

Oxnard Harbor District Comprehensive Economic Development Strategy

2020



Spring 2020

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1. INTRODUCTION

This report has been developed under the guidance and direction of the Oxnard Harbor District Comprehensive Economic Development Strategy (CEDS) Committee. It outlines the requirements that must be met to qualify for assistance under most Economic Development Administration (EDA) programs. Public Law 105-393, the Economic Development Administration Reform Act of 1998, and the Public Works and Economic Development Act (PWEDA) of 1965, as amended, require a strategy to qualify for assistance under EDA public works programs, economic adjustment, and most planning programs. ***The data reflected in this CEDS are subject to change as it was developed prior to the effects of the Corona Virus COVID-19 pandemic.***

The Port is a significant contributor to economic activity within the cities of Oxnard and Port Hueneme, as well as throughout Ventura County. Based on the fiscal year 2018-2019 economic impact assessment of the port activities, the Port of Hueneme supported 15,834 jobs in the local and regional economy of the State of California, and generated over \$1.7 billion of total economic activity in the region in 2018. The 2,585 direct job holders received \$405.9 million of wage and salary income for an average salary of \$68,527. The leverage of this higher income for Port generated jobs further underscores the need to continue to support and grow the Port's infrastructure. In addition, activity at the Port's marine terminals supported \$119 million of state and local tax activity in FY2018.¹

Due to the economic importance of the Port of Hueneme to the Oxnard Harbor District, the cities of Oxnard and Port Hueneme, Ventura County, and the State of California, continued investment in infrastructure to support and grow the maritime operations of the Port are necessary. Without investment, the Port cannot continue to drive the local and region economy. The ability to access federal funds through the development and annual updating of a CEDS for the Oxnard Harbor District will be critical to the future success of the Port as a local and regional economic catalyst.

Oxnard Harbor District CEDS Executive Committee

The Oxnard Harbor District's CEDS is a collaboration of the economic development entities and governmental organizations within the Oxnard Harbor District. The Oxnard Harbor District CEDS committee includes:

- CEO & Port Director, Port of Hueneme
- CEO, Ventura County
- Executive Director, Economic Development Collaborative
- City Planner, City of Oxnard, Department of Planning
- City of Oxnard Community Economic Development Department
- City Manager, City of Port Hueneme

¹ "The Local and Regional Economic Impacts of the Port of Hueneme", March 8, 2019; prepared by Martin Associates.

About the Oxnard Harbor District and the Port of Hueneme

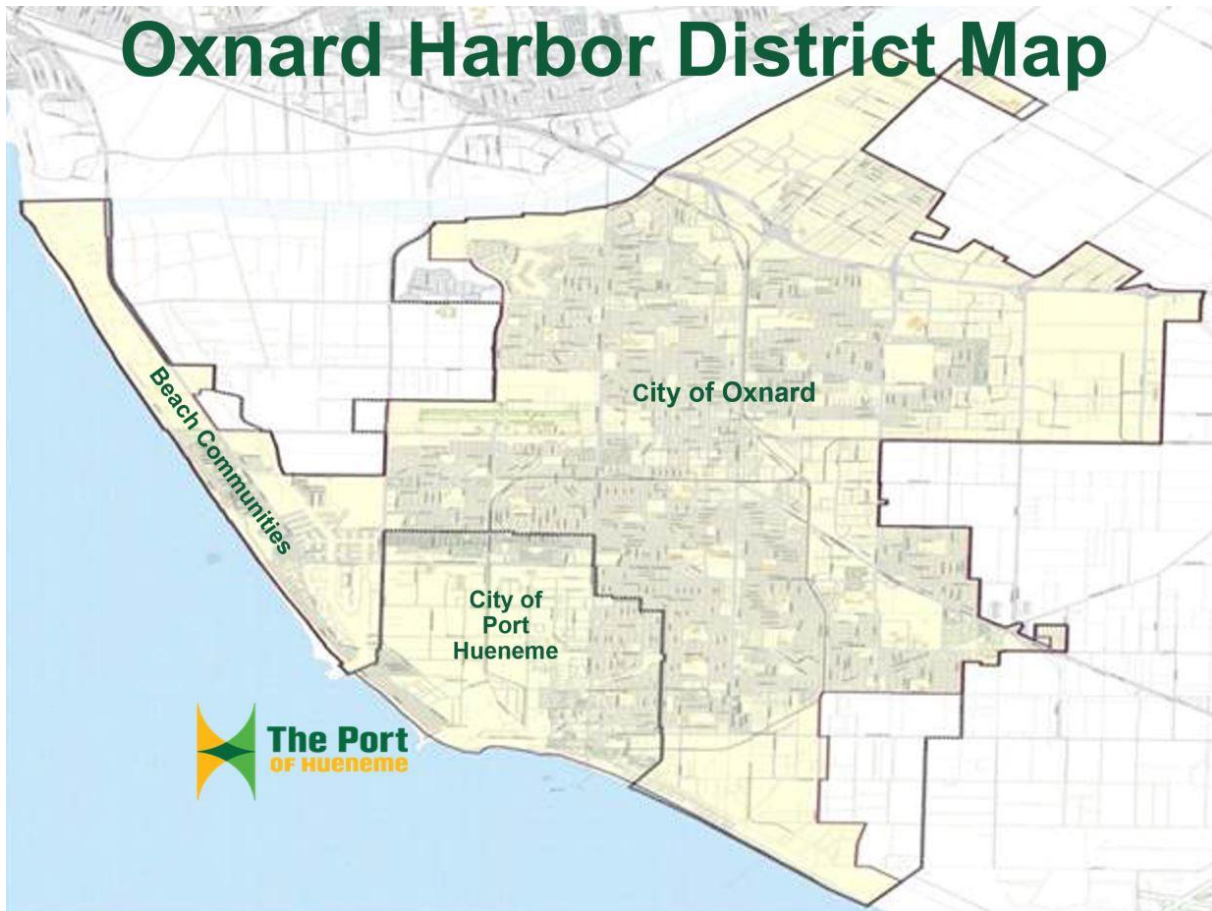


The Oxnard Harbor District, a Special District created by the California legislature in 1937, owns and administers the Port of Hueneme. The District's political boundaries encompass the City of Port Hueneme (including the U.S. Naval Base Ventura County), unincorporated portions of Ventura County, and the entire City of Oxnard. Five locally elected Commissioners make up the Port's Board of Harbor Commissioners. All Commissioners are elected at large from within the District. As the only Port in California built without a cent of government money, the District was able to retain their original governance structure. Unique compared to the other ports in the State, Hueneme's Harbor Commissioners are directly elected by the residents of the District as opposed to being appointed by the Mayors of each city. Humboldt Bay Harbor District is the only other District in the State with locally elected Harbor Commissioners.

The Oxnard Harbor District owns and operates the Port of Hueneme, an official U.S. Port of Entry located within Ventura County. One of eleven California public deep-water seaports, the Port of Hueneme is vital to the State-wide economy. Serving as a priority hub in the State's intermodal transportation network, the Port provides the County with competitive advantages to attract business investment and create jobs. Over \$9.5 billion in cargo value moves through the Port, generating a total \$1.7 billion economic impact (revenue, taxes, and income), including \$119.2 million of State and local tax revenue. The Port supports 15,834 jobs (direct, indirect, induced, and influenced jobs).

The Port does not assess taxes. Port operating expenses are funded by the revenues generated through tariff charges, leases and other contract revenues assessed upon Port users. Port Terminal Schedule No. 8, as amended from time to time, sets forth the rules, regulations and fees applicable to the use of Port facilities. The Port has long-term contracts with customers that provide for minimum guarantees and incentives for increased cargo throughput. The only tax-payer dollars the Port has access to are competitive state and federal grants.

Figure 1



Source: Port of Hueneme

The Port of Hueneme’s two marine terminals handle automobiles (imported and exported by BMW, Willenius Wilhelmsen Logistics, and GLOVIS), containerized cargo (fresh produce imported and exported by Chiquita and Sealand vessels), and general cargo. General cargo includes: project cargo, military cargo, and liquid fertilizer. In addition, the Port is home to Oxnard Unloading LLC, which handles squid and fish for Monterey Fish, SoCal Seafood, and Suncoast Calamari fish companies. The Port is also an important offshore oil support center for platforms in the Santa Barbara Channel. DCOR, Exxon, Plains Exploration and Production (PXP), and VENOCO use OST Truck and Crane and T&T Truck and Crane to load and unload vessels with equipment and supplies. In FY2019, 1.65 million tons of cargo moved through these terminals, an increase of 3.3% from FY2018.² This cargo was produced and consumed by exporters and importers located within the California’s Central Coast and Valley, the State of California, as well as throughout the Western United States and Canada.

² “Oxnard Harbor District Port of Hueneme CAFR”, 2019; prepared by the Port of Hueneme.

The Port's commitment to the agriculture industry also includes the transportation of essential materials for farm production such as liquid fertilizer. Yara North America (Yara), one of the world's largest fertilizer suppliers, operates a State-of-the-art terminal at the Port of Hueneme. Yara has established their liquid bulk terminal on approximately three acres on the South Terminal of the Port. The capacity of the tank farm is approximately 11 million gallons of fertilizer product for distribution throughout Ventura County and the Central Valley of California which grows two-thirds of the nation's produce. In addition, Yara also distributes its fertilizer to several growers across the Southwestern United States.

The Port of Hueneme began 83 years ago with a mission to provide the California Central Coast agricultural community with an ocean link to global markets. Located approximately 60 miles northwest of Los Angeles in Ventura County, it became known as "The Port that Farmers Built". Hueneme's first export was grain, which was traded with San Francisco in exchange for lumber to build much of Ventura County.

The majority of automobile and roll on/roll off (RO/RO) cargo at the Port of Hueneme is handled by Wallenius Wilhelmsen Logistics (WWL), one of the world's premier logistics carriers. WWL brings brands such as Mitsubishi, Volvo, Land Rover, Jaguar, Maserati, Ford, Subaru and more to the Port. BMW North America, another automobile customer, has been located at the Port for more than 25 years. The Port's third and largest automobile customer, GLOVIS USA, imports the Hyundai and Kia family of automobiles. In addition, the Port's RO/RO carrier customers export U.S. manufactured autos and import heavy equipment, agricultural machinery, and other "high & heavy" project cargos. Some of the U.S. manufactured automobile brands include: Honda, Nissan, Toyota, Tesla, and General Motors which are exported to Asia.

Economic Development Tools of the Oxnard Harbor District

Foreign Trade Zone

The Port of Hueneme, owned and operated by the Oxnard Harbor District, is the Grantee of Foreign Trade Zone No. 205 (FTZ). The presence of the FTZ encourages import and export functions for businesses located in Ventura County. FTZs, under Customs & Border Protection department oversight, operate as though they were offshore or foreign manufacturers. Therefore, foreign parts, components, and raw or unfinished materials can be "imported" from overseas; and while in the activated zone area, can be manipulated, value added, used in manufacturing, and tested or destroyed free of U.S. Customs duties. U.S. Customs duties do not apply until the finished product leaves the zone and enters into the U.S. market. Duty imposed, if any, is on the finished product only, (not its individual components). Companies can experiment with innovative prototypes with no risk of paying duties on unusable or rejected items as long as appropriate destruction or return protocols are followed. Zone to Zone transfers are also duty free. By taking advantage of the Foreign Trade Zone Program companies can defer, delay, invert, or even eliminate tariff duties and realize significant savings.

The availability under the Foreign Trade Zone Program of an expedited administrative approval process (Alternative Site Framework) increases the prospects and benefits of businesses already in or considering moving to Ventura County. As Grantee of FTZ No. 205, the Port can activate any measurable amount of property up to a total of 2,000 acres in aggregate space county-wide, for zone-compliant companies. Companies in Ventura County already importing foreign parts or components for use in their manufacturing process can realize cost savings within 30 to 45 days by operating within the FTZ program. This economic tool entices companies to put Ventura County residents to work on products within the FTZ, without having to pay taxes until the product hits the marketplace. Ventura County residents get the jobs, and the companies save money on their taxes.

World Trade Center

The Port holds the license for the Oxnard World Trade Center and is a member of the World Trade Center Association (WTCA). The Association was founded in 1970 and is a not-for-profit, non-political association dedicated to the establishment and effective operation of World Trade Centers as instruments for trade expansion. Currently, there are 316 Association members worldwide located in 91 countries. The WTCA's founding principles target the expansion of world trade and the promotion of international business relationships by fostering increased participation in trade among industrialized nations. Members of the association are interconnected with the intention of creating and encouraging mutual assistance and cooperation.

By taking advantage of the Port's World Trade Center license, companies in Ventura County gain access to this global network and the potential to attract additional commerce that will increase their market share in world markets. The WTC license enables the Port to provide opportunities for local businesses to receive key international contacts, research, and tools that are needed for business growth and continued development. Some of the services that can be provided through the World Trade Center are connections to strategic partners/referrals, trade counseling, and trade information including market research. Event management and trade missions are also key to the successful partnership of the WTC and the Port of Hueneme.

