



Workshop Meeting A G E N D A



IMPERIAL BEACH CITY COUNCIL REDEVELOPMENT AGENCY PLANNING COMMISSION PUBLIC FINANCING AUTHORITY

APRIL 21, 2009 – 2:00 P.M.

**Community Room (Behind City Hall)
825 Imperial Beach Boulevard
Imperial Beach, CA 91932**

THE CITY COUNCIL ALSO SITS AS THE CITY OF IMPERIAL BEACH REDEVELOPMENT AGENCY, PLANNING COMMISSION, AND PUBLIC FINANCING AUTHORITY.

The City of Imperial Beach is endeavoring to be in total compliance with the Americans with Disabilities Act (ADA). If you require assistance or auxiliary aids in order to participate at City Council meetings, please contact the City Clerk's Office at (619) 423-8301, as far in advance of the meeting as possible.

CALL TO ORDER BY MAYOR

ROLL CALL BY CITY CLERK

PUBLIC COMMENT - *Each person wishing to address the City Council regarding items not on the posted agenda may do so at this time. In accordance with State law, Council may not take action on an item not scheduled on the agenda. If appropriate, the item will be referred to the City Manager or placed on a future agenda.*

REPORTS

City Manager's Recommendation: Conduct discussion on the following:

- 1. CITIZENS TO REVIEW COST AND REVENUE PROJECTION. (0430-05)**
- 2. PORT OF SAN DIEGO. (0150-70)**

ADJOURNMENT

Copies of this notice were provided on 04-16-09 to the San Diego Union-Tribune, I.B. Eagle & Times, I.B. Sun.

AFFIDAVIT OF POSTING)
STATE OF CALIFORNIA)
CITY OF IMPERIAL BEACH)

I, Jacqueline M. Hald, City Clerk of the City of Imperial Beach, hereby certify that the Agenda for the Workshop Meeting as called by the City Council, Redevelopment Agency, and Public Financing Authority of Imperial Beach was provided and posted on April 16, 2009. Said meeting to be held at 2:00 p.m., April 21, 2009, in the Community Room (behind City Hall), 825 Imperial Beach Boulevard, Imperial Beach, California. Said notice was posted at the entrance to the Community Room and City Council Chambers on April 16, 2009 at 4:00 p.m.

Jacqueline M. Hald, CMC
City Clerk

Any writings or documents provided to a majority of the City Council/RDA/Planning Commission/Public Financing Authority regarding any item on this agenda will be made available for public inspection in the office of the City Clerk located at 825 Imperial Beach Blvd., Imperial Beach, CA 91932 during normal business hours.

Item 1



CITY OF IMPERIAL BEACH

TO: City Council
FROM: Gary Brown, City Manager
SUBJECT: Citizens to review cost and revenue projection
DATE: April 16, 2009

In light of present revenue and cost projections I suggest that City Council consider an ad hoc advisory group consisting of people from Imperial Beach. The goal of the group would be to give Council its best advice by Labor Day on ways to reduce costs and increase revenues including a potential user utility tax (UUT). The group would work with staff to review financial projections and develop recommendations. The downside to this approach is the staff time to work closely with committee, but it's necessary to ensure the financial future of the City.

If Council agrees to the creation of such a group, you could give the City Clerk the names of two or three nominees by the end of April or May 13th in order for the Mayor to review them and make his recommended appointments to Council at your May 6th or May 20th Council meeting.

If Council doesn't wish to create such a committee I'm open to other suggestions on how to address our structural deficit — revenues very unlikely to be sufficient to sustain current services.



CITY OF IMPERIAL BEACH

TO: City Council
FROM: Gary Brown, City Manager
SUBJECT: Workshop with the Port of San Diego
DATE: April 16, 2009

Next Tuesday you'll have the opportunity to converse with Commissioner Bixler and Port staff. I hope the discussion will lead to a consensus on key priorities for our partnership with the Port over the next two to five years and beyond. I've attached the Port's "Compass Strategic Plan" to provide insight about the Port's priorities. (See page 9 for a reference to Pond 20.) In general I believe the Port sees Imperial Beach as a drain on its resources, and I'd like to change this by working with the Port to develop economic engines beneficial to both the City and the Port. We should also note that the Port is not subsidizing the City's budget. Rather, it has decided to contract with Imperial Beach to provide services to Port properties, Tidelands, and adjacent areas. The Port and City should continue this history of cooperation to ensure proper maintenance of Port assets as well as service to the public using those assets.

Before we discuss specific projects, let me suggest two things:

1. We secure agreement with the Port and all Port cities to develop Memoranda of Understanding similar to the one of July 1995, copy attached.
2. Our City's future top priority for partnerships with the Port should be on capital investments that will generate financial returns to both the City and the Port.

Council cannot take formal actions at a workshop, but I'd like your consensus to follow-up on the above by bringing related actions to future Council meetings.

MEMORANDUM OF UNDERSTANDING
BETWEEN THE SAN DIEGO UNIFIED PORT DISTRICT
AND THE CITY OF IMPERIAL BEACH

RECITALS:

- A. The San Diego Unified Port District (Port District) and The City of San Diego entered into a Memorandum of Understanding concerning the expansion of the San Diego Convention Center.
- B. The Port District has agreed to contribute on an annual basis 4.5 Million Dollars for a period of Twenty (20) Years or for the life of the debt obligations created to finance that expansion, whichever is the shorter period.
- C. The Port District has also agreed to reimburse The City of San Diego for certain consultant and associated planning and design contract costs associated with the expansion at a rate not to exceed 4.5 Million Dollars per year, however, the Port District will be reimbursed for those costs either out of proceeds of the proposed sale of bonds or will deduct those costs from the amount the Port District is to contribute as provided in Recital B, above.
- D. At the time the decision was made to contribute the 4.5 Million Dollars in annual payments, the Board of Port Commissioners (Board) recognized and committed to the expenditure of approximately 63 Million Dollars for tidelands capital improvement program projects scheduled to be completed over the next Seven (7) Years (9 Million Dollars per year) and located within the City limits of the Port

District member Cities of National City, Chula Vista, Imperial Beach and Coronado. This Memorandum of Understanding is in furtherance of that commitment to encumber annually 9 Million Dollars for Seven (7) consecutive fiscal year periods for construction of said projects as shown in the San Diego Unified Port District Tidelands Capital Improvement Program adopted by the Board on April 26, 1994.

