



The Port OF HUENEME

Oxnard Harbor District



10-YEAR STRATEGIC PLAN

DRAFT

The Port of Hueneme 10-Year Strategic Plan was developed under the support and guidance of a Team composed of representatives from the Oxnard Harbor District, Port of Hueneme, the Cities of Port Hueneme and Oxnard and Ventura County and other private interests. This 10-Year Strategic Plan is a collaborative effort under the guidance and leadership of the Oxnard Board of Harbor Commissioners and Port Staff.

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Introduction

The Port of Hueneme (PoH), an official US Port of Entry located within Ventura County, is the fourth largest container California deep water cargo seaport and plays a crucial role in the vitality of the local, state and national economy. Naval Base Ventura County, a strategic military port, and the Port share the federal channel entrance and harbor. We have a rich history of partnership and joint use. The Port was initially built to support the agricultural sector in Ventura County. Today, Port of Hueneme serves as a top strategic auto and refrigerated cargo hub on the US West Coast, situated within sixty miles north of the Los Angeles metropolitan area, the largest population center on the West Coast with approximately 14 million people. Trade related businesses operating out of the Port make it the County's fourth largest employer and a leading economic force in the region.

The Port of Hueneme, nearby communities, industry, and other stakeholders have banded together to shape policy, prioritize investment, and ready themselves for change. Beginning in 2015 with the first five-year strategic plan, the PoH embarked on an important journey to define and document a set of strategic goals and projects in line with its mission and vision as well as goals articulated from a broad and extensive process of stakeholder outreach. The resulting 2020 Strategic Plan now gives way to this updated 10-year Strategic Plan, termed the 10-Year Port of Hueneme Strategic Plan (the Plan).

This Plan is the result of a three year long strategic planning process involving numerous workshops, community outreach, surveys, interviews and public meetings, all conducted despite the restrictions imposed by the COVID pandemic.

A New Decade

This 10-Year Strategic Plan establishes a visioning tool for the Port administration, reinforces its mission statement, and establishes goals and strategies to guide Port operations, business retention and growth and potential future capital investments. By organizing, enabling, and managing efforts in-line with the five key pillars identified in this 10-Year Strategic Plan, the Port of Hueneme will contribute to the economic, environmental, and social betterment of the Cities of Port Hueneme and Oxnard, Ventura County, and citizens and industries across the State of California and beyond. In this role, the Port of Hueneme can bring forth generation-spanning economic and social benefits to communities throughout its basin of influence.

FIVE KEY PILLARS

The Port Commission has adopted the following five key pillars to guide the Port's strategy over the next decade.



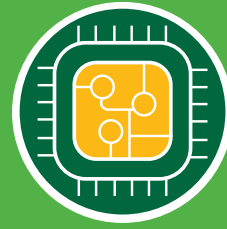
**ECONOMIC
VITALITY**



INFRASTRUCTURE



ENVIRONMENT



**INNOVATION &
TECHNOLOGY**



**SOCIAL EQUITY
COMMUNITY &
PARTNERS**

About the Port of Hueneme

This 10-Year Strategic Plan leverages our past success as the Port of Hueneme takes aim at the future.

Senator Thomas Bard envisions a commercial harbor, and constructs the first wharf. His son Richard completes the vision

The state of California authorizes the creation of the Oxnard Harbor District, now operating as the Port of Hueneme

Construction begins through the sale of bonds. Perhaps for the first time in U.S. history, a port is built without any federal funding

At a time of national need, the US Navy takes over the Port, which becomes the second busiest Pacific Coast port during WWII

The government grants the Port access to Wharf #1 for commercial purposes, beginning a history of joint use and partnership

First imported cars arrive; auto trade begins for the Port

Fresh produce shippers choose the Port for their West Coast operations

Acquisition of Wharf #2 and adjoining land from the Navy

The Port develops largest cold storage capacity on the West Coast, and the Banana Trade makes the Port of Hueneme home

Welcomed first Post-Panamax ship at the Port and new container service from Sealand – A Maersk Company

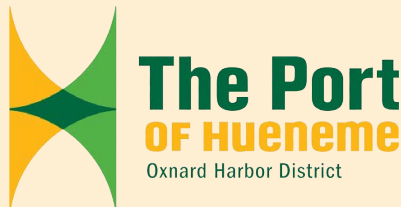
The Port is named Greenest US Port of the Year by Green Shipping Summit and is certified by Green Marine, a 3rd-party verifier

COVID-19 global pandemic

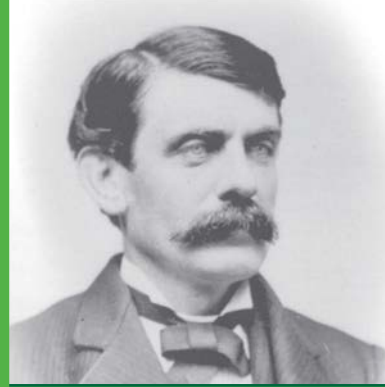
Record cargo years- FY20-21 and FY21-22!

Oxnard Harbor Commissioners Make Bold Commitment to Decarbonize Operations at the Port

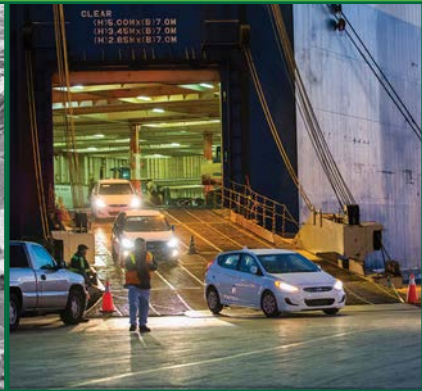
Advocating for Solutions with the Goal of Pursuing a Zero Emissions Future



1872 - 1942



1943 - 1977



1978 - 2020



2022 - Forward



The Port of Hueneme

The Port of Hueneme’s flexible attitude, convenient location, and specialized focus continues to make our Port one of the most productive and efficient international trade gateways on the west coast. As the only commercial deep-water port between Los Angeles and San Francisco, Port of Hueneme consistently ranks among the top ten US ports for autos and fresh produce, as the number one U.S west coast banana port and with three nearby auto processing centers, a key hub for the distribution of autos. Our community has always embraced the Port as a symbol of opportunity and continues to thrive because of trade related jobs. Port of Hueneme is a vital economic engine for Ventura County, handling over \$14 billion in cargo value, generating millions in economic activity, and in environmental initiatives, and providing thousands of port related jobs. The Port’s motto is, **“We Make Cargo Move.”** With its open-door policy, the Port Commission has a flexible “can do” attitude, allowing easy access to Port management and decision makers. This type of attitude has provided the basis for the Port’s commitment to successfully plan and operate the Port.

Oxnard Harbor District Board of Harbor Commissioners



Jess J. Herrera
President



Celina L. Zacarias
Vice President



Jess. J Ramirez
Secretary



Jason T. Hodge
Commissioner



Mary Anne Rooney
Commissioner

Vision and Mission

VISION

To operate as a **self-supporting** port that enforces the principles of sound public stewardship maximizing the potential of maritime- related commerce and regional economic benefit.

MISSION

To be the preferred port for specialized cargo and provide the maximum possible **economic** and **social benefits** to our community and industries served.

Economic Vitality - Business Retention and Growth



ECONOMIC IMPACT



Annual Cargo
\$14 Billion
Over \$14 Billion in
import value in 2022



Economy
\$2.2 Billion
in economic impact.
\$173 Million in
annual taxes

PORT FOOTPRINT



Refrigeration 90,000 SF on-
terminal, 900,000+ SF off-
dock
Over 1100+ reefer plugs on
and off port facilities

VOLUME



Fresh Fruit Exports
+12% in FY 2022



High and Heavy Exports
+9% in FY 2022

PORT OF HUENEME TODAY

Today, Port of Hueneme serves as a strategic auto and refrigerated cargo hub on the west coast. The Port of Hueneme continues to operate under its excellent management and personnel, with open lines of communication, and while serving two key niche markets: automobiles and refrigerated food perishables. Proactive relationships and effective communication are a hallmark of today's Port of Hueneme. The Port's elected officials and staff are dedicated to its local and regional community, collaborating on common goals that foster economic growth and community vitality.