The WTC Port of Hueneme license partnerships include:

- US Department of Commerce
- Cal Lutheran University
- Small Business Development Center
- District Export Council of Southern California
- Universities
- Business Community

Opportunity Zones

In 2018, the Port of Hueneme was successful in working with the State of California to designate two census tracts (#06111004305 & #06111004715) encompassing and adjacent to the Port as federal and state designated “Opportunity Zones”. Created by the Tax Cuts and Jobs Act of 2017, the federal government offers tax incentives for businesses to invest in development and infrastructure projects within these census tracts. In addition to those adjacent to the Port, Ventura County also has an additional five census tracts designated as Opportunity Zones including: #06111009100, #06111004902, #06111001302, #06111000600, and #06111000304.³

Figure 2



Source: U.S. Department of The Treasury, Community Development Financial Institutions Fund

³ Opportunity Zones Resources, U.S. Department of The Treasury, 2018. <https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx>

County of Ventura Profile



Beautiful Ventura County is one of 58 counties in the State of California. Geographically, Ventura County offers a stunning 42 miles of coastline, and includes the Los Padres National Forest which accounts for 46% of the county's northern land mass. Fertile valleys in the southern half of the county make Ventura County a leading agricultural producer. Together, farming and the Los Padres National Forest occupies one half of the county's 1.2 million acres.

Warm, mild year-round Mediterranean climate and scenic geography make the area attractive to the 847,834 culturally and ethnically diverse people who call Ventura County home.⁴ The unincorporated areas, along with the 10 incorporated cities of Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and San Buenaventura (Ventura) rank the county the 11th most populous in the State.

Ventura County has a strong economic base that includes major industries such as: biotechnology, agriculture, advanced technologies, oil production, military testing and development, and tourism. Naval Base Ventura County (NBVC) is the largest employer in the county with over 16,000 jobs. The County of Ventura (government) is the next largest employer with nearly 8,000 employees located throughout the County. Amgen takes the third position with 5,500 direct jobs. The Port of Hueneme comes in as the County's fourth largest employer providing over 2,500 direct jobs. The County enjoys a strong structure for workforce development being home to two universities (California State University Channel Island and California Lutheran University), and three community colleges (Oxnard, Ventura, and Moorpark), multiple university extensions institutes, and adult schools.

The County of Ventura was formed January 1, 1873, when it separated from Santa Barbara County. It is a general law County, governed by a five-member Board of Supervisors directly elected by voters in the respective districts. The Board of Supervisors is responsible for providing policy direction, approving the County budget, and representing the County in a number of areas including its special districts. Board actions can apply county-wide or only in unincorporated areas. The County Executive Officer (CEO) advises, assists, and acts as an agent for the Board of Supervisors in all matters under the Board's jurisdiction. Other elected officials include the Auditor-Controller, Clerk/Recorder, Assessor, Treasurer-Tax Collector, District Attorney, and Sheriff.

Under the guidance of the Board of Supervisors, the County spends \$1.2 billion annually. These funds are aimed to assist vulnerable adults and children, enforce the law, ensure justice, protect public health, and improve the quality of life. County services are provided to residents

⁴ "2019 State of the Region Report", May 1, 2019; prepared by Ventura County Civic Alliance.

through nearly 8,000 dedicated public servants working in 23 different agencies, departments, and many special districts.

Along with the cities of Oxnard and Port Hueneme, the Oxnard Harbor District also includes an unincorporated section of Hollywood Beach and unincorporated agricultural land. These unincorporated areas are governed by the County of Ventura which also provides contracted services for fire, police, water, etc.

City of Oxnard Profile



The City of Oxnard, with a population of 209,877, is the most populous city in Ventura County.⁵ It is the 19th most populous city in California and is nestled along the Pacific Coast of Southern California. The City lies approximately

35 miles west of the Los Angeles city limits and is part of the greater Los Angeles area.

Founded in 1903, Oxnard is located at the western edge of the fertile Oxnard Plain, a historic agricultural center of strawberries and lima beans. Oxnard is also a major transportation hub for Ventura County connecting residents to Los Angeles and Santa Barbara Counties with Amtrak, Union Pacific, Metrolink, Greyhound, and Transportes Intercalifornias. Oxnard also has a small regional airport called Oxnard Airport (OXR). Although the largest city within Ventura County, Oxnard also has the lowest level of high school graduates and the lowest income per capita for the region at \$22,914. This places 14.3% of Oxnard residents living below the poverty level. Further, Oxnard’s 4.5% unemployment rate is above the national average of 3.6% and among the highest in the County.⁶

Table 1
City Unemployment & Poverty Rates

Jurisdiction	Civilian Labor Force (2020)	Poverty Rate (2018)	Unemployment Rate (2015)	Unemployment Rate (2020)
Port Hueneme	10,500	12.5%	10.00%	3.0%
Oxnard	100,800	14.3%	9.70%	4.5%
Ventura County	424,000	9.1%	8.60%	3.4%
United States	164,240,000	11.8%	8.30%	3.6%

Source: Civic Dashboards, BLS, & American Community Survey

The Oxnard Community Development Department aims to improve the economic landscape of the City by ensuring the successful completion of unique and challenging projects that promote

⁵ Quick Facts, United States Census Bureau, 2018; <https://www.census.gov/quickfacts/oxnardcitycalifornia>.

⁶ Labor Force and Unemployment Rate for Cities, 2020; Economic Development Department; compiled by Port of Hueneme; <https://www.labormarketinfo.edd.ca.gov/data/labor-force-and-unemployment-for-cities-and-census-areas.html>.

and stimulate quality development. Their purpose is to cultivate City pride and invigorate the City economically, aesthetically and socially; with the objective to form partnerships and improve communication with other programs, residents, businesses and organizations.

City of Port Hueneme Profile



Port Hueneme (pronounced “Wy-nee’mee”) is a seaside community in Ventura County, California. Port Hueneme is located 60 miles northwest of Los Angeles and 40 miles south of Santa Barbara. The City’s name is derived from a Chumash word (Wene’mu) meaning “resting place” or “halfway point”. Today’s Port Hueneme is located halfway between two larger Chumash settlements that were located in the cities of Malibu and Ventura.

When Thomas R. Bard laid out the town in 1872, he called it Hueneme, adopting the spelling of the name as used by the Spanish explorers. The name was later changed to Port Hueneme after the Port of Hueneme was built in 1937. Visitors to the City can learn more about Port Hueneme’s rich heritage at the Port Hueneme Historical Society Museum.

Since incorporation in 1948, the City of Port Hueneme has seen dramatic progress. Residents consistently cite their high quality of life as a result of the planned development, excellent public facilities, and responsive City services. A commitment to maintain high standards for a clean and attractive appearance of the City continues to be a major priority for the City Council and residents alike. The importance of preserving and enhancing existing amenities to ensure the long-term health and vitality of the community is prioritized as well.

Port Hueneme became a Charter City effective December 1996, following Port Hueneme voter approval in the November 1996 election. Typically, a Charter City has more control over its local affairs than a general law city, giving a greater degree of home rule. This change reflects the spirit of the local people who historically favor local control. This is evidenced as well in the governance of the Port by having the Harbor Commissioners elected locally by the people, instead of being appointed by the Mayor of the City, as is customary with most ports.

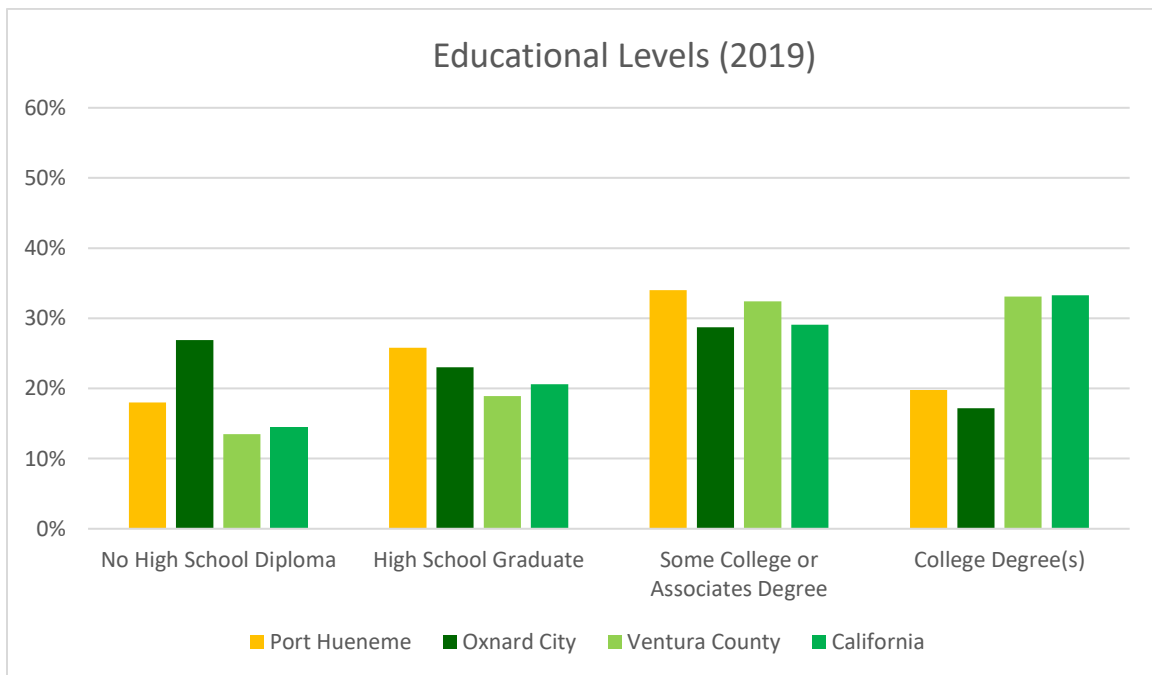
Port Hueneme has a five-member City Council which functions as the policy making governmental body. The five elected officials serve staggered four-year terms, and the offices of Mayor and Mayor Pro-Tem are appointed from among the Council Members annually. City services are structured around five departments:

- Administration and Community Services
- Community Development and Housing Authority
- Finance Department
- Police Department
- Public Works

The City of Port Hueneme prides itself on the quality of services it provides to the community. In this full-service City, which includes water, wastewater and trash service, Port Hueneme residents also enjoy several parks and a central library. Residents and visitors feel safe in Port Hueneme, largely due to the dedicated Port Hueneme Police Department. The City of Port Hueneme employs 110 individuals on a full-time basis and has an annual operating budget of approximately \$37.5 million.

Although the City of Port Hueneme currently has an unemployment rate of 3.0%, it historically struggles with unemployment. With a population of only 22,173 people, and only 19.8% of the population having a college degree, the City of Port Hueneme’s unemployment rate tends to be the most elastic throughout the County. Approximately 490 residents (or 2.2%) of the City work at the Port of Hueneme in direct jobs. The Port continues to be a major job creator for the City and supports over 15,834 direct, indirect, induced, and related jobs.

Table 2



Source: Town charts via 2019 American Community Survey data

2. BACKGROUND AND EXISTING CONDITIONS

On May 5, 1937, the State of California authorized the creation of the Oxnard Harbor District. The Oxnard Harbor District, serving as the governing body of the Port of Hueneme, owns the Port of Hueneme. The Port is who carries out the day to day operations of the Oxnard Harbor District. The Port of Hueneme is the only port in the State to be built without federal money. A five-member Board of Harbor Commissioners are elected at large from the District and set the policies for the Port of Hueneme. Each Harbor Commissioner is popularly elected by the voters of the Oxnard Harbor

District's service area for a four-year term. Their terms are staggered to maintain continuity. The day-to-day business operations of the Port are administered by the Port Director & CEO and professional staff (Port Personnel).

The *Harbor & Navigation Code Section 6001* requires that the Board of Harbor Commissioners provide the management and control of improvements, development, protection and maintenance of the Port.⁷ The Board of Harbor Commissioners, by policy, has established Officers of the Board: President, Vice President and Secretary. Annually, at the first meeting in January, the Board elects the officers of the Board for the year. The Board President also appoints Ad-hoc Committee members for committees designed to focus on specific areas of the Port.

A Strategic Naval Port

In 1941, upon the attack on Pearl Harbor, the Port of Hueneme was taken over by the U.S. Navy through eminent domain. This spurred Hueneme to become the second busiest port along the Pacific Coast, moving more than 7.5 million tons of cargo from March 1942 through the end of WWII. After the war, the government granted access to Wharf Number 1 to resume commercial purposes. This allowed commercial imports and exports to return to the Port of Hueneme once again. The first imported cars came to Hueneme in 1977. In 1979, Del Monte chose the Port of Hueneme for its West Coast operations.

The Oxnard Harbor District and United States Navy share berth space at the Port today. The Port of Hueneme offers 165 acres of maritime land and 120 acres of industrial land. South Terminal has 3 berths equaling 1,800 linear feet. The South Terminal is home to refrigerated cargos, heavy lift, general cargo, and liquid fertilizer. An adjacent 256,000 sq. ft. refrigerated transit shed is located on the South Terminal. The North Terminal offers two berths 1,450 linear feet in length. The North Terminal handles the majority of Ro/Ro and Lo/Lo cargo and automobiles. A 98,000 sq. ft. warehouse is also located on North Terminal.

In total, the Port of Hueneme has 6 berths, offering 4,250 Linear Feet of berth space. There is also a shallow draft berth 320 Linear Feet in length. The Oxnard Harbor District and the U.S. Navy share one berth measuring 1,000 Linear Feet used by Ro/Ro vessels calling on Port of Hueneme. The main channel of the harbor has a maximum draft of 35 feet, which will be deepened to 40 feet in 2020.

In present day, the Port has transitioned from a strategic Naval Port of WWII, back into a commercial niche market port. In addition to automobiles and bananas, import cargos include: heavy equipment, fresh fruits, and liquid fertilizer. Automobiles, heavy equipment, and fruits and vegetables

⁷ Harbors and Navigation Code § 5800 - 7340, State of California, 1937;
http://leginfo.legislature.ca.gov/faces/codes_displayexpandedbranch.xhtml?tocCode=HNC&division=8.&title=&part=3.&chapter=&article=

are Port of Hueneme's main export commodities. The Port also handles a variety of domestic cargos including wet fish (California market squid) and vessel fuel. The Port's strategic location makes it a vital offshore oil support center, servicing platforms located in the Santa Barbara Channel.

