



The Port OF Hueneme

Oxnard Harbor District



DRAFT

10-YEAR STRATEGIC PLAN



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.

Table of Contents

Where We Have Been

Introduction	3
About the Port of Hueneme.....	4
Oxnard Harbor District Board	5
Vision and Mission	5

Where We Are

Business Retention and Growth.....	6
Recent Achievements.....	7

Where We Are Going

Forward Thinking - The Strategic Plan	8
Expanding for the Future	10
Five Key Pillars	11
Economic Vitality	12
Infrastructure	14
Capital Outlay Plan	15
3-5 Year Auto Staging	16
Offshore Wind Opportunities	17
Environment.....	18
Innovation and Technology	21
Social Equity Community and Partners.....	22
“A Rising Tide Lifts All Boats”	23
Community Support	24
Capital Outlay Plan	21
Vision for Investments in Economic Development Initiatives	25
Real Estate Asset Commercial Railway	27

Introduction

The Port of Hueneme (PoH), an official US Port of Entry located within Ventura County, is California's fourth largest deep water commercial 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 PoH 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, the 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 inhabitants. 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 four year long strategic planning process involving numerous workshops, community outreach, surveys, interviews and public meetings, all conducted during and after the post COVID-19 pandemic.

A New Decade

This 10-Year Strategic Plan establishes a visioning tool for the PoH 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. This Plan is not meant to be the first, last and final word on any given project. Rather, each project contemplated herein, as well as those not yet envisioned, will undergo planning and consultation processes as required by local, state and federal regulations as well as the PoH's commitment to transparency and accountability. Rather, this is a visioning document to establish five key pillars of focus for the coming decade.

Five Key Pillars

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



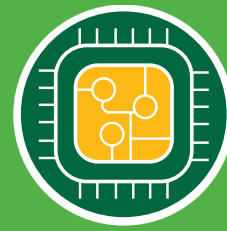
**ECONOMIC
VITALITY**



INFRASTRUCTURE



ENVIRONMENT



**INNOVATION &
TECHNOLOGY**



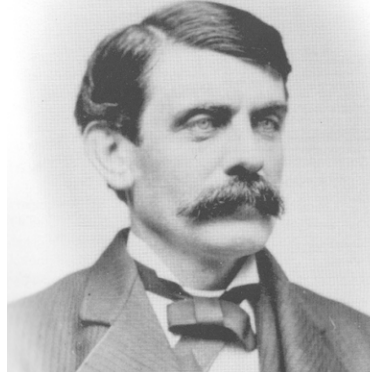
**SOCIAL EQUITY
COMMUNITY &
PARTNERS**

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
- The Port is named Greenest US Port of the Year by Green Shipping Summit and is certified by Green Marine, a 3rd-party verifier
- Ensured continued health, prosperity and resiliency for our communities during the COVID-19 global pandemic
- Port operated weekly food distribution program that delivers over 1.8 million pounds of fresh produce to the local community
- Record cargo years- FY20-21, FY21-22, and FY22-23!
- Oxnard Harbor Commissioners Make Bold Commitment to Decarbonize Operations at the Port
- Implementing blueprint with the Goal of Pursuing a Zero Emissions Future by 2030 (handling equipment and shoreside power)
- A once-in-a-thousand-year storm in December 2023 caused extensive flooding damage throughout Ventura County and at the Port of Hueneme, where Port's shore power electrical infrastructure was damaged: rebuild underway with emergency funds from the state.
- Port secures over \$115 million in grant funding from federal and state authorities to implement many of its strategic projects, including the Port Action Climate, & Environment Development (PACED) grant.
- 80% increase in volume 2012-2024
- 85% Emissions Reductions since 2004 – 2024
- Debt Reduction from \$35M to \$0
- Grew trade related jobs from 8,000 to 25,000

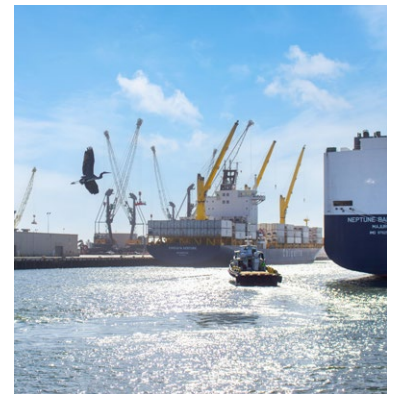
1872 -1942



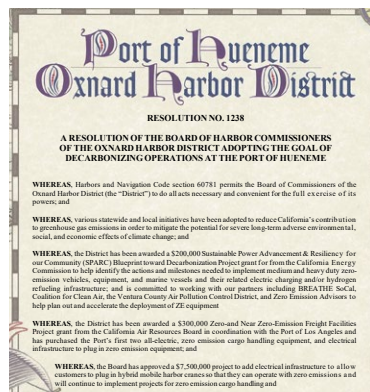
1943 -1977



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. The Port of Hueneme is a vital economic engine for Ventura County, handling over \$16 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