- E. The Capital Improvement Program Ad Hoc Committee of the Board reported to the Board and recommended adoption of a Tidelands Capital Improvement Program, including setting aside 9 Million Dollars annually for the projects referred to in Recital D, above, and an annual contribution for expansion of the San Diego Convention Center which under no circumstances shall exceed 4.5 Million Dollars annually.
- F. The Board approved the Ad Hoc Committee's report and recommendations on April 26, 1994, and later authorized the Memorandum of Understanding with The City of San Diego dated June 21, 1994, concerning expansion of the San Diego Convention Center.

NOW, THEREFORE, Port District and the City of Imperial Beach (City) agree:

1. The Port District shall annually set aside as restrictive reserves 9 Million Dollars for a period of Seven (7) consecutive Fiscal Years commencing with the Fiscal Year 1995, which begins July 1, 1994, and concludes June 30, 1995. The parties acknowledge that 9 Million Dollars has been so set aside and encumbered for the Fiscal Year 1995.

2. The 9 Million Dollars set aside annually shall be expended for Port District projects to be completed in the Port District members cities of National City, Chula Vista, Imperial Beach and Coronado, as shown in the Tidelands Capital Improvement Program (CIP) adopted by the Board on April 26, 1994, and as may be revised or replaced by any subsequently adopted CIP from time to time, for the Fiscal Years of 1995 through 2001. A summary of the present proposed CIP expenditures is attached hereto as Exhibit A and by this reference made a part hereof.
3. City may in the future, for projects shown in the CIP which are located in the limits of City, request changes to any such projects or their time schedule or may propose a different project than those so shown, and no such change or different project shall affect the level of reserves set aside for CIP projects or the 9 Million Dollar annual set aside for the said Seven (7) Fiscal Years.
4. In the event the Port District determines to change or in any way increase its obligations to The City of San Diego beyond the present 4.5 Million Dollar annual contribution as particularly provided in the Memorandum of Understanding between those parties, including the Port District's present right of reimbursement, the written documents between the Port District and The City of San Diego or any other party, shall expressly

provide that prior to any such obligation or increase in any annual contribution becoming legally effective or due and payable, the Board shall first set aside the annual 9 Million Dollars for the projects as provided for and in accordance with Paragraph 2, above, and then at its absolute discretion determine in accordance with Port District policy and practices the amount, if any, of available funds to pay any such increase and the amount so determined shall be used and shall be payment in full of such increase.

5. Notwithstanding any other provision in this MOU, the 9 Million Dollar annual set-aside may be changed or otherwise expended from time to time if the Board makes a finding that because of an emergency or fiscal crisis there is a need for all or part of these funds to be expended for the repair, operation, maintenance or development of Port District infrastructures critical and paramount to the operation of the Port District.
6. This Memorandum of Understanding is made for the benefit of the Port District and City only and not for the benefit of any third party. There are no other parties to this Memorandum of Understanding, express or

implied, direct, indirect or ostensible. The Port District and City agree and state that it is not their intent to create any third party beneficiaries to this Memorandum of Understanding for any purpose.

DATED: July 19TH, 1995.

JOSEPH D. PATELLO
PORT ATTORNEY

Patello

CITY ATTORNEY

By *[Signature]*

SAN DIEGO UNIFIED PORT DISTRICT

By *[Signature]*
~~ASSISTANT~~ Port Director

THE CITY OF IMPERIAL BEACH

By *[Signature]* City Manger

SUMMARY OF TIDELANDS CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

FISCAL YEARS 1995 THROUGH 2004

(Fiscal Year 1995 Begins July 1, 1994)

Estimates in 1994 Dollars (000)

	To Date	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	10-Yr. Total	Offset	Future	Total
CHULA VISTA	160	1,300	2,960	1,220	3,030	5,770	0	0	0	0	0	14,280			14,440
CORONADO	10	370	1,010	1,030	0	515	0	0	0	0	0	2,925			2,935
IMPERIAL BEACH	478	2,790	4,000	450	570	1,770	1,460	450	0	0	0	11,490			11,968
NATIONAL CITY	6,050	1,230	5,800	3,860	7,600	2,780	5,400	1,895	4,800	0	0	33,365	3,000		42,415
SAN DIEGO	1,160	6,134	7,434	10,644	6,944	11,424	14,744	9,764	3,164	4,234	1,194	75,680	8,000	46,000	130,840
TOTAL:	7,858	11,824	21,204	17,204	18,144	22,259	21,604	12,109	7,964	4,234	1,194	137,740	11,000	46,000	202,598

EXHIBIT A

TIDELANDS CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 1995 THROUGH 2004

(Fiscal Year 1995 Begins July 1, 1994)

MEMBER CITY: CHULA VISTA

Estimates in 1994 Dollars (000)

Proj. #	Description	To Date	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	10-Yr. Total	Offset	Future	Total
CV1003GC	Nautical Activity Center	160	300	2,540	1,020								3,860			4,020
CV1006GC	Nature Interpretive Center Seawater System			250									250			250
CV1201GC	Realign Access Channel, Chula Vista			170	200	3,030							3,400			3,400
CV1010GC	Marina Parkway Realignment @ G Street						770						770			770
CV1005GC	Chula Vista City Property Acquisition		1,000				5,000						6,000			6,000
	CHULA VISTA TOTAL	160	1,300	2,960	1,220	3,030	5,770	0	0	0	0	0	14,280	0	0	14,440

Projects requested by others within District Tidelands are shown in **BOLD** type.
 Projects requested by others located outside Tidelands are shown in **BOLD** type and underlined.