Truck & Rail Access

Supporting Hueneme's commercial importing and exporting industry, the Port of Hueneme is served by the Port Intermodal Corridor, connecting the Port's main entrance with Interstate Highway 101 via the Rice Road Corridor. A secondary truck route utilizes Ventura Boulevard to Channel Islands Boulevard to Victoria to Highway 101. Since the Port access roads serve the Naval Base in Ventura County as well, they are designated "Highways of National Significance". The Port of Hueneme is also associated with the Los Angeles/Inland Empire Trade Corridor by the Southern California Association of Governments as the regional Metropolitan Planning Organization. Local transportation planning is conducted by the Ventura County Transportation Commission.

The Port of Hueneme also has access to rail via the Port Intermodal Rail Corridor connecting the Port to the Union Pacific Railway in downtown Oxnard. The Port of Hueneme is the owner of the Ventura County Railroad, 12-mile track which is operated by Genesee and Wyoming (Rail America). Industrial users and NBVC also utilize this 12-mile track. The Ventura County Railroad right of way accesses the Port of Hueneme at the Sunkist Gate as the terminus of the Southern Spur. The North Spur of the Ventura County Railroad ends inside the NBVC where all switching is performed by the short line railroad. An industrial spur has been developed for Pacific Vehicle Processors to serve their customers along with a rail unloading platform developed along the Edison Spur to support BMW's domestic vehicles inbound to their vehicle distribution center.

2.1.0. Demographic & Socio-Economic Information

The Oxnard Harbor District consists of the City of Port Hueneme, the City of Oxnard, and unincorporated areas of Ventura County.

2.1.1. Population

Between 2000 and 2018, Oxnard's population grew from 170,358 to 210,037, a 23% increase over the eighteen-year period. Port Hueneme's population remained relatively constant, with a compounded annual growth rate (CAGR) of less than 1% from 21,845 in 2000 to 22,327 in 2018. The City of Oxnard is growing much faster with 3.55% CAGR, surpassing both Ventura County as a whole (2.12%) and the State of California (2.61%).

Table 3
Population Growth from 2000 to 2018

	2000	2012	2014	2016	2018	CAGR
Port Hueneme	21,845	21,772	21,949	22,277	22,173	0.36%
Oxnard	170,358	200,015	201,744	207,906	209,877	3.55%
Ventura County	753,197	830,828	835,790	849,738	850,967	2.12%
California	33,871,648	37,686,586	38,066,920	39,250,017	39,557,045	2.61%

Source: U.S. Census Bureau, American Fact Finder

2.1.2. Population Density

The City of Oxnard has a population density of 2,984 persons per square mile. This is approximately fourteen times higher than the population density of the county. Ventura County population density is 5,023 persons per square mile.

2.1.3. Households

In 2019, the average household size for Port Hueneme was 3.20 and Oxnard was 4.00 both an increase from the 2014 levels of 2.95 and 3.95 respectively. Average household size in Oxnard City is significantly higher than the average for Port Hueneme, Ventura County and California. Port Hueneme’s average household size is slightly higher than the State of California.

Table 2
Household by Size (2019)

	Port Hueneme	Oxnard	Ventura County	California
Average household size	3.20	4.00	3.10	3.00

Source: Town Charts via 2019 American Community Survey data

2.1.4. Race and Ethnicity

The majority of Oxnard Harbor District’s population is Hispanic or Latino Alone. This is higher than the Ventura County average as depicted in Tables 3 and 4. These tables show the population by ethnic background. The cities of Oxnard and Port Hueneme represent a majority population of Hispanic or Latino Alone. This is higher than the average of the State and County. This is 73% and 52% respectively, higher than Ventura County. Citizens identifying as White Alone make up the second most populous ethnicity. American Asian & Pacific Islander are the third most populous ethnicities, followed by Non-Hispanic Blacks and two or more races. Non-Hispanic American Indian and Native Alaskan account for the least populous ethnicity.

Table 3
Race & Ethnicity as a Percentage Share of Population (2019)

	Port Hueneme	Oxnard City	Ventura County	California
Hispanic or Latino Alone	52%	73%	40%	37%
White Alone	56%	48%	68%	57%
Black or African American Alone	5%	2%	1%	6%
American Indian & Native American Alone	1%	1%	0.5%	0.5%
American Asian Alone	5%	7%	6%	13%
Native Hawaiian & Other Pacific Islander	0.5%	0.5%	0.5%	0.5%
Other Race	24%	35%	17%	16%
Two or More Races	6%	4%	4%	4%
Total	100.0%	100.0%	100.0%	100.0%

Source: Suburban Stats via U.S. Census Bureau, American Fact Finder

Table 4
Race & Ethnicity Populations (2019)

	Port Hueneme	Oxnard City	Ventura County	California
Hispanic or Latino Alone	11,360	145,551	331,567	14,013,719
White Alone	12,357	95,346	565,804	21,453,934
Black or African American Alone	1,111	5,771	15,163	2,299,072
American Indian & Native American Alone	295	2,953	8,068	362,801
American Asian Alone	1,299	14,550	55,446	4,861,007
Native Hawaiian & Other Pacific Islander	119	658	1,643	144,386
Other Race	5,224	69,527	140,253	6,317,372
Two or More Races	1,318	9,094	36,941	1,815,384
Total	33,083	343,495	1,154,885	51,267,675

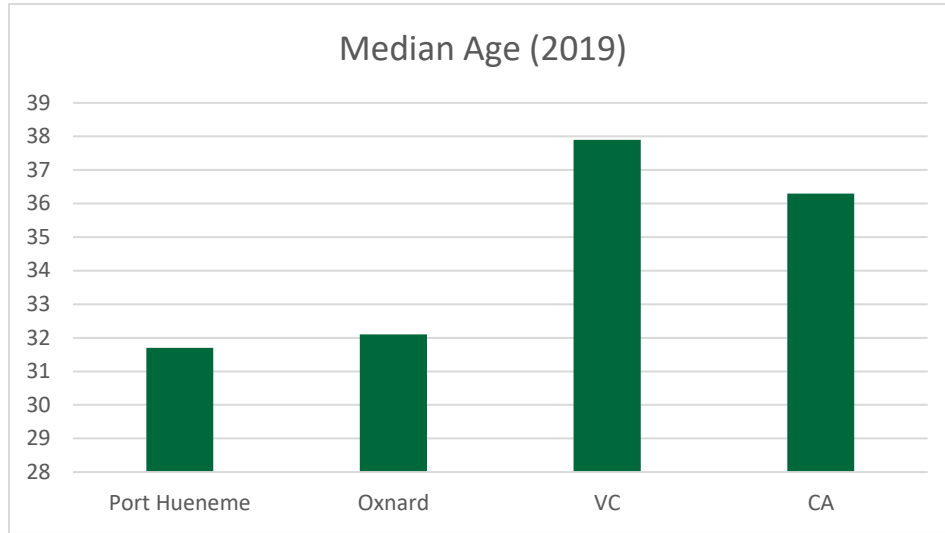
Source: Suburban Stats via U.S. Census Bureau, American Fact Finder

2.1.5. Age

The City of Oxnard and City of Port Hueneme’s populations are both younger than the average population of Ventura County and the State of California. As of 2019, the median age in Oxnard was 32.1 years and Port Hueneme was 31.7 years compared to 37.9 years for Ventura County and 36.3 years for California. About 32% of the Oxnard population and 30% of Port Hueneme’s population was

under the age of 20 in 2014. This is following the trend that the population of the Oxnard Harbor District is, on average, younger than the rest of the County and the State.

Figure 1

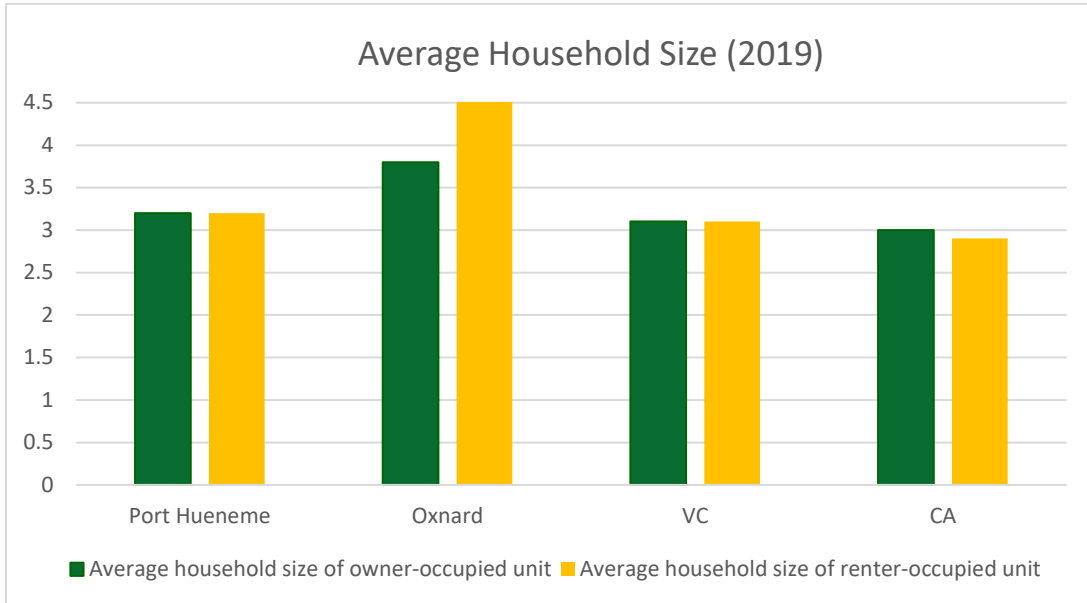


Source: Town Charts via 2019 American Community Survey Data, U.S. Census Bureau, American Fact Finder

2.1.6 Housing

The average household sizes in the cities of Oxnard and Port Hueneme are significantly higher than those of Ventura County and the State of California averages. For example, the City of Port Hueneme has an average household size of 3.20 for owner occupied housing, and 3.20 for renter occupied housing. The City of Oxnard has an even higher average household size of 3.80 for owner occupied housing and 7.00 for renter occupied housing. In comparison, the State of California has an average of 3.00 for owner occupied housing and 2.90 for renter occupied housing, both significantly lower than the household sizes of the Oxnard Harbor District.

Figure 2



Source: Town Charts via 2019 American Community Survey data

The majority of the occupied housing units in Oxnard and Port Hueneme are single family. However, the share of single-family homes in Oxnard and Port Hueneme are significantly below the overall share in Ventura County. The balance of the housing units is a combination of either multi-family, mobile homes or other. Yet, the Oxnard and Port Hueneme patterns of developments are similar to the overall State averages of California.

Table 5
Units in Structure (2018)

	Port Hueneme	Oxnard	Ventura County	California
Mobile Home & Other	0.5%	5.1%	4.1%	3.7%
Multi-Family	15.3%	11.2%	7.6%	12.5%
Single-Family	32.1%	55.3%	62.9%	57.3%

Source: U.S. Census Bureau, American Fact Finder

In 2020, the median home value of existing homes in Oxnard was \$517,353 and \$429,483 in Port Hueneme. Both median home sales prices are significantly lower than the \$611,384 county median home sales price.⁸ This represents an increase over the past year by 2.1% for county home values, a good sign for the housing market and economy overall. Yet, this does pose challenges for workers to find affordable housing. However, finding affordable housing may be eased in the coming

⁸ Zillow.com. California Home Values Q1 2020. <https://www.zillow.com/ventura-county-ca/home-values/>

years as two State laws that took effect January 1, 2017 aim to address this issue. AB 2299 and SB 1069 permit California homeowners to build Accessory Dwelling Units on their existing properties with lessened restrictions by cities. This is aimed to help address California’s housing crisis, a crisis characterized by the lowest homeownership rates since World War II.⁹

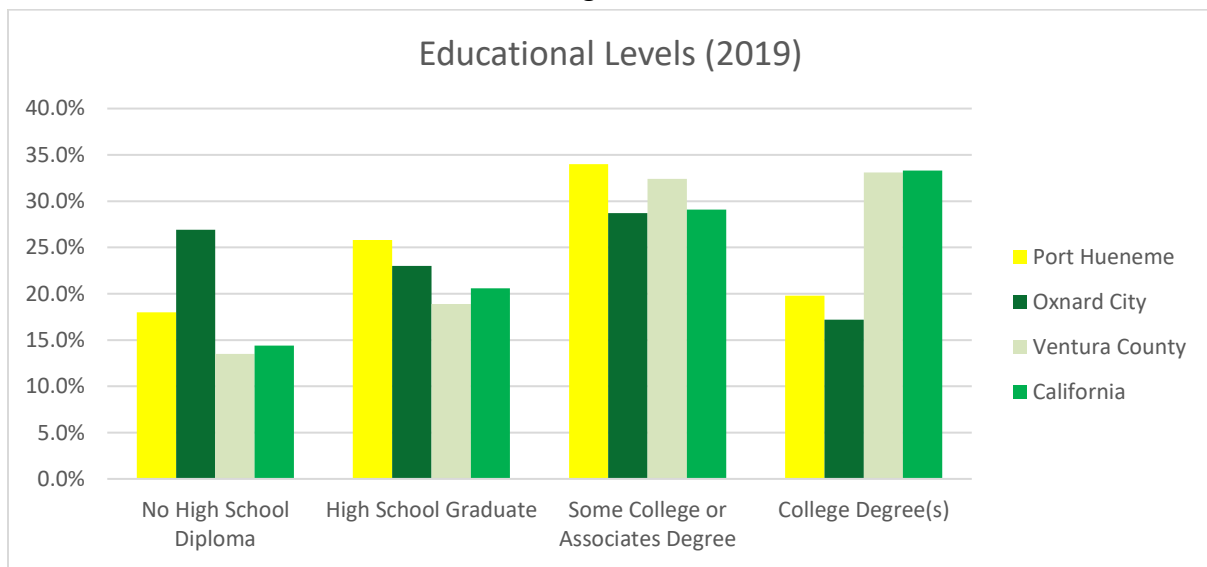
2.1.7 Overcrowding

Overcrowding is defined by the number of people per room in excess of 1.5 persons per room. For Port Hueneme, only 1.2% of the rooms are occupied by more than 1.5 persons. For Oxnard, 5.6% of the rooms are occupied by 1.5 or more persons. For Ventura County, 2.0% of the rooms are occupied by 1.5 or more persons, while for the State 2.8% of the rooms are occupied by more than 1.5 persons. This suggests that Oxnard houses are more crowded than overall Ventura County and are nearly twice as crowded as the State average.¹⁰

2.1.8 Education

According to the American Community Survey, 27% of the population in Oxnard ages 25 years and older have not achieved a high school diploma, and 18% of Port Hueneme’s population had not received a high school diploma. Both Port Hueneme and Oxnard have a larger share of the 25 years and older population without a high school degree and a lower share of college graduates than Ventura County and the overall State of California. These statistics make jobs not requiring a college degree vital to the livelihood of the community. It also is a window into the educational needs of the new generation.