AN IDEAL HARBOR

The Port's physical characteristics make it an ideal harbor. The nearby Channel Islands enhance the Port by providing protection from severe storms. The Port's strategic location gives it convenient access to agricultural, automotive, and consumer epicenters of Southern and Central California. Our prime location provides shorter sailing times and quicker access to berths. The Port of Hueneme is adjacent to major populated urban areas, automotive epicenters, and California's agriculture heartland. The Port is just 60 miles north of the major metropolitan center of Los Angeles and offers a highly efficient and uncongested alternative to other west coast ports. Importantly, the Port connects to the Union Pacific Railroad, via Ventura County Railroad/G&W Shortline service, providing an intermodal link to North America, Canada, and Mexico.

A NICHE PORT

The Port is world renown as a high-touch facility serving important market niches. The niche markets that the Port serves include the import and export of automobiles, non-automotive roll-on roll-off cargo, project cargo, fresh produce, GDSM, t-shirts and liquid bulk. Its unique positioning near the Santa Barbara Channel and fertile fishing grounds has also made the Port the primary support facility for the offshore oil industry along California's Central Coast region and an active squid offloading hub.

KEY ECONOMIC ENGINE FOR THE COMMUNITY

The Port (formally known as Oxnard Harbor District) collects no taxes, operating entirely on Port business generated funds. As a landlord port, commercial companies enter into operating agreements with the Port. The Harbor District pays significant amounts to the City of Port Hueneme for providing services necessary to support the Port's activities.



Recent Achievements

RECENT ACHIEVEMENTS

The Port has made great strides towards its goals set out in 2015. The agricultural sector has steadily grown in thanks to increased capacity at the Port and the establishment of movement options for agricultural commodities. Grew over 200% in exports in Q1 FY22.

The Port has also strengthened ties with agencies at various levels through collaboration on grants and integrating economic development plans with local stakeholders. The Port has had success with its marketing efforts towards local and internal stakeholders by showcasing green initiatives and accolades, as well as continued job creation.

These efforts have helped build relationships between the Port and our surrounding community.

ENVIRONMENT

Achieved green marine certification

Diesel particulate emissions reduced by 85%

Reference grade air quality monitors installed

COMMUNITY

70+ Committed to Community food distributions

1.2 million lbs. + of fresh produce donated with Port Customers support

ECONOMIC VITALITY

Trade related jobs increased to over 20,000, a 96% increase since 2013

Nearly 3,000 direct jobs with an average salary over \$70,000

Over \$53 million in federal and state grants since 2015

Economic activity related to the Port increased by 175% since 2013 to \$2.2 billion

INNOVATION & TECHNOLOGY

Maritime Advanced System Technology (MAST). Program established for technology transfer and innovation and folded into Fathomwerx

Key IT functions brought in house

INFRASTRUCTURE

Harbor deepening to increase Federal channel depth to 40'

Shore side power program completed

Forward Thinking -The Strategic Plan

The Port of Hueneme is determined to continue our forward thinking. With the development and adoption of the 10-Year Strategic Plan, the Port has created a visioning tool for the Port's administration, reinforced its mission statement, and established goals and strategies to guide the following:

Infrastructure Investments

Remedial and replacement and maintenance capex for existing structures. Improve cargo efficiency, velocity, safety, and overall capabilities. Offsite Port improvements to expand logistics network.

Business Opportunities

Business opportunities include increased imported fruit operations and other cargo from Asia, Central and South America, short-sea shipping, the development of project cargo exports and the growth of auto export and import accounts.

Environmental Sustainability

Environmental partnerships will hold increased importance as the effects of climate change start to shape the Port's infrastructure and efficiency plans. The Port works to promote partnerships with public stakeholders on the joint Climate Action Plan, addressing green infrastructure.

Quality of Life

Port of Hueneme continues to benefit the local and regional economy through initiatives that address disparities in economic opportunities and proactively advance racial equity.



10-YEAR STRATEGIC PLAN: THE PROCESS

This 10-Year Strategic Plan was led by Port of Hueneme and developed through a broad planning process to incorporate a series of meetings, surveys, interviews, and community workshops. Port of Hueneme carefully crafted the planning process to embrace a variety of interests by engaging with port users and stakeholders.

HUENEME

This 10-Year Strategic Plan was led by Port of Hueneme and developed through a broad Port of Hueneme pursued a diverse range of stakeholder and community engagement to guide the input and development of this 10-Year Strategic Plan.

In January 2020 and May 2021, Port Operators Group met with approximately 30 representatives. From January to December 2020, one-on-one interviews were conducted with over 100 individuals who represented nearly 50 organizations, including city or government officials, cargo owners, operators, commercial interests, community groups, environmental groups, port staff, management, and commissioners, elected and appointed officials, port users, regulators, and economic development entities. Open house plan workshop to be conducted in January 2023.



In March 2021, Port Community Relations staff conducted online and in-person surveys. These efforts reached **over 500 participants**.

Key topics discussed included **environment, community, transparency, economic vitality, job creation, and the process of community engagement.**

One-on-One Interviews

Jan - Dec 2020
+/-75 Participants



Social & Environmental **justice and equity** are vital

Online & Community Surveys

March 2021
+/-500 Participants



Economic vitality and role in job creation are top survey results



Key topics discussed included **improving cargo efficiency and velocity, environment, community, diverse cargo mix, rationalizing and improving on-terminal efforts, and safety.**

Port Operators Group

Jan 2020
+/-30 Participants



Stakeholder Interviews/ Discussions

Jan - Dec 2020
+200 Hours



Infrastructure is #1 priority of customers and operators





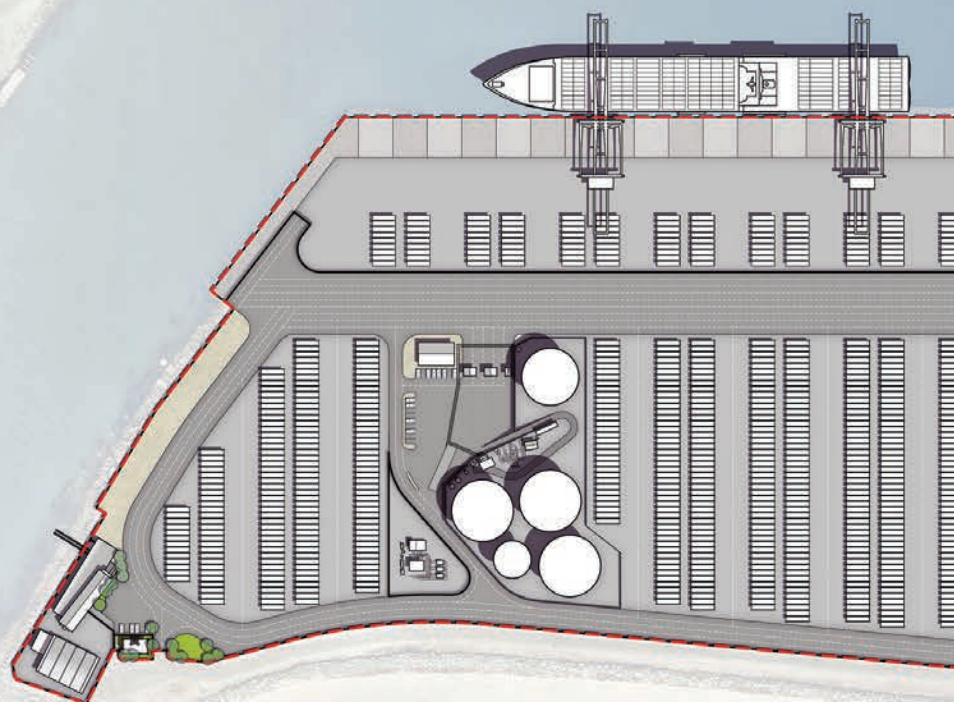
Expanding for the Future

10-YEAR STRATEGIC PLAN: EXPANDING FOR THE FUTURE

The Port is entrusted by the State of California with the maintenance and operation of Hueneme's commercial maritime assets and there is widespread agreement that the physical infrastructure needs strategic attention to sustain existing infrastructure and adapt to new market conditions.

The Port's physical infrastructure requires both maintenance and expansion, as well as re-adjustment, to best meet the needs of the evolving market, new conditions, and capacity.

This 10-Year Strategic Plan promotes California's maritime assets for strengthening the region's economic vitality. The promotion of commerce, development and well-being of the Port's workforce, tenants, customers, suppliers, and community stakeholder is included in this 10-Year Strategic Plan. Economic vitality, a key pillar, remains the vital "why" for why the Port of Hueneme exists today.