Celina L. Zacarias
President



Jess J. Ramirez
Vice-President



Jason T. Hodge
Secretary



Mary Anne Rooney
Commissioner



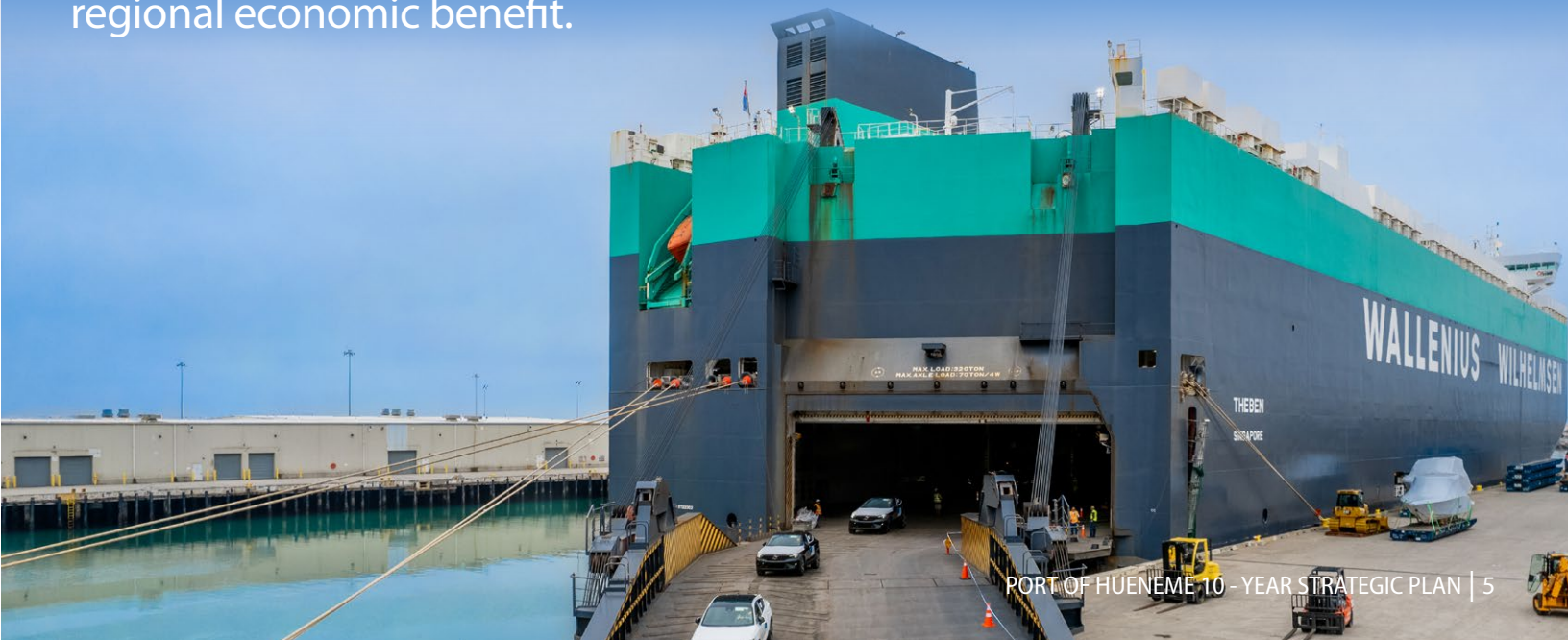
Jess J. Herrera
Commissioner

VISION

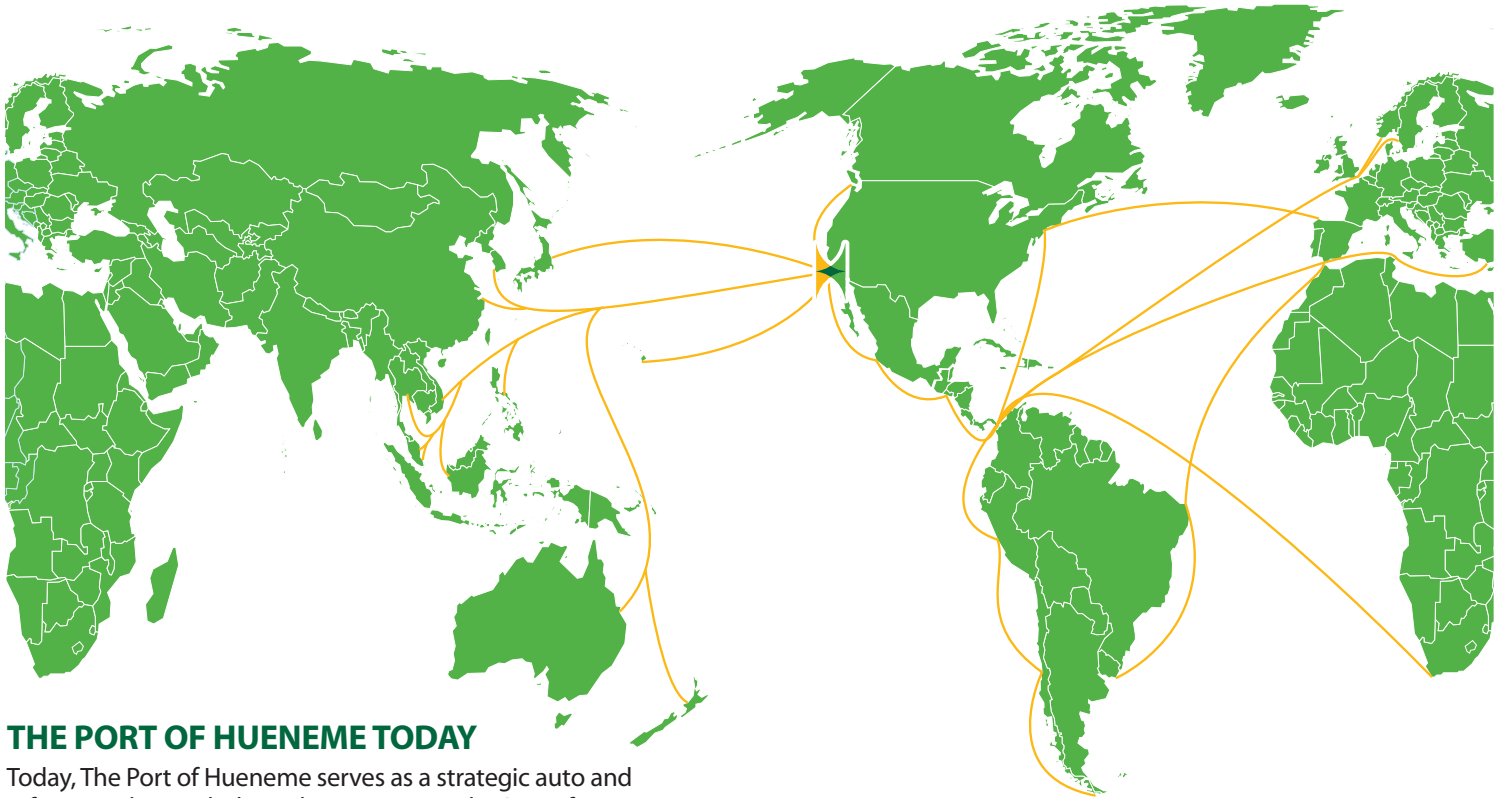
To operate as a **self-supporting** port that enforces the principles of sound public stewardship maximizing the potential of maritime-related commerce and regional economic benefit.

MISSION

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



Business Retention and Growth



THE PORT OF HUENEME TODAY

Today, The 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 renowned 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.