Figure 3

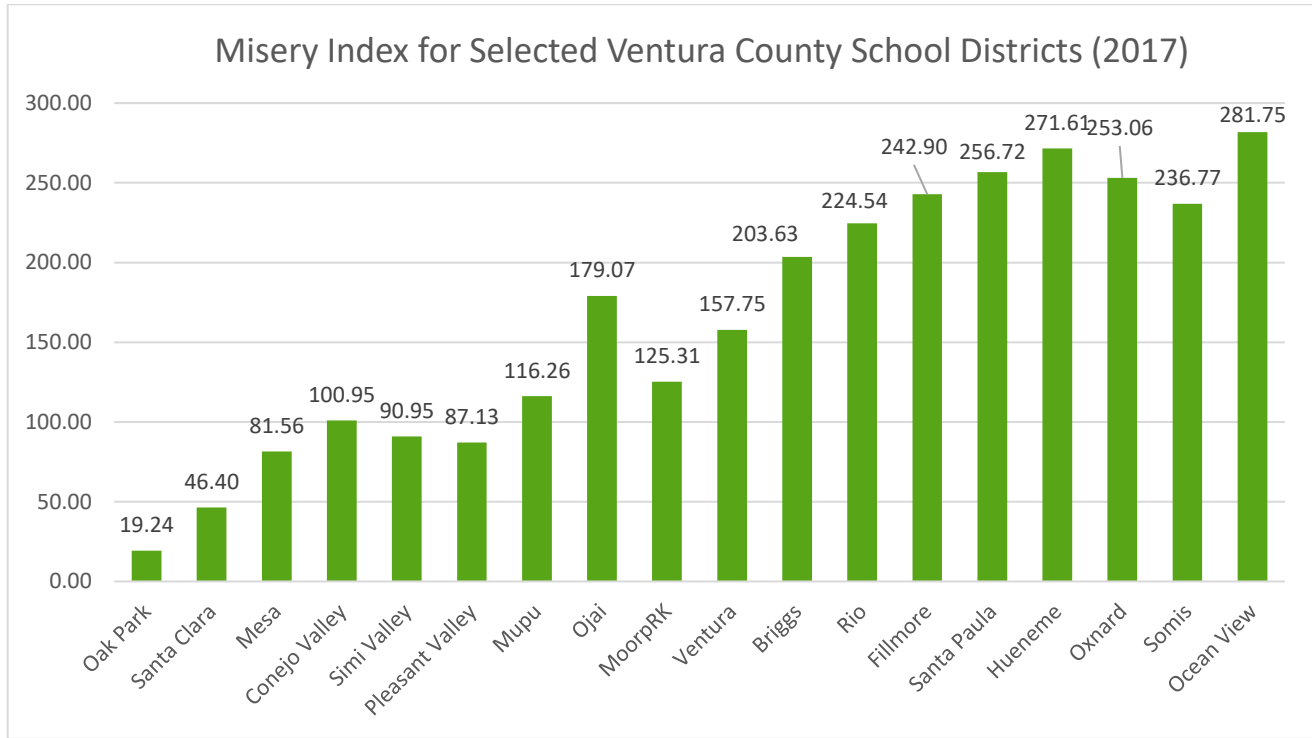


Source: 2019 American Community Survey via www.Towncharts.com

⁹ *California’s Housing Crisis – it’s even worse than you think*, The Mercury News, August 28, 2017: <http://www.mercurynews.com/2017/08/28/californias-housing-crisis-its-even-worse-than-you-think-2/>.

¹⁰ *Census*, American Fact Finder, 2018: <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

Figure 4



Source: Ventura County Civic Alliance

The Misery Index above reflects the most recent data sets (2017) and is an economic indicator that depicts how the average citizen in a particular area is doing by averaging six socioeconomic indicators including:

- Poverty rate among children 5 and younger
- Percentage of women-led households with children 5 and younger who live below the federal poverty line
- Percentage of adults 25 and older without a high school diploma
- Percentage of people who speak English “less than very well”
- Percentage of students classified as English learners
- Percentage of students eligible for free or discounted meals at school

A higher index number indicates a greater socioeconomic challenge for the students of that school district. Figure 4 shows three of the four most socioeconomically challenged school districts (Ocean View, Oxnard, and Hueneme) in the entire county are located within the Oxnard Harbor District. This economic indicator is important as all of Ventura County’s school districts have the same task in educating their students, however as this chart indicates, students in districts with higher scores are likely to have much greater challenges in achieving economic success such as parents who do not speak English and lower household incomes which can greatly impact a child’s educational and career outcomes.

2.2 Economic Profile

2.2.1 Income

The median household income in Oxnard and Port Hueneme is \$68,303 and \$65,243 respectively. Both cities show an increase from 2015 when Oxnard’s median household income was \$62,349 and Port Hueneme’s was \$52,826. Both cities’ median household incomes are lower than Ventura County’s \$84,017. Oxnard’s median household income was slightly above the State of California average in 2015, yet 2019’s numbers depict the opposite. This reversal depicts Oxnard recovering slower from the recession, than the rest of the state. The income per capita shows an even more drastic disparity between the cities of Port Hueneme and Oxnard compared to Ventura County and the State as a whole. Port Hueneme’s per capita income is 32% less than Ventura County. Oxnard’s per capita income is even less than the County per capita income, measuring 38% less.

Table 6
Annual Median Household Income & Per Capita Income (2019 & 2018)

	Median Household Income 2019	Income per Capita 2018
Port Hueneme	\$65,243	\$24,054
Oxnard	\$68,303	\$22,914
Ventura County	\$84,017	\$36,891
California	\$71,288	\$35,021

Source: www.Towncharts.com via 2019 American Community Survey data

2.2.2 Poverty

In 2019, 12.5% of Port Hueneme families and 14.3% for Oxnard families lived below the poverty level (\$24,600 annual income).¹¹ These levels are consistent with the state average of California, which has a 14.3% poverty rate. However, the disparity widens when comparing these to the 9.6% poverty rate of Ventura County. These data points show the stark difference between the lower earning cities comprising the Oxnard Harbor District and the higher earning areas making up the rest of the County.

2.2.3 Labor Force and Employment

The labor force participation rate measures the percentage of the eligible workers defined as age 16 and over that are actively employed or looking for employment.¹² In 2019, labor force participation rate in Port Hueneme was 67%, for Oxnard it was 68%, and for Ventura County it was 66%. State-wide, the labor force participation rate was 64%.¹³ These rates indicate that in all four geographic areas, about two-thirds of the population workers are either employed or actively

¹¹ www.Towncharts.com via 2019 American Community Survey data.

¹² Ibid.

¹³ Ibid.

searching for a job. This number is not a conclusive snapshot of the overall economic health of an area as it does not factor in the type of employment nor average pay. Another shortfall of this measure is that it includes citizens looking for employment as well. This is where the unemployment rate can shed further light on the economic health of an area, like the Oxnard Harbor District.

The unemployment rate, which measures the share of the labor force in a geographic region that are not gainfully employed, averaged 5.8% in Port Hueneme and 5.0% for Oxnard in 2019. These rates are both slightly above that of Ventura County’s rate of 4.0%. The State’s rate was 4.0%. Table 8 presents the employment by industry numbers in Port Hueneme, Oxnard, Ventura County and the State of California, while Table 9 depicts the percentage of total employment by industry.

Table 7
Non-military Employment by Industry, (2019)

Industry	Port Hueneme (2018)	Oxnard	Ventura County	California
Agriculture, forestry, fishing and hunting, and mining	446	18,700	23,550	913,100
Construction	596	17,900	17,900	889,800
Manufacturing	1,257	27,000	27,000	1,339,300
Wholesale trade	428	13,400	13,400	695,600
Retail trade	1,116	40,300	40,300	1,677,100
Transportation and warehousing, and utilities	522	6,800	60,500	3,168,900
Information	86	4,700	4,700	562,400
Finance and insurance, and real estate and rental and leasing	291	12,600	12,700	1,097,400
Professional, scientific, management, administrative & waste management	1,091	17,100	16,900	2,662,000
Educational services, and health care and social assistance	1,942	49,500	49,100	5,727,700
Arts, entertainment, and recreation, and accommodation and food services	645	42,600	42,600	1,709,400
Other services, except public administration	588	9,300	9,300	1,150,400
Public administration	825	17,800	17,800	1,134,700

Source: <https://data.edd.ca.gov/Industry-Information-/Current-Employment-Statistics-CES-Oxnard-Thousand-/dfwa-4mcx>

<https://data.edd.ca.gov/Industry-Information-/Current-Employment-Statistics-Ventura-County/r4iq-ur7d>

<https://data.edd.ca.gov/Industry-Information-/Current-Employment-Statistics-CES-/r4zm-kdcg>

Table 9
Share of Non-military Employment by Industry, (2018 – Most Recent Year)

Industry	Port Hueneme	Oxnard	Ventura County	California
Agriculture, forestry, fishing and hunting, and mining	5.2%	13.9%	5.4%	2.2%
Construction	6.6%	5.8%	5.9%	6%
Manufacturing	8.9%	12.0%	10.5%	9.7%
Wholesale trade	3.8%	4.4%	3.2%	3.0%
Retail trade	14.2%	11.4%	11.0%	11.0%
Transportation and warehousing, and utilities	3.8%	3.2%	3.2%	4.8%
Information	1.8%	1.1%	2.5%	2.9%
Finance and insurance, and real estate and rental and leasing	3.8%	5%	7.9%	6.2%
Professional, scientific, and management, and administrative and waste management services	10.8%	8.7%	11.8%	13.1%
Educational services, and health care and social assistance	18.6%	16.1%	19%	20.9%
Arts, entertainment, and recreation, and accommodation and food services	8.2%	8.7%	9.4%	10.4%
Other services, except public administration	6.4%	5%	5.1%	5.3%
Public administration	5.7%	5.7%	4.5%	4.8%

Source: www.statisticalatlas.com

Educational services and health care are the leading industry in Port Hueneme and Oxnard, as well as Ventura County and the State. Oxnard has a higher percentage of employment with agriculture, forestry, fishing, hunting and mining, while Port Hueneme has a higher concentration of employment in retail trade. More than 14% of the employment in Port Hueneme and Oxnard is in retail trade, a similar share county-wide and State-wide, while the share of employment in the professional scientific, management and administrative category is higher in Ventura County and the State, reflecting higher educational levels at the County and State levels.

The employment distribution reflects the number of establishments by industry as depicted in Tables 10 and 11. Table 10 isolates the number of establishments by industry, while Table 11

communicates the share of establishments by industry. American Factfinder has not currently updated number of establishments by industry for 2019, and therefore 2012 data was used in this section.

