



**Proceedings of the
10th CITT State of the Trade and Transportation
Industry
Town Hall Meeting**

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2009 Town Hall Proceedings

Summary of Introductory Comments and the 10th Annual Town Hall Video

Marianne Venieris, Executive Director of the Center for International Trade and Transportation (CITT) at California State University, Long Beach (CSULB), and METRANS Deputy Director, welcomed all participants to the 10th Annual State of the Trade and Transportation Town Hall Meeting. She recognized CITT's Global Logistics Specialist (GLS) and Masters students as well as the members of the San Diego World Trade Center Association. Ms. Venieris took the opportunity to ask the audience about their participation in previous Town Hall Meetings, which started in 1999.

Ms. Venieris noted that selecting the themes of previous Town Hall Meetings was often a difficult task; however choosing a theme for the 10th Town Hall Meeting did not take much time. CITT's Policy and Steering Committee was in general agreement. Ms. Venieris stated that the 10th Town Hall Meeting will discuss jobs, cargo and, competition in the decade ahead in the midst of the global economic recession.

CSULB President F. King Alexander welcomed the participants on behalf of the 38,000 faculty, staff members and students at the university. He conveyed CSULB's commitment to address port issues during these hard economic times.

Ms. Venieris thanked the Town Hall sponsors for their financial contributions which made this event possible. She then reminded the audience that the meeting will be webcast and can be viewed and downloaded via the METRANS website. She also reminded them to fill out an evaluation form for feedback.

Genevieve Giuliano, Senior Associate Dean of Research and Technology, School of Policy, Planning and Development at the University of Southern California (USC) and the Director of the METRANS Transportation Center, welcomed all participants to the last Town Hall Meeting in its current format. She stated that the event is bittersweet; there are many things to celebrate, such as providing a platform for trade stakeholders to come together, discuss controversial issues, and find solutions. Dr. Giuliano then paid tribute to Richard Hollingsworth, one of the Town Hall creators and former moderator, who passed away in 2008. She added that his legacy will live on through a scholarship fund that was established in his honor.

Dr. Giuliano said that this event will be the last in this format. She noted that the organizers were able to reach their goals by bringing together all the trade stakeholders including labor, ports, terminal operators and others in the international trade supply chain to discuss the issues that face them. She commented that CITT and METRANS will organize more town hall type of meetings but in different formats. She recognized Dr. Domenick Miretti's efforts in making the Town Hall Meetings possible. Dr. Miretti is longshore liaison to the Ports of Los Angeles and Long Beach and member of the CITT Policy and Steering Committee. Dr. Giuliano then introduced Paul Bingham, Managing Director at IHS Global Insight, to provide some perspective on international trade and the current economy.

Mr. Bingham's presentation focused on the outlook for international trade and its effects on the U.S. and Southern California economies. He started with a graph showing the weakening trend in LA/Long Beach import volumes since late 2007. The real cause of this trend is the feeble international economy. The story began in the U.S. with the sub-prime real estate market, the credit markets, the financial markets, the housing market and the fallout from a crisis in the auto industry that spread all over the world.. He then explained why port activities occur. He said that cargo movement is purely derived from demand. He added that freight demand underlies port business.

Mr. Bingham noted that ports have benefited from an integrated and globalized world in the last 50 years, in the last 10 years in particular. Globalization has allowed businesses to lower the cost of production and increase productivity, which in turn permitted consumers around the world to buy products at cheaper prices. He commented that globalization has contributed to the opening of markets for U.S. exporters. On the negative side of globalization; it has made the inherently-linked world economy very vulnerable.

Mr. Bingham presented a graph representing the growth history and prediction of future growth from 1980 to 2035 and emphasized the importance of trade in the world economy. He said that growth in trade has exceeded the growth of the underlying economy indicating a greater percentage of economic activity tied to international trade. However, the recent recession has lowered commodity prices for products like crude oil, steel, and grains. In addition, there has been a decrease in demand that has slowed growth of international trade. He believes that the business cycle will drive up the demand for international trade again, but at a slower pace.