STATISTICS*

ECONOMIC IMPACT



Annual Cargo
\$16.8 Billion
 Over \$15.3 Billion in import value in 2023



Economy
\$2.8 Billion in economic impact
\$236 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
 ↑ +53% since 2015



Auto
 ↑ +28% since 2015

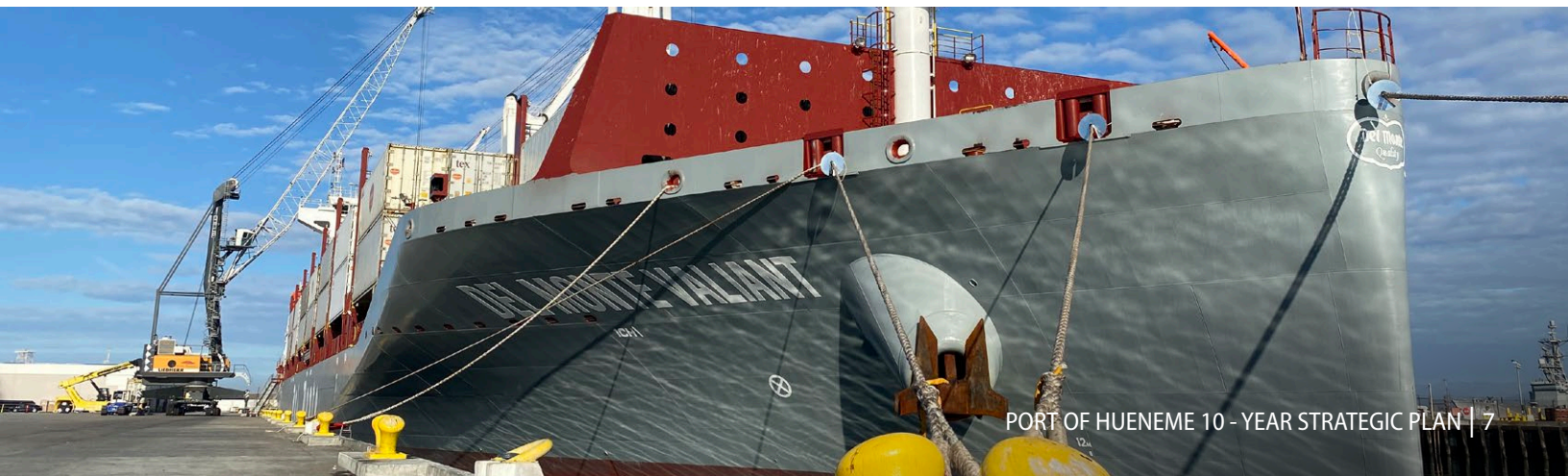
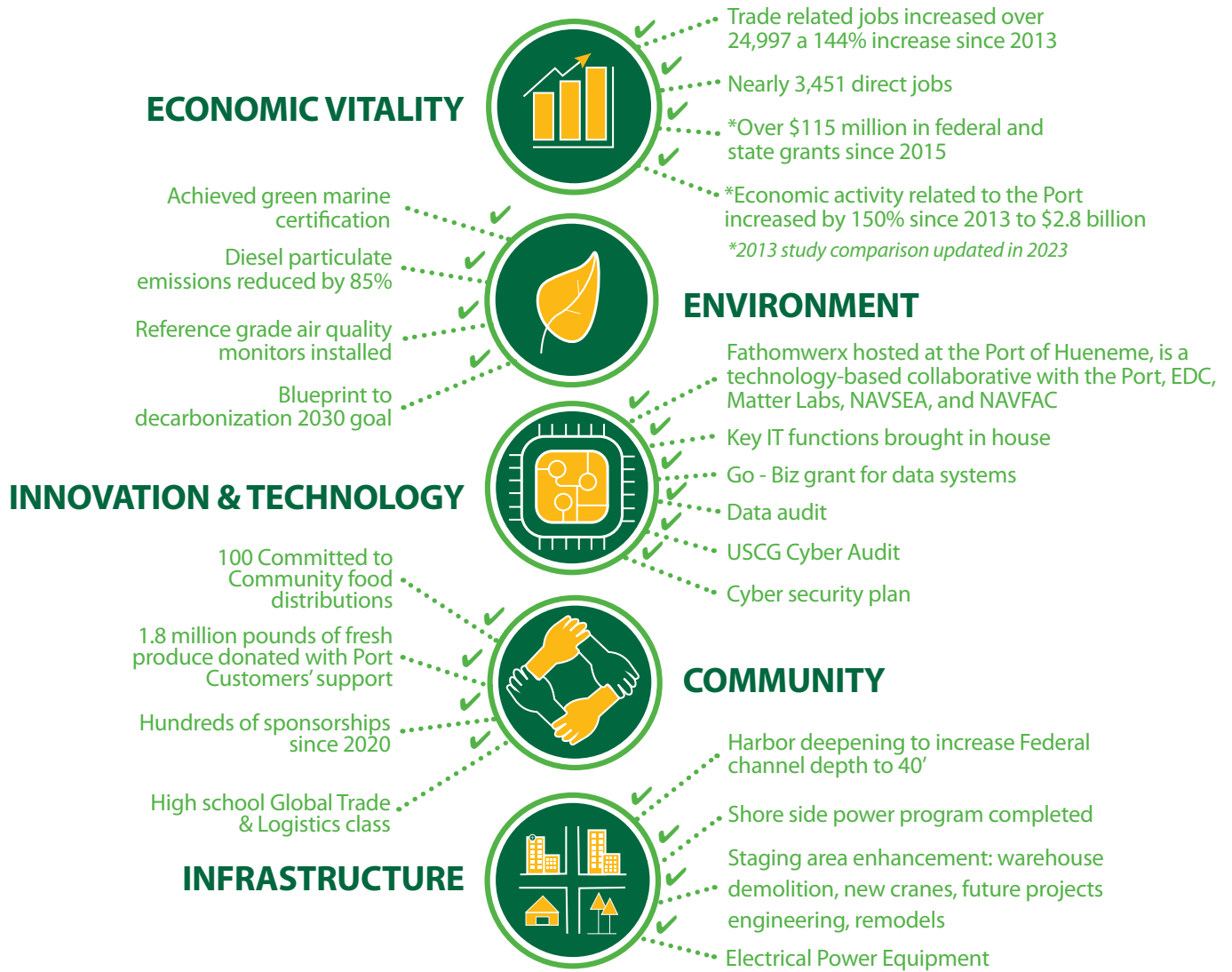
Recent Achievements

The Port has made great strides towards its goals set out in the 2020 Strategic Plan. The agricultural sector has steadily grown thanks to increased capacity at the Port and the establishment of goods movement options for agricultural commodities.