EXHIBIT A

TIDELANDS CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 1995 THROUGH 2004

(Fiscal Year 1995 Begins July 1, 1994)

MEMBER CITY: CORONADO

Estimates in 1994 Dollars (000)

Proj. #	Description	To Date	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	10-Yr. Total	Offset	Future	Total
													250			260
CO1275GC	Coronado Ferry Landing Float	10	250										250			260
CO1240GC	<u>Glorietta Bay Linear Park</u>		120	1,010	1,030								2,160			2,160
CO1015GC	Riprap Shoreline, East Island, Near Coronado Cays						515						515			515
	CORONADO TOTAL	10	370	1,010	1,030	0	515	0	0	0	0	0	2,925	0	0	2,935

Coronado requested projects located outside Tidelands are shown in **BOLD** type and underlined.

EXHIBIT A

TIDELANDS CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 1995 THROUGH 2004

(Fiscal Year 1995 Begins July 1, 1994)

MEMBER CITY: IMPERIAL BEACH

Estimates in 1994 Dollars (000)

Proj. #	Description	To Date	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	10-Yr. Total	Offset	Future	Total
													765			865
IB1220GC	<u>Expand/Develop Dunes Park</u>	100	765										765			865
IB1023GC	<u>Street-ends - Palm Ave. & Imperial Beach Blvd. only</u>		500	500									1,000			1,000
IB1021GC	<u>Pier Plaza - Comfort Facilities</u>		275										275			275
IB1019GC	<u>Beach Parking Facility</u>	378	1,250	3,000									4,250			4,628
IB1231GC	<u>Street Ends - Eleven Locations</u>				450	450	450	450	450				2,250			2,250
IB1221GC	<u>Construct Pier Saddle Platforms</u>					120	1,320	1,010					2,450			2,450
IB1227GC	<u>Develop Green Belt Around South Part of San Diego Bay</u>			500									500			500
	IMPERIAL BEACH TOTAL	478	2,790	4,000	450	570	1,770	1,460	450	0	0	0	11,490	0	0	11,968

Projects requested by others located within District Tidelands are shown in **BOLD** type. Projects requested by others located outside Tidelands are shown in **BOLD** type and underlined.

EXHIBIT A

TIDELANDS CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 1995 THROUGH 2004

(Fiscal Year 1995 Begins July 1, 1994)

MEMBER CITY: NATIONAL CITY

Estimates in 1994 Dollars (000)

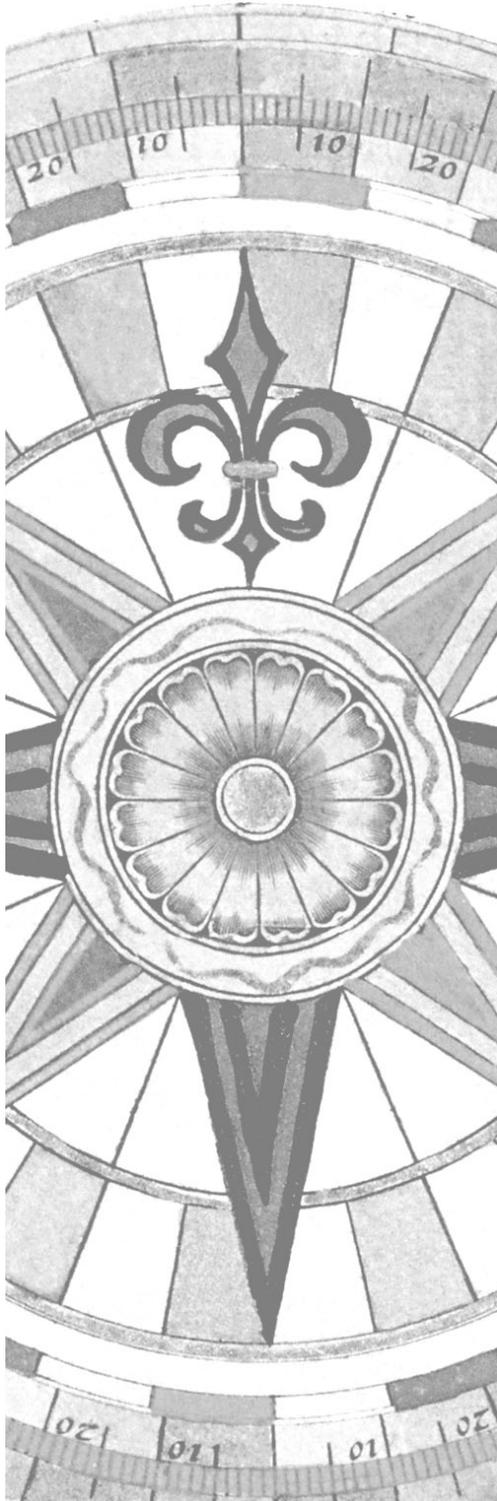
Proj. #	Description	To Data	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	10-Yr. Total	Offset	Future	Total
NC1026GC	<u>National City Marina Development</u>	6,000	100	500	2,660								3,260	3,000		12,260
NC1184MC	Extend Wharf, West Face, National City Marine Terminal	50	500	4,300	300	5,100	400	4,300	400	4,300			19,600			19,650
NC1217GC	<u>19th Street Improvements</u>		430										430			430
NC1214GC	<u>Harrison Avenue Extension</u>		200	1,000	900	1,650	1,830						5,580			5,580
NC1027GC	<u>Harbor Drive Connection (Harbor Dr. & Tidelands Ave.)</u>					850	550	1,100	1,020				3,520			3,520
NC1034MC	Security System for National City Marine Terminal								445				445			445
NC1216GC	<u>Tidelands Avenue Surface Improvements</u>								30	500			530			530
	NATIONAL CITY TOTAL	6,050	1,230	5,800	3,860	7,600	2,780	5,400	1,895	4,800	0	0	33,365	3,000	0	42,415

Projects requested by others located within District Tidelands are shown in **BOLD** type. Projects requested by others located outside District Tidelands are shown in **BOLD** type and underlined.