Mr. Bingham then spoke about the characteristics of the world economy. He drew a comparison between the recent economic crisis, which he called "the Great Recession," and "the Great Depression" of the 1930s. In the current recession, the U.S., Japan, and European economies are experiencing an unprecedented downturn. In addition, growth in emerging economies like China has slowed down dramatically. Despite all this, he suggested that it is unlikely that the world will experience a great depression or Japan-style "lost decade." He explained that huge fiscal and monetary governmental stimulation will help to spark recovery. His company's baseline forecast for the economy is that the U.S. and the world will be in a deep recession in 2009; but we will see some modest recovery in 2010 and a broader rebound in 2011.

Mr. Bingham followed this with numbers about the U.S. economy in the "Great Recession." It has been the worst economic crisis since the 1930s; over 7 million people lost their jobs and the unemployment rate reached 10%. Consumers, businesses, state and local governments all cut spending as a result of a loss in revenue. The answer to this economic trouble is pumping federal money across many sectors. He predicts that the U.S. economy, measured by GDP from the 2001 recession to 2011, will see an uptick by the end of 2009; however, employment will take longer to recover. IHS Global Insight forecasts that the U.S. economy will shrink by 3.7% in 2009 and will only grow 1.4% in 2010. Global Insight also predicts U.S. exports to fall by 14.7% this year and to continue declining in 2010 as well. Imports will pick up this year, but they will first decline by 14.8% and will only modestly grow in 2010. Seaborne trade tonnage will also fall in 2009 and will recover by 2010. Total world container volumes will drop in 2009, which will have negative implications on many sectors, especially at the ports.

Mr. Bingham concluded with short-term and long-term implications for the port community. In the short-run, port customers are operating in survival mode, under pressure from their own customers to minimize costs. But in the long-term, there will be rebounding and increasing trade that will surpass the record peak season of 2006. In the San Pedro Bay ports, the pace of growth will be affected by the total delivered costs for the cargo. This includes total ports costs as well as the cost of the rail and truck portions of inland shipments. He said that half of the cargo coming to the ports could be shifted to other gateways. Mr. Bingham ended his presentation by recommending that policy-making should take into account environmental, energy, infrastructure, and labor conditions at the ports to keep jobs here for the long run.

The Video

The Town Hall video is a production of the CSULB College of Continuing and Professional Education's Advanced Media Production Center. The video started with a projection that was made a decade ago that the growth at the ports of LA and Long Beach would continue indefinitely. This assumption was supported by the ever growing trade with Asia and the increasing demand by U.S. consumers for cheap products made in the Far East. Trade through the West Coast ports was made possible by the capacity of the San Pedro Bay Ports and the adequate infrastructure available to carry goods through the region and across the country.

The video pointed out that trade activities at the ports of LA and Long Beach have declined in the last two years. The global credit crisis, fluctuations in oil prices, and fears of a deep worldwide recession all have contributed to this decline. Moreover, the ports are facing fierce competition from other gateways for discretionary cargo. The video argued that in order to stay competitive and keep cargo moving through the ports, infrastructure issues must be addressed.

The video mentioned that the ports of LA and Long Beach up until very recently were concerned about two issues: how to sustain the record growth in trade, and its impacts on the environment and quality of life for Southern Californians. Developments like PierPass and the San Pedro Clean Air Action Plan were responses to these concerns.

The measures the ports have taken, which include container fees and environmental restrictions may make the ports less competitive during this economic crisis and in the decade ahead as business looks to cut costs. Before, ports were less concerned about competition because major ocean carriers (along with the ports) controlled the flow of goods through their advantages of size and capacity. Today, the evolution and consolidation of big box stores and major discount retailers have put those shippers in control of vast amounts of goods. This has allowed them to encourage distribution and warehouse development in geographically dispersed communities willing to compete across the country. Therefore, shippers share costs and diversify delivery risks by using multiple ports.