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.



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

Upgrade, replace, and maintain existing infrastructure and incorporate new construction through CapEx. 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.

CONNECTING COMMUNITIES TO THE PORT OF 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.

January 2020 through August 2024, the Port Operators Group, consisting of over 30 representatives were interviewed. In addition, one-on-one interviews 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, five hundred surveys were conducted in Port Hueneme and Oxnard.

In January 2023, the Port of Hueneme hosted an open house to present the draft plan and renderings associated with some of the potential projects envisioned by the stakeholder community over the course of this project. It then solicited and collected feedback on the plan throughout the course of 2023 with a final workshop in 2024.



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
+/-30 Participants



Stakeholder Interviews/ Discussions
+200 Hours

Public comment period
Jan 2020 - Oct 2024

Partnership with the Navy is critically important

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

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



Online & Community Surveys
March 2021
+/-500 Participants

Economic vitality and role in **job creation** are top survey results

Social & Environmental justice and equity are vital

Expanding for the Future

10-YEAR STRATEGIC PLAN

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 stakeholders are included in this 10-Year Strategic Plan. Creating prosperity and improving quality of life remains the vital "why" for why the Port of Hueneme exists today.



Foreign Trade Zone #205



WORLD TRADE CENTER®
OXNARD

Five Key Pillars

ECONOMIC VITALITY

Our Goal: Contribute towards a vibrant and healthy economy by supporting businesses, job retention and growth, and foreign commerce, while also ensuring a sustainable port organization. Capitalize economic development tools of Foreign Trade Zone (FTZ) and World Trade Center (WTC).

INFRASTRUCTURE

Our Goal: Develop and maintain state of the art infrastructure that enhances productivity and efficiency while retaining and growing jobs 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, human-operated zero emission port operations and reducing or avoiding environmental impacts from port operations and development where feasible

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



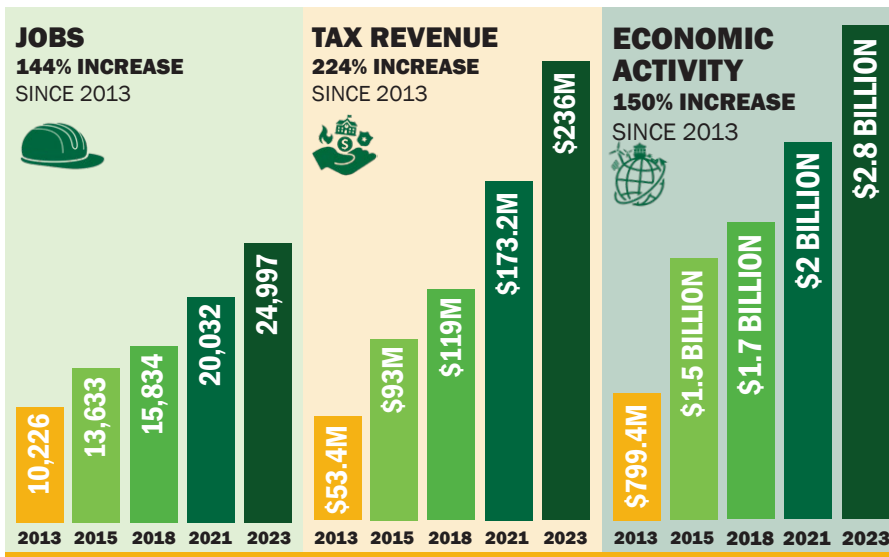
The Port of Hueneme is vital in the intermodal logistics supply chain, significantly contributing to the economic health of Ventura County and Southern California. Its marine terminals handle automobiles, containerized cargo, break bulk fruit, and general cargo such as project cargo, military cargo, 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 approximately 25,000 trade-related direct, induced, indirect and influenced jobs. Of particular importance is the fact that the Port generates nearly 3,500 direct jobs with an average annual salary of \$70,174, compared to the county-wide average salary of about \$63,440. This is 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 \$16 billion in annual cargo generated over \$2.8 billion in economic impact for the county and \$236 million in state, county, and local tax revenues, which made up 4% of Ventura County’s total GDP and 6% of the County’s local workforce.

In recent years, 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 the exponential growth in consumer spending, 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 South Korea, Germany, UK, Japan and Sweden. These trading partners have shown a 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 volume 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 cargo mix while optimizing land use on the terminal and throughout the community. The port sees near term opportunity in short-sea shipping, project cargo exports, and incremental growth in autos and containerized freight. The commercial business unit utilizes analytical reports to understand market conditions, assess new opportunities and develop its marketing strategy to attract new opportunities. The Port participates in trade shows around the world to promote and market the Port and offers a strong media and marketing campaign targeted at its existing and potential commercial customers. In addition, fostering sister port relationships, expanding our presence through our World Trade Center license, optimizing opportunities with our Free Trade Zone, and trade missions are key aspects of our commercial strategy.



MUNICIPALITIES	PERCENT (JOBS BENEFIT)	DIRECT JOBS
Port Hueneme	11.73%	405
Oxnard	52.92%	1,826
Ventura	13.35%	461
Camarillo	7.43%	257
Thousand Oaks	1.53%	53
Moorpark	1.36%	47
Simi Valley	1.28%	44
Santa Paula	2.38%	82
Ojai	1.36%	47
Other Ventura County	1.82%	63
County of Los Angeles	3.46%	119
Other California	1.28%	44
Other US	0.10%	3
Total	100%	3,451

ECONOMY JOBS

40% Since 2018

John Martin Associates Study, 2023

Vision for Investments in Economic Development Initiatives

Several years ago, the Port of Hueneme recognized that to ensure its long-term competitive and operational viability, it would need to significantly increase cargo throughput and velocity through increased land utilization efficiency at the Port and expanding off-port opportunities to accommodate increasing cargo volumes and economic 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.

One initiative includes 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 initiative aims to identify high-probability areas near the Port where customers can expand their business in Ventura County. The latter involves consolidating cargo movement in Ventura County closer to the Port. This will have the largest positive environmental impact on Ventura County by reducing truck traffic and overall truck miles. It will also facilitate shifting cargo to rail, the cleanest per-ton-per-mile mode of transport, behind water transport. Several sites are currently under negotiations for development of potential port centric and dependent supply chain elements.