Five Key Pillars



ECONOMIC VITALITY

Our Goal: Contribute towards a vibrant and healthy economy by supporting businesses, job growth, and foreign commerce, while also ensuring a sustainable port organization.



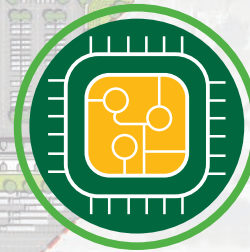
INFRASTRUCTURE

Our Goal: Develop and maintain fit for purpose the infrastructure that enhances productivity and efficiency in goods movement, reduces externalities, and strengthens the Port's competitive positioning.



ENVIRONMENT

Our Goal: Be a leader in tackling climate change and clean energy transition while pursuing decarbonized, zero emission port operations and reducing or avoiding environmental impacts from port operations and development.



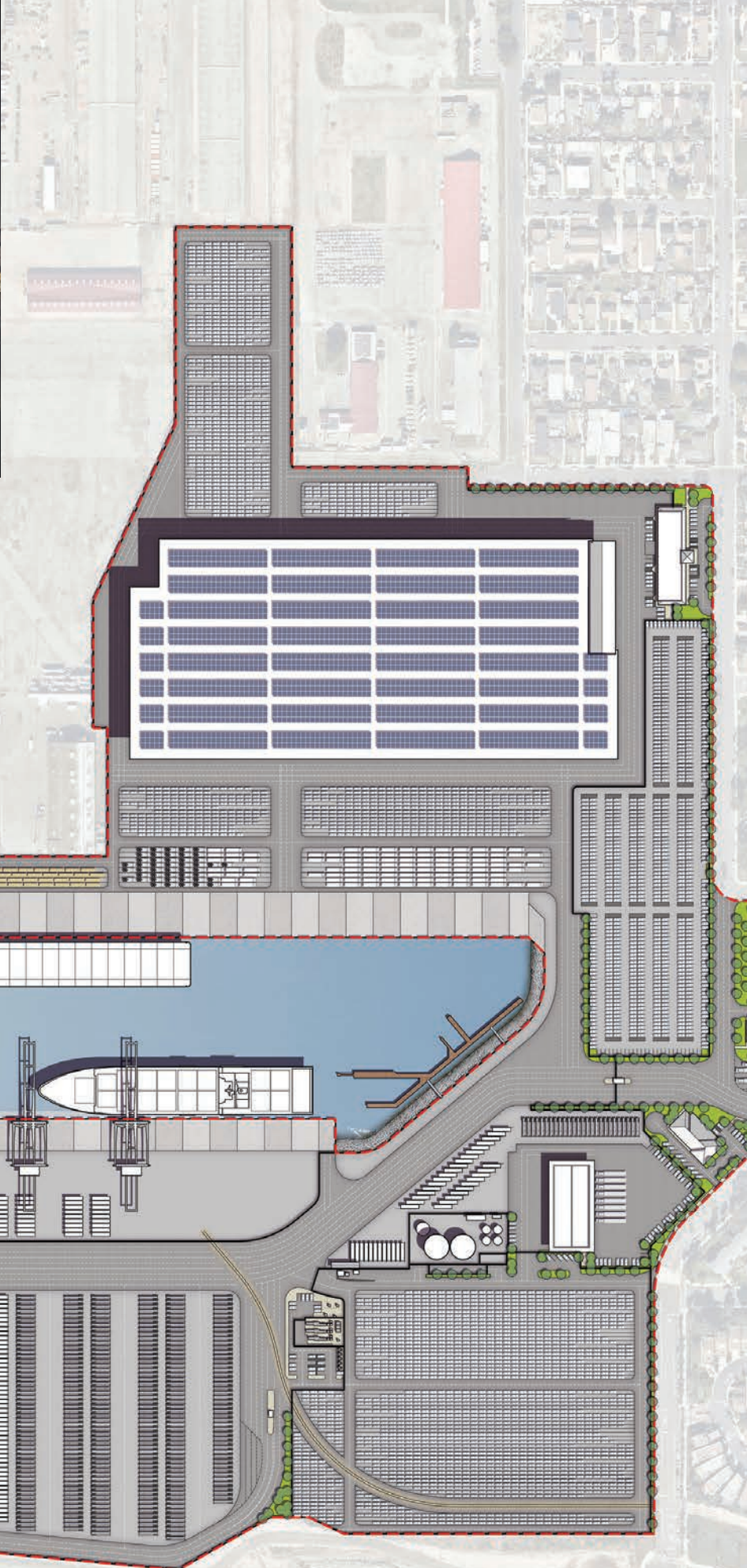
INNOVATION & TECHNOLOGY

Our Goal: Foster ideas, innovation, and leading edge technologies for the advancement of ports, the maritime environment, community and entrepreneurs.

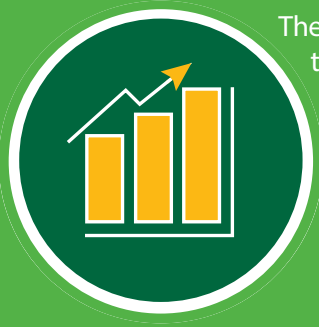


SOCIAL EQUITY, COMMUNITY, AND PARTNERS

Our Goal: Pursue policies and projects that address social inequity, strengthen the well-being of the communities in which we operate, and develop partnerships that further our mission and vision.



KEY PILLAR: ECONOMIC VITALITY



The Port of Hueneme is vital in the intermodal logistics supply chain, significantly contributing to the economic health of Ventura County and Southern California. Its marine terminals handle automobiles, containerized cargo, break bulk fruit, and general cargo such as project cargo, military cargo, bulk, and liquid fertilizer. Many of the products traversing the Port are deemed “essential and critical” including fresh foods, supplies, and military equipment. The Port itself is identified as “critical infrastructure” in national and state level freight planning. The Port is also recognized as “Critical Infrastructure Sector” per the U.S. Cybersecurity and Infrastructure Security Agency’s designation.

As one of the major economic engines of Ventura County,

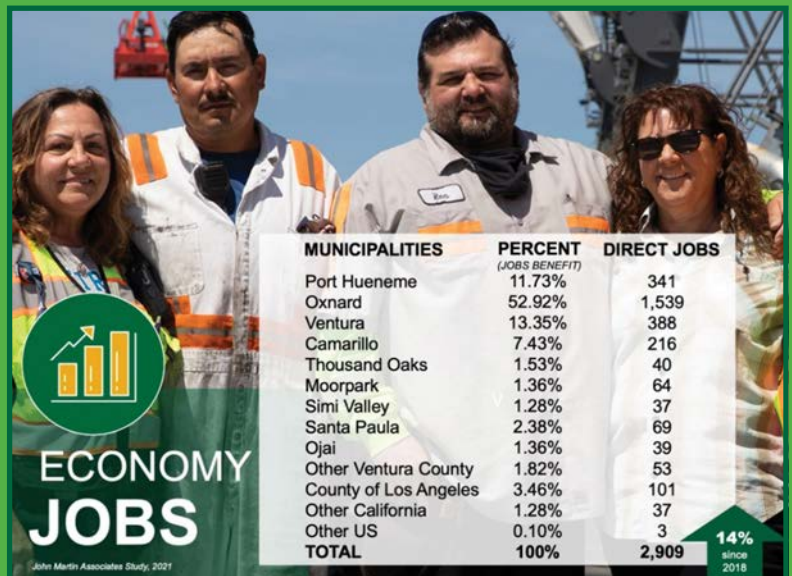
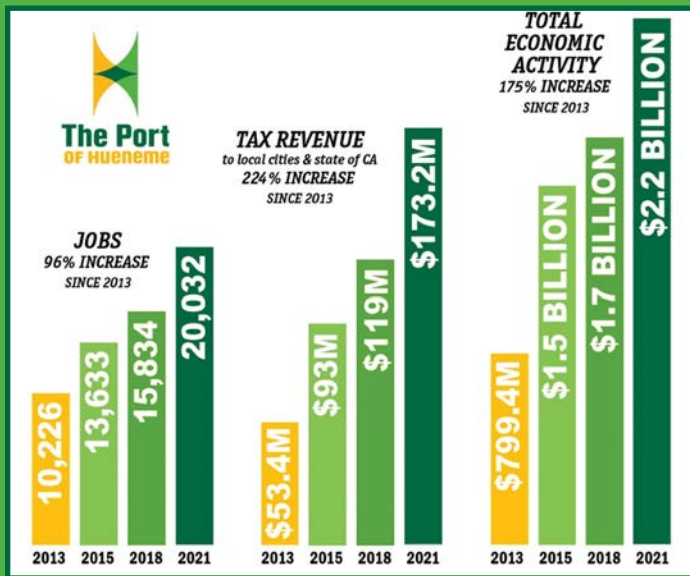
particularly when considering the creation of “family sustaining” jobs, Port of Hueneme is responsible for over 20,000 trades related direct, induced, indirect and influenced jobs. Of particular importance is the fact that the Port generates nearly 3,000 direct jobs with an average annual salary of \$70,174, compared to the county-wide average salary of about \$63,4408– almost \$8,000 higher than the average salary in the county which further underscores the importance of the Port as a major catalyst in Ventura County and the state of California economies. From an economic impact standpoint, the Port’s \$11.4 billion in annual cargo generated over \$2.2 billion in economic impact for the county and \$173.2 million in state, county, and local tax revenues in 2021 which made up 4% of Ventura County’s total GDP and 6% of the County’s local workforce.