The video added that the expansion of the Panama Canal and the use of the Suez Canal give shippers two more options when supplying goods to the eastern half of the United States. The Panama Canal will allow shippers to bypass the western coasts of North America. Some reports indicate that a larger Panama Canal could effectively eliminate the Midwestern markets for the West Coast ports. Other competitors include ports in Mexico that are linked with logistics

networks, and that could deliver goods from Asia by rail across the border all the way north to Kansas City. Tacoma and Seattle, Washington are improving their rail access and port facilities to handle more inbound cargo traffic. Another competitive route has been developed in Prince Rupert, British Columbia; the so-called Northwest Gateway manages to cut 30 hours of ocean shipping time from Asia. It connects the Canadian rail network to the U.S. heartland from Winnipeg to Chicago and Memphis, and continues all the way down to the Gulf Coast.

The video pointed out that manufacturing growth pattern in South America could tilt a large portion of trade activity toward the Atlantic as could aggressive factory development in South Asia. South Asian factories could make the Suez Canal route more attractive for delivery to the East Coast.

The San Pedro Bay Ports could become models for other ports with regard to investments in the green economy. The ports may be losing some discretionary cargo in the short term, but in the long term, the LA/Long Beach ports will reap the benefits of the seeds they have planted. The ports of LA/Long Beach will continue to handle the cargo needs of a large, regional population. The video concluded with a question: will discretionary cargo continue to pump vital new life into the local economy as the gateway to moving goods into the U.S. or will it become a facility that only sustains the consumers living in its shadow?

Panel Discussion

Following the video, Dr. Joe Magaddino, the Chair of the CSULB Economics Department and Town Hall moderator, introduced the panelists. The panelists were Dan Meylor, the Customs Broker Administration Manager at Carmichael International Services; David Arsenault, the Vice President of Hyundai Merchant Marine; Scott Moore, Vice President Public Affairs West for the Union Pacific Railroad; Patty Senecal, Director of Government Affairs for the International Warehouse Logistics Association; and Alan McCorkle, APM Terminals.

Dr. Magaddino asked the first question to Mr. Meylor: **For discretionary cargo that is going east of the Rockies, have the San Pedro Bay Ports lost their status as the preferred port of entry and what are the factors that have contributed to this situation?** Mr. Meylor said that the ports indeed have lost their status as the preferred port for importers. He added that this trend has been happening for some time. He pointed out that the many state and federal programs, including security programs, that are taking place at the ports have put a strain on importers and shippers at this difficult economic time. In addition, the ports have implemented programs like the Clean Air Action Plan (which is considered one of the biggest issues facing shippers and importers), PierPass fees, and infrastructure fees have all added to the cost of doing business locally. On top of all that, there is the problem of Port Check whose rules have been changing constantly. The added fees and the many new rules and regulations have made the ports less competitive.

Dr. Magaddino directed his second question to Mr. Arsenault: **Are decisions to move discretionary cargo to ports other than the San Pedro Bay Ports driven by customer requests or by the business model of ocean carriers?** Mr. Arsenault answered that it is a combination of both factors. Retail stores, shippers, and consumers all want to spend less money

for the products they buy and the services offered in this economic downturn. He said the mood in this environment is survival; and added that while he has witnessed cycles like this before where a particular trade lane is down, this cycle is unique due to the fact that it has had a global impact. Mr. Arsenault commented that importers and exporters are looking for alternative gateways because of the added fees at the ports as well as the downsizing of the workforce that used to handle the claiming procedures required to move goods through the ports. As a result, many businesses have shifted their activity from the San Pedro Bay to the Pacific Northwest. Ports like Seattle and Tacoma as well as Prince Rupert and Vancouver have become a logical way to transport goods destined for the Midwest and Northeast. But the ports of LA/Long Beach are still a port of preference for goods moving to the Gulf Region and southeast, and the ports need to maintain these advantages.

