

We Make Cargo Move



2020 Strategic Plan

Support Documents

Oxnard Harbor District

October 2015



The Port
OF Hueneme

Table of Contents

Comment Register.....	1
Public Workshop Proceedings.....	18
Event Pictures.....	20
Meeting Agenda.....	21
Workshop Cards.....	22
Initial Poll.....	34
Introductory Presentation by Kristin Decas, CEO and Port Director.....	35
Breakout Session Notes.....	44
Trade Development.....	44
Regional Transportation.....	48
Public Outreach & Communications.....	54
Terminal Facilities & Operations.....	56
Environmental.....	59
Second Poll.....	62
RSVPs Received: 2020 Strategic Plan Workshop.....	63
Sign-in pages.....	65
Conceptual Development Scenarios.....	74
Scenario A – Steady Growth, Existing Program.....	75
Scenario B – Shift to Containers.....	77
Scenario C – Automobile Import/Export Focus.....	79
Scenario D – Bulk Perishables Niche Growth Focus (grow existing conditions on existing footprint) ...	81
Scenario E – Expanded Terminal Footprint.....	83
Scenario F – Expanded Terminal with Dry Bulk.....	85
Scenario G – North Terminal Rail Focus.....	87

2020 Strategic Plan

Support Documents

Comment Register

Comments received drove additional discussion and action items in advance of the Strategic Plan. The following matrix of comments received documents the nature and variety of comments, and the Strategic Plan development team's response(s). Specific content edits within the Strategic Plan document were noted as Action Taken, as well as individual staff responses to the respondent or recommendations for further staff outreach to address the points made. Tactical and operational comments outside of the Strategic Plan's intent or process were noted and referenced to other specific processes and/or actions (such as Port Master Plan, Traffic Management Study or other appropriate planning tool).

Comments By: Darren Kettle, Executive Director
Representing: Ventura County Transportation Commission
Comment Source: Email, July 13, 2015

No.	Comment Made	Response	Action Taken
1	Include a reference to the value of additional investment that could be made if Ventura County voters would pass a local transportation sales tax measure that could match federal and state freight movement dollars.	Region-wide transportation investments are critical and strategic objectives not only for the Port, but for all of Southern California. Leveraging opportunities to equitably administer federal and state dollars into these public infrastructures is a high priority.	Pg 12 key strategy: in addition to "support strategies that garner funding and financing opportunities working with the VCTC and other partners." "Educate public about the value of important measures to leverage federal funding"

Comments By: Laura Espinosa
Representing: self
Comment Source: Email, July 13, 2015

No.	Comment Made	Response	Action Taken
1	On Page 23, please include Service Employee International, SEIU 721, in "sustain high-caliber workforce and service	Noted and appreciated. SEIU 721 is a vital component of the Port's organization and continued forward-looking success.	Included comment in final draft (page 21).

2	On Page 23, regarding working with community partners, please add that the Port will ensure grants and projects connected with community partners listed are inclusive of Santa Clara Valley communities of Santa Paula, Fillmore, and Piru.	We can broaden the list to include communities listed...although in Ventura County, the communities are not within the harbor district bounds	Broadened Key Strategies to include reference to support Ventura County transportation initiatives: "Support Ventura County transportation initiatives in all communities that strengthen the region's overall transportation network".
3	Addition of graphs or other methods of acknowledging the number of jobs created by communities in the region. (I do not know if such statistics are maintained but would be helpful to know in order to further evaluate the success of "job creation" by the Port.	Statistics reflected on page 8	Statistics are shared transparently via the Port of Hueneme website, Comprehensive Annual Financial Reports (CAFR), economic impact reports and news releases.
4	Noted that the widening of Highway 126 is a key transportation project priority. How is the Port involved and why is this a priority? An explanation will help solidify the goal as a priority for purposes of accountability to the public.	Inland goods movement is a critical function for the Port and region's economic and community development success. A resilient, efficient and functional highway system is essential.	Added sentence on page 15 to express why regional transportation projects benefit goods movement
5	Include visits and short presentations to city councils in impacted communities other than Oxnard and Port Hueneme in the Board's outreach plan.	Relationship building and effective communications are vital to the Port's success looking forward.	Port implementing outreach plan. The Public and Community Relations campaign is a significant component of the Port's strategy.