Table 10
Number of Establishments by Industry (2012 – Most recent data year)

Industry	Port Hueneme	Oxnard	Ventura County
Agriculture, forestry, fishing and hunting, and mining	2	17	73
Mining, Quarrying, Oil and Gas Extraction	0	3	41
Utilities	1	16	57
Construction	11	199	1,890
Manufacturing	2	182	856
Wholesale Trade	5	214	1,090
Retail Trade	31	450	2,600
Transportation and Warehousing	22	108	378
Information	0	40	422
Finance and Insurance	17	167	1,311
Real Estate and Rental Leasing	14	148	975
Professional, Scientific, Technical Services	23	241	2,592
Management of Companies and Enterprises	0	17	100
Administrative, Support, Waste Mgmt, Remedial Services	13	179	1,072
Educational Services	4	32	258
Health Care and Social Assistance	29	456	2,487
Arts, Entertainment, and Recreation	3	36	378
Accommodation, Food Services	42	276	1,528
Other Services (Except Public Administration)	27	251	1,457
Industries Not Classified	0	7	41

Source: U.S. Census, American Fact Finder

Table 11
Share of Establishments by Industry (2012 – Most recent data year)

Industry	Port Hueneme	Oxnard	Ventura County
Agriculture, forestry, fishing and hunting, and mining	0.81%	0.56%	0.37%
Mining, Quarrying, Oil and Gas Extraction	0.00%	10.00%	0.21%
Utilities	0.41%	0.53%	0.29%
Construction	4.05%	6.55%	9.64%
Manufacturing	0.81%	5.99%	4.37%
Wholesale Trade	2.03%	7.04%	5.56%
Retail Trade	12.60%	14.81%	13.26%
Transportation and Warehousing	8.94%	3.55%	1.93%
Information	0.00%	1.32%	2.15%
Finance and Insurance	6.91%	5.50%	6.69%
Real Estate and Rental Leasing	5.69%	4.87%	4.97%
Professional, Scientific, Technical Services	9.35%	7.93%	13.22%
Management of Companies and Enterprises	0.00%	0.56%	0.51%
Administrative, Support, Waste Mgmt, Remedial Services	5.28%	5.89%	5.47%
Educational Services	1.63%	1.05%	1.32%
Health Care and Social Assistance	11.79%	15.00%	12.68%
Arts, Entertainment, and Recreation	1.22%	1.18%	1.93%
Accommodation, Food Services	17.07%	9.08%	7.79%
Other Services (Except Public Administration)	10.98%	8.26%	7.43%
Industries Not Classified	0.00%	0.23%	0.21%

Source: U.S. Census, American Fact Finder

2.3 Crime

An important indicator of quality of life and economic stability is the crime rate. Two types of crime indexes are typically used: the violent crime rate, which includes homicide, forcible rape, robbery, and aggravated assault; and the property crime rate, which includes burglary, motor vehicle theft and larceny-theft. These two indexes measure the number of crimes per 1,000 residents. The violent crime rate tends to affect ones feeling of safety, whereas the property crime rate affects business operations more often. Table 12 shows the number of violent crimes and property crimes per 1,000 persons by jurisdiction. Oxnard and Ventura rank first and second respectively for violent crimes per 1,000 persons for all jurisdictions in Ventura County. Compared to the State of California, Oxnard's property crimes per 1,000 persons is higher, however Ventura's property crimes per 1,000 persons is less than the State level.

Table 12

Annual Violent Crimes and Property Crimes per 1,000 Persons, (2019 & 2018)

City	Violent Crime	Per 1,000 persons	Property Crime	Per 1,000 persons
Camarillo	79	1.14	863	12.48
Fillmore	39	2.47	139	8.79
Moorpark	33	0.90	273	7.46
Ojai	6	0.80	70	9.34
Oxnard	80	3.84	5,121	24.40
Port Hueneme	61	2.75	428	19.30
Santa Paula	79	1.14	836	12.48
Simi Valley	216	1.72	1,532	12.17
Thousand Oaks	128	1.00	1,521	11.91
Ventura	446	4.01	3,517	31.65
California	176,982	4.47	941,618	23.80

Source: www.neighborhoodscout.com

3. Economic Development Administration Eligibility of the Oxnard Harbor District

This section details the Oxnard Harbor District’s overall economic criteria to meet economic Development Administration Eligibility. Table 13 demonstrates the economic performance of the Cities of Oxnard and Port Hueneme in comparison to Ventura County performance, State of California, and the United States in general.

Table 13

Economic Performance Criteria, (2018-2019)

Entity	Per Capita Income	Civilian Labor Force	Unemployed	Unemployment Rate
Port Hueneme	\$ 24,054	15,427	628	5.8%
Oxnard	\$ 22,914	108,606	4,416	5.0%
Ventura County	\$ 36,891	442,320	22,997	4.0%
California	\$ 35,021	19,936,052	1,178,551	4.0%
United States	\$ 32,621	164,898,275	8,115,110	4.9%

Source: Towncharts via 2019 American Community Survey data

As shown in Table 13, the average per capita incomes in the Cities of Oxnard and Port Hueneme are significantly below the average per capita income in Ventura County. The average per capita income in Oxnard City is 38% below the County average, while the per capita income in Port Hueneme is 32% below the average in Ventura County. With respect to the State, the per capita

income in Oxnard is 33% less than the State's per capita income, and 29% below the average per capita income for the United States as a whole. This is unusually low given the context that Oxnard is a coastal city with beach access. The average per capita income in Port Hueneme is 26% lower than the average of the State, and 28% below the average of the United States. Port Hueneme and Oxnard had an unemployment rate of 5.8% and 5.0% respectively compared to an overall 5.2% unemployment rate for Ventura County. Port Hueneme's unemployment rate was higher than California and United States, showing the economic struggle these two cities still lag behind the state.

As will be demonstrated in the following section, ***the public-private sector investments*** in the Port of Hueneme have generated significant economic development activity within the Oxnard Harbor District, specifically in the cities of Oxnard and Port Hueneme and throughout Ventura County. The infrastructure developed by the Port of Hueneme and operated by private sector tenants, has driven major economic activity within the cities of Oxnard and Port Hueneme. Without these public-private partnerships, this would not have occurred. In order to improve the overall economic health of the cities of Oxnard and Port Hueneme, continued public and private sector investment in Port infrastructure and operations is necessary.

4. Current Economic Development Initiatives

4.1 The Importance of the Port of Hueneme to the Local and Regional Economy

The Port of Hueneme plays a critical role in the economic vitality of the cities of Oxnard and Port Hueneme. The mission statement of the Port, "to be the preferred port for specialized cargo and provide the **maximum possible economic** and social benefits to our community and industries served", recognizes the economic development role the Port plays in growing the communities within the Oxnard Harbor District.¹⁴ The Port of Hueneme is a critical economic development catalyst, consisting of numerous public and private sector investment infrastructure partnerships. The economic contribution of the Port of Hueneme has just been measured at a total of \$1.7 billion in economic impact, generating over \$119.2 million in state and local tax revenues for the community, and sustaining 15,834 jobs.¹⁵ The results of this study bring to light the critical importance of the Port to the regional economy, and further highlight the need for support of Port operations and infrastructure to grow the economic contributions of Port activity.¹⁶

The Port of Hueneme's marine terminals handle automobiles, containerized cargo (primarily fruit imported by Chiquita, SeaLand, and Del Monte), break bulk fruit, and general cargo. General cargo includes project cargo, military cargo, and liquid fertilizer (imported by Yara). In addition, the

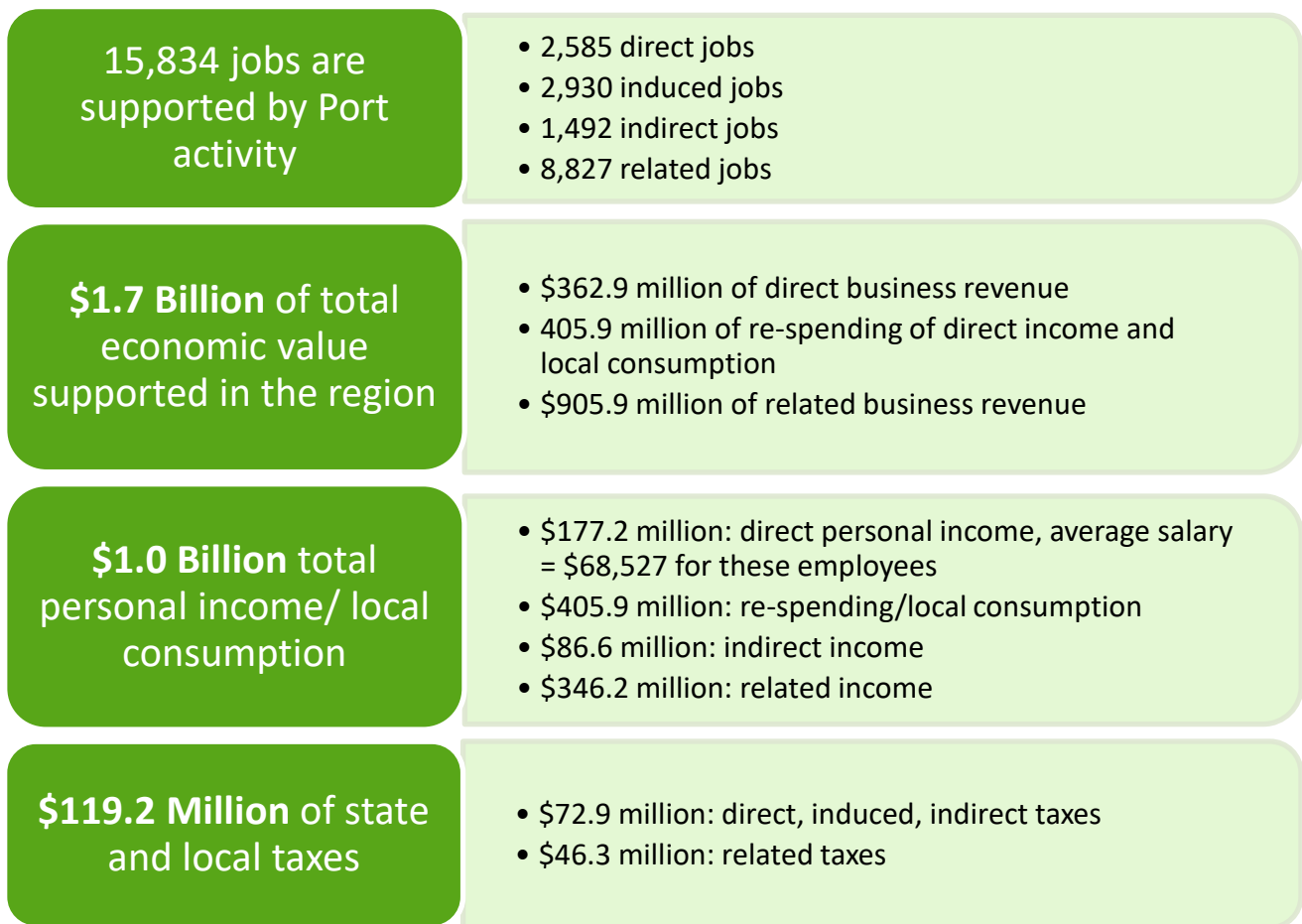
¹⁴ Port of Hueneme Oxnard Harbor District, 2020 Strategic Plan, October 2015: https://www.portofhueneme.org/wp-content/uploads/2015/06/Port_of_Hueneme_2020_Strategic_Plan_FINAL.pdf.

¹⁵ *The Local and Regional Economic Impacts of the Port of Hueneme*, 2013, prepared by Martin Associates, January 2013.

¹⁶ Ibid.

Port is home to Oxnard Unloading which handles squid and fish for Monterey and the SoCal and Suncoast fish companies. The Port is an important offshore-oil support center for platforms in the Santa Barbara Channel. DCOR, Exxon, Plains Exploration and Production, and VENECO all directly support the off-shore oil platforms in the Channel. These companies utilize OST Truck & Crane and T&T Truck and Crane to load vessels with equipment and supplies to take out to the platforms. Irwin Industries also fabricates equipment and pieces for these platforms. In fiscal year 2016, about 1.403 million tons of cargo moved via these terminals and were produced and consumed by exporters and importers located within the metropolitan region, the State of California, as well as throughout the Southwest and the Western States. It is the purpose of this study to quantify the regional economic impacts generated by the cargo and vessel activity at the Port of Hueneme marine terminals. The impacts of the Port of Hueneme marine terminals are summarized in Table 16. The balance of this section summarizes the economic impacts of the Port of Hueneme.

Figure 5
Economic Impacts of the Port of Hueneme



Source: John Martin Economic Study for Port of Hueneme 2018

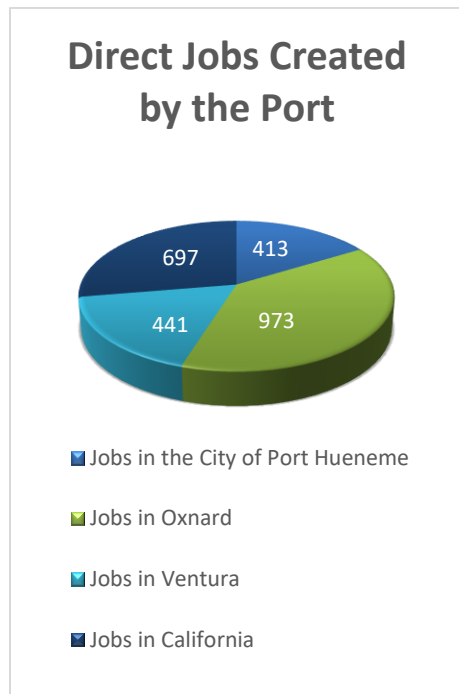
The Port of Hueneme currently supports over 15,834 local jobs. Of these jobs, 2,585 jobs are directly created by Port activities, while another 2,930 induced jobs are generated in the Hueneme area as a

result of local purchases made by those directly employed by Port activity. In addition, there are 1,492 indirect jobs supported in the Port Hueneme area as the result of \$405.9 million of local purchases by directly dependent firms. Furthermore, the cargo moving through Port of Hueneme terminals supports 8,827 related jobs throughout the State of California.

The 2,585 direct jobs received \$177.2 million of direct wage and salary income, for average earnings of \$68,527 per direct employee. As a result of local purchases with this \$1 Billion of direct wages and salaries, an additional \$405.9 million of income and local consumption expenditures were created in the State. It is this re-spending impact that supported the 2,930 induced jobs.¹⁷ The indirect jobs holders received \$86.6 million in personal income. In total, \$817.4 million of personal income was supported by marine cargo operations at the Port of Hueneme, including the \$346.2 million received by those employed with the related users of the marine terminals. Local businesses received \$362.9 million of sales revenue from providing services to the ocean cargo activity. As a result of the cargo activity at the Port of Hueneme, a total of \$72.9 million of State and local tax revenue was generated.