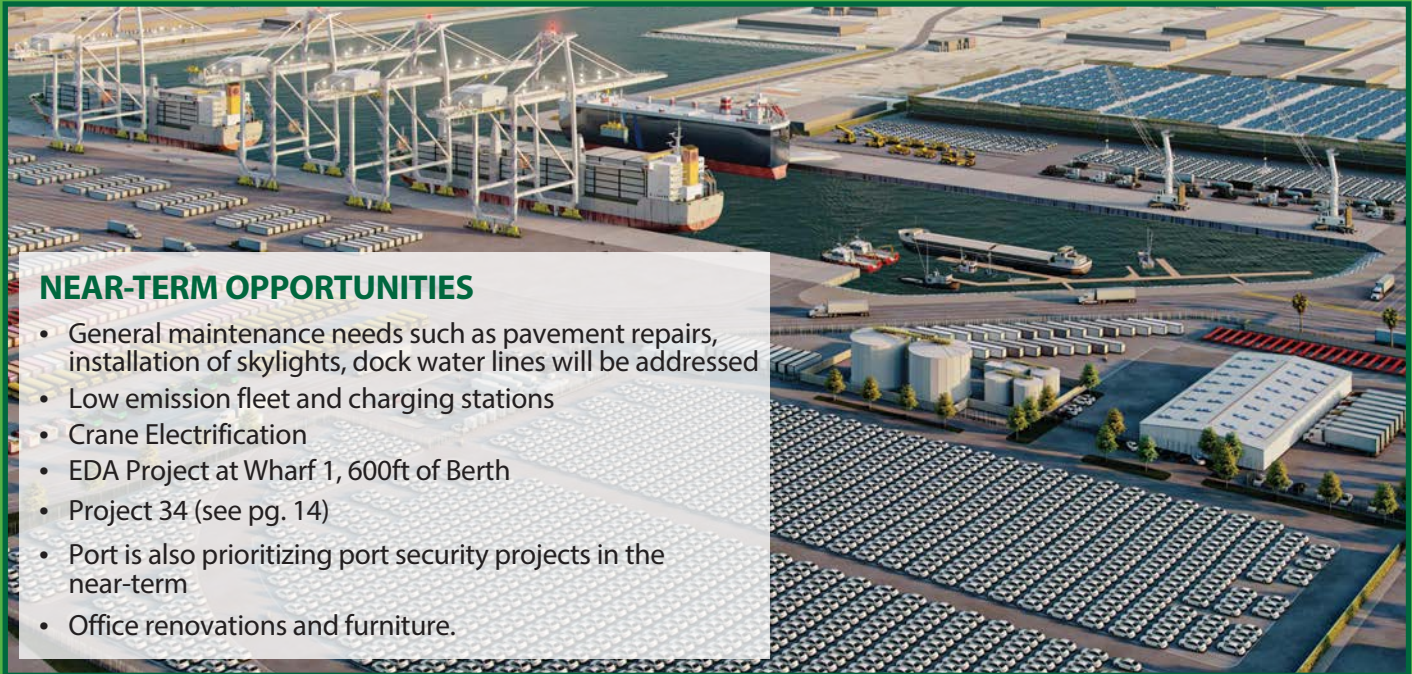
In 2021, the Port achieved its highest volume for containerized cargo business in its 84-year history due to its unique market position as the uncongested Port on the West Coast. While the largest ports in the country saw historic levels of import trade and congestion due to COVID-19 and exponential growth in consumer spending and e-commerce from Asia, the Port of Hueneme’s business model of an operating port allowed the Port to remain insulated from these dynamics, while doubling import and export container traffic. Throughout the pandemic, the Port of Hueneme has remained free of congestion and financially solid.

Over 50% of the Port’s annual cargo value comes from automotive trade with Korea, Germany, UK and Japan. These trading partners have shown significant desire to support infrastructure investment and further develop growth initiatives in partnership with the Port. This unique market position and specialization in automotive and reefer segments give the Port a competitive advantage and provide the opportunity for increased tonnage and further strengthening its financial position.

Business retention and further expansion are top priorities at the Port. To sustain its role as an economic engine for the region, the Port of Hueneme must keep pace with technology, market changes, and infrastructure investments to diversify its cargo mix while optimizing land use on the terminal and throughout the community.

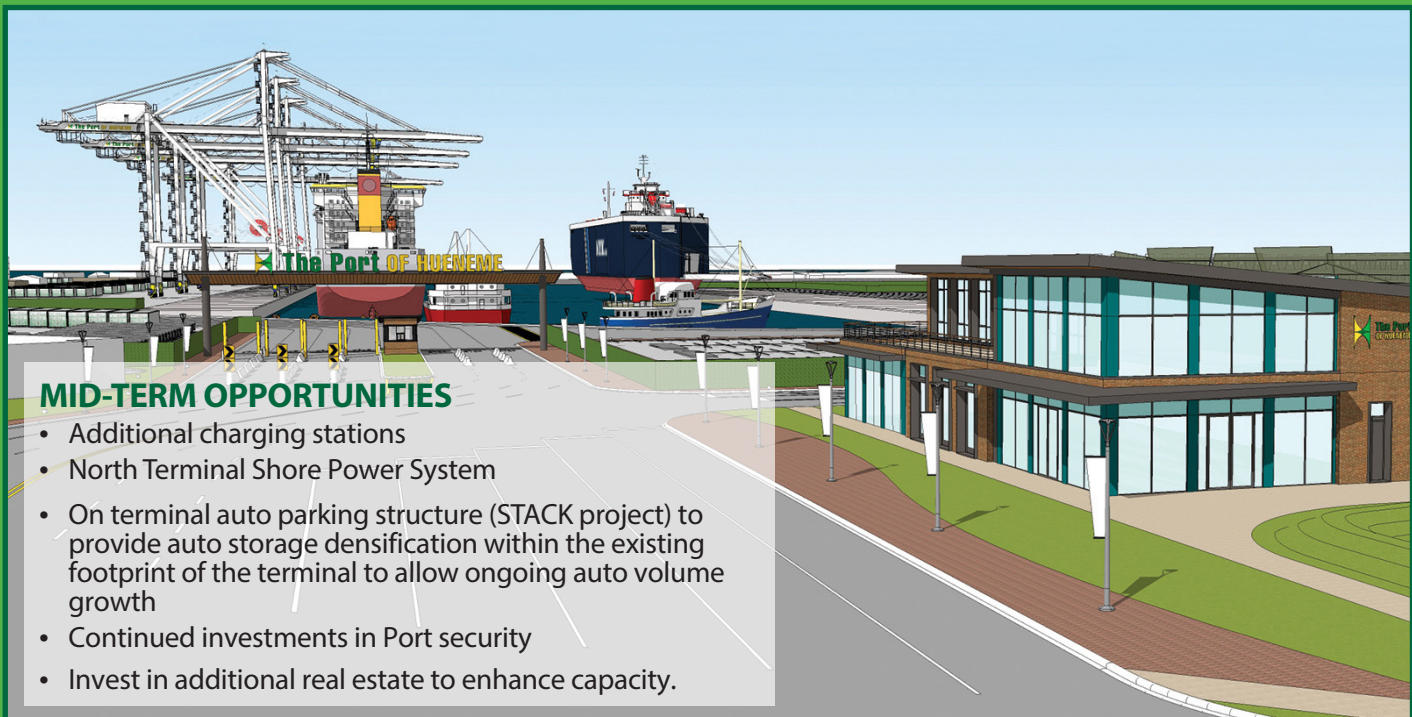


Continued investment in infrastructure to support and grow the maritime operations of the Port is necessary, given the Port's economic importance to the Oxnard Harbor District, the cities of Oxnard and Port Hueneme, Ventura County, and the state of California. The Port is updating and reviewing its capital outlay program to identify and prioritize outstanding infrastructure repairs, as well as opportunities for improvements and expansion, and to develop short and long-term capital investment strategies based on the 2020 Strategic Plan and the demands of changing markets for competitive freight transportation including efficiency improvements in collaboration with environmental leadership. For the Port to continue to drive the local and regional economy, this 10-Year Strategic Plan will further identify these infrastructure investments.



