately 327,700 MT annually. The second development concept assessed the capability of the Neo Bulk / Break Bulk / General Container Cargo node to process some break bulk cargo that would be supplemented with dry containers. Under this development concept, the MPC of the Neo Bulk / Break Bulk / General Container Cargo would be
approximately 977,400 MT annually. Finally, the third development concept assessed the capacity of the Neo Bulk / Break Bulk / General Container Cargo node to process roll-on / roll-off cargo, which could include automobiles. Under this development concept, the MPC of the Neo Bulk / Break Bulk / General Container Cargo node would be 583,850 MT of cargo annually.

Although all three Neo Bulk / Break Bulk / General Container Cargo development concepts would result in a different maximum practical capacity, for planning purposes, all three concepts were assumed to require following infrastructure improvements identified in the Redevelopment Plan:

The Redevelopment Plan identifies three separate development concepts for the Neo Bulk / Break Bulk / General Container Cargo node, all of which would result in different maximum practical throughput capacities. However, for planning purposes, all three development concepts were assumed to require following infrastructure improvements to attain the maximum practical capacities identified in the Redevelopment Plan:

- Installing two to three gantry cranes (intended to serve containerized cargo) at Berths 10-5/10-6, including associated infrastructure to support those cranes.
- Demolition of Warehouse C and Transit Sheds #1 and #2, creating up to 20 acres of open storage space.
- Upgrades to the existing on-dock rail infrastructure
- Installation of additional rail infrastructure to create an on-dock intermodal rail facility in the vicinity of what is currently the eastern portion of Warehouse C
- Various intermodal yard and backland improvements, which could include:
  - Bridge crane.
  - Full wheel container module with gantry cranes.
  - Rubber-tired cranes for load-on and load-off (LO/LO).
  - Straddled carrier (stacked) for intermodal facility.
  - Additional paving of backland area to handle (at least) a 600-per-square-foot (psf) live load.
  - Container handling equipment to handle 100 kipa wheel live load.
  - Generator and accompanying housing structure.
  - Temporary or semi-permanent office space for staff and support personnel.

The maximum practical capacities for the three Neo Bulk / Break-bulk node cargo mix alternatives are summarized in the following tables. Including Roll-on / Roll-off cargo and general dry containers in this mode requires additional operating space such as to limit the MPC of the adjacent refrigerated container node. Limiting operations to only break-bulk cargos in this node increases the MPC of the adjacent refrigerated container node.

<table>
<thead>
<tr>
<th>Development Concept #1: Neo Bulk / Break Bulk / General Container Cargo</th>
<th>Maximum 2035 Maximum Practical Capacity (MPC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refrigerated Container</td>
<td>2,288,000 MT</td>
</tr>
<tr>
<td>Neo Bulk / Break Bulk / General Container Cargo</td>
<td>327,700 MT</td>
</tr>
<tr>
<td><strong>TOTAL OF REFRIGERATED CONTAINER AND NEO-BULK NODE WITH BREAK-BULK:</strong></td>
<td><strong>2,615,7000 MT</strong></td>
</tr>
</tbody>
</table>

Source: San Diego Unified Port District
The following chart shows the maximum practical capacity of the terminal in annual metric tons, based on the nodes as outlined above. An average tonnage is used to represent the neo-bulk and refrigerated container nodes, acknowledging the MPC will be affected by the cargo commodity mix that is ultimately handled in those areas. This average calculation is not a reflection of a potential development concept contained in the Redevelopment Plan, but rather for ease of understanding and quantifying variations in potential cargo tonnage based on changes in cargo mix:

### Development Concept #2: Neo Bulk / Break Bulk / General Container Cargo

<table>
<thead>
<tr>
<th>Node Type</th>
<th>Capacity (MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refrigerated Container</td>
<td>1,555,840</td>
</tr>
<tr>
<td>Neo Bulk / Dry Containers</td>
<td>977,400</td>
</tr>
<tr>
<td>TOTAL OF REFRIGERATED CONTAINER AND NEW-BULK NODE WITH ADDTL CONTAINERS:</td>
<td>2,533,240</td>
</tr>
</tbody>
</table>