The total economic value of the marine cargo and vessel activity at the Port of Hueneme including the revenue and value added at each stage of moving an export to the Port or an import from the marine terminals is estimated at \$1.7 billion. The total economic value consists of monetary measures that are independent of each other and combining these measures does not result in double counting of the impacts. This includes the \$362.9 million of direct business revenue received from businesses providing cargo and vessels services at the port and moving the cargo to and from inland destinations and origins; \$405.9 million of re-spending and local personal consumption impact; and the \$905.9 million of value of output supported by the related users. This \$905.9 million includes the revenue and value added at each stage of production, including support firms providing goods and services during the production of the export. The total economic value with users of import cargo includes the economic value of the imported cargo moving through the seaport to final consumption either by individuals or industry. It is to be emphasized that the \$905.9

Figure 6



Source: John Martin Economic Study for Port of Hueneme 2019

¹⁷The induced income impact also includes local consumption expenditures and should not be divided by induced jobs to estimate the average salary per induced job. This re-spending throughout the region is estimated using a regional personal earnings multiplier, which reflects the percentage of purchases by individuals that are made within the State. Hence, the average salary would be overestimated.

million of output with related users would not disappear from the U.S. economy should the cargo move through another port, as it is the demand for the export and import cargo that drives the value of the cargo and generates the user economic value. If the cargo were to move to another port, the logistics cost of moving the imports and exports would increase, but the value would still be generated in other regions and/or other States due to the demand for the export and import products; however, the \$362.9 million of direct business revenue and the \$405.9 million of re-spending and local consumption expenditures would be lost from the local economy. The related economic value demonstrates at a given point of time, the magnitude of the influence of the Port of Hueneme public and private marine terminals. It is to be emphasized that these components of the total economic value are non-additive.

The fact that the Port of Hueneme continues to increase its importance in the local economy as a major source of job creation, particularly of jobs with an average annual salary of \$68,527, highlights the importance of the Port as a major catalyst in Ventura County and the State of California economies. In order to sustain this growth as an economic engine, it is critical that the Port continues to invest in terminal, rail and highway access infrastructure to meet future demand, and to continue to attract tenants to stimulate further economic development in Southern California. This suggests that the future growth of the Port will result in further job, income and tax growth for the region.

The purpose of the development of the CEDS for Oxnard Harbor District is to provide a vehicle by which the Oxnard Harbor District can access funds from the Federal Government to continue to grow the Port of Hueneme and in turn support and grow the local economy of the cities of Oxnard and Port Hueneme as well as the unincorporated portions of Ventura County included in the Oxnard Harbor District.

4.2 Capital Improvements for the Port of Hueneme

Port of Hueneme Infrastructure

The Port maintains robust capital project and maintenance plans utilizing a “design-bid-build” process. Outside engineering and architectural firms are used to design capital projects, and private contractors for the construction. The Port operations department maintains in-house project management capabilities for capital and major maintenance projects. Over the past 10 years, the Port’s capital investments program has targeted the following areas:

- Intermodal Infrastructure Improvement Project: Wharf and Berth Improvements
- Terminal improvements and Pier improvements
- Port Security Enhancements and Equipment

In addition to these target areas, the Port is also looking toward expanding capacity for cargo in the most environmentally conscious ways.

The Port of Hueneme's STACKED Project

The Port of Hueneme's **STACKED Project** incorporates three modes of goods transportation: waterside, rail, and truck. It also works in partnership with regional stakeholders to grow jobs and services by integrating capital improvements that will improve efficiencies across all three modes of transportation. The STACKED Project is of regional and national significance as it expands the capacity of the Port to accommodate an additional 33% more automobiles on Port. This expansion of capacity directly results in additional business for the Port and the community, and an additional **724 newly created long-term jobs**. It also will generate over **\$36.5 million in local business revenue** and **\$6 million in state and local taxes**. By leveraging federal funding to attract an additional \$17.5 million of private investment, this project doubles the investment of the federal government translating into increased economic growth, sustainable job opportunities, and utilization of innovative technology for efficient goods movement across multiple modes of transportation. Specific highlighted components include: **increasing efficiency** with the reconfiguration of terminal traffic circulation and intelligent transportation systems (ITS) to reduce congestion on port and through the gate to the intermodal corridor, **increasing competitiveness** with infrastructure and electrical system upgrades for reefers to meet the demands and vast changing dynamics of global trade, and a solar power component to progress **zero emission** initiatives. The region will prosper from the project's comprehensive creation of economic development opportunities, sustainable new jobs, and intermodal efficiencies.

Port Opportunity Zone Logistics Park

The Port of Hueneme's **Opportunity Zone Logistics Park** will be built upon 250 acres of undeveloped land currently located outside of the SOAR (Save Open Space & Agricultural Resources) land. The utilization of these acres will provide much needed space for the Port's customers to grow their businesses and provide more economic opportunity for the local community. The global goods movement industry is on trend to move away from using breakbulk and go completely to containers. As some of the Port's customers are currently using breakbulk, this means that they will phase fully to containers within the next few years. The Port is landlocked and will need to secure additional acreage for its customers to use in processing and distributing the containers. The 250-acre parcel will be multimodal as it includes rail accessibility. This will benefit the community as more automobiles will be put on rail, thus decreasing the amount of trucks caring automobiles on our local streets, roads, and highways. This is also a win for improving the local air quality, as for every train includes

The Opportunity Zone Logistics Park incorporates three modes of goods transportation: waterside, rail, and truck. It also works in partnership with regional stakeholders to grow jobs and services by integrating capital improvements that will improve efficiencies across all three modes of transportation. The Project is of regional and national significance as it promotes more efficient

movement of freight and increases the overall capacity of the freight network. In addition to supporting economic vitality for the region and the nation, the Project will implement innovative improvements to increase **safety** on-dock through infrastructure and technology. It advances new opportunities that grow jobs and services through more productive cargo handling capabilities and enhanced terminal capacity. As such, this Project will achieve optimal performance metrics; and will address the interconnectivity needs of our south terminal with other areas of the port resulting in increased mobility of cargo volumes to and from nationally significant freight highways and intermodal networks; and increase Port capacity with the acquisition of 250 acres of land and the development of a **state of the art Port Opportunity Zone Logistics Park** upon it.

Staging and Cargo Laydown Improvement Project

Recirculation traffic patterns, obsolete infrastructure removal, modernization of cargo movement infrastructure, and security improvements to aid in expanding Port capacity for the staging of cargo. This project will also improve the operational efficiencies of the Port's through put to help maintain Hueneme's competitive advantage in the marketplace.

Total Project Cost: TBD

Project Sponsor: Port of Hueneme

Project Lead: Port of Hueneme

Port Modernization Project

To meet the needs of cargo in the next era of Port operations, both terminals will need various improvements including:

- Demolition of obsolete warehouses and buildings to improve use of space
- Staging and lab development to accommodate cold treatment operations
- Additional refrigerated cargo plugs and crane infrastructure to accommodate existing and new cargo types

Total Project Cost: TBD

Project Sponsor: Port of Hueneme

Project Lead: Port of Hueneme

Electric Cargo Handling Equipment

Procurement of a Port-owned electric cargo handling equipment including: hybrid or electric mobile harbor cranes, reach stackers, and UTRs.

Total Project Cost: each crane \$6M, reach stacker \$750K, UTR \$250K

Project Sponsor: TBD

Project Lead: Port of Hueneme

Paving Projects: Ongoing

This Project will assist in bringing ongoing deferred maintenance and paving projects into a state of good repair including: paving of uneven surfaces on-dock enabling safer handling of equipment and increased efficiency of goods movement. It will also include repairing infrastructure on the Port to enable more effective movement of cargo resulting in increased economic competitive advantage for Port customers.

Total Project Cost: \$1.5 million

Project Sponsor: Port of Hueneme

Project Lead: Port of Hueneme

The Port of Hueneme's Intermodal Improvement Project

Wharf & Berth Improvements (the Project) implements critical upgrades to Port facilities. The improvements maximize waterside utilization and operational capabilities while providing timely and independent utility growing jobs and services by integrating the waterway channel's forthcoming new capacity with the recent \$50 million public/private investments that enhance the region's surface transportation network. The Project intensifies Port asset utilization, enhances productivity, responds to customer growth, supports the growth of export and import cargo flows, and reduces regional congestion by offering efficient modal options, growing and creating jobs throughout the region.

Total Project Cost: \$50M

Project Sponsor: DOT TIGER Grant, ACOE, NBVC and Port of Hueneme

Project Lead: Port of Hueneme

Wharf 2 (North Terminal) and Wharf 1-Berth 3 (South Terminal) Improvements & Berth Deepening

Complimenting the Intermodal Improvement Project

Capital investments modernizing Wharf 1-Berth 3 and Wharf 2 to allow Port logistics partners to accommodate existing customer's larger-capacity vessels, utilize heavy-lift cargo handling equipment, enhance climate resiliency, and reduce emissions during operations. Berth deepening to -40 feet Mean Lower Low Water (MLLW) complements adjacent channel deepening efforts by the USACE and Port on Wharf 1-Berths 1 and 2, while modern utility and paving enhancements more effectively and sustainably tie the vessel operations with terminal backlands and landside intermodal connections. Material dredged from the Harbor Deepening project will be transported and deposited within the limits of the disposal site near Hueneme Beach, immediately down coast of the East Jetty of Port Hueneme Harbor.

Currently, the shipping channel is maintained at -35 ft. MLLW. This 35-foot channel has a sea floor consisting of mud and sand and requires ships that are over 300 gross registered tons to be piloted both upon entering and exiting the channel. The harbor is not affected by tidal streams or current. Under the current pilot regulations, ships calling the Port's terminals require 10% under keel in transit and 1 foot under keel when moored to safely navigate the channel. With this requirement, the maximum draft of a vessel calling the Port is typically 32 feet, depending on tide conditions.

To utilize the deeper shipping channel, the Port is working to deepen all 5 berths. The berth deepening effort will provide deep draft vessel continuity from the harbor, through the channel, and at the berth. Vessels will no longer have to wait for high tide to transit the channel and come to berth, increasing operational productivity in a time-sensitive market.

Berth Deepening Facts - Larger vessels no longer have to wait in the bay for high tide. These fully laden, larger capacity vessels can now access the channel and berths at any time.

Recent economic impact analysis on the deepening effort concluded the 2019 deepening of Wharf 1-Berths 1-2 is creating:

- 563 new jobs
- \$28 million in business revenue
- \$5.8 million in local purchases
- \$4.6 million in State/Local taxes¹⁸

Total Project Cost: \$30M

¹⁸ "The Economic Impact of Deepening the Port of Hueneme Ship Channel to 40 Ft.", pg. 6, April 11, 2014; prepared by Martin & Associates.

Project Sponsor: TBD

Project Lead: Port of Hueneme

Shore-Side Power System – North Terminal

Building upon the success of the Port’s largest capital project installation of a shore-side power delivery system for ships in the Port that was completed in 2014. Shore power infrastructure reduces diesel fuel consumption while vessels are at berth by 67,458 gallons per year. This clean air freight mobility project constructed an electric shore-side power delivery system that realizes significant emission reductions in a nonattainment area. The program aligns with rigorous mandates set by the California Air Resources Board (CARB) to reduce vessel emissions by 2014 (60% reduction in NOx and PM). The project supports the critical interface between ships and landside infrastructure to create a shore-side power system that significantly improves air quality for the Southern California region. The installation modernizes existing berths to accommodate shore-side power capable deep draft vessels and reduces the use of marine diesel oil (MDO) fuels otherwise required to operate the refrigeration and hoteling systems on the vessels while at berth.

Infrastructure improvements may include accommodating a regulatory compliance requirement by CARB. Such improvements could include a sock or bonnet system needing electrical supply to achieve zero-emission operation.

Key project deliverables included:

- Benefiting the surrounding community, its health, and environment
- Contributing to the attainment of air quality standards for the region
- Advancing the economic competitiveness of a U.S. port-of-entry

Total Project Cost: \$25M On-Dock, plus \$60-\$100M for upgrades to SCE power infrastructure

Project Sponsor: TBD

Project Lead: Port of Hueneme

Port of Hueneme Reducing Emissions Supporting Health (PHRESH) Plan

In November 2017, the Port of Hueneme set an innovative course partnering with the local Ventura County Air Pollution Control District (VCAPCD) to develop the PHRESH Plan. PHRESH is the first of its kind as ports typically partner solely with their cities on air quality plans, and then the APCD is left to try to reconcile their goals with each city. However, the Port is partnering directly

with the VCAPCD to look at county-wide reductions and to include them in the action driven process from the beginning. This plan will continue to be developed in partnership with VCAPCD throughout 2018-2020 focusing on achieving greater emission reductions from port activity.

ZANZEFF

This project is a result of an initial investment of \$3 million from CARB cap and trade dollars and a \$700,000 match from the Oxnard Harbor District to build out the electrical backbone at the Port that will support electric cargo handling equipment including Ports America's new hybrid electric mobile harbor crane. This project also includes one hydrogen fuel cell truck to transport cargo locally from the Port to distribution centers, and two electric UTRs. Additional investments will likely be needed to fully complete the project depending on increasing scope and expanding uses.

Total Project Cost: \$3.7 million cash, a hydrogen fuel cell truck and 2 electric UTRs.

Project Sponsor: Port of Hueneme and the California Air Resources Board Cap and Trade Investments

Project Lead: Port of Hueneme

South Terminal Electrification Project

The Port recently completed a Master Electrification Plan to direct investments to accommodate additional reefer plugs, vaults for cranes and UTRs, capacity improvements, energy storage and generation. This project also includes dependency on expanded capacity from the Port's utility provider.