Dr. Magaddino asked Mr. McCorkle if **the terminal operators have any say in the decisions that ocean carriers make to relocate discretionary cargo to other ports.** Mr. McCorkle first commented that APM terminals have lost some 6000 ships to the Pacific Northwest. He blames the added fees and costs in addition to the high cost of labor and land in the San Pedro Bay ports. He concluded that all trade stakeholders need to address issues to keep the discretionary cargo here.

Dr. Magaddino followed up with another question to Mr. McCorkle about the **role of labor (ILWU) to solve some of these problems in the long-term.** Mr. McCorkle noted that their role is significant in Washington D.C. and with customers. He said that terminal operators need the ILWU voice, their understanding, and flexibility. They need their voice locally and on the national level. He said that the ILWU's Local 13 and businesses at the LA and Long Beach ports have come together to discuss the issues facing the ports. Terminal operators want the ILWU to understand that some discretionary cargo is routed to Seattle and Prince Rupert before going to Chicago. Mr. McCorkle also asked labor to be flexible with regard to their contracts during this tough economic time.

Then, Dr. Magaddino asked Mr. Moore if the **increases in railroad shipping rates through the San Pedro Bay Ports by as much as 30% in the last few years have driven discretionary cargo to other ports. How does Union Pacific balance the desire to improve its revenue position against the need to improve its infrastructure?** Mr. Moore said that the rate increase did not drive discretionary cargo to other ports. He explained that the rate increases were necessary to invest in the intermodal system that many believed did not have the capacity to service the ports of LA and Long Beach during the trade boom. He added that his company has invested a billion dollars in LA/Long Beach. In the last three years, Union Pacific has doubled its tracking from the LA/Long Beach ports to El Paso, Texas for intermodal business. They are also investing in intermodal facilities in the LA Basin. He concluded that the rate increases allow for goods to be hauled inland from the ports of LA and Long Beach.

Dr. Magaddino followed up with another question to Mr. Moore. He asked, **“From your perspective, what do you see as the major bottlenecks in moving cargo either in the region or throughout the nation?”** Mr. Moore answered that one of the major bottlenecks here in Southern California is in Colton where BNSF and Union Pacific intersect. All of the rail traffic in the LA Basin crosses there at grade, a situation which has been present for 120 years. The

other major issue is the effort to preserve freight rail corridors for freight. This brings forceful opposition from people and officials both in Sacramento and Washington, D.C.

Dr. Magaddino posed a question to Patty Senecal. He began by stating that “at the local and region level, the ports and the AQMD have undertaken initiatives and policies to improve environmental quality in addition to the new administration’s strong agenda to improve the environment.” He then asked, “**What would you say to policy and decision makers on the impact of their decisions on the goods movement industry?**” Her answer was that she would tell them to slow down the process of enacting quick policies and get them right from the start. She said that there are particular decisions that are being made about a particular sector like a ship rule, a train rule, a truck rule, etc. She added that goods movement works as a system that includes ports, trucks, railroads, labor, and distribution centers. The rules and regulations should not isolate one sector from another because they all compete for the cargo. She reminded the audience that in December 2008 California passed the most aggressive and most expensive climate change regulations in the world. These regulations will require vehicles to have low carbon fuel that has an additive to remove petroleum-based products from it. This, she said, will probably cause problems of shortages and increases in fuel costs at the pump, as was the case in 1993. She also brought up the issue of electrifying vehicles, which she said will cause another problem since the source of electricity used is coal. She cautioned policy makers against rushing and being the first to enact environmental policies. She asked them to think it through and get it right so California can keep cargo coming to its ports.