Source: San Diego Unified Port District

### Development Concept #3: Neo Bulk / General Cargo with Automobiles, Ro-Ro

<table>
<thead>
<tr>
<th>Node Type</th>
<th>Capacity (MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refrigerated Container</td>
<td>1,555,840</td>
</tr>
<tr>
<td>Neo Bulk Roll-on / Roll-off</td>
<td>583,850</td>
</tr>
<tr>
<td>TOTAL OF REFRIGERATED CONTAINER AND NEO-BULK NODE WITH RO-RO:</td>
<td>2,139,690</td>
</tr>
</tbody>
</table>

Source: San Diego Unified Port District

### SUMMARY OF 2035 MPC Development Concepts AND AVERAGE METRIC TON CALCULATIONS

<table>
<thead>
<tr>
<th>Cargo Node:</th>
<th>Dry Bulk (no variation)</th>
<th>Liquid Bulk (no variation)</th>
<th>Refrigerated Containers</th>
<th>Neo Bulk and Break Bulk (includes Dry Containers &amp; Roll-on / Roll-off)</th>
<th>Total in MTs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Concept #1</td>
<td>2,650,000 MT</td>
<td>239,017 MT</td>
<td>2,288,000 MT</td>
<td>327,700^ MT</td>
<td>5,504,717 MT</td>
</tr>
<tr>
<td>Development Concept #2</td>
<td>2,650,000 MT</td>
<td>239,017 MT</td>
<td>1,555,840 MT</td>
<td>977,400^ MT</td>
<td>5,422,257 MT</td>
</tr>
<tr>
<td>Development Concept #3</td>
<td>2,650,000 MT</td>
<td>239,017 MT</td>
<td>1,555,840 MT</td>
<td>583,850^ MT</td>
<td>5,028,707 MT</td>
</tr>
<tr>
<td>Total</td>
<td>7,950,000 MT</td>
<td>717,051 MT</td>
<td>5,399,680 MT</td>
<td>1,888,950 MT</td>
<td>15,955,681 MT</td>
</tr>
</tbody>
</table>

Divided by # of Concepts: 3

Average (MT) per Node: 2,650,000 | 239,017 | 1,799,893 | 629,650 | 5,318,560

Source: San Diego Unified Port District

^ Development Concept #1 assumes that the Neo Bulk node would continue to specialize in non-containerized break-bulk cargo.
Executive Summary of the Tenth Avenue Marine Terminal (TAMT) Redevelopment Plan

Development Concept #2 assumes that the Neo Bulk node would include dry container cargo.

Development Concept #3 assumes that the Neo Bulk node would pursue roll-on / roll-off cargo, including automobiles and other wheeled vehicles.

The Redevelopment Plan identifies the following key principles and recommendations to be implemented in conjunction with the various optimum development and improvement concepts discussed above.

1. Improvements need to be market-driven. The Redevelopment Plan includes a cursory market forecast to 2035, but these forecasts may need to be updated as the 2035 horizon year approaches and/or as market conditions change. The need for infrastructure improvements can be illustrated and quantified using the \( N = F - C \) formula where forecast minus capacity equals need.

2. Demolition of Transit Sheds # 1 and # 2 is a high priority and will remove notable operational constraints.

3. Improvements should maximize cargo throughput capabilities and efficiencies, be consistent with the District’s Climate Action Plan goals, policies and measures, and provide the District with competitive financial returns on the District’s investments.

4. All District marine-oriented industrial uses, such as TAMT, should be encouraged to modernize to meet the present day expectations and requirements of the maritime industry. All of the development concepts identified in the Redevelopment Plan rely on the Modular Operating Grid System (MOGS), which involves standardized infrastructure improvements and large, open-storage space areas that can accommodate a wide variety of cargo types. The Modular Operating Grid System (MOGS) should be used in the planning, design and construction of improvements.