NEAR-TERM OPPORTUNITIES

- General maintenance needs such as pavement repairs, installation of skylights, dock water lines will be addressed
- Low emission fleet and charging stations
- Crane Electrification
- EDA Project at Wharf 1, 600ft of Berth
- Project 34 (see pg. 14)
- Port is also prioritizing port security projects in the near-term
- Office renovations and furniture.



MID-TERM OPPORTUNITIES

- Additional charging stations
- North Terminal Shore Power System
- On terminal auto parking structure (STACK project) to provide auto storage densification within the existing footprint of the terminal to allow ongoing auto volume growth
- Continued investments in Port security
- Invest in additional real estate to enhance capacity.

Off-Port Temporary 3-5 Year Near-term Project

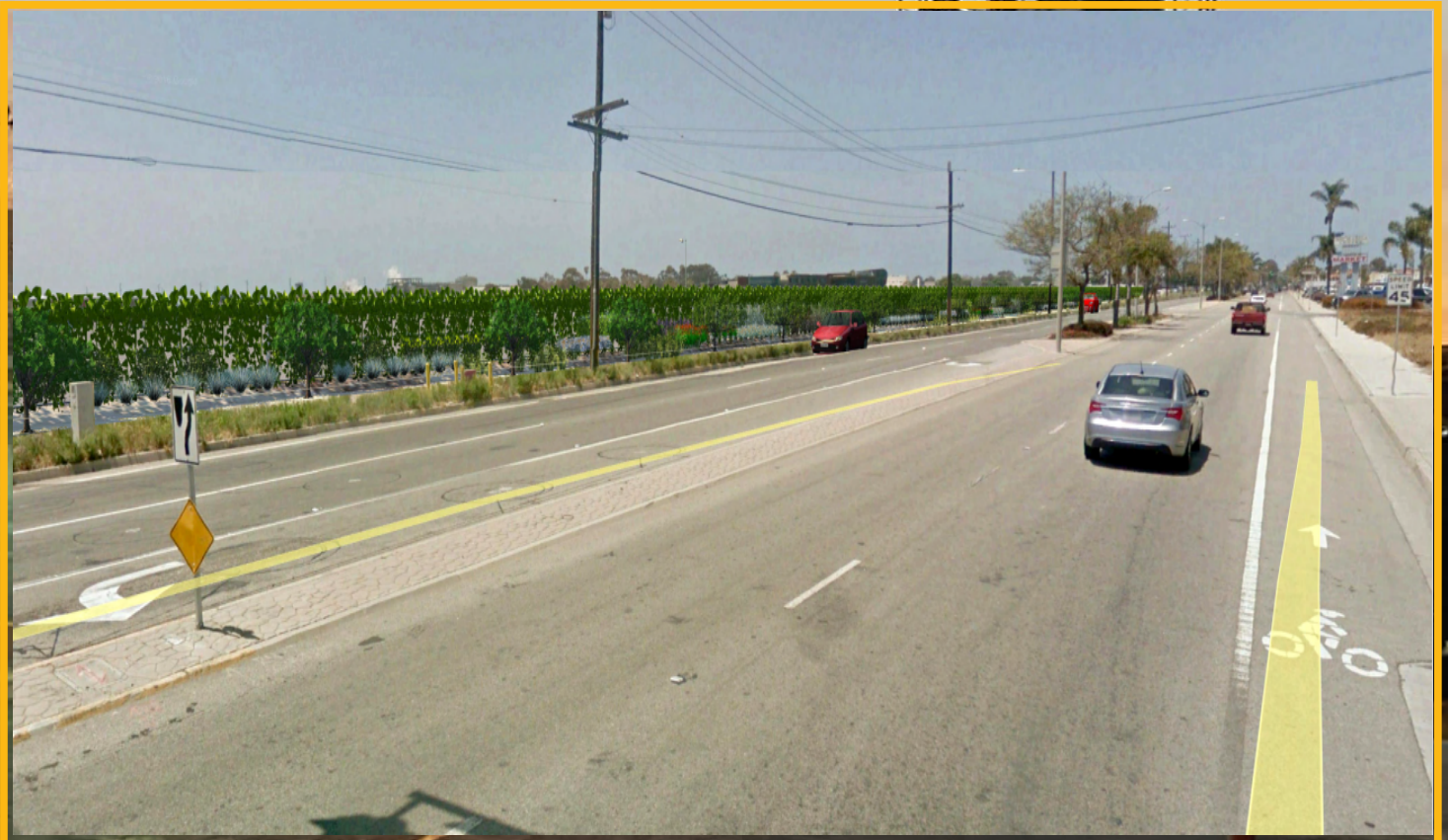
TEMPORARY PROJECT 34

In order to keep up with the highly competitive and larger global economic trends of the auto shipping logistics market, the Port is planning to construct a temporary outdoor vehicle facility, to be operated for a maximum of three to five years on an approximately 34-acre project site situated at the southeast corner of Hueneme Road and Perkins Road. The Project site will accommodate up to 4,944 vehicles as overflow storage and consolidate auto movement to reduce diesel truck trips through neighborhoods near the Port, significantly reducing truck emissions. The purpose of the project is threefold:

1. **Facilitate commercial success for Port clients to ensure they keep their business in the region.**
2. **Reduce and consolidate reliance on off-port storage locations, which reduces emissions.**
3. **Provide overall flexibility for the transport of vehicles that already flow through the Port.**

What Project 34 Provides:

- Creates 30 new jobs for the duration of the project.
- Adds \$2.2 million in local salaries annually.
- Local and veteran priorities for hiring (under the Port's Project Labor Agreement).
- Reduction of local diesel truck trips and emissions.
- Revitalizes abandoned land with over \$500,000 of native species and landscaping.



Off Shore Wind Opportunities

As California continues to pursue aggressive statewide climate goals and corresponding carbon emissions reductions, the State is looking very closely at its largest emissions sources and seeking reductions from these sources. One significant source is power generation, with fossil fuel based energy sources historically being the largest source of power generation for California. With the forecasted increases in electrical power demand as fleets of vehicles transition to EV's the State will need to not only make the grid more renewable, but also grow the amount of power generation. The Port of Hueneme has been involved in the preliminary planning discussions which have been occurring for several years on offshore wind. Offshore wind has the potential to meet both these ambitious climate goals and generate a significant portion of the State's power demand. Globally, offshore wind power generation has been identified as one of the greenest forms of future power generation.

The State of California has recognized this reality and is working to develop offshore wind resources for the State. This is a huge undertaking that will involve billions of dollars of investments in not only wind turbines and transmissions lines, but in workforce development, community benefit programs and port infrastructure and grid resiliency. Currently the State is assessing two large areas of offshore waters in Federal jurisdiction, one area off of Morro Bay and one larger area off of the Humboldt coast. The State is looking to generate more than 30 gigawatts of power from offshore wind in the coming years, and remember that one gigawatt of power can power 750,000 homes. Currently, Federal and State agencies are researching the technical details of building out the infrastructure needed to plan, permit, design, construct and operate offshore wind turbines off of California. We are still many years away from construction beginning on this critical infrastructure, but the Port of Hueneme is seeking to play a role in this green energy future in collaboration with labor, community, and broader industry and help to bring more much needed good paying jobs to Ventura County.

- Workforce Development
- New Green Jobs Creating
- Operations and Maintenance of Offshore Wind Projects
- Potential Partnership with the Navy Base Ventura County
- Investment in Renewable Energy Projects for Ventura County

KEY PILLAR: ENVIRONMENT



Port of Hueneme is a leader in environmental stewardship within the ports industry, leading and managing major green, zero emission initiatives, through programs such as Port Hueneme Reducing Emissions Supporting Health Clean Air Plan (PHRESH), in conjunction with local air regulatory agency, the Ventura County Air Pollution Control District, and electrification of heavy port equipment and cold ironing of ships at dock, implementing LED lighting technology throughout the Port, stormwater management and filtering plans, amongst other initiatives.

