

We Make Cargo Move



DRAFT
for Public Review
June 17, 2015

2020 Strategic Plan

*Oxnard Harbor District,
California, USA*



The Port
OF Hueneme

June 2015

DRAFT
for Public Review
June 17, 2015

DRAFT
for Public Review
June 17, 2015

Table of Contents

Message from the Board President.....	2
Introduction	3
Vision and Mission.....	6
About the Port of Hueneme.....	7
Economic Vitality—Business Retention and Growth	11
Marketing.....	17
Environment.....	19
Innovation and Technology.....	21
Strategic Partnerships.....	23



DRAFT
for Public Review
June 17, 2015

A Message from the Board President

To appreciate where we are I believe it is important to look back at our deep roots in the community. Beginning with Thomas Bard who constructed a wharf in 1872 introducing our area to waterborne commerce, and to his son Richard Bard, creator of the Port of Hueneme and the Oxnard Harbor District in 1937. A father and son who shared a vision to create something of lasting value for their community. Today as we look back, our emphasis should be on the word 'community', for in those days there was no incorporated city surrounding the Port, only a community of citizens who came together to support the mission of a harbor that would provide much needed commerce and jobs.

Certainly it was destiny as much as it was the community that guided and supported Richard Bard forward in creating the Port, for soon the nation would come calling on our Port. With the United States at war in 1942, the Port was called upon to be a critical conduit, supplying the needed materials to fight the war in the Pacific. The Navy's establishment of an advanced base depot at the Port of Hueneme signaled an important development for the Port and the maritime history of the west coast.

Today, as partners in the Port, the Oxnard Harbor District and the U.S. Navy represent a critical economic engine for our region. Currently a joint use agreement allows the commercial port temporary use of Navy berths and land, and in turn the District provides compensation to the base that stays local for important military infrastructure projects.

Commercially, the Port has developed strong business partnerships with world class customers guaranteeing that billions of dollars in trade related goods continue to pass through our Port providing good paying jobs and opportunities for local businesses.

For decades the Port has been self-sufficient, paying all its operating expenses with this important business generated revenue. But this business modal alone will not guarantee our success as a port. Today in 2015 and in the years to come, our success will depend on the Board of Harbor Commissioner's ability to maintain and exceed the expectations of the communities we serve.

Operationally our growth and sustainability challenges will require leadership, innovation and determination as well as a keen focus on future opportunities.

Ultimately our commitment is not short-term nor short sighted, but set in the long term belief that through understanding and sharing of a long-term vision with our community and stakeholders much can and will be accomplished. Our goal is to ensure that future generations will inherit a globally competitive port that continues to provide maximum benefits for its community. Most of all Richard Bard would have liked it this way.



Jess Herrera
Port Commissioner
President

Oxnard Harbor District Board of Harbor Commissioners



Jess Herrera
President



Dr. Manuel Lopez
Vice President



Arlene Fraser
Secretary



Jason Hodge
Commissioner

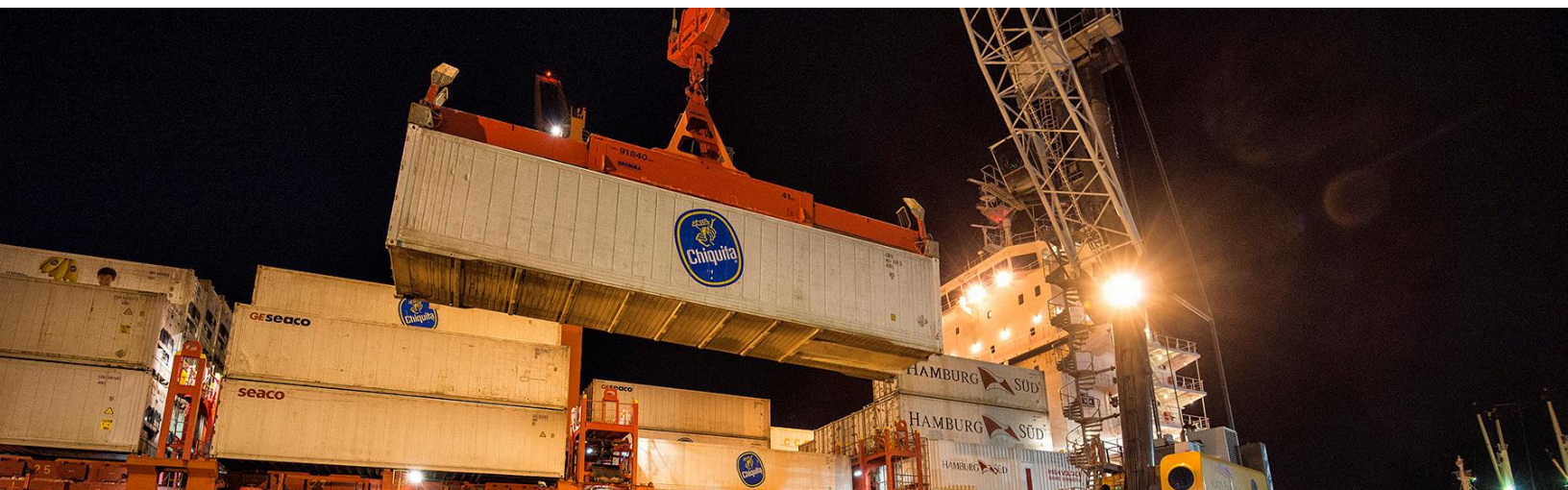


Mary Anne Rooney
Commissioner

Introduction

Over three years ago, the Port of Hueneme embarked upon an important journey developing policy and engaging in workshops and strategy sessions to create the Port's five Leadership Priorities, define its Action Plan and begin the strategic planning process. Named the *2020 Port of Hueneme Strategic Plan*, this document 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. A work product resulting from over a year of workshops, community outreach and public meetings, the Strategic Plan provides a 5-year planning horizon with a 20-year operations and economic development vision. Through the planning process, the Port identified strategic near-term and scenario-based long-range capital investments that will keep the Port competitive in a dynamic and changing global market.