5. Employ a Central Gate node, in cooperation with TAMT users and tenants, and establish a practical “freight only” gate complex. TAMT should also maintain a secondary access gate for emergency egress situations.

6. When the market will sustain it, TAMT should employ on-dock intermodal operations to maximize freight rail utilization for general cargo container operations and reduce annual truck trips from TAMT.

7. While the District continues its efforts to secure near-term maritime opportunities, it should also anticipate long-term future cargo opportunities for TAMT. Although the actual booking of cargo remains the responsibility of the carriers and customers, the District should continue to monitor long-term market trends and work with carriers and customers to identify mutually beneficial terminal infrastructure improvements based on market conditions.

8. While dredging all berths to 42 feet MLLW may be beneficial, the Plan does not recommend dredging 10-1 and 10-2 due to operational and financial constraints. This may need to be reassessed in future plans.
The maritime industry generates skilled jobs, contributes to a healthy, diverse regional economy and serves a critical role in national defense.

**Port of San Diego is part of a vital, cost-efficient, global shipping network**
- More than 99% of cargo by volume and 64% by value moves by ship around the world.
- The Port ranks in the top third of the nation’s 360 commercial sea and river ports.
- The Port ranks 28th among the 51 U.S. ports that handle containers.
- Nearly 25% of the State of California’s economy can be attributed to international trade, along with more than 500,000 jobs and approximately $7 billion in state and local tax revenues annually.
- The Port ranks as the fourth largest of California’s 11 ports offering complementary services to the state’s largest ports, Los Angeles and Long Beach. The Port processes “breakbulk” cargo that does not fit in standardized metal containers. The cargo is packaged in cartons, on pallets or in bags.
- San Diego offers an excellent climate for handling all types of cargo year-round. Approximately 10 miles from the U.S./Mexico border, San Diego is the first U.S. port for northbound sailings from the west coasts of Mexico, Central, and South America.

**Port of San Diego operates 24/7 for efficient movement of goods, job creation and revenue generation**
- In FY 2013, the Port imported cargo worth $4.8 billion from Asia, Latin America and Europe; exported cargo valued at $78 million.
- For FY 2015, projected maritime revenue is $36.3 million.
- Total economic impact of all business activity within Port of San Diego jurisdiction: 57,000 jobs and nearly $7.5 billion in output (2011; direct, indirect and induced)
Port's Industrial & Maritime economic impact:
- Business activity includes ship repair, cargo processing and manufacturing.
- 11,037 direct jobs, $1.65 billion in direct economic output (2011)
- Total economic impact of more than 21,000 jobs and $3.5 billion in output (2011)

Port's Tourism & Commercial economic impact:
- Business activity includes sportfishing, hotel and restaurant operations.
- 17,768 direct jobs and $2.07 billion in output (2011)
- Total economic impact of more than 36,000 jobs and almost $4 billion in output (2011)

Port of San Diego serves an important role in national defense as one of only 17 commercial “Strategic Ports” in the United States
- The Port was selected for its geographic location, deep-water berths, proximity to highways and rail service, and ability to mobilize within 48 hours for military purposes.
- Between 2007 and 2010, the Port handled 15 major military cargo movements (loading and unloading of equipment and supplies) that generated $93 million of local contracting activity and supported 2,000 jobs.