Port of Hueneme is committed to preserving, protecting, and enhancing natural resources, including air, water, soil and sediment, energy, and marine life. Consistent with the Port's effort to "be a good neighbor," the Port reaffirms its commitment to operate and grow responsibly and sustainably while balancing its commitment to providing economic vitality.

The Port's significant environmental progress has been noticed by the ports' industry with the port earning the California Green Business Certification (2020), the American Association of Port Authorities' Environmental Stewardship Award (2017), Greenest Port of the Year (US Green Shipping Summit), and being the first port in California to receive the Green Marine Certification from Green Marine, the most stringent, voluntary environmental certification process in the industry.

Help address the climate crisis as a local leader in the clean energy transition while pursuing decarbonized, zero emission port operations and reducing or avoiding harmful environmental impacts from port operations and development.

CLEAN EFFICIENCY Powered by electricity

BATTERY STORAGE Peak saving, store energy

CLEAN AIR PHRESH plan will assess Port's goals for the future

YARD EQUIPMENT State-of-the-art

SHIP TO STORE Zero emissions

MORE SPACE Demo of obsolete buildings allows less congestion, fewer emissions

PLUG & PLAY Shoreside power



LED LIGHTING
Longer lasting and more efficient than traditional lighting



NEW ERA
Cords and plugs to power future equipment



GOING DEEP
35-40ft, sand renourishes beaches

INNOVATION

The innovation strategy that has perhaps had the most success over the prior period is the Maritime Advanced System Technology (MAST) Program, which has since evolved into Fathomwerx. The MAST Program was founded with the help of Economic Development Collaborative (EDC), Naval Surface Warfare Center, Port Hueneme Division (NAVSEA) and Matter Labs with the goal of establishing a mechanism for technology transfer and innovation.



In April 2022, The California Office of the Small Business Advocate nominated Fathomwerx as one of ten Inclusive Innovation Hubs in the State!

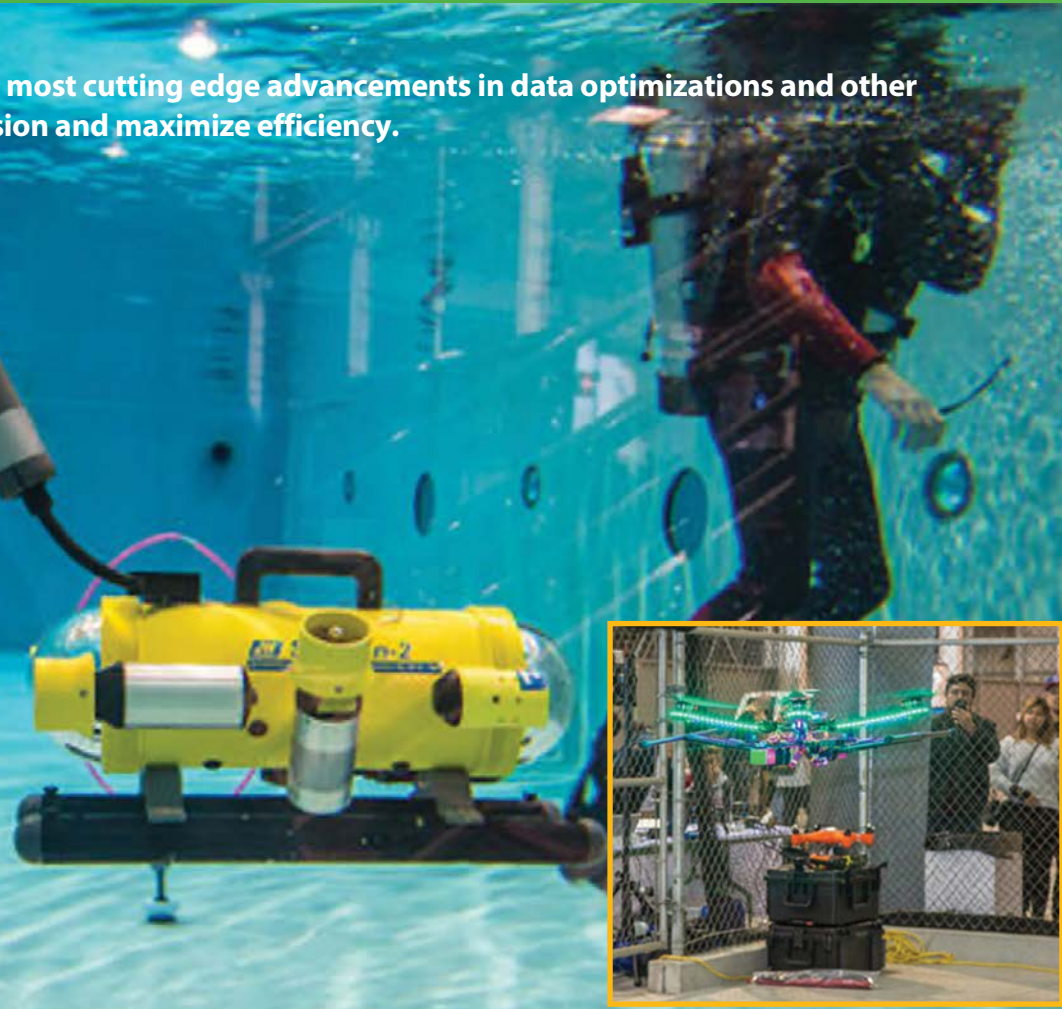
MAST has since evolved into a program operating in Port of Hueneme workspace, named Fathomwerx, offering nearly 60,000 square feet providing access to an above ground dive tank, drone testing cage, 3D printers, metal printers, lathes, prototyping, augmented and virtual reality testing, prototyping equipment, and environment testing for technology developers. The Fathomwerx laboratory is a physical collaborative space where government employees, business owners, entrepreneurs, and academic stakeholders can innovate, experiment, and transfer/transition capabilities. In May of 2020, NavalX announced its expansion of its Tech Bridge program to include the Fathomwerx lab and is now part of the innovative ecosystem that includes several other locations around the nation.

Based on the success of the MAST and Fathomwerx initiatives, the Port of Hueneme will continue to pursue innovation goals with Fathomwerx and other partners.

The Port will actively pursue the most cutting edge advancements in data optimizations and other technologies to advance its mission and maximize efficiency.

Priorities for Information Technology (IT) Include:

- Shifting several key IT functions to cloud based enabling for better security and redundancy.
- Establish new tools for cyber threat prevention.
- Establish better business continuity with improved data redundancy connections.
- Comprehensive cyber-security auditing in partnership with the United States Coast Guard.
- Expand wireless conductivity across the port enabling better data collaboration.



KEY PILLAR: SOCIAL EQUITY, COMMUNITY, AND PARTNERS



The need for continued engagement with the local community was a clear outcome of the workshops held during 2021. Although the overall consensus from respondents is that the relationship has improved significantly over the last 5 years, engagement should remain a key pillar. Looking ahead, the Port will reassess its Strategic Community Plan to ensure that resources are being devoted to the most important issues affecting the community and more specifically the Port, in collaboration with the community, shall:



Promote

- Racial and Environmental Equity in all forms
- Equitable Resource management with adjacent community focus and priority

Facilitate

- Access to information on: air quality, emissions inventory, noise
- Access to resources for community members and stakeholders
- Transparency of projects focused on public input
- Capital investments that align with humanitarian activities

Ensure

- Civic engagement
- Active listening campaigns
- Local hire
- Protected class inclusion
- Public access to Port Facilities as permitted

Support

- Job creation opportunities prioritizing locals
- Projects which will address the current housing crisis affecting the workforce

Explore

- Electric infrastructure and other sustainable and equitable investments

- Community economic development, workforce development
- Creating pipeline for Port related job opportunities
- Alternative fuel transition and integration funding opportunities

Identify

- Opportunities for community development
- Implement a benchmark analysis via equity, racial and environmental study
- Potential partnership public and private investments to increase open space available for community benefit

Engage

- Mixteco and Spanish speakers as well as other stakeholders

Coordinate

- Stakeholder collaboration
- Education and workforce resource partnerships

Require

- All major projects slated for development by the Port are vetted through race and class and environmental analysis
- All major projects to include analysis of carbon neutral Port goals
- All major projects are in support of Positive Health Outcomes
- All major projects create opportunities for inclusion by local interested community members

Over 70 "Committed to Community" community food distributions

"Feeding the Frontline" cofounded

Over 1.2 million lbs. of fresh produce donated



A poll conducted at the community workshop identified that the key focus going forward should be 'Addressing equitable disparities and helping create economic opportunities'



Community Support for the Port of Hueneme- Alphavu 2022 survey

COMMUNITY PERCEPTION

September 2022 Independent Ventura Countywide Survey Shows Support for Port Expansion @ 77.87%

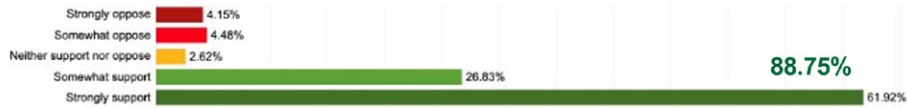
Q10. Do you support the expansion of the Port of Hueneme operations to allow for more room to process the growing volume of specialized cargo the Port receives?