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. As such, a number of key priorities have been adopted by the Commission, which are described on the following pages.



Economic Vitality

Business retention and further expansion are a top priority at the Port of Hueneme. To sustain its role as an economic engine for the region, the Port must keep pace with technology, automation and infrastructure investments to diversify its cargo mix while optimizing land use on the terminal and throughout the community. This creates long-term business viability while expanding opportunities to export goods. The Port is also a viable economic engine for its community with over 10,226 trade-related jobs and that number keeps growing each year cargo tonnage and mix grow. The key is to have a shared vision for the Port's future coupled with a solid short and long-term plan. In this way, the Port can engage the community and align its vision and strategy with business and community partners.



Marketing

It is critical to understand your target audience to ensure the best returns on the Port's marketing investments. The Port's marketing philosophy responds to a diverse but targeted audience of business, community and internal partners. It recently adopted a new brand identity, making a bold statement stimulating broader awareness of the Port's competitive strengths and commitment to smart growth. The look is inspired by the community's agricultural heritage and the Port's original designation as Port Hueneme, with global navigation points merging at the center to form a compass needle. The new brand identity and campaign promoting the Port as a high-performance niche market port will help the Port realize its full potential and remain a vital economic engine for Ventura County.

Environment

The Board of Harbor Commissioners adopted Environmental Policy 106 in 2012 and its purpose is to serve as a foundation for making certain the District's environmental policy is supported with clear principles and actionable ecological goals. Proactively mitigating impacts, the Port's environmental framework establishes an all-encompassing priority to preserve, protect and enhance natural resources, including air, water, soil/sediment, energy and marine life. In its consistent effort to "be a good neighbor", the Port's commitment is threaded with the concept of sustainability balanced with economic vitality.

Innovation and Technology

The Port opens its doors to facilitate leading edge technology innovation in the port and maritime environment. The MAST Lab joins a federated network of leading academic, research, test and evaluation, in-service engineering and operational centers expanding the region's ability to provide innovative solutions to national security, environmental and operational challenges.

Stellar Biotechnologies, one of the Port's inventive partners, is the only company sustainably producing KLH while protecting this fragile California resource. Stellar's Port waterfront location is an asset that allows the company's marine scientists to work closely with natural colonies of limpets. The company's industry-leading aquaculture operations benefit directly from the Port's unique geography and security.

In collaboration with the Naval Postgraduate School's Center for Asymmetric Warfare (CAW) and the Economic Development Collaborative - Ventura County (EDC-VC), the Port hosts the annual Maritime Advanced Systems and Technologies (MAST) Exposition. In concert with this Exposition, the Port along with more than 90 local, state, and federal emergency response agencies, conducts the annual Coastal Trident Regional Maritime Security and Response Exercise at Port of Hueneme and along the Southern California Coast. This is an example of the Port's commitment to use the latest technologies to increase port and maritime security, and to collaborate with emergency response agencies and personnel in the region to ensure emergency readiness.

Strategic Partnerships

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. Reinforcing this commitment, the Port works closely with the Navy, Naval Base Ventura County, local and regional governments, and supports local educational and community events and organizations including having its own annual Banana Festival.



This 2020 Strategic Plan was developed through a comprehensive public outreach effort, including over 40 interviews with a diverse stakeholder base of Port customers, local and regional agencies, Ventura County businesses, and community stakeholders. In addition to the interviews, multiple meetings with the Port Operators Group were held and a public workshop was conducted on January 22, 2015. All in all, these outreach efforts provided effective and timely opportunities to hear constituent's needs and ideas, allowing the strategic planning process to inform the Port's priorities, more strategically define objectives and maximize capabilities. Through its mission statement, the Port endeavors to grow jobs and port-related businesses while being a reliable partner with neighboring communities, the region, and its trading partners.

Vision

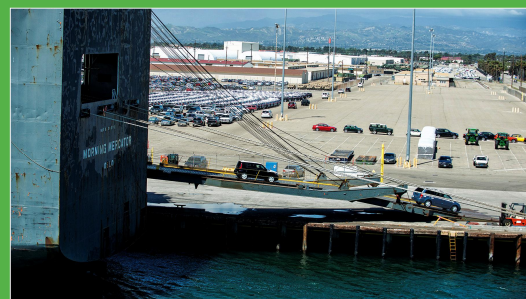
To operate as a self-supporting Port that enforces the principles of sound public stewardship, maximizing the potential of maritime-related commerce and regional economic benefit.

Mission

To be the preferred Port for specialized cargo and provide the maximum possible economic and social benefits to our community and Industries served.

Goals and Strategies

Resulting from a comprehensive outreach effort commencing in November 2014, a number of goals and key strategies have been identified, providing guidance for the Port's continued success with business operations and economic growth. The goals and strategies align with the Board of Harbor Commissioner's Leadership Priorities.



About the Port of Hueneme

The Port of Hueneme is centrally located, approximately 60 miles northwest of the major metropolitan center of Los Angeles. The Port's physical characteristics make it an ideal harbor, protected from severe storms by the nearby Channel Islands. The Port of Hueneme is owned and operated by The Oxnard Harbor District, created in 1937, as an independent special district (business enterprise) and chartered as a political subdivision of the State of California.