STRATEGIC CORRIDOR

Address port cargo capacity needs off port by leveraging off port infrastructure to:

- Significantly increase cargo throughput/velocity
- Expand port's position as one of the county's largest economic engines
- Enhance port's role as a catalyst in creating 'family sustaining' jobs
- Have the largest, positive environmental impact through increasing rail share of intermodal mix, consolidation port activity along the strategic corridor

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 Pacific Coast Highway (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.

KEY PILLAR: INFRASTRUCTURE

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. This includes 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

- Optimize operational efficiency, safety and security
- General maintenance needs such as pavement repairs, installation of skylights, dock water lines will be addressed
- Repair and expand the shore power electrical infrastructure Port- wide
- Low emission fleet and charging stations
- Crane Electrification
- Deepening project at Wharf 1, 600ft of Berth
- Port security projects
- Commercial apron expansion

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 efficiency
- Port-wide electrification and zero emission
- Increase reefer capacity
- Increase offloading (new mobile crane and STS assets)
- Highest and best-use analysis for areas where there could be higher employment and more optimal use of space, and conformity to ZE goals.



Capital Outlay Plan - 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 \$106 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 \$2.8 billion in economic activity and creating approximately 24,900 trade-related jobs. Trade through the Port of Hueneme generates more than \$236 million in direct and related state and local taxes, which fund vital community services.

The Port of Hueneme applied for, and largely received, an unprecedented amount of state and federal funding for California ports. 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.

Below is a non-exhaustive list of some of the projects:

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 PLANNING C17: Parking Structure Construction

PACED PLANNING C18: Market Street Acquisition & Site improvements for potential future Community Center, Office and Gathering Space

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

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

PACED PLANNING C21: Workforce Development and Community Center

3-5 Year Auto Staging

PROJECT 34

In order to keep up with the highly competitive and larger global economic trends of the auto shipping logistics market, the Port constructed 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 approximately 4,900 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. Consolidate operations on off-port storage locations, which will reduce emissions.**
- 3. Provide overall flexibility for the transport of vehicles that already flow through the Port.**

Although the 34-acre property is privately owned, the Port has invested in infrastructure pertaining to water drainage, landscaping and beautification. The future of the property is going to be determined by the greater community vision, the current owners as well as funding opportunities.

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.



PROPOSED CONDITIONS PERKINS RD & HUENEME RD

Offshore 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 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 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. As context, 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 Creation
- Operations and Maintenance of Offshore Wind Projects
- Potential Partnership with the Navy Base Ventura County
- Investment in Renewable Energy Projects for Ventura County
- Light manufacturing of moorines and anchors to support wind



KEY PILLAR: ENVIRONMENT

The Port of Hueneme (Port) has a long history of being a national and regional leader in maritime decarbonization and environmental achievement and is a proud steward of its location on the Southern California coast.

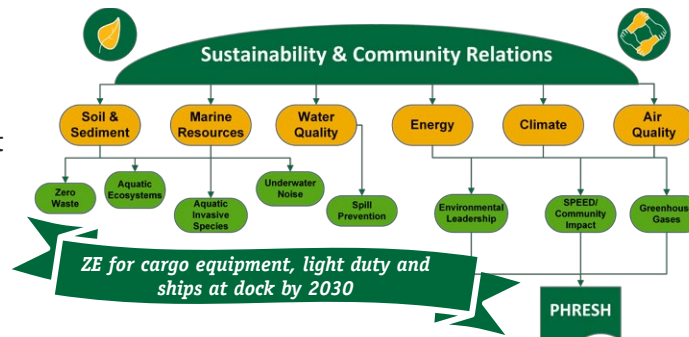
Goal: Help address the climate crisis as a local leader in the clean energy transition while pursuing decarbonized, zero emission port operations and reducing or avoiding harmful environmental impacts from port operations and development.



1. Environmental Management Framework and Green Marine

Implemented in 2013, the Port's forward thinking Environmental Management Framework (EMF) helped guide the integration of sustainability into the Port's day-to-day operations. This robust environmental document sets strategic action plans and key performance indicators in these six core areas:

1. Air Quality Management
2. Marine Resources Management
3. Soil and Sediment Management
4. Water Quality Management
5. Energy Management
6. Climate Change Adaptation



In 2016 the Port became the first California port to receive certification from Green Marine. Green Marine is the preeminent certifier of sustainable maritime facility operations and the leading environmental certification program for North America's maritime industry. To receive certification, participants like the Port must assess their environmental performance annually, receive an external verification audit, and commit to a process of continual improvement. Green Marine's environmental program assists ports, terminal operators, and shipping lines in reducing their environmental footprint through a comprehensive program that addresses key environmental issues through performance measurements in multiple sustainability categories.

2023 Results: Averages achieved by Green Marine certified ports globally vs achieved by Port of Hueneme

	Waste management	Underwater noise	Spill Prevention & Stormwater Management	Environmental leadership	Community Relations	Community Impacts	Air Emissions - GHG & Air Pollutants
Green Marine certified Ports	3	2	4	4	3	3	3
Port of Hueneme	5	3	5	5	5	5	5

2. Port Hueneme Reducing Emissions Supporting Health Clean Air Plan (PHRESH), in conjunction with local air regulatory agency, the Ventura County Air Pollution Control District

The Port has been implementing a sustainability campaign called Port of Hueneme, Reducing Emissions, Supporting Health (PHRESH). PHRESH is the Port's overall campaign focused on decarbonization of the Port including infrastructure planning and equipment replacement, community air quality and climate adaptation and resiliency. The Port is developing a Climate Action and Adaptation Plan under the broader climate, energy, and air quality campaign of PHRESH, conducting risk assessments for climate driven storm inundation and flooding from both sea-level rise, and by climate-driven storm flooding.