EXHIBIT A



Unified Port
of San Diego



PORT OF SAN DIEGO

Charting Our Future...

COMPASS STRATEGIC PLAN

Fiscal Years 2007 – 2011

- cruise and cargo
- real estate management
- public access
- tourism
- environmental stewardship
- recreational opportunities
- public safety and security
- economic development

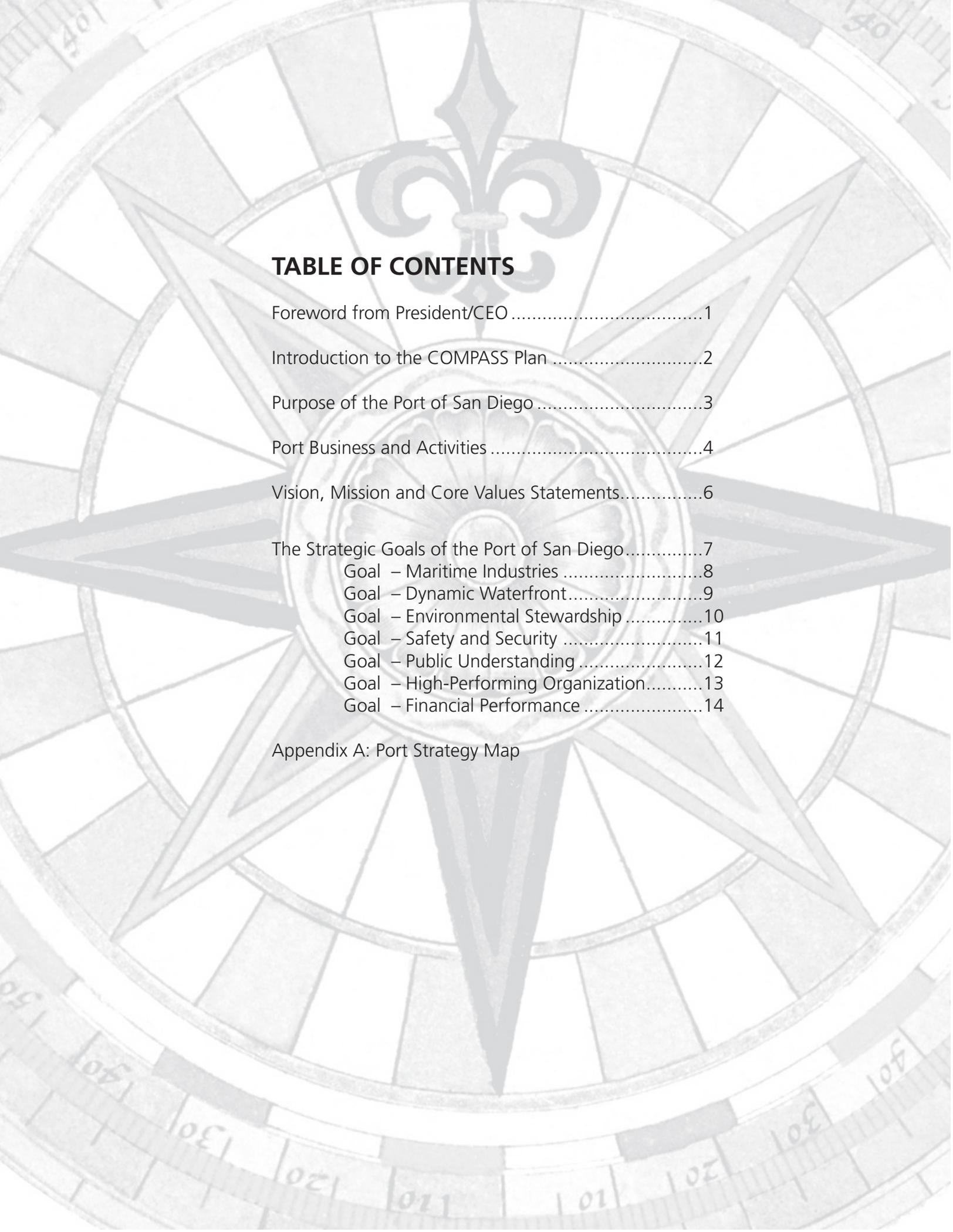


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Foreword from President/CEO



The San Diego Unified Port District was formed to protect the tidelands trust resources through a regional perspective. We manage approximately 2,500 acres of land and 3,400 acres of water across five member cities and leverage these resources. This is done through participating in revenue-earning lines of business, as well as operating diverse programs that allow us to be successful in carrying out the Port's unique role in the region. We focus on activities in Maritime, Real Estate, Environmental, Public Safety and Community Services programs.

At the Port, we strive to continually improve our organization and our performance to provide better value for San Diegans and visitors through our commitment to excellence. The COMPASS Strategic Plan, created with input from employees and stakeholders, will serve as an overarching guide for the actions of the Port. It is a roadmap for the organization that will direct our priorities and decision making so we can achieve our long-term vision for the future.