Q11. If you knew expansion of the Port of Hueneme proactively mitigates ecological impacts and is conducted in an environmentally responsible manner how strongly would you support Port expansion?



Q12. If you knew expansion would allow the Port of Hueneme to create hundreds of new local jobs with an average salary at \$70,174, how strongly would you support Port expansion?



COMMUNITY PERCEPTION

Oxnard and Port Hueneme Survey Results Shows Even More Support for Port Expansion @ 79.23%

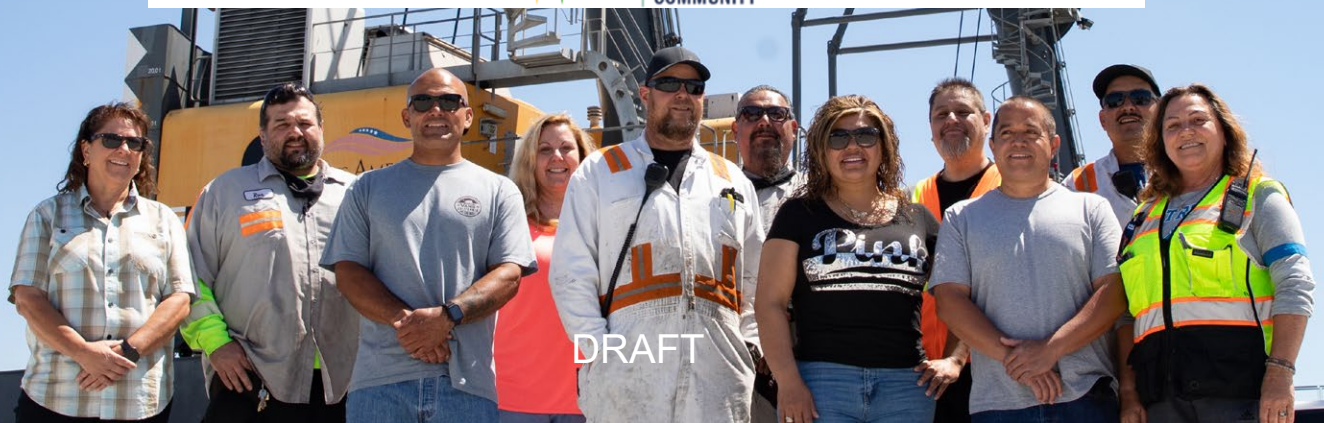
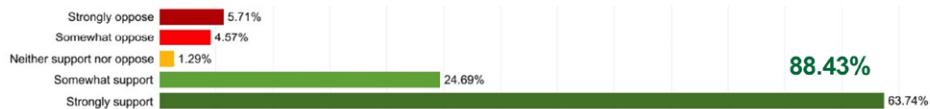
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CAPITAL OUTLAY GOALS- PORT ACTION, CLIMATE, & ENVIRONMENT DEVELOPMENT PROJECT OVER 10 YEARS

The PACED Project serves as the overarching strategic modernization plan for the Port of Hueneme. This \$119 million plan consists of multiple components, each of which will be executed over the coming five years and beyond. The Port of Hueneme is one of the most productive and efficient commercial trade gateways for niche cargo on the West Coast and consistently ranks among the top ten U.S. ports for automobiles and fresh produce. Port operations support the community by bringing \$2.2 billion in economic activity and creating 20,032 trade-related jobs. Trade through the Port of Hueneme generates more than \$173.2 million in direct and related state and local taxes, which fund vital community services. The Port of Hueneme is applying to receive the unprecedented, historic CA ports funding as the only commercial deep-water seaport between Los Angeles and San Francisco that also stepped up as a relieve valve for congestion during the supply chain challenges in our state. The Port of Hueneme is excited to present its PACED Project containing strategic components that will make the port even more economically viable, greener, and ready to continue to serve our local community and the State of California. For the purposes of this PFIP grant application, sixteen of the Port’s Project components are presented as closely interconnected parts of the entire Project. GRANTS:

PACED-C1: Sustainable Terminal Efficiency and Safety Improvement through Demolition of Obsolete Warehouse on Wharf 2

PACED C2: Sustainable Terminal Efficiency, Operational Capacity and Safety Improvement with Demolition of Dilapidated Buildings on Wharf 2

PACED-C3: Installation of Zero Emission Electric Reefer Plugs to Increase Capacity for Ag Exports and Imports

PACED C4: Fuel Cell Technology to Powering Reefer Plugs for Ag Exports and Imports

PACED C5: Deepening at Berth 2 to Complete Deepening of Wharf 1 for Increased Vessel Capacity and Beach Nourishment

PACED C6: Efficiency and Safety Improvements with Fendering and Wharf Repairs on Wharf 2

PACED C7: Upgrades to Shoreside Power System on Wharf 2 to Sustain Aging System Critical to Plug-in of Container Vessels

PACED C8: Procurement of Zero Emission Stormwater Sweeper and Installation of State-of-the-Art Filtration System to Protect Ocean Habitat

PACED C9: Procurement of Bonnet Barge System to Achieve Zero Emissions for At-Berth Roll-On Roll-Off Vessels

PACED C10: Port-wide Zero Emission Vault and Transformer Infrastructure for Hybrid Electric Cranes

PACED C11: Squid Offloading Relocation from the Port to Ventura Harbor for Increased Efficiency, Safety and Competitiveness

PACED C12: Procurement of Zero Emission Utility Tractor Rigs and Charing Stations

PACED C13: Deepening of Wharf 2, Berths 4 and 5, for Increased Vessel Capacity and Beach Nourishment

PACED PLANNING C14: Umbrella Environmental Impact Study for Optimal Environmentally Sustainable Infrastructure Development

PACED PLANNING C15: Parking Structure Engineering to Increase Port Capacity, Efficiency and Zero Emission Vehicle Staging

PACED PLANNING C16: Workforce Development & Training for Social Equity and Inclusion

PACED C17 Parking Structure Construction

PACED C18: Marketing Street Acquisition & Site improvements for ILWU

PACED C19: Development of Port Enterprise Zone - 250 Acres to support the Port’s future off-port real estate needs.

PACED C20: Data Optimization Technology and Port Security & Safety Infrastructure

PACED C21: Workforce Development and Community Center

AND OTHER PACED PROJECTS THAT ADVANCE

ECONOMIC VITALITY< INCREASED CAPACITY FOR JOB CREATION	TBD
ENVIRONMENT & CLIMATE ACTION	TBD
INNOVATION, DATA OPTIMIZATION, SAFETY & SECURITY	TBD
INFRASTRUCTURE & PORT MODERNIZATION/OPTIMIZATION	TBD
COMMUNITY, SOCIAL EQUITY & INCLUSION	TBD
TOTAL	TBD
PLUS	
TRANSPORTATION PARTNER PROJECTS TO SUPPORT THE TRADE CORRIDOR	TBD

DRAFT

Vision for Investments in Economic Development Initiatives



Several years ago, Port of Hueneme recognized that to ensure its long term competitive and operational viability it would need to significantly increase cargo throughput and velocity at the Port through increased land utilization efficiency at the Port and expanding off-port opportunities to accommodate increasing client cargo volumes and econ development opportunities. To address this, the Port embarked on a comprehensive assessment and strategy development to rationalize land use at the existing port footprint and to identify opportunities for off-port growth within Ventura County and beyond.