The Oxnard Harbor District's policies are set by a five-member Board of Harbor Commissioners elected at-large from the District, including the City of Port Hueneme, City of Oxnard and unincorporated beach communities. The Harbor District's day-to-day business operations are administered by a CEO/Port Director and staff.

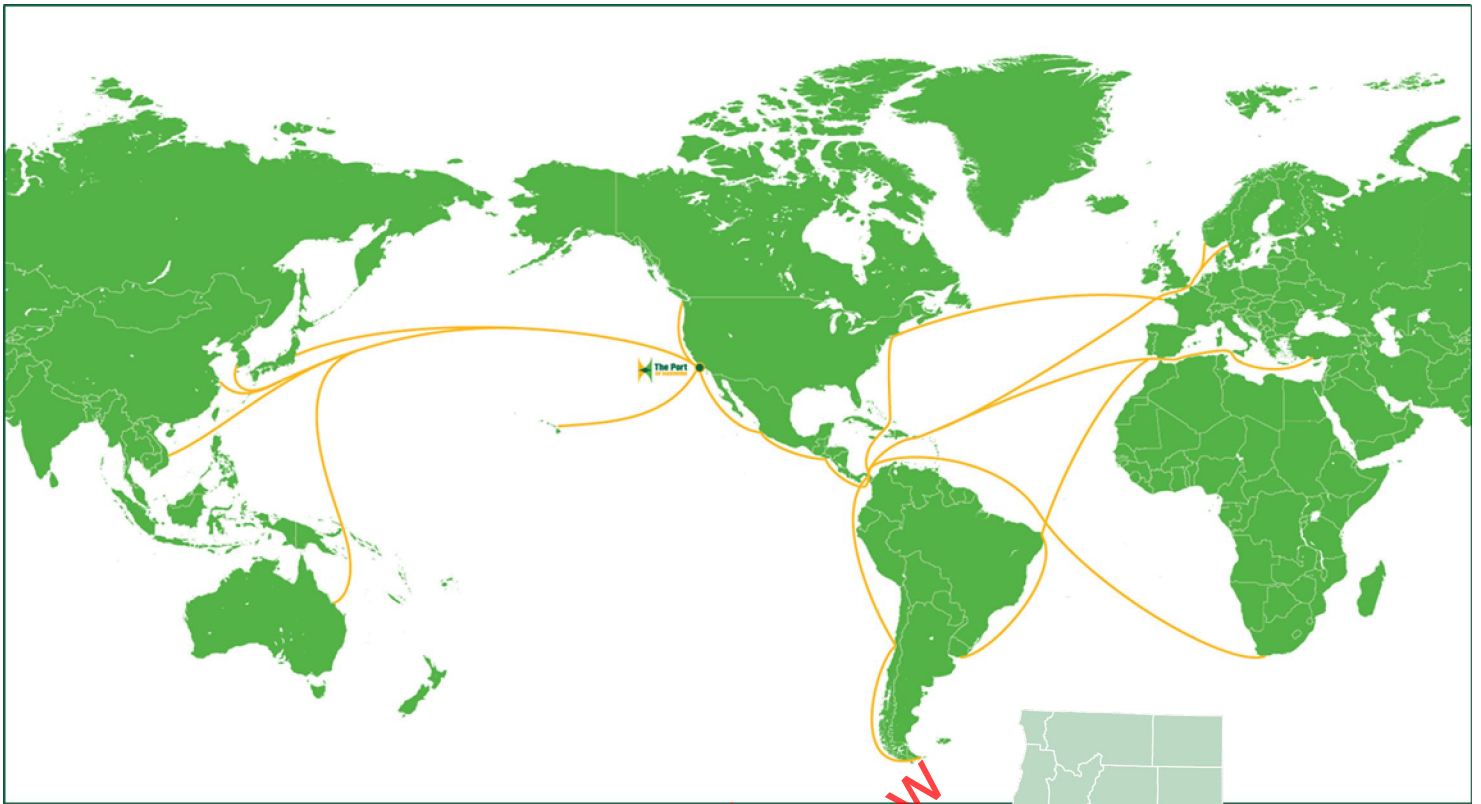
By its charter, the Oxnard Harbor District can acquire, construct, own, operate, control or develop any and all harbor works and facilities necessary to efficiently accomplish its mission. It prepares and controls its own budget, and assumes fiscal responsibilities for all Port construction, maintenance and administration. As a landlord port, commercial companies and private entities enter into terminal operating agreements with the Harbor District. The terminal operations, therefore, are the responsibility of the respective private commercial company.

The Oxnard Harbor District collects no taxes, operating entirely on Port business generated funds. However, as a Special Purpose District, the Port of Hueneme is also eligible for public grants. The Harbor District, provides funding to the City of Port Hueneme to extend services necessary to support Port activities.

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 and liquid fertilizer. With over 15 percent of California's total squid catch transiting the Port of Hueneme, this maritime gateway plays a significant role in the commercial fishing industry. 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.

Cargos moved via the Port's marine terminals are produced and consumed within the metropolitan region, the State of California, as well as throughout the Southwest and Western U.S. In addition, the Port is an important offshore-oil support center for platforms in the Santa Barbara channel. Since FY 2010, the Port's waterborne commerce, measured by tonnage, has grown 27 percent.