The COMPASS Strategic Plan 2007 - 2011 for the Port of San Diego provides direction to align the Port's diverse businesses through our common vision: 'To Foster a World Class Port through Excellence in Public Service.' The plan begins with the high-level strategic elements that guide the Port as a whole and then outlines more specific elements concerning departments and/or teams within the organization. The Port's vision, mission and value statements describe how we want the Port of San Diego to be known by all stakeholders. Our goals and objectives are those strategies that we will undertake over the next five years that will help achieve our vision. An annual update for the COMPASS plan will be conducted and annual departmental-level plans and actions are developed to ensure continuous progress toward our strategic goals.

We thank our partners and stakeholders for their continued support toward achieving our goals. We are especially grateful to the Board of Port Commissioners for its unwavering sponsorship of COMPASS and to the management team and staff for their ongoing drive and contributions. We invite input from our stakeholders regarding this plan and our operations in general. Please contact the Port at 619-725-6029 if you have comments or concerns.

A handwritten signature in black ink that reads "Bruce Hollingsworth". The signature is written in a cursive, flowing style.

Bruce Hollingsworth
President/CEO

Introduction to the Plan

This document outlines the Port's values, vision, mission, goals, objectives and action items. The action items are listed for the first two years of the planning term, not the five years of the plan, and may be revised as events warrant. At a minimum, strategic action items will be revisited on an annual basis and, once identified, these action items will be prioritized and scheduled to create an overall implementation plan.

Our strategic plan will be reviewed annually to assess the current environment and to address new opportunities and challenges on the horizon. The Port utilizes a Balanced Scorecard measurement tool to monitor performance of our strategy quarterly in order to update measurements and actions as necessary. Please see Appendix A for the Port's strategy map, which displays how our objectives work together to achieve our strategic plan. This table defines the key elements of the COMPASS Strategic Plan.

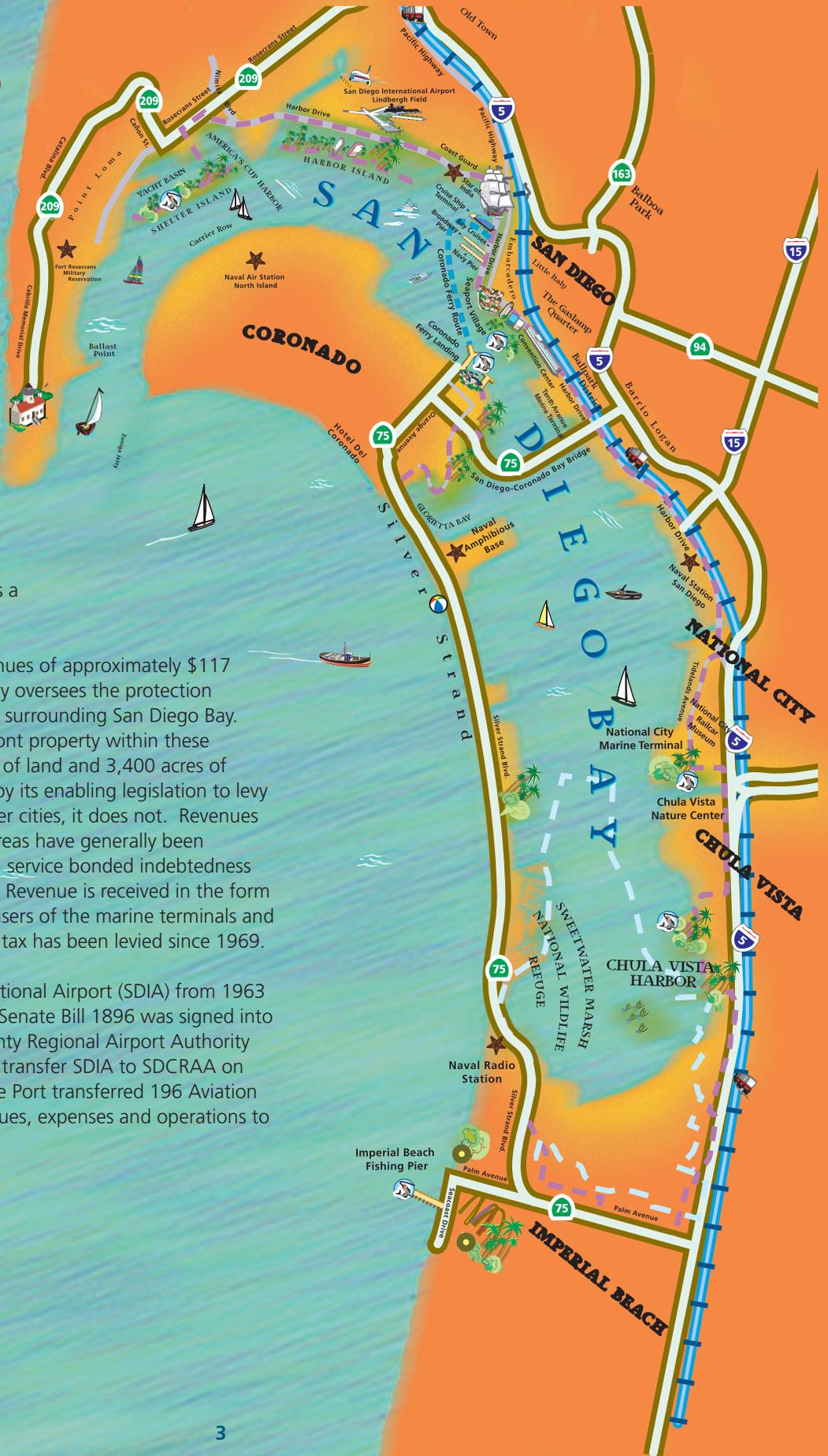
Element	Definition	Primary Applicability
Values	The principles we hold each other to	Entire Organization
Vision	Where the Port wants to be in the future	Entire Organization
Mission	Why the Port exists	Entire Organization
Strategic Goal	Port-wide effort that helps achieve our vision	Entire Organization
Objective	What the Port needs to accomplish to achieve its goals	Departments
Action Items	The specific tasks that support the achievement of the objectives, and ultimately the goal	Departments or Project Teams

Purpose of the Port of San Diego

The San Diego Unified Port District (Port) is a public benefit corporation that was established in 1962 by an act of the California state legislature and ratified by the voters of the five member cities of the Port. The Port's five member cities are San Diego, Chula Vista, Coronado, Imperial Beach and National City. The legislation and subsequent amendments conveyed certain tide and submerged lands within San Diego Bay and the oceanfront within the City of Imperial Beach to a Port administration to further the development of commerce, navigation, fisheries and recreation on behalf of the state of California. The lands are conveyed to the Port as a trustee of the state.