Comments By: Thomas E. Figg

Representing: Self (Member: Port Hueneme City Council; comments do not reflect the represented voice of the Council)

Comment Source: Letter, July 13, 2015

No.	Comment Made	Response	Action Taken
1	Underscore the overarching theme and top priority placed on fostering cooperative relations by and between the District, City and Navy resulting from the January Public Workshop. There are a number of places within the Draft Plan where this could be reiterated; most notably under "Strategic Partnerships" (page 5, 6, 23 and 24).	The relationship between the City, Navy and Port is essential to the region's economic and community welfare	Underscored relationships at each opportunity, including the pages referenced.
2	My second and related comment concerns the historical perspective and involvement of both the City and Navy in the development of the deep water harbor. While the Draft Plan discusses the early years of port construction, district formation and Navy occupation, it fails to acknowledge the City's role in fostering harbor growth in the years following WWII.	There is a longstanding relationship between the City and the Port, with a strong focus on redevelopment within the City of Port Hueneme.	Emphasized historical community support page 5 Redevelopment with the City post war. Acquisition agreements, negotiations with the navy, important redevelopment with the City of Port Hueneme.
3	Consider a broader discussion of the strategic partnerships and their historical underpinnings. In that regard, I offer the enclosed exhibit that gives a physical context to the role that the City has played. There are a number of places where this story can be told; most notably, under "About the Port of Hueneme" (page 7) and "Strategic Partnerships" (page 24).	Noted and appreciated. The City/Port relationship is a vital story historically and will continue to be an overall community building and economic development focus looking forward (aligned with other, similar comments)	Emphasized the story (page 5) and reinforce on page 24
4	I suggest that reference be made to, and compliance with, local land use permitting processes and the California Environmental Quality Act as necessary elements in realizing the District's Vision.	These are very necessary processes that are paramount to and integrated within the District's development processes, as defined by the Harbors and Navigation Code and the Coastal Act.	Referenced within the narrative on page 5

5	I'm unclear as to the Key Strategy listed on page 24 referencing " ... base access and egress ... " along with the graphic on page 16. In short, the City should be a collaborator in identifying truck routes. In that regard, I suggest that access through the Navy Base be considered via the Victoria Avenue Gate in place of Ventura Road and Channel Islands Boulevard as a "Contingency Corridor."	Objective here is to work with jurisdictional partners on common truck-related transportation issues. Victoria Avenue Gate is the NBVC's commercial truck gate. The Contingency Corridor is the Port of Hueneme's secondary corridor (primary is Hueneme Rd).	Key strategies: page 13 to include: coordinate truck access/egress routes with NBVC and Cities of Port Hueneme and Oxnard Page 22, include "truck routes" on second to last bullet
---	--	--	---

Comments By: Anson M Whitfield

Representing: self

Comment Source: Letter, June 30, 2015

No.	Comment Made	Response	Action Taken
1	The Plan does not address two obstacles to the growth of the Port. These are the limited berths and backup land at the Port, and the provisions in Harbors and Navigation Code section 6075.	Port plan notes that the challenge of sustainable growth with limited infrastructure. Cite Harbor and Navigational Code in the Introduction. In Economic Vitality (page 4) port is constrained by water depth, infrastructure and needs to grow in a sustainable way. "Infrastructure" as a side document, concept plans are being developed to grow in a sustainable way.	Interview process identified constraints. Next steps are to develop implementation strategies for growth in the existing footprint and in the existing community context.
2	The Plan fails to focus on the fact that the District has five berths itself and limited use of an additional berth under the Navy Joint Use Agreement (JUA) and limited land to service these berths.' (footnote): 1 While the Plan mentions "a fixed terminal area and limited adjacent expansion opportunities" (Page 9), it does not do so in any detail.	Defining the existing port facilities and assets is an important foundation for strategic context. The Joint Use Agreement provides an opportunity for additional commercially deployed assets.	Included more detailed port assets, including the number of berths on page 7

3	The Plan does not mention or address the further obstacle in growth of the Port and the ability to increase its business created by the unique provisions in Harbors and Navigation Code section 6075.	Harbors and Navigation Code 6075 also provides procedural references for acquisition and development outside the district boundary. Business growth is not only related to physical expansion, but to efficiencies and cargo densification.	The Port is implementing recommendations from its Transportation Management Study (efficiency, safety and densification measures), and endeavors to seek proactive expansion opportunities either through PPP or other opportunities as described and required through the Harbors and Nav. Code, Coastal Act and other regulatory processes.
4	The Plan should address the means, if any, by which the District can overcome these obstacles to achieve the stated goal of business growth to the extent of acquisition of land by the District as needed to provide off-terminal support in addition to the Arcturus and Edison Drive properties owned by the District.	As a strategic plan, the purpose of the document is aspirational visioning. A Master Plan Update (Coastal Act, Chapters 8 and 3) provide this type of specific acquisition and development direction.	Pages 10-12 focus on terminal efficiency, off-terminal opportunities and overall capital investments (including expansion).
5	the Plan does not expressly set out exactly what the District needs to do, can do and will do, if anything, to retain its existing major customers, except for the reference to increasing the depth contiguous to certain berths to 40 feet MML W.	Pages 12-14 and 17 describe creating the environment to retain and grow existing customers, while attracting new.	Expanded language better illustrating the “Economic Vitality – Business Retention and Growth” section and its stated goal of “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.”