3. ZE Blueprint Decarbonization Planning - Electrification of on-port equipment by 2030

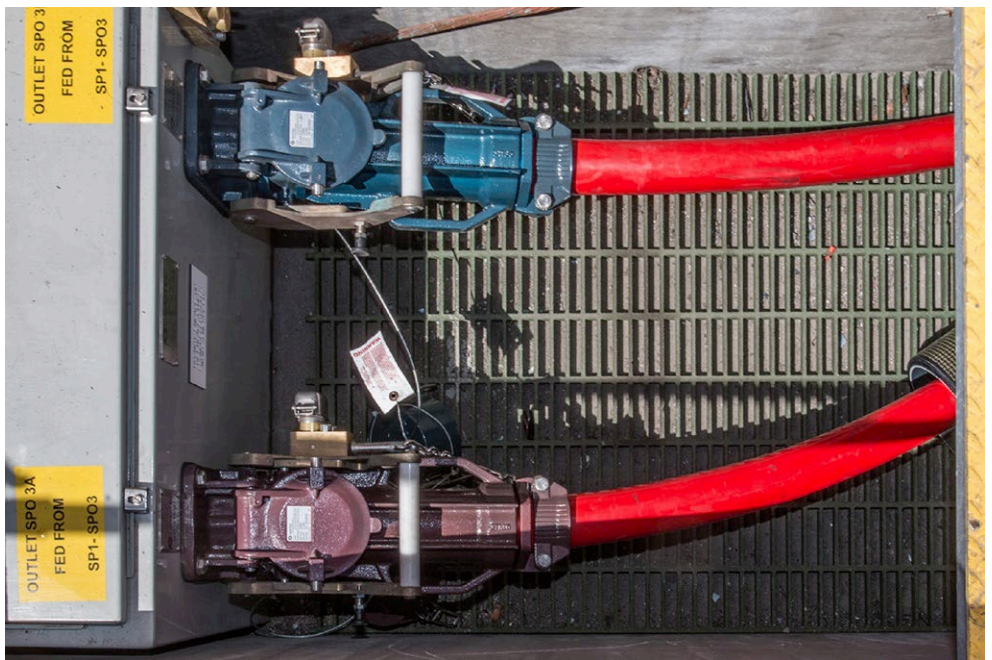
The Port conducted a two-year zero-emissions energy study to determine which clean fuels could power the Port in the future. The study looked in great detail at all of the equipment on Port and concluded that electrical grid power is the best future clean fuel to power the Port towards a zero-emission future. Becoming zero emissions with grid power will require a huge investment in electrical charging infrastructure and equipment that will cost tens of millions of dollars. However, the Port is well on its way having invested tens of millions to date with another \$100 million plus in investments and grants in cue

to continue this transition away from fossil fuels! Based on the ZE Blueprint study the Port has concluded that it can achieve zero emissions of Port operations inside the Port by 2030! This major achievement is realistic based on current projections but is dependent on significant external funding and equipment availability and will not include the ships sailing the ocean or drayage trucking. However, the Port is working hard on bringing ZE trucking to our community. This work has included growing involvement with our locally owned trucking companies and cargo partners who hire local trucks and connecting them with new technology options and incentive funding opportunities and resources for going green!



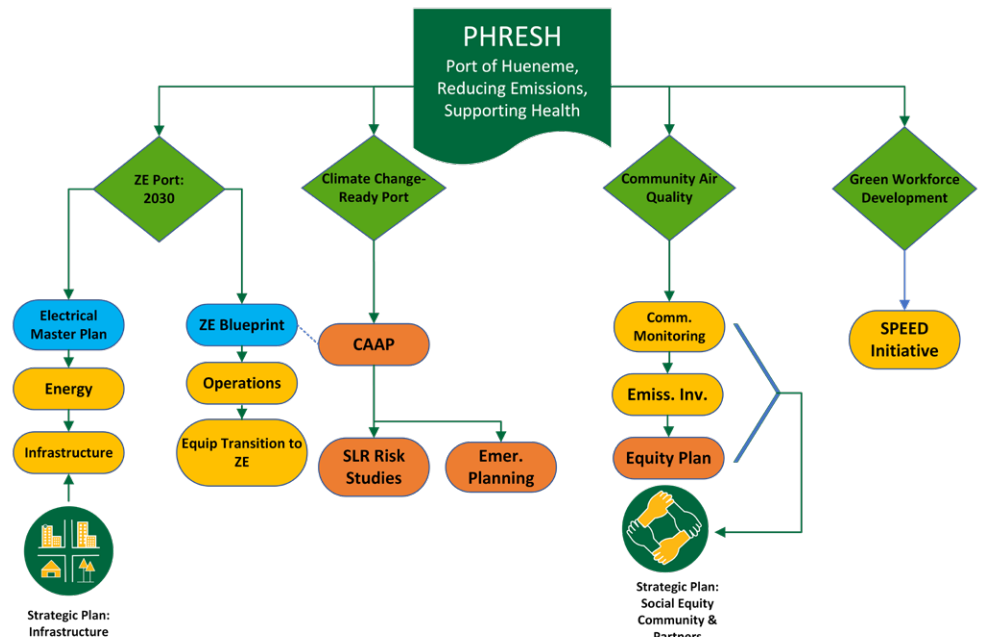
4. Zero Emissions for ships at dock

The Port will soon have two emissions control technologies operating in Port. By 2025 two CARB approved emissions capture barges will be operating in the Port to eliminate ship emissions straight from the ship stack. These emissions capture barges will service both container and roll on roll off vessels at the Port. By 2027, the Port will have two fully operational, brand new shore power systems which will continue the Port's incredible precedent of Port ship emissions reductions in excess of 85% enabled by new electrical infrastructure.



5. Stormwater filters and ZE sweeper

The Port has two exciting new projects underway which will help to continue the Port's history of implementing projects to protect water quality in the harbor. The Port will be procuring a zero-emission street sweeper which will be utilized to help remove pollutants and sediments from the Port's lands before rain can wash them into the water. Also, the Port will be installing a new, state-of-the-art stormwater filtration system which will be retrofitted into one of the Port's existing drainage basins to demonstrate new water quality protecting technologies.



KEY PILLAR: ENVIRONMENT CONTINUED

6. Industry Partnerships of Decarbonization

The Port of Hueneme is exploring new ways to both support its customers in their own decarbonization efforts as well as to help contribute to global emissions reductions from shipping. On a 2024 trade mission, the Port signed memorandums of understanding with some of its partnering ports in Japan and Korea to explore the development of dedicated shipping corridors. These agreements would enable the use of newly developed green ship fuels like green methanol or ammonia. In addition, the Port is working with its cargo partners to prepare infrastructure for electrical equipment and zero emissions operations here at the Port.