With some 600 employees and revenues of approximately \$117 million in fiscal year 2005, the agency oversees the protection and development of public tidelands surrounding San Diego Bay. The Port's jurisdiction covers waterfront property within these cities and approximately 2,500 acres of land and 3,400 acres of water. While the Port is authorized by its enabling legislation to levy property taxes within the five member cities, it does not. Revenues from the Port's income-generating areas have generally been sufficient to support Port operations, service bonded indebtedness and allow for capital improvements. Revenue is received in the form of rent from tenants and fees from users of the marine terminals and real estate assets. Consequently, no tax has been levied since 1969.

The Port operated San Diego International Airport (SDIA) from 1963 through 2002. In September 2002, Senate Bill 1896 was signed into law, establishing the San Diego County Regional Airport Authority (SDCRAA). This required the Port to transfer SDIA to SDCRAA on January 1, 2003. Consequently, the Port transferred 196 Aviation Division personnel and Airport revenues, expenses and operations to SDCRAA.



Port Businesses and Activities:

Maritime – The Maritime Division oversees the operations of two marine cargo facilities: Tenth Avenue Marine Terminal (TAMT) in San Diego and National City Marine Terminal (NCMT) in National City. A variety of cargoes are imported and exported at these terminals, including automobiles, frozen and refrigerated goods, lumber, fertilizer, cement, newsprint and soda ash. In the fall of 2002, a new facility at the TAMT was completed for the refrigerated container operations of the Dole Fresh Fruit Company.

The Maritime Division also operates the Cruise Ship Terminal in downtown San Diego, which receives over 180 cruise ships calls each year. Three cruise lines call San Diego their seasonal homeport including Holland America, Carnival and Celebrity Cruises. The Port is currently negotiating the development of a new cruise ship terminal to meet the needs of our growing cruise industry.



Real Estate – Most businesses along San Diego Bay, excluding those located on federal or county-owned property, are tenants of the Port. Port tenants are engaged in a variety of endeavors including manufacturing, maritime commerce, retail trade, boat charters, marina services, bay cruises, sport and commercial fishing, yacht sales, lodging, restaurants and many other industrial and commercial activities. The Real Estate and Maritime Divisions market, lease and administer the Port's real estate assets, serving approximately 600 tenants and subtenants throughout the tidelands.



Environmental – The Environmental Services Department is responsible for a number of significant environmental initiatives dedicated to enhancing the environmental quality of San Diego Bay. These include stormwater and natural resources management, a "State-of-the-Bay" program, resource conservation and environmental education. San Diego Bay is home to seven endangered species, including the Least Tern and the Eastern Pacific Green Sea Turtle. To accomplish the protection of the Bay and these species, the Environmental Services department works to eliminate ongoing sources of contamination, remediate historic problems and enhance natural resources.

Port Businesses and Activities (continued)



Community Services – The Port maintains 16 public parks, 10 miles of scenic bike and walking paths, six fishing piers, 10 playgrounds, six public boat docks, four boat launch ramps, seven public beaches and a wide variety of public art throughout the tidelands. The Port also provides sponsorship funding for numerous community events held in and around the San Diego Bay tidelands throughout the year, such as the Holiday Bowl Big Bay Balloon Parade.



A Port's Harbor Police Department (HPD) provides public safety, policing and firefighting services for the tidelands. HPD vehicle patrols monitor activity on land around San Diego Bay. Vessel patrols monitor all activity within San Diego Bay and act as the marine firefighting presence on the water. The Harbor Police also continues to provide security for San Diego International Airport.

HPD utilizes several specialized teams within the department to provide the best in law enforcement capabilities. The K-9 team, dive team, investigations unit and traffic team allow the Harbor Police to safely and efficiently perform law enforcement duties for the Port. The

Port has joined the regional homeland security network to implement a comprehensive security plan, working with the Coast Guard, Navy and other state and local agencies to ensure Port and seaport security.

Other Port Departments – Several other internal operating programs support these activities and the Port's strategic goals including:

- Executive & Commission
- Financial Services & Treasury Office
- Engineering
- Land Use and Planning
- Procurement
- Maintenance (General Services)
- Information Technology
- Human Resources
- Corporate Services / District Clerk
- Strategic Management
- Marketing
- Communications

Board of Port Commissioners – The Port is governed by a seven-member Board of Port Commissioners; one commissioner each is appointed by the city councils of Chula Vista, Coronado, Imperial Beach and National City, and three commissioners are appointed by the San Diego City Council. The Board establishes policies under which the Port's staff, supervised by the President/CEO, conducts its daily operations.

Vision, Mission and Core Values Statements

Our Vision:

“To Foster a World Class Port through Excellence in Public Service.”

Our Mission:

“While protecting the Tidelands Trust resources, the Port will balance economic benefits, community services, environmental stewardship, and public safety on behalf of the citizens of California.”

Our Core Values are...



Courage

Courage is demonstrated by setting aside fears and standing by personal principles; facing challenges with fortitude; taking intellectual risks; extending beyond personal comfort zones to achieve goals; persevering in the face of adversity; and taking responsibility for actions.