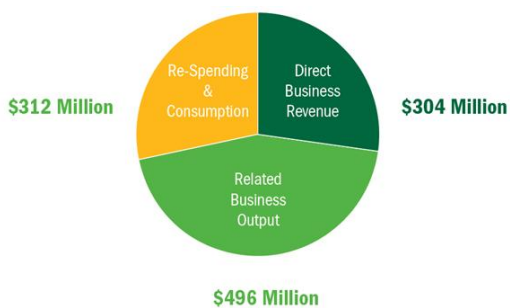


Commercial Trade Gateway with International Market Reach

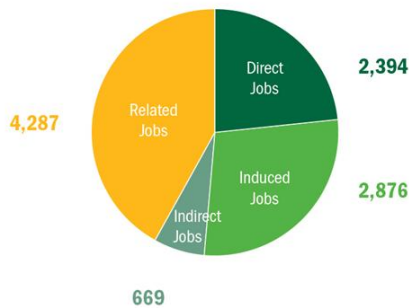
DRAFT
for Public Review
June 19, 2015



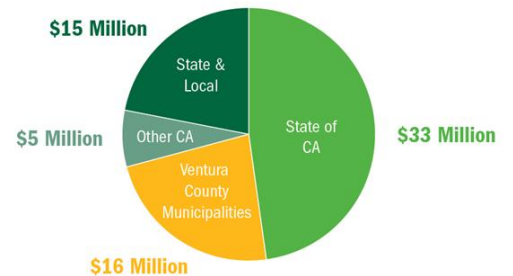
\$1.1 Billion
Total Economic Activity

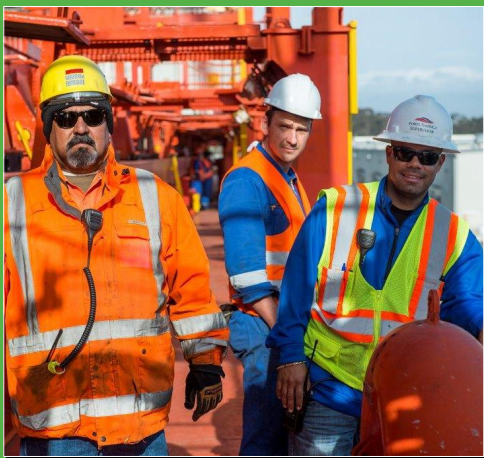


10,226 Total Direct, Induced, Indirect and Related Jobs



\$69 Million in State and Local Taxes From Maritime Activity





The Port of Hueneme's marine terminal offers 120 acres of Port-owned land and 34 acres of Joint Use area for cargo handling and maritime-related activities. Accommodating over 1.4 million annual tons of cargo, the 154 total available acres requires coordination and operational flexibility to keep the Port running efficiently. The maritime industry is evolving with larger-capacity vessels and modern cargo handling practices to manage costs and gain economies of scale. Keeping pace with industry expectations, the Port positions itself to:

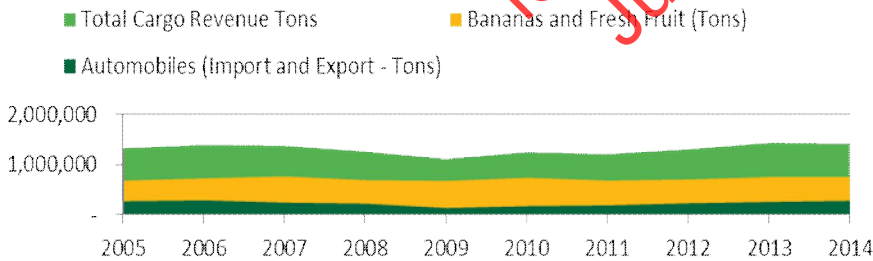
- Modernize its wharf infrastructure, complementing the U.S. Army Corps of Engineers (USACE) channel deepening effort creating a 40-foot deep harbor, allowing higher capacity vessels to berth.
- Support cargo operations with modern, high performing support facilities, such as climate controlled warehouses, cargo treatment, and gates.
- Implement efficient cargo handling and vessel support systems, including shore power infrastructure, lighting and environmentally-conscious equipment and fuels.

Marine terminal facilities and operations are directly supported by a comprehensive off-terminal industrial infrastructure and logistics system. Efficient terminal access and internal circulation that minimize impacts to the adjacent community while supporting high-velocity operations are essential for sustaining Port growth. With a fixed terminal area and limited adjacent expansion opportunities, strategically integrating on-terminal infrastructure with off-terminal support facilities is critical for the Port to achieve high performing, higher density cargo operations that strengthen the region's functional maritime-industrial footprint.



The Port OF Hueneme

Import Activity	Year End Comparison Fiscal Year 2014 to 2013	Approximate Fiscal Year 2014 Tonnage
Auto Imports	▲ 6.5%	261,870
Heavy Equipment Imports	▼ 8.9%	32,874
Fruit & Vegetables Imports	▲ 2.4%	103,806
Banana Imports	▲ 0.8%	655,589
Fertilizer Imports	▼ 27.2%	121,751
Export Activity		
Auto exports:	▲ 30.9%	28,494
Heavy Equipment Exports	▼ 9.8%	11,484
Fruit & Vegetables Exports (Apples, Pears, Oranges, Grapes, Stone Fruits, Vegetables)	▼ 4.7%	11,451
Import/Export Combined		
General Cargo Imports (Not specific cargo as identified in the Port's Tariff No. 7)	▲ 22.8%	111,616
Shallow Draft Cargo		
Fish, lube oil, and vessel fuel	▼ 36.8%	27,255
Domestic		
Offshore Oil Domestic	▲ 1.7%	57,704
Grand Total		1,423,894



Economic Vitality—*Business Retention and Growth*



Goal: By bringing together business and government entities, the Port of Hueneme aims to retain and grow domestic and international trade and economic development through best-in-class support facilities, operations and services.