Total Project Cost: TBD

Project Sponsor: Port of Hueneme

Project Lead: Port of Hueneme

Port Security Projects

In the post-911 environment, infrastructure to tighten access controls and improve surveillance has become a top priority. With the ever-changing nature of our national security, the Port is in continual review of best practices and state of the art security infrastructure to keep the Port's customers and surrounding community safe. The joint effort of community partners on port security exemplifies the tremendous capability of the Oxnard Harbor District CEDS team to collaborate on regional planning and implementation of infrastructure and capital improvement projects. The security of the Oxnard Harbor District and its region is enhanced by the following achievements (completed) by the Oxnard Harbor District and its community of stakeholders (Port of Hueneme, City of Oxnard, City of Port Hueneme, and Ventura County):

Security Gate Complex: Ongoing

Construction of the main gate for all of the Port of Hueneme. Gate infrastructure includes gate complex guardhouse and system of traffic control measures. Project was funded primarily from the federal and State Port Security Grant Program (PSGP). This project was constructed in coordination with the Custom and Border Protection's (CBP) Radiation Portal Monitoring system. Together the projects enhance security for both inbound and outbound personnel and cargo.

Total Project Cost: \$2,000,000 (PSGP and CPMSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme and CBP

Port Wide Fiber Optic Network: Ongoing

Approximately 15,000 lineal feet of fiber optic infrastructure was installed that links all critical buildings with the Joint Operations and Security Center (JOSC). This network is installed to provide real time data between public and private port security community stakeholders. The FON was created to serve both current and anticipated future needs of the Port complex and its stakeholders. The Port Administration building will house the head-end equipment that is required to provide connectivity to the Port Area and JOSC. It is scalable to accommodate future surveillance, access control, radar, and other systems.

Total Project Cost: \$1,380,000 (ARRA and CPMSGP)

Project Sponsor and Participant: Port of Hueneme

Facilities Database: Ongoing

All Port of Hueneme harbor facilities were surveyed, and physical features were compiled in an electronic database. The database includes photos and detailed information, enabling first responders to access important information about critical Port infrastructure that can be reviewed prior to responding to any emergency situation. The database also includes data on cargo vessels that regularly call on the Port of Hueneme.

Total Project Cost: \$152,050 (PSGP and CPMSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme, City of Oxnard and Port Hueneme Police Dept., City of Oxnard and Ventura County Fire, and Port tenants

Security Fencing: Ongoing

This project provided perimeter fencing to secure the rail access portion of the Port facilities. Fencing was installed per federal (CBP) standards. In addition to the rail access portion, continued maintenance of the waterside and promenade side fence line is required. This will ensure stout perimeter control and compliance with MTSA facility regulations.

Total Project Cost: \$100,000 (CPMSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme, CBP, and Port tenants

License Plate Recognition (LPR) Equipped Patrol Vehicles: Ongoing

As part of monitoring potential terrorist activities and preventing crimes before undesirables' access the Port area, Police Department vehicles (that are responsible for the Port area) were equipped with LPR capability. LPR equipment allows for real-time identification of any vehicles that may have been stolen as part of a potential attack on the Port community.

Total Project Cost: \$235,000 (CPMSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme and City of Oxnard and Port Hueneme Police Dept.

City of Port Hueneme Emergency Operations Center (EOC) Power Backup & Protection: Completed

This project provided a source of backup power to the City's EOC. Additional equipment installed as part of this project included security fencing and surveillance.

Total Project Cost: \$237,055 (CPMSGP)

Project Sponsor: City of Port Hueneme

Project Participants: Port of Hueneme and City of Port Hueneme

Computer Aided Dispatch and Record Management System (CAD/RMS): Completed

This project replaced the outdated radio communications system that did not provide for secure communications. The installed CAD/RMS provides a secure method for the intelligence community to communicate. This system also allows first responders to link to secure State and federal databases that provide real-time information about potential suspects and terrorists.

Total Project Cost: \$385,083 (PSGP)

Project Sponsor: City of Port Hueneme Police Dept.

Project Participants: Port of Hueneme and City of Port Hueneme Police Dept.

Controlled Gate-Containers Tracking: Ongoing

Total Project Cost: \$500,000 estimated

Project Sponsor: Port of Hueneme

Annual Exercises: Ongoing

All regional stakeholders from various Ventura County public and private entities (police, fire, sheriffs, USCG, U.S. Customs and Port personnel) participated in joint exercises facilitated by the Center for Asymmetric Warfare. The exercises were all hazards based and designed to enhance coordinated response. After-action planning (Port exercise) sets criteria for continued joint efforts (real or simulated).

Total Project Cost: \$190,000 (CPMSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme, City of Oxnard and Port Hueneme Police Dept., City of Oxnard and Ventura County Fire, USCG, CPB, and Port tenants

Risk Management and Mitigation Plan (RMMP): Completed

All regional stakeholders from various Ventura County public and private entities (police, fire, sheriffs, USCG, U.S. Customs and Port personnel) participated in development of the RMMP that identifies risk mitigation efforts required over the next five years. All projects that have received or will receive grant funding are identified in the Five-Year Plan. The RMMP per federal guidelines is based on port-wide vulnerability assessments.

Total Project Cost: \$98,563 (PSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme, City of Oxnard and Port Hueneme Police Dept., City of Oxnard and Ventura County Fire, USCG, and Port tenants.

Emergency Operations Plan (EOP): Ongoing

All regional stakeholders from various Ventura County public and private entities (police, fire, sheriffs, USCG, U.S. Customs and Port personnel) participated in the development of the EOP facilitated by the Center for Asymmetric Warfare. The EOP documents procedures, policies, and protocols required for coordinated response.

Total Project Cost: \$97,000 (CPMSGP and PSGP)

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme, City of Oxnard and Port Hueneme Police Dept., City of Oxnard and Ventura County Fire, USCG, CBP, and Port tenants.

Cameras: Ongoing

Additional cameras were installed to provide complete shoreline coverage for the security of terminals, bulk facilities, cargo, fishing, and naval vessels. This project was coordinated with Port of Hueneme tenants to avoid duplicate camera coverage. In order to enhance intelligence sharing and analysis, the OHD would provide camera capability to all tenants, first responders, and CBP through a secure web-based portal with protocol restrictions.

Project Sponsor: Port of Hueneme

Total Project Cost: \$540,724 (PSGP and CPMSGP)

Project Participants: Port of Hueneme and City of Oxnard and Port Hueneme Police Dept.

Cyber Network Protection and Enhancement: Ongoing

The Port has developed a cyber-working group, IT disaster recovery plan, acceptable use policy, password protection, media controls, and information assurance policy, install encryptions, configuration/account management and install fire suppression system. Training for employees both new and tenured will be a portion of the cyber security enhancement program.

Project Sponsor: Port of Hueneme

Total Project Cost: \$501,520 (PSGP and CPMSGP)

Project Participants: Port of Hueneme

Port Mobile EOC: Update

Mobile Emergency Operations Center (EOC) and equipment. The Port has a mobile communications trailer and has included an operations trailer to better utilize the mobile EOC. This command trailer serves as the mobile incident command post. With some modernization since the initial build out, this trailer combination can improve business continuity as well as interoperability with Area Maritime Security Stakeholders.

Project Sponsor: Port of Hueneme

Total Project Cost: \$53,783 (PSGP)

Project Participants: Port of Hueneme, City of Oxnard and Port Hueneme Police Dept., Ventura County Sheriff, USCG and CBP.

Access Control & Cameras: Ongoing

Access control and associated surveillance cameras are required for buildings and sites on Port property. These installations supplemented exterior cameras and access control measures already deployed. Maintaining access control functionality is paramount to the security of buildings and staff. The IT elements to the Port's access control system consists of servers, licenses, databases and other items that must be fully operational to comply with MTSA regulations.

Total Project Cost: \$108,082

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme and TracTide Marine

Shelter-in-Place: Ongoing

Shelter-in-place measures include conducting an inventory of Port of Hueneme infrastructure in order to determine requirements and then procure and install equipment and supplies that are needed. The shelter in place rations and stores to make a legitimate safe impact on staff require periodic updating and replacement.

Total Project Cost: \$23,099

Project Sponsor: Port of Hueneme

Project Participants: Port of Hueneme

Port Security Equipment Gear and JOSC Enhancements: Ongoing

This project will provide necessary security equipment, facility and gear enhancements, including communications systems, screens and monitors, computes and other vital components for interoperability and efficient JOSC operations.

Project Sponsor: Port Security Grant Program 13, Port of Hueneme

Total Project Cost: \$435,680 (\$394,035 from grant; \$116,345 is Port cost share)

Project Participants: Port of Hueneme

Visual Port and Landside Detection Enhancements: Ongoing

This project will enhance surveillance by adding cameras and video analytics as well as building upon the Port's virtual survey system to better provide up-to-date spatial information via a web viewer to Port security personnel and associated public safety agencies.

Project Sponsor: Port Security Grant Program 13, Port of Hueneme

Total Project Cost: \$740,000 (\$555,000 from grant; \$185,000 is Port cost share)

Project Participants: Port of Hueneme

4.3 Capital Improvement Projects for the City of Port Hueneme

City of Port Hueneme Capital Improvement projects currently scheduled for 2019/20 include

- CAD (Computer Aided Dispatch) System Replacement
- Communications Center Furniture Replacement
- Communications Recording System
- Property Room Evidence Lockers Replacement
- FARO 3D Laser Scanner
- Police Department Remodel
- Property Room Shelving
- Computer replacements and server replacements
- Electronic Document Management Implementation
- Police Department Dispatch Console Replacement
- Community Center Termite Fumigation
- Hueneme Bay Median Irrigation
- Miranda Park Basketball/ Tennis Courts Replacement and Tennis Court Lights
- Barbeque Replacements
- Junior Lifeguard Replacement Truck
- Street Rehabilitation and Overlay
- New Bus Stop
- Various Wastewater/Sewer line replacements
- Purchase Replacement Vactor Truck
- Various Storm Water Improvements
- Emergency Generator for water supply
- Implement Water Distribution System Master Plan
- Complete Water Financial Analysis
- Replace Two Vehicles in Water Department
- Purchase Replacement Vehicle in Solid Waste Division

4.4 Capital Improvement Projects for the City of Oxnard

The City of Oxnard recently completed a year-long evaluation of citywide capital improvement priorities resulting in the proposed 2018-2023 Capital Improvement Program with total estimated costs at \$595,181,724 across five-years. The identified priorities consist of major public infrastructure needs that impact the quality of life for residents and businesses and create economic benefits and opportunities for continued community expansion in the future.

Economic Development Implementation Strategy

The development of a local Economic Development Implementation Strategy will enable the city to develop community focused strategies to bring positive economic impacts for local business and all members of the community. The implementation of economic programs will assist the city to support strengthen the local economy of the community.

Total Project Cost: \$100,000

Project Sponsor: City of Oxnard

Community Business Development Program

The development of a Community Business Development program will enable the city to support local entrepreneurship community opportunities, through the creation and promotion of a small business incubator program and small business microloan assistance program.

Total Project Cost: \$500,000

Project Sponsor: City of Oxnard

New Business Public Infrastructure Improvements

The support of public infrastructure improvements to attract new commercial and industrial businesses is an immediate city need in order to secure the creation of local jobs and potential loss of jobs in the community. The support of the Lathrop Park public infrastructure improvements within major industrial and commercial city areas allows for the city to leverage new business opportunities and attract local business investments.

Total Project Cost: \$250,000

Project Sponsor: City of Oxnard

Fiber Master Plan

The development and implementation of a Fiber Master Plan will provide the deployment and expansion of the local fiber broadband infrastructure to support opportunities for increased

economic growth throughout the City of Oxnard and neighboring communities, including industrial and commercial areas, educational institutions, the central business district and major residential areas. Becoming a “Fiber City” will encourage high-tech businesses and employees to locate in Oxnard, enhancing economic development opportunities for the community. The Fiber Master Plan creates the foundation for the deployment of public Wi-Fi and other Smart City initiatives which enhance the community’s quality of life across different sectors.

Total Project Cost: \$250,000

Project Sponsor: City of Oxnard

Security Master Plan

The development of the Security Master Plan will upgrade citywide security and communication systems to public buildings, facilities and public community areas, increasing security for the community through improved surveillance and controls.

Total Project Cost: \$585,000

Project Sponsor: City of Oxnard

Data Center Disaster Recovery System Upgrades

The network systems and data center disaster recovery system upgrades will protect critical data, prevent security breaches and provide redundancy to citywide operations in a major emergency. The protection of sensitive information enables the continued function of public services to the business and residential community within the city.

Total Project Cost: \$800,000

Project Sponsor: City of Oxnard

City of Oxnard Local Coastal Plan Update

The City of Oxnard's Local Coastal Plan (LCP) update project is a collaborative planning and outreach process that will revise the City's existing LCP to bring it into conformance with Coastal Commission policy directives and approaches to address climate change adaptation strategies, such as those for sea level rise. The update to the City's existing LCP is anticipated to be completed in Spring 2019. Additional information is available at the City's LCP update webpage: <http://www.oxnardlcpupdate.com/>.

Ormond Beach Restoration and Public Access Project

The Ormond Beach Restoration and Public Access Project (OBRAP) is a resilient coastal environment that inspires the enjoyment, use, and support of the local community and beyond. The

project area consists of several parcels and spans 630 acres in the City of Oxnard along the County of Ventura coast. The land is comprised of beach, dune, wetlands, and agricultural lands. The goals of the OBRAP are to preserve, enhance, and restore natural habitats and processes that support a dynamic and self-sustaining ecosystem at Ormond Beach and enhance opportunities for people to easily and safely visit Ormond Beach and enjoy the nature, educational opportunities, and recreation that are compatible with the restored Ormond Beach ecosystem. Important direct and indirect economic benefits of the OBRAP will include the creation of local jobs, increase visitors and economic activity into the Oxnard area, increase property values and promote tourism into the County of Ventura region. Additional information is available at: <http://ormond.scc.ca.gov/>.