The moderator followed up with another question to Ms. Senecal. He asked, “**During the trade boom, many said there was a shortage in trucks and drivers which was exacerbated by the Transportation Worker Identification Credential (TWIC) requirements. Is the falloff of cargo masking issues related to future truck availability?**” She stated that from the ports’ data, there were 16,800 trucks and 1,300 motor carriers. Now, in the concession program run by the two ports, there are only 900 concessionaires and 15,000 trucks of which 10,000 have activated TWIC cards. She noted that truckers have done an excellent job in obtaining and activating TWIC cards. She added that the trucking industry has supported the TWIC program from the start. Ms. Senecal went back to refer to the cargo being moved to the Pacific Northwest ports. She said that this trend started in 2002 during the labor lockout. Distribution centers shifted their focus from one port of entry to multiple ones to avoid issues of labor lockouts or congestion as was the case in 2004 and 2005. With regard to issues of future truck availability, she said that out of the 15,000 trucks operating in the ports, only 3,500 are “clean trucks” with 2007 compliant emission standards. She noted that 7,500 trucks need to be either replaced or retrofitted by the end of 2009. She concluded her answer by saying that truckers have a short time to replace a large amount of trucks. There are also problems of litigation and uncertainty for the motor carriers, drivers, and the customers.

Questions from the Floor

Following the preliminary questions, Dr. Magaddino invited questions from the audience. Questions were taken from the floor and from cards submitted to the moderator.

In the near and far term, what is the single biggest cause of concern about moving goods throughout Southern California? And what is the first thing that needs to happen to address this concern?

Mr. Meylor responded that one of the major concerns is the lockout the ports faced and the consequences resulting from it. Another concern he added was congestion that hit the ports during previous peak seasons until the adoption of PierPass. In addition, now businesses face Port Check and the threat of legislation to add more fees, which makes people nervous. He said that ports and policy makers should take into account the prices and fees in order to keep business coming to Southern California. He concluded that there is a lot of uncertainty as to what is going to happen in the ports over the next year.

Will developers continue to invest in warehousing here in the region given the current recession and perception that discretionary cargo is being lost to other ports? If not, how will this affect the prospects for the goods movement industry?

Patty Senecal replied that many developers have zero development projects for California in their portfolios because of tough laws and regulations and the resistance they encounter from the ports. On a different note, Ms. Senecal commented that Southern California has the largest industrial sector in the U.S. (probably in the world) for distribution centers. There are 1.5 billion square feet of warehousing space in the five counties (LA, Orange, Riverside, San Bernardino and Ventura). Southern California has become a “mega hub” for distribution centers because it has the largest port complex in North America and fifth biggest in the world, the largest BNSF rail facility, the biggest population concentration, a large GDP, and the airlift out of Ontario and LAX. She added that over the next 6 months, Southern California will have another 40 million square feet of inventory. The five counties absorb 5 million square feet of warehousing space a year and have an 8-year inventory of warehouse space availability. She concluded that California will have laws that require buildings to be green, which are expensive to build; and developers may be driven away due to the high cost.

If the infrastructure were to turn around tomorrow, could we practice environmentally sound practices such as using electric trucks?

Ms. Senecal said that with regard to electric trucks, they are still being developed. The first electric truck costs a half million dollars. Companies are having problems affording the \$100,000 trucks. There is the infrastructure of charging, battery plug-in, and electricity that comes from coal. She noted that most of the loads are heavy, and electric trucks are better on flat land. She commented that the use of electric trucks now is too early and is not sustainable, but it will happen in the future.

How far are we from widespread use of cold ironing, in other words plugging the ship into an electric source on the docks?

Mr. McCorkle responded that cold ironing is happening now in two terminals at the Port of LA. There are pending regulations that are going to mandate cold ironing in a few years. He added that there are other alternatives to having environmentally responsible ships that are better than

cold ironing. He concluded that people will see the spread of cold ironing and/or the other alternatives in the future.

Is there any way that the ports can lower the fees until the economy picks back up? Can the ports that are taking the cargo away from the ports of LA/Long Beach handle the work?