The Port's legacy supporting the Southern California Gateway is strong, complementing the Ports of Los Angeles and Long Beach by offering niche market services to perishables/fresh fruit, automobile, fish, project bulk and liquid bulk cargos. The Port is known for its impeccable customer service and uncongested access to major transportation corridors. Business retention and development remain at the core of the Port's economic vitality focus. The Port enjoys key geographical position centrally located on the US West Coast, and serving as the Port of choice for the distribution of product throughout the entire United States. It is the preferred logistics hub for its customers importing from Asia, Europe as well as South and Central America. The Port's top Trading Country Partners are Germany, South Korea, UK, China, Ecuador and Guatemala. Total imported goods value in 2014 was over \$8 billion. The Port of Hueneme is also a premier port for agricultural exports to Asia and Europe. Total export for 2014 was valued at over \$1.2 billion.

The Port of Hueneme began in 1937 with its mission then to provide California's central coast agricultural community with an ocean link to the global market. It quickly became known as "the Port the Farmers Built." Ventura County now ranks among the top 10 counties in the United States by total crop value. The Port of Hueneme's

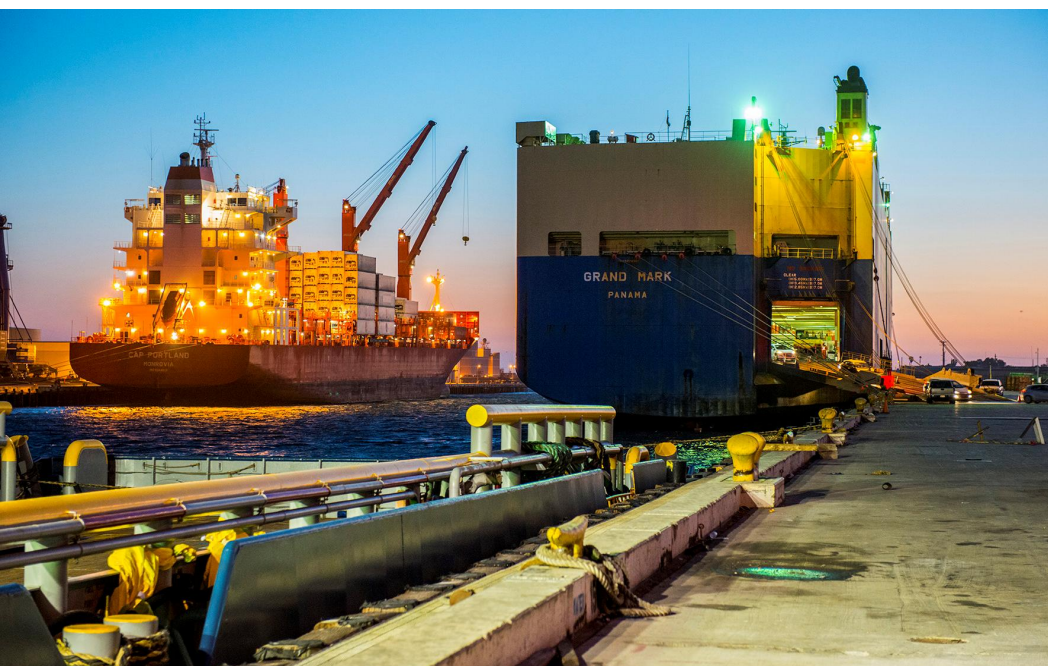
commitment to the region's agriculture industry also includes the transportation of essential materials for farm production such as liquid fertilizer, equipment and project cargo. Over seven decades of responsive evolution, and a commitment to sustain this business, the Port has created a modern a modern refrigerated terminal measuring over 230,000 square feet supported by:

- Off-terminal distribution centers,
- Temperature-controlled facilities,
- Transload operations including efficient cargo treatment and reefer support,
- Processing for the fish industry, and
- 672 plugs for refrigerated containers

The Port embraces its role connecting Ventura County and the State of California to the world by sea. As such, it is a strong advocate for the expansion and utilization of the Americas Marine Highway Program for domestic markets, and promotes the development of new international short sea shipping logistical options. By promoting short sea shipping, the Port develops new trade opportunities while reducing congestion on the regional road and rail networks. Since 2014, the Port has extended multiple international trade missions developing new trading partnerships and strengthening its marketing presence throughout the Pacific Rim and Latin America.

Key Strategies

- Business retention and growth.
- West Coast Port Hub for Ro/Ro services, a fundamental component of the Port's niche market focus.
- Further develop the "California Fresh Port" concept to retain and attract fruit and produce business.
- Proactively advocate for and enhance customer and supply chain partner service quality.
- Expand, as needed, and promote Foreign Trade Zone #205 access and capabilities, benefiting Port operations and attracting new business.
- Seek Maritime Administration (MARAD) Project Designation to support grant pursuits.
- Expand the flexibility of the Joint Use Area and Navy Out-lease Program terms, reducing risk to Naval Base and Port customers.
- Pursue Strategic Commercial Port designation with the Department of Defense (DOD) and Maritime Administration (MARAD).
- Promote the advantages and efficiencies of Americas Marine Highway Program and Short Sea Shipping.





It is important to note that capitalizing on the Port's inherent geographic and niche operational strengths requires a coalition of public and private partnerships to sustain local and regional success. The Port works directly with stakeholders and public/private agency partners to coordinate economic development initiatives, long-range planning and policy-making that benefit the region.