6	Where can the District obtain additional berths and land? With regard to the land, where is the land that can be acquired and is proposed to be acquired under the Plan? Will this land be acquired by purchase or by the exercise of the right of eminent domain? Does the District have the funds for the acquisition of such land and, if not, where will the funds for such acquisition be obtained? When will the efforts to do so be commenced including obtaining the consent of the cities, or, the county?	As a strategic plan, the purpose of the document is aspirational visioning. A Master Plan Update (Coastal Act, Chapters 8 and 3) provides this type of acquisition and capital development direction.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. The concepts address expansion and are intended to strengthen relationships, create an environment that incubates logistical efficiency and innovation, and grow economic development opportunities within its urban and natural community context. Page 12 references CIP and growth and expansion
7	The Plan should not just set forth goals, but the means for accomplishing each of those goals should be a part of the Plan to make it meaningful.	As a Strategic Plan, the main thrust is aspirational, outlining the long range strategic business and relational vision. Implementation tactics are more the realm of the Master Plan and CIP.	Key Strategies throughout the document outline initiatives and opportunities to support successful implementation of the long-range vision and goals.
8	Second, the Plan does not discuss in detail what needs to be done to repair, restore or replace the District's aging facilities, when and how this can be done together with the sources of funding to do so.	As a strategic plan, the purpose of the document is aspirational visioning. A Master Plan Update (Coastal Act, Chapters 8 and 3) provide this type of direction.	Page 14 provides an outline of strategic capital projects.
9	The Plan does not address any fiscal planning for the District to be able to build up its reserves or to fund its outstanding post-employment retirement benefits.	Page 14, 3 rd bullet	Expanded language on page 12 to include the notion of "Fiscal Planning" Port is developing a strategic finance plan to support the Port's capital plan.

10	Fiscal planning should be an important part of the Plan with regard to the retention and growth of business, since funding is critical for the District to be able to achieve those goals.	Policy driver, not a strategic element.	Follow up outside of the Strategic Plan to address this issue.
11	Strategic planning under the 2020 Plan was also mentioned in the District's Comprehensive Annual Financial Report (CAFR) where it was stated that the 2020 Plan "would include identified new business opportunities", (Page 9). I did not see any new business opportunities identified in the 2020 Plan.	Page 12 and 14 address new business opportunities and trade partnerships without divulging specific details that may threaten the burgeoning relationships (potentially allowing other ports to utilize the Strategic Plan to 'appropriate' these opportunities")	Follow up outside of the Strategic Plan to address this issue. Business retention and growth is embedded throughout the Strategic Plan.
12	The Plan does not mention or discuss as a goal to export through the Port of local agricultural products or the steps the District should take to achieve this.	Discussed on page 4 and 11-12	Retained the language on pages 2 and 10-11. Included Key Strategy "Increase local agricultural product exports".
13	Finally, it is disappointing that AECOM, the management staff, and the Commissioners did not seek the vast knowledge, experience and insight of former employees and Commissioners who were, and are, familiar not only with the Port of Hueneme, but with the maritime industry. These would include Bill Buenger, Anthony Taormina, Pete Wallace, Judy Cofer, Bob Harmuth, Chris Birkelo, and former Commissioner Ray Fosse, Stan Daily, Edward Millan who was also at the time the Port's executive director, and Jesse Ramirez.	All were invited to public workshops and hearings. Public notification via mailings, press releases and website created opportunities to coordinate meetings or offer direct comment. Public Workshops and Meetings also afforded opportunities for direct engagement (for example, Bill Buenger signed in and participated at the January 22 Public Workshop and also met with the CEO on July 7)	Continued discussions and opportunities for engagement are always invited by port staff.