Mr. McCorkle responded to the second question by saying that the northwest ports indeed can handle the cargo that is being diverted from Southern California. They have the capacity to do so and they are aggressive in getting more cargo by offering the lowest rate they can. He said that when steamship lines look at where to call, they look at three areas of cost: the ocean piece, the land side (terminal operations), and the inland piece. He noted that terminal operations and moving cargo via railroads are huge factors in determining where steamship lines will call. Ports in the northwest offer low rates that give them an edge in attracting more cargo during the current recession.

Patty Senecal followed Mr. McCorkle's answer by stating that the Port of Seattle is in a federal air quality attainment zone. On the other hand, Southern California has many strict environmental laws and there are many attainment issues they have to deal with in the South Coast Air Quality Basin. Smaller ports like Seattle or Tacoma don't have these types of issues. She added that with regard to lowering the fees, there are serious discussions about them and she hopes that the LA and Long Beach ports directors will act appropriately.

Mr. Meylor commented about the fees by referring to a company in Omaha that has traditionally imported cargo through LA and Long Beach. He said that a year ago, the cargo used to come in and was delivered to Omaha where customs entry was filed. He noted that now there are extra steps, which drive companies to do business with other ports. Mr. Meylor said that they have to come up with a more streamlined way for discretionary cargo to be claimed, particularly if it is moved using "green trucks" (no fee) or if it's going on rail.

There was a discussion about cost and diversion. What about the risk from terrorism, piracy, and organized crime at these alternative gateways?

Mr. Arsenault said that he has been meeting with the big retailers' lawyers and marine insurance underwriters about the risks of catastrophic events here in Southern California and not the alternative ports. Their concern was driven by the attacks of 9/11 and the fact that these ports traditionally handle over 40% of the nation's commerce. Businesses which had 40% to 70% of their cargo volume coming through this gateway felt that there was far too much risk and exposure and felt they needed to diversify the gateways. He added that if there was a catastrophic event in one port, then it would only shut down a portion of the supply chain.

Are the ILWU and businesses operating at the ports ready to go together to Capitol Hill to lobby for their mutual interests?

Mr. McCorkle said that all parties involved in trade have no choice but to unite to deal with these issues. He added that it is never late to go to Washington and take on all the issues to minimize the impacts of a changing landscape for trade in Southern California

Do you think that some of the recent regulations, particularly 10+2, have the potential to bring about off-shoring of custom brokerage?

Mr. Meylor explained that the 10+2 rule took effect on January 26, 2009. The rule added more data reporting requirements for importers and shippers, which adds to other expenses that stem from different regulations. He said that, by law, customs business must be done in the U.S. There is a question of the legality of even doing customs brokerage overseas. He noted that there is a supply chain and data coming from foreign ports. He added that the real questions are how the data is being dealt with and if foreign locales are following the regulations.

What technologies can stakeholders invest in to solve some of these problems and deliver the freight faster and cheaper?

Mr. Moore stated that from the railroad perspective, they have been using 62 new switching locomotives in Southern California over the last two years. This has decreased emissions by 80%. Union Pacific is attempting to modernize a facility that would double capacity, but at the same time decrease emissions by 75%.

What do you (Mr. Meylor and Ms. Senecal) think of your current customer base for shippers? What percentage is looking to move elsewhere?

Ms. Senecal said that business for most distribution centers and trucking companies is off by 30% right now. It is a significant amount of cargo that has been lost due to a combination of the bad economy and the diversion of cargo to other gateways.

Mr. Meylor added that the problem is the economy is in bad shape; it is not only the fees that are driving cargo away. China is now exporting 30% less than before because there is a decrease in demand from the U.S. businesses are looking at alternatives to minimize the cost for shipping and moving goods. He noted that companies during the economic boom did not look closely at the fees because they had enough profitable business that absorbed those fees; but the situation has changed during the current global recession.