Proactively anticipating global market changes, the strategic planning process included multiple scenario-based planning concepts to prioritize near-term and long-range capital investments. Projects currently identified to keep the port competitive and advance marine terminal efficiency, productivity and safety include:

- Navigational channel and berth deepening to 40-feet
- Relocating non-water dependent facilities off terminal
- Reconfiguring internal terminal circulation
- Building demolition to increase on-dock staging capacity
- Shoreside Power and other air quality improvement measures
- Modernized cold storage and cargo treatment facilities
- Reefer Rack systems for stacked refrigerated containers
- Pavement upgrades to support heavy cargo and equipment
- South terminal rail spur extension
- Continued support for Port Intermodal Corridor (PIC) projects

These projects comprise the Port's most current 5-year capital program. The Port's capital plan looks out 5 years and financing is approved for each upcoming fiscal year by the Board on an annual basis. The capital plan will be tied to the Strategic Plan as a reference document.

The multiple concept scenario plans supporting the strategic planning process provide a 20+ year lens looking out to the future and offer a different course of capital development depending on market conditions. For instance, if break-bulk transitions to containers rapidly over the next 5 years, the Port will upgrade its infrastructure in a different way than if this transition occurs over one or two decades. There is a concept plan for each of these scenarios plans that support the Port's priority niche market sectors. Not knowing with certainty how markets will emerge in an ever-evolving and dynamic maritime industry and global economy, the concept scenario plans allow for the Port to prepare for the future with a more adaptable and flexible approach. The concept scenario plans will be updated regularly consistent with market forecasts and projects will be integrated into the capital 5-year capital plan as investments are determined prudent to advance the Port's competitive position.



Key Strategies

- Support the USACE harbor deepening effort.
- Seek opportunities to create efficient, safe and highly utilized terminal operations.
- Operate with fiscal responsibility that enhances the return on investments in the short- and long-term.
- Pursue Grants and Public Private Partnerships
- Relocate non-water dependent uses off terminal.
- Implement recommendations from the Port 's Traffic Management Study.
- Optimize terminal efficiency.
- Coordinate operations and nurture business development opportunities with the Genesee & Wyoming and Union Pacific Railroad.
- Implement the berth deepening program.
- Accommodate the market-based transition from bulk and palletized cargo to containerized operations.
- Increase on- and off-dock Port capacity to service its customers' organic growth and meet demand for new business opportunities.
- Make effective investments in infrastructure to realize full market potential.

Key Strategies

- Integrate the Port's strategic Plan with the Transportation Plans of:
 - Ventura County Transportation Committee (VCTC),
 - Southern California Association of Governments (SCAG), and
 - California Department of Transportation (CalTrans)
- Support development of third party logistics provider capacity in Ventura County.
- Pursue Grants and Public Private Partnerships
- Assess land availability for strategic acquisitions or public/private development opportunities supporting the Port's growth.
- Incorporate deferred maintenance into an overall capital budget and investment plan.
- Work with federal, state, and local governance to advance the Port Intermodal Corridor projects.
- Optimize truck turn-around times and truck staging logistics.
- Improve signs and wayfinding along freight corridors.

Goal: The Port of Hueneme will work in unwavering partnership with local, regional, state and federal agencies to create an integrated transportation network that accommodates safe and efficient goods movement.

Unencumbered access to the commercial highway, water channel and mainline rail networks represents a fundamental necessity for the Port's sustained operations, service and growth. The Port's ideal location provides uncongested access to industrial and commercial centers of Ventura and Los Angeles Counties. Highlights of the existing transportation network include:

- The Port Intermodal Corridor (PIC), a \$60 million uncongested strategic access route that connects the Port's main entrance with Highway 101, Interstate 5, and beyond.
- Access roads, which are specified commercial truck routes, have been designated "Highways of National Significance", since they also serve Naval Base Ventura County (NBVC).
- 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, 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 Port of Hueneme received authorization from the U.S. Army Corps of Engineers (USACE) to deepen the shipping channel from 35 to 40 feet. With channel deepening, ocean carriers will be able to utilize a 36.5-foot maximum draft allowing carriers to more fully utilize the vessel's cargo capacity and carry additional tonnage per call. The Port's berth deepening program will provide 40-foot deep berths, providing deep-draft vessel continuity from the harbor, through the channel and at the berth.

Key Near-Term Capital Investments

- Channel Deepening Project
- Berth Deepening Project
- Port Intermodal Corridor (PIC) projects
- Mariner's Center
- Reefer Racks, creating dense container operations
- Shoreside Power Phase II
- Building demolitions and relocations, creating a more efficient terminal footprint
- Reconfigure Terminal Circulation
- On-terminal Refrigerated Storage upgrades
- Near-terminal Refrigerated Storage capacity investments
- Port lighting, HVAC and security fencing



Key Transportation Project Priorities

Port Intermodal Corridor (PIC) projects, \$60 million investments

- Grade Separation at Rice Avenue and East 5th Street
- Port Hueneme Road Widening
- Rice Avenue Paving (allowing for State Route designation)

Highway 126 Widening

Channel Islands Boulevard Widening

Harbor Boulevard Widening

Wendy Drive Bridge Widening

Harbor Blvd. at Gonzales Road Intersection Improvements

Santa Clara Avenue Widening

Pleasant Valley Road at E. 5th Street Intersection Improvements

Central Avenue Widening

Victoria Avenue Widening

Marketing

Key Strategies

- Market effectively to target audiences including community and internal stakeholders.
- Implement effective media/press strategy.
- Implement business marketing initiatives in niche business sectors:
 - Perishables/Fresh Fruit
 - Ro/Ro
 - Automobiles
 - Project Cargo
 - Liquid Bulk
 - Bulk
- Send and receive Trade Missions and Delegations to emerging markets.
- Attend Trade Shows and Industry Conferences.
- Engage in customer leases and operational agreements that sustain operational flexibility and customer collaboration.
- Develop an interagency communications plan to jointly capture economic opportunities, share in the cost of environmental protection, and facilitate decision making transparency.
- Coordinate and effectively pursue supplemental grant funding for capital projects with local, state and federal officials.
- Encourage continued proactive communications and effective collaboration among stakeholders.
- Embrace process transparency and invite opportunities to improve Port performance.