Diversity

Diversity is demonstrated by respecting and appreciating the differences of individuals, and acting inclusively without prejudice or bias. It promotes a diverse workforce and encourages the widest range of ideas and perspectives.



Fairness

Fairness is demonstrated by behaving in an objective and consistent manner. Fairness is listening to and respecting the opinions, values and interests of others.

Fun

Fun is demonstrated by creating an environment where employees can enjoy spontaneity, levity and productivity. Fun is celebrating successes and accomplishments with your colleagues.



Integrity

Integrity is demonstrated by consistently honoring agreements and acting truthfully, honestly and ethically. It is the commitment to our set of shared core values applied equally to all.

Teamwork

Teamwork is demonstrated by promoting and practicing collective cooperation. It involves open communication, respect, trust and the commitment to common goals. An effective team shares the workload, credit and consequences of its actions.

The Strategic Goals of the Port of San Diego



The Port has identified several strategic goals that reach beyond a single department and may require Port-wide actions and efforts for success. Work on these goals is expected to expand beyond 2011. These goals reflect our core values, support our mission and help us realize our vision:

- Promote the Port's maritime industries to stimulate regional economic vitality.
- Enhance and sustain a dynamic and diverse waterfront.
- Protect and improve the environmental conditions of San Diego Bay and the Tidelands.
- Ensure a safe and secure environment for people, property and cargo.
- Develop and maintain a high level of public understanding that builds confidence and trust in the Port.
- Develop a high-performing organization through alignment of people, process and systems.
- Strengthen the Port's financial performance.



STRATEGIC GOAL:

Promote the Port's maritime industries to stimulate regional economic vitality.



The Port serves domestic and foreign importers, exporters and consumers by enhancing San Diego's role as a cost-competitive gateway for bulk cargo and automobiles and by improving the Port's niche as a regional container and general cargo port. Port lands also support water-dependent industries such as ship repair and ship building. Providing appropriate resources, land and infrastructure to support maritime industries and marine terminal operations is vital to the economic stability of the region. The Port serves as a catalyst for economic growth by growing and expanding its cruise industry market capacity to benefit the San Diego region.

Objective 1: Enhance the regional movement of goods.

Action Items:

- Participate and monitor progress of SANDAG and federally funded studies for improved access to the Tenth Avenue Marine Terminal and National City Marine Terminal.
- Identify and make recommendations on the maintenance or replacement of critical maritime infrastructure.

Objective 2: Pursue new business opportunities in the cargo, container and automobile shipping markets.

Action Items:

- Update the Maritime Master Plan, including a capacity analysis, coordination with federal agencies to enhance the port's marine terminal and coordination with National City on a Tidelands land use plan.
- As part of updating the Maritime Master Plan, develop a new marketing plan for the maritime cargo terminals.

Objective 3: Increase the capacity and volume of cruise ship business.

Action Items:

- Complete interim cruise ship terminal and infrastructure improvements at the B Street and Broadway piers.
- Implement and monitor the construction of a new cruise ship terminal and ensure continuity of current operations during construction.

Objective 4: Preserve and enhance industrial uses and activities.

Action Items:

- Monitor and update the plan to address gentrification issues which impact Port industrial operations.
- Identify and potentially acquire additional properties for maritime use and/or buffer zones.

STRATEGIC GOAL:

Enhance and sustain a dynamic and diverse waterfront.



The Port is committed to providing industrial, commercial and recreational uses of San Diego Bay and the Tidelands that blend a working waterfront with activities that encourage the public's enjoyment of the waterfront. The Port's mission calls for balance between regional economic benefits with community services, environmental stewardship and public safety by encouraging the development and maintenance of a waterfront that attracts visitors, residents and businesses alike.

Objective 1: Develop and maintain Port infrastructure to support businesses and economic activities.

Action Items:

- Determine highest and best use for Navy Pier.
- Implement Infrastructure Management Methodology program and related maintenance projects.
- Enhance Americans with Disabilities Act accessibility to public Port areas.
- Complete North Harbor Drive vacation and initiate construction of necessary road improvements.

Objective 2: Facilitate new development and redevelopment opportunities.

Action Items:

- Implement Phase 1 of the Chula Vista Bayfront Master Plan.
- Implement Historic Waterfront and redevelopment of the old police station site.
- Monitor construction and hold ribbon-cutting ceremony for the new Hilton Convention Center Hotel.
- **Develop plan for the use and/or sale of Pond 20 in Imperial Beach.**
- Implement Phase 1 of North Embarcadero Visionary Plan.
- Identify a replacement location for Southbay Boatyard.
- Implement America's Cup Harbor projects for redevelopment of Shelter Island entrance.
- Negotiate option for replacement of Southbay Power Plant.
- Negotiate and implement the option agreement(s) and monitor milestones on Lane Field development project, inclusive of the construction of a new Cruise Ship Terminal on B Street pier.
- Review, approve and facilitate tenant redevelopment plans for Harbor Island.
- Implement the option agreement and monitor milestones for the Spinnaker Hotel.
- Evaluate and develop a plan for the best use of Pacific Highway complex.

Objective 3: Attract residents and visitors through opportunities for public recreation, enjoyment of and access to the Tidelands.

Action Items:

- Coordinate with National City for the construction of an aquatic center at Pepper Park.
- Monitor construction of the new marina in National City.
- Coordinate with the City of Coronado for the completion of the Yacht Club promenade.
- Develop a plan and initiate the entitlement process for a permanent concert venue on the waterfront.
- Explore financing for installation of way-finding and identification signage for Port public areas, including monument signs and landmark signs.

STRATEGIC GOAL: ***Protect and improve the environmental conditions of San Diego Bay and the Tidelands.***

The Port seeks to protect natural resources, reduce health risk and improve the environment. We do this by reducing ongoing contamination of air, water and soil; enhancing bird, fish and invertebrate populations through the expansion of habitat; facilitating the mitigation of contaminated soil and sediments; conserving resources; and increasing public, tenant and employee awareness.