7. Onsite Energy Management

The Port is going to be installing a new solar canopy on Port which will kick off a new chapter in the Port's decarbonization path by making clean power on Port. By generating nearly 1 megawatt of power, the Port will be able to reduce its consumption of grid power at peak times and thus strain on our local electrical grid. In addition, this project will result in carbon-free power being added back onto our power grid for local resilience.



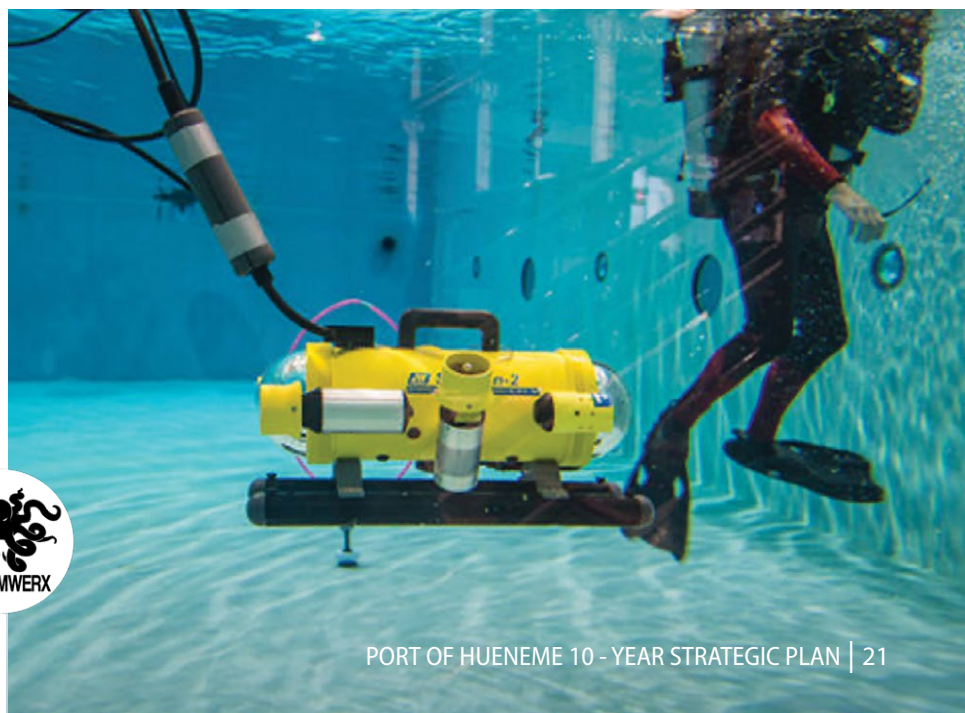
KEY PILLAR: INNOVATION & TECHNOLOGY



The shipping and logistics industry is in the midst of a profound digital transformation, moving away from traditional methods and incorporating data-driven practices. This is why the Port of Hueneme has developed a comprehensive technology plan that involves integrating various systems and solutions to enhance overall efficiency, job growth, safety, and operations.

- First and foremost, implementing a robust Terminal and Port Operating Systems is crucial for managing container tracking, yard management, and vessel scheduling. Electronic Data Interchange and API's facilitate seamless communication and data exchange with stakeholders, conforming to global standards for enhanced interoperability.
- Real-time Location Services (RTLs), utilizing technologies like RFID and GPS, may be employed for tracking containers, vehicles, and equipment in real-time, providing enhanced visibility and reducing errors in cargo handling.
- Smart infrastructure incorporating IoT sensors enables the monitoring of infrastructure health, while predictive maintenance based on sensor data reduces downtime and optimizes resource allocation. Advanced analytics and artificial intelligence are employed to optimize port logistics, predict vessel arrival times, and improve cargo handling processes.
- Ensuring the cybersecurity of the port is paramount, involving the implementation of firewalls, intrusion detection systems, and regular security audits.
- Environmental monitoring technologies are integrated to reduce the port's environmental impact, including emissions monitoring and sustainable energy sources.
- Investment in training programs is essential to ensure the workforce is proficient in using new technologies, fostering a culture of innovation and continuous improvement.
- Mobile applications for stakeholders enable real-time tracking of shipments, notifications, and access to critical information, enhancing customer satisfaction.
- Additionally, emergency response systems with real-time communication and coordination tools are implemented to ensure a swift and effective response in case of accidents or security incidents.
- FATHOMWERX, hosted at the Port of Hueneme, is a technology-based collaborative that includes the Port, EDC, Matter Labs, NAVSEA, and NAVFAC. Serving as a public-private laboratory, community, and resource for technological innovation, the partners strive to fuse small and non-traditional companies, academic institutions, and other Department of Defense stakeholders together to work on the most challenging problems in military, port, and maritime domains.

Regular updates to the technology plan are necessary to incorporate emerging technologies and address evolving challenges specific to the shipping port's needs and capabilities.



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 about 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
- Hundreds of organizations with sponsorships

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 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

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

- Over 100 "Committed to Community" community food distributions
- "Feeding the Frontline" cofounded
- Over 1.8 million lbs. of fresh produce donated



“A Rising Tide Lifts All Boats”

Sustainability, Prosperity, Equity, Education-Driven (S.P.E.E.D.) Initiative

Through a \$2 million investment from the Port and Freight Infrastructure Program (PFIP), the Port envisions an intentional, holistic approach to prosperity. Our commitment extends beyond infrastructure; it embraces partnerships with Oxnard College, local School Districts, and trades. The S.P.E.E.D. Initiative aims to shape the workforce of the future by investing in Global Trade and Logistics Education, Labor and Trades apprenticeship programs, and English as a Second Language (ESL) Adult School outreach. Over the next five years, this “Whole Family” approach will empower working families, English learners, and college students to thrive in the logistics industry of Ventura County and beyond.



The Port is committed to fostering a diverse, equitable, and inclusive environment for all of its neighbors, nonprofit partners, and local residents. We recognize that community involvement is essential for achieving all of the goals in the plan. By actively engaging with local communities, we aim to continue building social capital, strengthening relationships, and promoting mutual understanding.

Our investment in social equity extends beyond the Port’s gate; it encompasses meaningful partnerships, intentional initiatives, and joint stewardship inside and outside of the Port. As we move forward, we will prioritize projects that yield maximum environmental and social benefits, ensuring that our actions contribute positively to both people and the planet.