Goal: The Port aims to maintain its reputation as being one of the best ports on the U.S. west coast, including California, Oregon and Washington, through multi-level marketing, customer coordination and communication.

It is critical to understand its target audience in order to ensure the best returns on the Port's marketing investments. The Port developed a marketing philosophy that responds to a targeted audience of business, community and internal partners. A unique quality of the Port of Hueneme that differentiates it from other west coast ports is its operational coordination and shared commitment to excellence among Port users and customers. The Port of Hueneme is truly a community where flexibility and shared common values enable Port customers, logistics partners, labor and Harbormaster staff to proactively anticipate issues and collaborate to overcome any obstacle that would otherwise undermine an efficient and safe operational environment.

Port staff is enabled and empowered to inform decision making and create a results-oriented culture. With increasing cargo volumes moving through a dynamic and ever-changing landscape of automobiles, project cargo, trucks and workers, every person on the terminal participates in executing maritime operations daily. A port is only as good as its people!



The Port
OF Hueneme



Environment



Goal: To minimize or avoid negative environmental impacts within the working waterfront while growing business within the Port's environmental framework.

The Port of Hueneme stands committed to protecting the environment and supporting a healthy quality of life. The Port plays a valuable role in the health and viability of the local and regional economies and takes very seriously its role as an active community partner and environmental steward. For example, in 2014 the first vessel plugged into the Port's \$13.1 million shore power system, providing land-based power to cargo ships at berth, allowing them to shut down diesel engines and dramatically reduce emissions.

Promoting the Port's environmental stewardship efforts is a proven way to build support and trust from the local community. This is why community engagement is a vital component of Port's environmental framework.

The Port's environmental framework is a critical element of the Port's community engagement and "Being a Good Neighbor". The Port works closely with other community organizations and associations that foster sustainable economic development within the community, including, but not limited to:

- US Naval Base Ventura County
- US Department of Transportation
- US Coast Guard
- US Environmental Protection Agency (EPA)
- US Department of Energy
- US Department of Agriculture (USDA)
- US Animal and Plant Health Inspection System (APHIS)
- US Customs and Border Protection (CBP)
- California Coastal Commission
- California State Coastal Conservancy
- California Air Resources Board
- California Energy Coalition
- Ventura County Air Pollution Control District
- City of Port Hueneme
- City of Oxnard

Port Environmental Framework



Partnerships continue to be formed that explore and realize synergies to build joint ventures. As such, under its environmental framework, key areas of air quality, water quality, marine resources, sediments, energy efficiency and climate change would be sufficiently addressed. This Strategic Plan, therefore, becomes threaded with the concept of sustainability balanced with economic vitality.

Community engagement is achieved by soliciting input from the community residents and other stakeholders, educating the public on the Port's environmental framework and success, and seeking partnerships to prosper the following environmental programs:

- Clean Air Program
- Clean Water Programs
- Geographic Information Systems (GIS)
- Soil/Sediment Programs
- Energy Programs
- Climate Change Programs
- Marine Resources, Fisheries and Wildlife Programs
- Sustainability Programs

Key Strategies

- Implement the Port Environmental Framework and Board adopted environmental policy.
- Develop partnerships with energy and environmental stakeholders to advance green initiatives.
- Participate in public policy and legislation as partners to governing agencies
- Pursue Grants and Public Private Partnerships
- Fully implement the Shore Power program.
- Develop long-range policy to Incorporate climate change, adaptation and resiliency with infrastructure investments.
- Inform public policy and legislation.
- Promote cleaner burning fuels usage for terminal, off-terminal and vessel operations.
- Integrate economic development into the surrounding region's unique natural and built landscape.
- Build in marine terminal and infrastructure resiliency to ensure long-term logistical continuity within a changing climate.
- Replace conventional diesel with low emission propane-fueled trucks, and electrifying cargo handling equipment to reduce on-dock emissions.
- Implement the Port's Stormwater Improvement Plan.
- Incorporate the Coastal Trail into transportation plans and projects.

Innovation and Technology

Key Strategies

- Further develop MAST Program
- Facilitate innovative alternative energy sources and support research efforts
- Build partnerships with innovative companies and agencies and apply for grants
- Facilitate on-terminal investments and operations that increases capacity, safety, efficiency and throughput.
- Support revetment wall Investments and beach nourishment program.
- Explore utility and renewable energy pilot programs to enhance energy efficiency and adopt new technologies.
- Endeavor to implement state-of-the-industry best practices for lighting, warehouse cooling, fumigation and shore power systems.
- Expand Geographic Information System (GIS) capabilities.
- Explore alternatives means of connecting the marine terminal to near-dock processors and customers

Goal: To foster ideas, innovation and leading edge technologies for the advancement of ports and the maritime environment.

The Port of Hueneme works with industry partners to innovate the maritime marketplace. For example, the relationship with Stellar Biotechnologies, a world leader in sustainable Keyhole Limpet Hemocyanin (KLH) manufacture, a potent immune-stimulating molecule used in active immunotherapies or therapeutic vaccines. Stellar Biotechnologies' Port-based production process utilizes aquaculture systems for the cultivation and protection of the Giant Keyhole Limpet. The Maritime Advanced Systems & Technology Laboratory (MAST) is a collaborative research facility dedicated to fostering leading edge technology innovation in the port and maritime environment.