Objective 1: Increase the involvement of Port staff and the public in the protection of San Diego Bay and its natural resources.

Action Items:

- Identify best educational methods to achieve environmental improvements.
- Develop model, environmentally sensitive practices that can be adopted by all Port staff.

Objective 2: Proactively provide innovative management and control programs to address specific environmental issues.

Action Items:

- Evaluate risks to the Port from sediment contamination and develop options for mitigating those risks.
- Develop and implement a maritime air emissions management program.
- Develop a permanent mechanism to coordinate the Port, Navy, Regional Water Quality Control Board and stakeholder issues (natural resources, water, sediment) on San Diego Bay.
- Continue implementation of a strategy to gain support for an approach to the management of copper in boat hull paints, to be applied uniformly throughout California.
- Apply the Leadership in Energy and Environmental Design (LEED) Certification to all development and redevelopment projects, both Port and tenant, through the implementation of the Board's LEED Policy.



STRATEGIC GOAL:

Ensure a safe and secure environment for people, property and cargo.



The Port provides a safe and secure environment in which the quality of life and commerce flourish side by side. We will accomplish this by building relationships and effectively using our resources to ensure the success of initiatives to address public safety and all hazards (natural and man-made disasters, terrorism and accidents). We will plan for and implement security enhancements to ensure the safe, efficient and effective movement of people, passengers and cargo. And we will also facilitate appropriate information exchange among the entities providing such security efforts.



Objective 1: Reinforce a coordinated security and public safety program for all Port operations, assets and information exchange.

Action Items:

- Continue development of a new Harbor Police facility that meets “Essential Services Facility” requirements.
- Identify, utilize and improve public safety measures and equipment.
- Develop safety and security education programs in partnership with the public, tenants and employees.



Objective 2: Collaborate with regional stakeholders to provide an integrated, regional approach to security issues.

Action Items:

- Develop, in collaboration with regional stakeholders, an all-hazards regional Public Safety and Security Master Plan.
- Identify and implement leading-edge technology to enhance interoperability and integrated regional approach.
- Enhance Homeland Security expertise and knowledge base.

STRATEGIC GOAL:

Develop and maintain a high level of public understanding that builds confidence and trust in the Port.



As a regional government agency, it is the Port's responsibility to both understand and then seek to meet the needs of stakeholders by providing excellent service. The Port is also part of the evolution of civic life around the bay, and we care about the quality of life within Port communities. The Port will continue to promote clear and visible communications about the Port's mission, activities and value to the community.



Objective 1: Deliver customer-focused services in an effective, timely and courteous manner.

Action Items:

- Develop action and communication plans to address issues and opportunities identified during customer surveys and stakeholder communications.
- Identify, review and develop standards for Port customer service processes.



Objective 2: Create and sustain positive relationships with stakeholders and the community at large.

Action Items:

- Determine the need for new community groups while maintaining existing community groups.
- Develop a program for routine informational briefings and roundtables for the media.
- Develop an internal communications tracking process and reporting system to improve responsiveness to the public and media.



Objective 3: Participate visibly and collaboratively with communities in the region.

Action Item:

- Develop a systematic approach to supporting local communities charities and events.

STRATEGIC GOAL:

Develop a high-performing organization through alignment of people, process and systems.



Port employees are the organization's most valuable resources. For the Port to remain successful and continuously essential to the region, employees must thrive and develop in a positive, constructive and team-based environment. The organization's business systems need to support the work of the employees and must continually be evaluated and improved to achieve a common vision and demonstrate organizational effectiveness.

Objective 1: Recruit, develop and retain a highly-skilled, diverse workforce.

Action Item:

- Update the Port's corporate Human Resource related philosophies to align Human Resource business processes to the Strategic Plan.

Objective 2: Encourage an organizational culture of learning and growth.

Action Items:

- Conduct a new cultural survey and prepare updated department-level action plans based on the results.
- Update the Port-wide training program to align with and be prioritized to the Strategic Plan.

Objective 3: Continuously evaluate and improve business systems and processes.

Action Items:

- Identify current usage and develop guidelines to maximize usage of current software.
- Identify and prioritize key Port-wide processes for process improvement.
- Review feedback from California Award for Performance Excellence application and develop strategy for responding to feedback.
- Develop a integrated GIS strategy for the Port.
- Research and determine strategy for future upgrade of SAP system.

Objective 4: Retain the intellectual assets and corporate knowledge of the Port.

Action Item:

- Identify mission-critical positions and develop a strategy to retain or acquire needed knowledge and competencies.

STRATEGIC GOAL:
Strengthen the Port's financial performance.



The Port is committed to providing sustainable growth of cash flows available for regional investment. These actions include recommending financial strategies that increase and diversify our revenue base, control costs and provide for the optimal use of the assets entrusted to the Port.



Objective 1: Maintain the Port's financial stability.

Action Items:

- Develop and begin a phased implementation of a comprehensive, enterprise-wide risk management program.
- Develop and implement a rolling five-year financial plan that identifies net cash flows.
- Develop and maintain financial management plans addressing four strategic planning scenarios.
- Annually update, communicate and provide training for the recovery component of the Emergency Response and Business Continuity Plan.
- Develop program to expedite tenant redevelopment plans.

Objective 2: Diversify the Port's revenue base.

Action Item:

- Continually analyze opportunities and develop programs for increasing and diversifying the Port's revenue base.

Objective 3: Effectively control costs.

Action Item:

- Continue to identify and implement cost saving measures and strategies.

APPENDIX A: PORT STRATEGY MAP



STRATEGY MAP

Fiscal Year 2007 - 2011

Vision:
To Foster a World Class Port through Excellence in Public Service.