Community Support for the Port of Hueneme - Alphavu 2022 Survey

**The Port will continue to conduct surveys.*

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

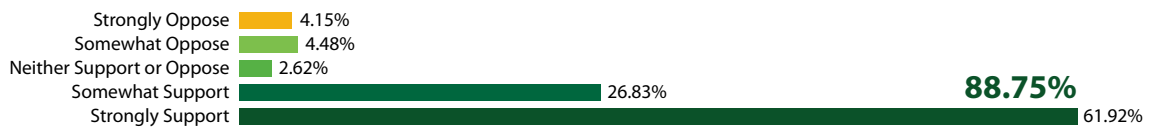
Q10. Do you support the expansion of the Port of Hueneme operations to allow for more room to process the growing volume of specialized cargo the Port receives?



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?



Oxnard and Port Hueneme Survey Results Show Even More Support for Port Expansion at 79.23%

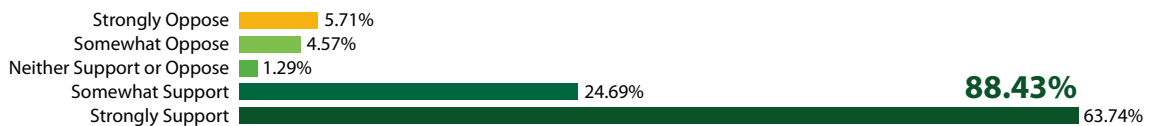
Q10. Do you support the expansion of the Port of Hueneme operations to allow for more room to process the growing volume of specialized cargo the Port receives?



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?



Amongst partnerships with the community, the Port of Hueneme's partnership with the US Navy has been of historical significance. The military seaport and the commercial seaport have enjoyed a mutually beneficial relationship for decades, with shared access to the channel and harbor for military and commercial uses. The two parties have also partnered via a Joint Use Agreement to provide for commercial use of the Navy's footprint in exchange for revenue sharing.

The Port's relationship with the Naval Base extends beyond the use of the water and land at the harbor. The Port is proud to support the U.S. military through sponsoring local events.

The Port of Hueneme and Naval Base Ventura County have remained valuable economic partners and national security partners since the early days of WWII, and the Port will continue to prioritize its partnership with NBVC for years to come.

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.



Vision for Investments in Economic Development Initiatives

250-acre Port Enterprise Opportunity Zone

In order to meet the requirements of our container and refrigerated container cargo, along with the growing demand of the automotive processing and OEM automotive clients, more land has become a critical objective for the port. In order 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
- Provide the port and its port-centric community a balanced approach to development near the Port while improving revenue streams for environmental restoration projects such as Ormond Beach



Real Estate Asset | Commercial Railway

Rail infrastructure is vital to the commercial interests at the Port of Hueneme and in-line with the environmental goals of its community stakeholders due to the lower emissions per cargo unit that rail offers. Rail in Hueneme is comprised of infrastructure owned by the port authority, and infrastructure operated by 3rd parties on behalf of commercial users of the Port.

The Port counts two rail assets amongst its holdings: the Sunkist Circle Oxnard facility and the Ventura County Rail Company, LLC. 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 Rail Company LLC's rail cargo throughput.

The Ventura County Railway Company, LLC (VCY) owns railway lines used for the transport of port customers' goods to and from the harbor facilities and other private facilities to the main line railway in downtown Oxnard. The Oxnard Harbor District acquired 100% of the membership of the VCY in 2003.

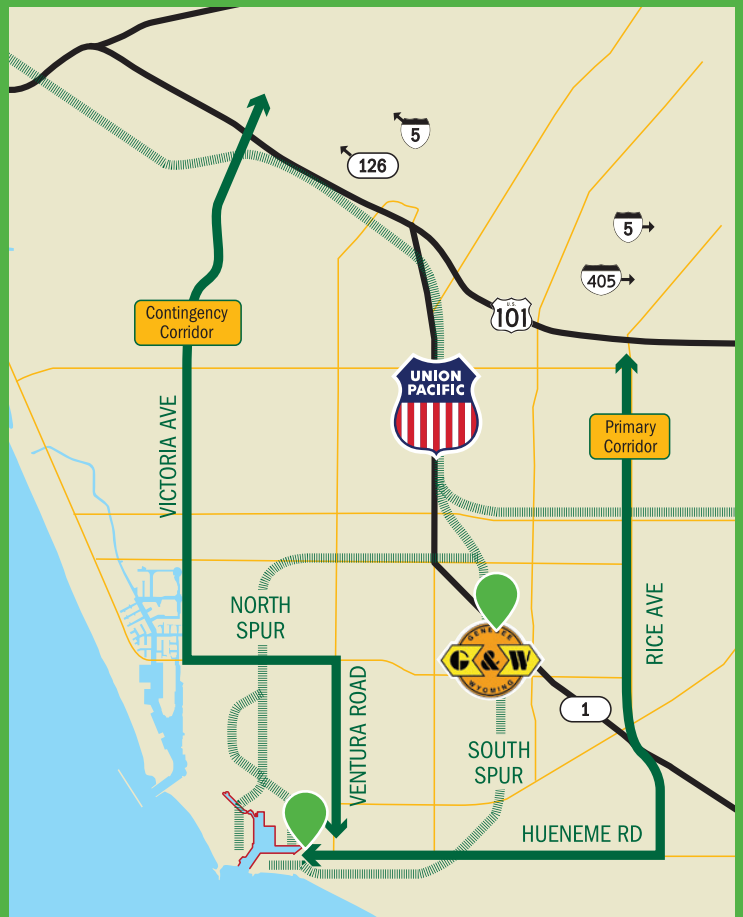


Optimal Port Rail Access

The Port also offers efficient near-dock rail access provided by the Ventura County Railroad (VCRR a subsidiary short-line railroad that is part of Genesee & Wyoming Inc., which began operating on the Ventura County Railway in 2011. 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.

Maintaining efficient access to rail connectivity for the Port and its users will remain a long-term strategic priority for the Port of Hueneme as part of its strategic planning efforts.



5 KEY PILLARS

ECONOMIC VITALITY



INFRASTRUCTURE



ENVIRONMENT



INNOVATION & TECHNOLOGY



SOCIAL EQUITY, COMMUNITY, AND PARTNERS