Port of San Diego’s two deep-water marine cargo terminals provide customized service
- **Tenth Avenue Marine Terminal (TAMT)**
  - TAMT is 96 acres, and is a key import facility for wind turbine products, bananas and other perishables, cement, fertilizer, steel, sand, along with jet, bunker and diesel fuels.
  - Dole, CEMEX and Searles Valley are anchor tenants. More than 185 million bananas pass through TAMT each month.
- **National City Marine Terminal (NCMT)**
  - NCMT is 135 acres, plus space near the terminal is used as a staging area for automobiles and lumber arriving from the Pacific Northwest.
  - Operated by Pasha Automotive Services, it’s the most efficient auto processing facility on the West Coast.
  - In 2013, more than 383,000 automobiles, 1 in 10 imported cars on our nation’s highways, came through the Port.

Business Challenges
- The Port is affected by urbanization and gentrification, which forces shared and incompatible land use.
- The Port experienced impacts of an economic downturn, though cargo tonnage is trending up faster than the West Coast as a whole.

Future Opportunities
- Business from new and emerging markets, including China, India and Latin America
- Export opportunities with local manufacturers
- Growth in green energy sector

Visit portofsandiego.org for more information.
Port of San Diego

Overview

Mission: The San Diego Unified Port District will protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship and public safety.

Governance:
- Established in 1962 by the California State Legislature
- Governed by a seven-member Board of Port Commissioners appointed by each of the member cities

Economic engine:
- Total economic impact of all business activity within Port of San Diego jurisdiction: 57,000 jobs and nearly $7.5 billion in output (2011; direct, indirect and induced)
- Self-sustaining agency; has not collected taxes since 1970
- Nearly 800 business agreements (includes leases and other land-use agreements)

Fiscal Year 2014/2015 Budget:
- Total Fiscal Year 2014/2015 Revenue: $144.6 million. Includes commercial real estate, $87.2 million; maritime, $36.3 million; Harbor Police, $14.6 million; other, $3.8 million; and non-operating revenue, $2.7 million
- 527 employees

Maritime, Cargo and Cruise Leader:
- Ranks 4th largest of the 11 California ports and the largest break-bulk (non-container) port in California (California Association of Port Authorities, 2013-2014)
  - Two cargo terminals: Tenth Avenue Marine Terminal and National City Marine Terminal
  - Two cruise ship terminals: B Street and Broadway
- Portfolio includes:
  - Longterm cargo lease with Dole Fresh Fruit – the largest importer of bananas and the second largest importer of pineapples to North America
  - Home-ported ships for Holland America Line, Celebrity Cruises, Royal Caribbean Cruise Line and Disney Cruise Line
  - Most efficient automobile-handling cargo facility on the West Coast
Commercial Landlord:
- Steward of prime waterfront property
- Oversees and develops a portfolio of world-class commercial real estate, maritime and public uses
- Portfolio includes:
  - The only full-service shipyard on the West Coast – General Dynamics NASSCO – capable of performing major structural repairs or modifications to Navy ships
  - Five of the Top 10 largest hotels in San Diego
  - One of the highest potential development sites on the West Coast: 535 acres of stunning waterfront in Chula Vista
  - Three shipyards and nine boatyards

Environmental Steward:
- Green Port Program sets measurable goals for conservation, waste reduction and pollution prevention for the Port.
- Climate Action Plan creates a road map to reduce greenhouse gas emissions.
- Green Business Network offers tenants opportunities to share best practices.
- Other initiatives: Shipyard sediment cleanup, copper reduction in Bay water, stormwater management, shore power technology, habitat restoration.
- Environmental fund provides for “beyond compliance” projects that exceed regulatory mandates.

Public Access and Recreation Provider:
- 20 public parks
- Fishing piers and boat launches
- Scenic walkways, bike paths, playgrounds, public art portfolio
- 25 marinas, yacht clubs and sportfishing landings (7,626 boat and yacht slips)

Public Safety and Homeland Security Leader:
- Designated as one of 17 commercial U.S. Strategic Ports for military use
- Harbor Police force of 123 sworn employees serves San Diego Bay, San Diego International Airport, and Port tidelands in five Port cities
- State-of-the-art surveillance system monitoring all maritime facilities

Visit portofsandiego.org for more information.