Through MAST, the Port joins a network of leading academic, research, test and evaluation, and in-service engineering centers to further expand the nation's ability to provide solutions to relevant challenges in the maritime domain. By leveraging the Port of Hueneme's unique geographic, operational and environmental assets, MAST invites entrepreneurs with an optimized solution's-based environment for sustained research, experimentation and test programs.





mast Maritime Advanced Systems & Technology Laboratory At The Port Of Hueneme



The MAST Lab joins a federated network of leading academic, research, test and evaluation, in-service engineering and operational centers to further expand the region's ability to provide solutions to national security challenges, providing the collaborative stakeholders with an ideal location for on-going, maritime based research and evaluation.

MAST Lab contributions and activities include some the following:

- OPSTAR – Offshore Platform Security Threat Awareness and Response Program
- Coastal Trident
- Lab – Incubator Hub
- Pilot Projects
- License Plate Recognition
- Paint Made from Tires
- Energy Solutions – Alternative Fuels
- Stellar Biotechnologies Projects

The Coastal Trident Program was established by the Port of Hueneme and in collaboration with the Naval Postgraduate School's Center for Asymmetric Warfare and Economic Development Collaborative of Ventura County as a comprehensive training, experimentation, and exercise program for the Port of Hueneme. Since its inception in 2007, Coastal Trident has evolved into a regional maritime security and response program, enabled by operational evaluation of leading-edge technology systems, with participation by over 100 agencies, and organizations.

- Leverages the Port's unique geographical, operational, and environmental assets inherent.
- Provides collaborative stakeholders with an optimized solution to sustained research, experimentation and test programs and a platform to showcase their research and technologies.

Strategic Partnerships

Key Strategies

- Actively participate with the following to promote Port-related economic development:
 - City of Port Hueneme
 - City of Oxnard
 - County of Ventura
 - Naval Base Ventura County
 - Economic Development Collaborative—Ventura County (EDC-VC)
 - Ventura County Economic Development Association (VCEDA)
 - Workforce Investment Board of Ventura County (WIB)
 - Economic Development Corporation of Oxnard (EDCO)
 - Ventura County Transportation Commission (VCTC)
- Work with ILWU Local #46 to sustain the high-caliber workforce and service the Port is known to consistently deliver.
- Collaborate with Naval Base Ventura County to achieve mutually beneficial goals.
- Collaborate with trade and maritime partners, industry associations and government agencies to achieve common goals.
- Further strategic relationships with NBVC, and support related advocacy groups such as the Regional Defense Partnership –21st Century (RDP-21)

Goal: The Port strives to maintain and grow its external relationships, proactively addressing challenges and advocating for innovative, effective solutions with an eye towards long-range sustainability and strengthening local, regional and global ties.

Collectively, Ventura County, the cities of Ventura, Port Hueneme and Oxnard, and Naval Base Ventura County (NBVC) support economic development activities and pursuits. However, significant regional progress cannot be realized in a vacuum; it requires an integrated partnership across a broader, diverse stakeholder spectrum. The Port works diligently to collaborate with elected officials, government agencies and community interests at all scales to achieve common goals and objectives; bring regional prosperity and to advance progress on mutually beneficial initiatives involving:

- transportation infrastructure,
- water quality,
- air quality
- international and domestic trade , and
- security





Key Strategies *(continued)*

- Actively participate and support the Navy Outlease Program and Joint Use Agreement process to the mutual benefit of the NBVC Mission and Port customer needs.
- Continue active participation representing port and maritime interests at the federal and state levels.
- Launch Port public relations and educational awareness campaign to promote the Port.
- Working with CalTrans and the Southern California Association of Governments (SCAG), support and advocate for integrated transportation planning and goods movement policy, supporting a national freight strategy.
- Work with partner agencies to ensure coordinated long range land use and transportation planning.
- Support the development of a comprehensive commercial truck transportation plan.
- In partnership with NBVC and the Cities of Port Hueneme and Oxnard, develop traffic mitigation plans related to base access and egress.
- Further develop innovative partnerships under the MAST program, such as the successful work with Stellar Biotechnology.

Furthermore, the Port offers an award-winning 12-week Global Trade and Logistics class for high school students and partners with local universities to develop maritime education programs. In conjunction with local businesses and port partners, The Port also offers internship programs and hosts an annual Maritime Career Day.

Today's Port of Hueneme is inexorably linked with NBVC. In March of 1942, the Port was conscripted into service as a naval base, undergoing intensive infrastructure investments to support the World War II efforts within the Pacific theater. Following the War, the maritime facilities were incrementally returned to commercial operations. Sharing a common secured border, NBVC and the Port mutually benefit from various usage agreements, outlease programs and inter-agency operations. Although upholding distinct and separate missions, the Port, NBVC and surrounding communities have developed opportunities to support one another building strong interagency relationships and focusing on common goals. Working together, the relationships have resulted in increased revenues to the Navy and Port. The Port is dedicated to further strengthening these relationships to the harbor complex's overall economic and community benefit.

Conclusion

Today, as partners in the Port, the Oxnard Harbor District and the U.S. Navy represent a critical economic engine for our region. Ultimately our commitment is not short-term nor short-sighted, but set in the long term belief that through understanding and sharing of a long term vision with our community and stakeholders much can and will be accomplished. 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.

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. As such, a number of key priorities have been adopted by the Commission:

- Economic Vitality
- Marketing
- Environment
- Innovation and Technology
- Strategic Partnerships

We Make Cargo Move

DRAFT
for Public Review
June 17, 2015



805-488-3677 • www.PortofHueneme.org

Foreign Trade Zone #205



World Trade Center®
Oxnard

This Strategic Plan was prepared under the guidance and leadership of the Oxnard Board of Harbor Commissioners and Port staff with support by AECOM.