Some of these initiatives include the development of on-port specialist facilities, such as a multi-story car park as a first point of rest for its automotive cargo. Another is in identifying high probability areas near the Port where Port clients can expand their business in Ventura County. The latter ranges from consolidating cargo movement in Ventura County closer to the Port, which will have the largest positive environmental impact to Ventura County by removing truck traffic and overall truck miles and shifting cargo to rail, the cleanest per ton per mile mode of transport, behind water transport) to identifying potential sites for port related logistics activities, where several sites are currently under negotiations for development of potential port centric and dependent supply chain elements.

Opportunity Benefits

- Separation of cross traffic between the two operations yielding less congestion and safety hazards within the terminal footprint.
- Allows for densification of individual operations within the existing terminal footprint through increased container stacking heights on south side of terminal and increased vehicle parking on north side of terminal by implementing a vehicle parking structure.
- Currently the PCH has approximately 7,000-8,000 FPR onsite vehicle parking spots.
- These vehicle parking spots are located in various areas within the terminal boundary and often generate cross traffic between auto and container ops.
- The implementation of the parking structure would essentially double the auto storage capacity on the terminal by adding approximately 6,800-8,800 additional vehicle parking spots within the terminal boundary.

Vision for Investments in Economic Development Initiatives

There are several other sites the Port is exploring including Harbor Landing, Market Street near the mouth of the Ports and properties along the Port intermodal corridor. All Port expansion would go through the thoroughness of open and transparent planning, community input and rigorous CEQA process.



PORT OF HUENEME

DRAFT

Vision for Investments in Economic Development Initiatives

250-acre Port Enterprise Opportunity Zone

With the Port needing more area for container and refrigerated container cargo, along with the need to meet the growing demand by its automotive processing and OEM automotive clients, the need for more land has become a critical objective for the port. Therefore, to ensure long-term economic development sustainability and competitive viability, the port needs to increase its on port cargo velocity and throughput and facilitate its clients in their off-port footprint as well.

The port's solution to this challenge was to develop a real estate strategy. This required a comprehensive assessment of all available industrial land in Ventura County, target strategic areas identified through port client interviews and analysis of access via the strategic corridor and proximity to the port, and prioritize them. The Port is exploring several different sites, including a 250-acre site located 2.4 miles east of the port's central gate, which could be earmarked for development as a port centric logistics park. This port related project will also go through extensive planning, community outreach and input efforts as well as rigorous CEQA process.

The Vision is to:

- Significantly enhance the port's ability to increase its economic development potential
- Create educational opportunities for local community
- Meet its environmental stewardship goals by investment in zero emission and clean technologies
- Give clients the necessary land and facilities needed to handle and distribute increasing quantities of goods while creating new family sustaining jobs in Ventura County
- Make the port and its port-centric community have balanced approach to development near the Port while improving revenue streams for environmental restoration projects such as Ormond Beach



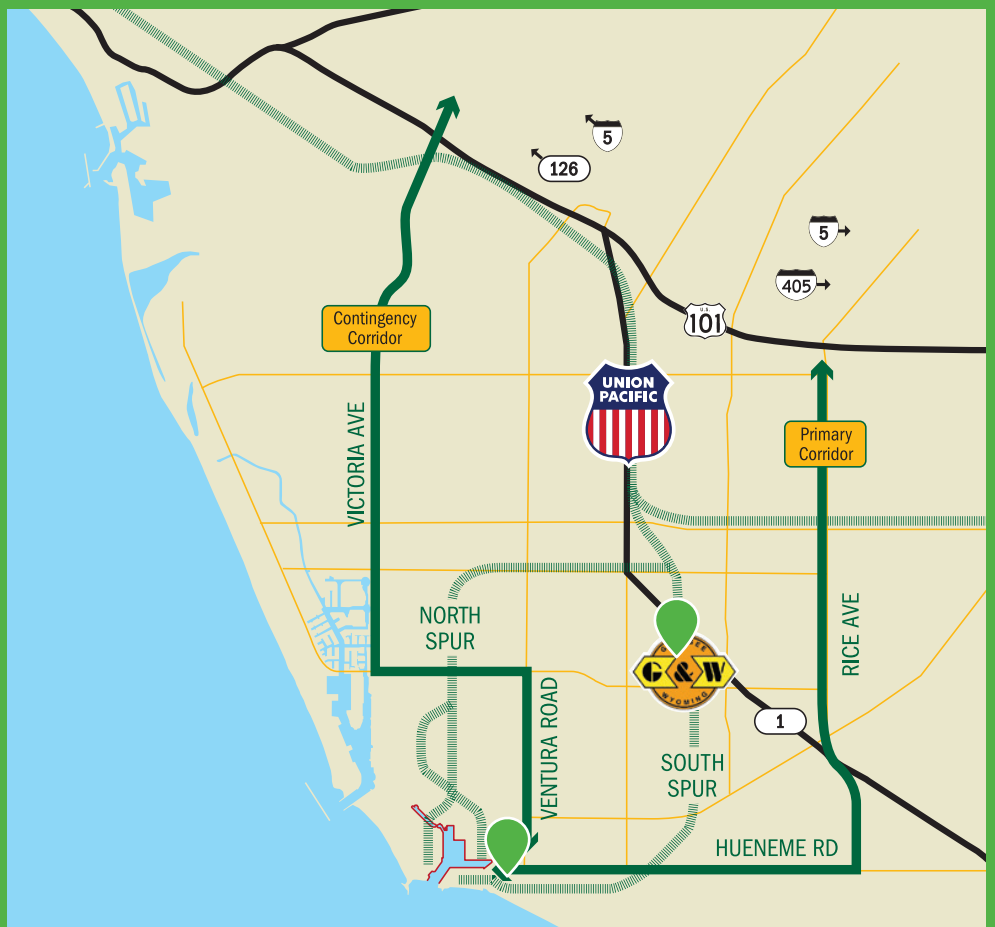
The Sunkist Circle Oxnard facility is a strategic, off Port acquisition made in 2022, that offers the Port the ability to attract more cargo, service existing port clients and their need for off Port container reefer storage capacity, and meet with the port's economic development growth responsibilities, while also increasing the Ventura County Railway LLC's rail cargo throughput.



Optimal Port Rail Access

The Port offers efficient near-dock rail access provided by the Ventura County Railroad (VCRR), a short-line railroad operated by Genesee & Wyoming (G&W) Railroad. The VCRR currently extends for just over 12 miles on four branches and plays a significant role in the transport of freight and goods serving the industrial areas of South Oxnard, the Port of Hueneme, and the Naval Base Ventura County Port Hueneme Division. The VCRR connects with the Union Pacific Railroad (UPRR) Coast Main Line in nearby downtown Oxnard.

The Ventura County Railroad accesses The Port at the South Spur, an Industrial Spur developed with rail platforms to support domestically manufactured vehicles inbound to vehicle distribution centers. The North Spur ends inside naval base Ventura county (NVBC) where the port has access through a joint use agreement with the Navy.



5 KEY PILLARS

ECONOMIC VITALITY



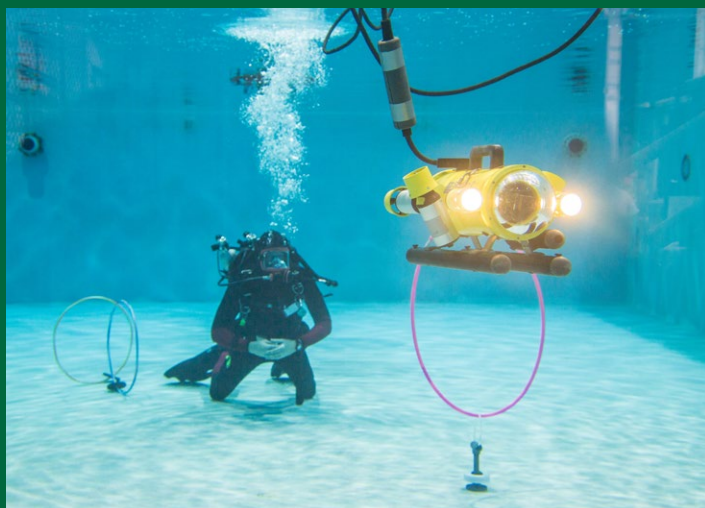
INFRASTRUCTURE



ENVIRONMENT



INNOVATION & TECHNOLOGY



SOCIAL EQUITY, COMMUNITY, AND PARTNERS