Grade Separation Project at Rice Avenue and Fifth Street

A strategic project for multiple agencies including the Port of Hueneme, this multimodal project is a collaboration with the Ventura County Transportation Commission (VCTC), City of Oxnard, County of Ventura, Federal Railroad Administration (FRA), and Public Utilities Commission (PUC). This project will increase safety and provide efficiency for goods movement, increase accessibility for pedestrians to utilize mass transit, and streamline traffic flow.

Project Sponsor: Caltrans

Total Cost: \$79,192,000

Project Participants: City of Oxnard, VCTC, County of Ventura, FRA, and PUC.

Commercial and Residential Street Projects

La Colonia Neighborhood Phase Two (Active); cost \$4,450,000

Rio Lindo (Active); cost \$1,547,034

Windsor (Active); cost \$1,899,582

Redwood Neighborhood; cost \$3,570,000

Colonia RD (Streets and ADA improvement); cost \$1,100,000

Fremont North Neighborhood; cost \$1,700,000

Bryce Canyon South Neighborhood; cost \$2,800,000

Cooper Rd (Streets and ADA improvement); cost \$2,250,000

Residential Resurfacing - Remaining Streets; cost \$4,200,000

Arterial Street Projects

Streets Overlay (TMO) Phase I; cost \$3,767,700

Patterson and Vineyard - Gonzales to Oxnard Blvd; cost \$2,400,000

Auto Center Neighborhood; cost \$1,800,000

Channel Islands Blvd Resurfacing- Harbor Blvd. to E City Limit; cost \$1,400,000

Vineyard Ave Phase 2 - Oxnard Blvd to 101 & Esplanade Dr.; cost \$725,000

Commercial resurfacing various locations; cost \$950,000

Street Overlay (TMO) Phase II; cost \$3,000,000

Rice Ave - Gonzales Rd to Fifth St; cost \$2,100,000

Total Cost for the Resurfacing: \$36,250,236

A comprehensive list of projects can be found in the City of Oxnard's *Public Works Integrated Master Plan* here: <https://www.oxnard.org/wp-content/uploads/2017/09/PWIMP-Exec-Summary-Rpt.pdf>.

4.5 Infrastructure Improvement Projects for the County of Ventura

The County of Ventura Public Works Agency, Transportation Department has compiled a list of projects titled, *The Capital Improvement Program Five-Year Plan 2019 – 2023*. The most recent plan is available at: <http://pwa.vcpublicworks.org/fiveyearplan/>. The Ventura County Transportation Commission County has also developed the *Ventura County 2035 Final Comprehensive Transportation Plan*: https://www.goventura.org/wpcontent/uploads/2018/03/CTP_Final_8_20_13.pdf.

4.6 Economic Development Projects for the EDC

The Economic Development Collaborative of Ventura County (EDC) is the business resource for companies of all sizes doing business in Ventura County. Established in 1996, EDC promotes jobs and economic growth to maintain the county's economic vitality through these key programs and services:

- Business consulting and workshops
- Loans
- Manufacturing Outreach Program
- G.E.T Trade, the how-to on international trade

EDC focuses on attraction, retention and expansion of businesses in Ventura County through economic development programs that showcase the county's investment in cutting-edge business sectors and the high quality of life for residents. EDC is funded through contributions from the County of Ventura, all 10 cities in the county and top-level private sector executives.

As a business advocate, EDC has three distinct roles:

- **Analyst:** EDC compiles data and analyzes the regional economy to provide detailed economic information to the existing business community and businesses looking to relocate to the area;
- **Catalyst:** A board of directors from a cross-section of public/private sectors is a catalyst for bringing together people and programs with common goals;
- **Service Provider:** EDC identifies, develops and implements strategic services to the business community to address today's unmet needs and to create tomorrow's opportunities.

4.7 Economic Development Projects for Fathomwerx

Fathomwerx is a tech incubator with an eye on developing technologies to meet the growing demands of today's economy. A collaboration between the Port of Hueneme, Navy Base Ventura County, MatterLabs, and the Economic Development Collaborative, Fathomwerx provides lab space, hosts start up weekends, and partners with the business community of Ventura County to drive innovation and development. The collective meets a specific need in the region to bring spur the tech economy into high speed.

Projects Solving Maritime and Local Community Challenges

Fathomwerx, through its network of innovators and partner agencies, is designing various strategic projects that harness incubator technology-based initiatives to address maritime and local community problems. These projects include solving issues including but not limited to improving air quality around the Port, reducing environmental impacts of the Port and its customers, developing technology that improves the efficient movement of goods through the Port and our region, and inventing new solutions to improve how industry delivers goods to our community.

Project Sponsor: Fathomwerx

Total Cost: TBD

5. Metrics to Measure the Economic Impacts of Investment Projects

A detailed economic impact model has been developed as part of the economic impact study prepared for the Oxnard Harbor District by Martin Associates. This model will provide a structure to evaluate each project proposed by the Oxnard Harbor District in terms of direct, induced and indirect job creation, personal income creation, business revenue and investment, and State, local and federal tax creation. Martin Associates has developed similar models for nearly every port in the United States and the results of these models have been used for TIGER grant applications, channel maintenance, deepening and widening projects; justification of terminal investments and ranking of master plan projects. Appendix A contains the full economic impact report.

6. Mission Statement, Vision, Goals, and Objectives of the Oxnard Harbor District

The Mission Statement of the Port of Hueneme/Oxnard Harbor District is: “In keeping with the State of California, Harbors & Navigation Code and the principles of sound public stewardship, our mission is to provide the services requisite for the continuation and enhancement of maritime-related commerce. To this end, the District will endeavor to make certain that Port activities are made economically self-supporting by generating revenue sufficient to achieve the widest and fullest realization of the Port’s potential, thereby providing the maximum possible economic and social benefits to the people and communities served by the Port.”

In March of 2012, the Board and Port management team held a visioning workshop to define the Ports priorities, set the course for next five to ten years and provide a program development strategy to be executed at the staff level. The following areas of focus emerged as the principal priorities with full Board consensus:

- 1) **Business Retention and Expansion:** Work with existing customers to retain and expand their operations; Maximize the potential of the Port and increase cargo operations; Capitalize on new shipping opportunities as they emerge; *Develop and implement a strategic action plan for this purpose.*
- 2) **Intermodal Expansion:** Enhance the intermodal capacity of the Port: Explore opportunities to build intermodal facilities, upgrade and build supporting infrastructure; *Develop capital investment strategy and finance plan for this purpose.*
- 3) **Environmental Stewardship:** Maximize the environmental, social and economic benefit of the Port to best serve the community and maritime industries while maximizing the economic vitality of the Port; *Development and implement an environmental framework for this purpose.*
- 4) **Marketing, Public Relations and Outreach:** Enhance and further develop a strategic public relations campaign to inform the community of the significant contributions of the Port to the economy and its role as a strategic partner; *Efforts to include Port re-branding, website*

reconfiguration, the development of collateral, electronic announcements, and other technologically advanced outreach tools.

5) Strategic Partnerships: Develop collaborative partnerships with environmental, economic development, transportation, government, industry, educational and other interest groups and organizations; Work with the Naval Base to explore opportunities of mutual interest and Port growth opportunities; *Participate in community events and implement initiatives that build public partnerships.*

6) Innovation and Creativity: Leverage grants, MOUs, collaborative partnerships, technology and other tools to advance the mission of the Port; *Seek the use of new technologies and seek pilot project opportunities.*

Currently, the Port is developing a strategic business plan to foster the growth of the Port's maritime commerce which translates directly into the economic vitality of the District and the cities of Port Hueneme, Oxnard and the Ventura County.

7. Strategies and Plan of Action to Grow the Oxnard Harbor District's Economic Climate

The current strategic business plan being developed by the Port of Hueneme will define a set of strategic market options to sustain and grow the Port of Hueneme's maritime business. This will, in turn, directly impact the local economy by supporting high paying jobs and the potential attraction of port related industries. While the strategic business plan is currently under study and development, it is possible to identify some preliminary action steps in order to grow the economic contribution of the Port to the Oxnard Harbor District as well as Ventura County. The following represent preliminary action steps that will be more formalized at the conclusion of the study. A follow up study to the business plan will be a detailed Port facilities Master Plan and a Capital Development Plan. These will be focused on system preservation projects, as well as market driven opportunities identified. Preliminary action steps are identified in the current 2020 Strategic Plan.

7.1 Retention of Current Port Business

The Port has successfully sustained and grown with its core customer contracts in 2017. Business has been steady with the addition of a new shipping line customer, Maersk SeaLand, in 2016. The Port remains the holder of the Foreign Trade Zone license #205 and continues to offer assistance to any business that would like to take advantage of the Zone. The Port participated in the annual Produce Marketing Association Conference as an Exhibitor in October and is actively seeking opportunities to continue promoting itself to grow current business and opportunities with new customers.

The Port of Hueneme operates in a very competitive market environment. The global shipping lines market is currently going through some of the most challenging times it has seen in over 10 years. These new challenges include: shipping lines deploying large 14,000 TEU vessels to North America, key trade routes shifting with the widening of the Panama Canal, softer than expected demand in China, North America and Europe, and major carrier consolidations and bankruptcies. The Port not only competes globally for business, but among numerous other ports throughout California and the United States to provide the most competitive supply chain solution to move automobiles and fruit between exporters and importers. Total logistics costs from the overseas origin/destination to the U.S. destination/origin drive port choice by the importers and exporters. These costs also dictate the most efficient and cost-effective methods to move U.S. exports and imports.

The Port has established itself as a key player in the handling of imported automobiles and exports/imports of perishables, particularly bananas. However, to retain this business, it will be necessary for the Port to provide infrastructure such as an on-dock parking structure for staging automobiles, an off-port multimodal logistics park, and a wider apron on the docks accommodating the shift of bananas and other fruit from a break bulk handling process to containers. This shift to containers will require significant investments in container cranes and wharf redevelopment in order to maintain the level of perishable cargoes currently brought through the Port, let alone adding new customers. The new handling techniques of containerized cargo, such as increased terminal footprint for container operations, providing more reefer plugs, and investing in cranes, make it paramount for the Port to rapidly adapt in order to prevent a portion of the perishable cargo from moving to other ports.

Continuing the Port's successful automobile industry will rely on their ability to efficiently move these imports and exports quickly from vessels to off-port facilities. As this industry grows, and the demand for faster processing increases, it will require significant land as well as efficient rail transportation, particularly for export automobiles. The export market has been growing, with over 19,000 vehicles in FY2018 exported from the Port. As more foreign automakers have located production facilities in the United States and are serving the domestic market as well as international markets from U.S. production facilities, exports will continue to increase. Efficient rail operations to handle these increasing export operations is critical. Improvement of the direct rail service into the Port of Hueneme is essential to continue the Port's role as an international automobile port. The Port is currently dealing with land constraints for terminal space. To serve the Port's existing auto import clients, future land acquisition may be necessary. Working with a consultant, the Port has created a plan for building the Port's SKAI Project. Titled, *Structure for Key Automotive Investment Project*, this on-port hi-tech parking structure will have 7,500 bays nearly doubling the Port's current automobile capacity. The first phase will include the base and next two stories of the structure. The second phase is set to add an additional two levels, making it a five-

story tall structure. This project will bring in an estimated 724 new long-term jobs to the area, generating new business for decades to come.

To support the current operations at the Port as well as grow existing and new businesses, it is critical that the Port's main channel is maintained at the authorized channel depth. The ability to maintain the channel is dependent upon the U.S. Army Corps of Engineers evaluation process, and the availability of funding. To deepen the channel, the Port has embarked on a dredging project.

The Port's dredging project, which completed construction in March 2020, will support the current operations and further develop business opportunities by allowing existing customers to bring in larger and deeper vessels. With respect to fruit and produce, the Port is looking to provide ability to fumigate with the Ecological Compliance Unit which will help attract new business from the West Coast of South America – specifically Chile. The Port's role as a vital international automobile logistics hub will be further enhanced with the possibility of expansion of the Joint Use Agreement for additional terminal space and land usage. This would offer increased flexibility to accept more vehicles in the growing international markets of automakers.

7.2 Develop New Business

The Board of Harbor Commissioners adopted the 2020 Strategic Business Plan in October 2015. The Business Plan identified several potential business opportunities. The Port of Hueneme is located in a fertile and productive agricultural region. A key market opportunity being explored by the current Strategic Business Plan is the ability to build an export market for the local agricultural community that would provide a more competitive routing for these agricultural products than currently exists. This in return would lower transportation costs to the local producers, as well as increase export production in the region, thereby stimulating economic growth. The ability to export these products through the Port of Hueneme will likely require the development of a small container operation. Capital investment for cranes and terminal/wharf improvements would be needed to support this development.

Other opportunities include increased imported fruit operations with South America, short-sea shipping, potential development of liquid bulk operations, the development of project cargo exports, and the development of new auto export and import accounts. The Port of Hueneme entered into a Sister Port relationship with the Port of Ensenada, Mexico to continue attracting short-sea shipping business. The new West Coast Central America service (WCCA), operated by Maersk SeaLand, connects the two Ports in a direct call. This provides an excellent ocean option route for U.S. exporters to Mexico and vice-versa. To pursue and convert these identified opportunities, capital development investments will be required such as: improved rail, land acquisition, and terminal redevelopment. The actual capital investments required will be developed under a second Port Master Plan Study, which will identify specific investment needs, as well

methods to finance the required investments. These financing methods will include grants, bond issuances, and increased private sector investments.