Mr. Arsenault added that when fuel prices reached their record highs last year, the import community was forced to reassess their distribution center strategies. They recognized that the cost of moving goods from their distribution centers to their stores was significant; and they needed to consider having distribution centers closer to the end users, not just near the ports. He noted that as a result of doing that, they acknowledged that about 80% of the U.S. consumer population is east of the Mississippi River. Many other alternatives besides this gateway can serve that particular part of the country. On the terminal development front, Mr. Arsenault commented that in the last seven years, no new development has taken place at the LA/Long Beach ports as they have been going through years-long Environmental Impact Report (EIR) reviews. At the same time, other ports around the country have continued to grow and build up their infrastructure and port facilities. He concluded that when the economy picks back up,

stakeholders at the ports of LA and Long Beach have to recognize the recovery will be slow and will have to aggressively compete with other ports that offer low rates.

Patty Senecal said that the decade ahead will be all about competition. The San Pedro Bay Ports need to be efficient and optimize their operations. She added that all parties must be flexible and work together to discuss the pending issues. She concluded that other ports are discussing how to divert cargo coming to Southern California to their ports.

Due to the time restraint, not all questions submitted to the moderator could be answered. The remaining questions echoed the general theme of the discussion and chiefly dealt with rail, labor and the competitiveness of the LA/Long Beach ports. One of the questions pertaining to competitiveness asked **if Canadian and Mexican ports were viable alternatives to the San Pedro Bay ports**. Another pertaining to rail **asked of how rail system could get up to date**. One additional question revisited the issue **of how labor can help attract businesses to the ports**.

Closing Remarks

Dr. Domenick Miretti, the ILWU Senior Liaison for the Ports of LA and Long Beach, said that this 10th Town Hall Meeting marks a milestone of neutral education forums. They were all designed to present and discuss relevant issues affecting the goods movement industry. The theme of this town hall meeting raised a number of challenging questions and concerns. Paul Bingham's presentation and answers from the panelists have helped everybody understand the present global economic crisis and competition from other ports. Mr. Miretti commended CITT's ability to organize town hall meetings that are purely educational, orderly, and well attended, and over the last ten years, have received praise and awards from many sectors.

He added that the meetings have created a neutral educational forum bringing together all the industry stakeholders in the spirit of engagement, cooperation, and consensus. He noted that the hallmark of the town hall meetings has been the community and industry outreach of two university centers; CITT at California State University Long Beach (CSULB) and METRANS at USC and CSULB. He commented that organizing such events was a formidable undertaking that required the skills and hard work of many individuals and organizations. Dr. Miretti stated that the partnership of CITT and METRANS has literally brought the university to the docks and the docks to the university. It is a unique and monumental achievement and he thanked all the people including those working behind the scenes that ensure that all programs ran smoothly. He also thanked the sponsors whose contributions have facilitated the success of such events.

Dr. Miretti took the opportunity and paid tribute to Richard Hollingsworth who passed away in 2008 and was the moderator of previous town hall meetings. He said each event depended upon Mr. Hollingsworth's early involvement with program speakers and panelists and apprising them of each event's objectives and goals. As panel moderator, Mr. Hollingsworth was superb; his demeanor was concise, systematic, yet polite. Dr. Miretti added that the ILUW acknowledges the invaluable role Richard Hollingsworth played in ensuring the town halls were creating a neutral forum, and one that was free of controversy. He announced that the three ILWU locals

(13, 63 and 94) would contribute to the Richard Hollingsworth Memorial Scholarship Fund that was created in his honor.

Dr. Miretti commented that the evening's program celebrates a decade of town hall meetings and brings CITT's flagship series to a close, but this will not end the university outreach or industry involvement. CITT will continue to educate the audiences especially in these uncertain and troubling economic times. All stakeholders must keep the town hall philosophy alive, which is continuous education, engagement, cooperation, and consensus among all parties and the community at large. He echoed the panelists' comments that all stakeholders must bind together to keep the San Pedro Bay ports competitive and the choice port of entry for all Pacific Rim cargo. He concluded by thanking everyone in helping to close the 10th Annual Town Hall Meeting; a milestone of industry and community outreach and communication.