Comments By: Chaz Rogers,

Representing: Naval Base Ventura County CPLO

Comment Source: Executive Summary Memorandum, July 22, 2015

No.	Comment Made	Response	Action Taken
1	Pg. 2, paragraph 3: How many Navy berths and land does the current land use agreement allow for OHD? Does OHD plan to request additional berths or land use in the future?	Joint Use Agreement implications.	Key Strategy Support the Joint Use Agreement, continue to look for opportunities of mutual benefit. Page 13 and 22 address key strategies.
2	Pg. 4, paragraph 3: What is Environmental Policy 106? What is the policy intent? Recommend defining EP 106 on pg 4.	The Policy serves as a foundation for making certain the District's environmental policy is supported with clear principles and actionable ecological goals.	Clarified the description to better explain. Provided the Policy 106 to the Navy.
3	Pg. 5, paragraph 5: What is "KLH"? KLH is not defined until pg. 21, paragraph 1. Recommend defining the acronym on pg 5. You should always define the first reference of acronyms.	Keyhole Limpet Hemocyanin. A potent immune-Stimulating molecule used in active immunotherapies or therapeutic vaccines.	Defined per comment.
4	Pg. 5, paragraph 1: Recommend defining "MAST" acronym in first paragraph rather than the second paragraph. You should always define the first reference of acronyms.	Marine Advanced Systems & Technology.	Edited per comment
5	Pg. 6, paragraph 3: What is "specialized cargo"?	Niche cargoes that are not typical dry containerized goods, such as automobiles, fruit/perishables (refrigerated bulk or containers), project cargo (windmill components, over-dimensional/heavy goods, machinery), liquid bulk, etc.	Clarified with the Navy shortly after the comment was made.

6	Pg. 7, paragraph 5: What are “project cargo military cargo” and what type of “liquid fertilizer” is handled?	Project cargo, utilizing the Joint Use Agreement: windmill components, over-dimensional/heavy goods, machinery; items not typically shipped via container. Liquid fertilizers/Chemicals: (Yara International) Calcium ammonium nitrate, ammonium nitrate, urea, urea ammonium nitrate solutions, ammonium sulfate and AdBlue DEF (non-toxic aqueous urea solution)	Clarified with the Navy shortly after the comment was made.
7	Pg. 9, paragraph 2: NBVC CPLO & ENV need to be included in all harbor deepening discussions. A meeting is scheduled for 10 Aug 15 with USACE and NBVC CPLO & ENV staff.	The Port looks forward to increased coordination and communication on all common capital development strategies and programs.	Clarified with the Navy shortly after the comment was made.
8	Pg. 10, Import/Export Activity analysis: According to the data provided 1,423,894 tonnage was imported/exported via the port in 2014. Of that, approximately 82% of handled cargo was imports and 18% exports. Primary imports included bananas which accounted for 55% of the total imports and autos accounted for 22%. The primary export was “General Cargo Imports” which the plan states is cargo not specified in the Port’s Tariff No. 7. What is Tariff No. 7?	Question answered in person (meeting between NBVC and Port).	Clarified with the Navy shortly after the comment was made. No further action needed
9	Pg. 11, paragraph 3: Remove the extra space in the sentence start with “It quickly became...”	Edit noted and appreciated	Edited per comment
10	Pg. 21, 9 th Key Strategy point: change “Explore <i>alternatives</i> means” to “Explore <i>alternative</i> means”	Edit noted and appreciated	Edited per comment

Comments By: Len Mazella

Representing: WWL

Comment Source: Email, July 21, 2015

No.	Comment Made	Response	Action Taken
1	Use of John Deere in pics may need approval from Deere (we can help if needed)	Requested specific direction from WWL.	Edited image to remove John Deere branding
2	Prioritize investment in off port vehicle storage capacity over harbor deepening/water depth. Right now...port land capacity is blocking new business, not water depth. Vehicle storage capacity in general is highest priority. "In-port" first point of rest and/or "off-port" as a relief valve to create higher "in-port" first point of rest capacity to accommodate	There is an overall keen interest to make the limited port footprint as efficient as possible; while looking for off-port opportunities to further enhance the port's terminal capabilities.	Key Strategies, pages 10 and 12 emphasize off-port opportunities and elevating on-port capacity
3	Conduct a "one on one" review with existing major port stakeholders (WWL-PVP have not been engaged in a one on one discussion regarding the plan)	Additional one on one discussions have been scheduled (met with WWL on July 29, 2015)	Port is working directly with customers regarding market competitiveness and forecasts. This is part of the business retention strategy.

Comments By: Glen McCarter, George Mohun, Brian Master, Tom Switt, Michael Morrison , Richard Danglo

Representing: Harbormasters (combined comments)

Comment Source: Email June 22, 2015

No.	Comment Made	Response	Action Taken
1	End on-site storage of empty reefer containers at Port Hueneme. Induce participation in removal by raising rates (may be subject to FMC tariff revision) or offer comparable off-site storage maybe at the Arcturus yard where they have a reach stacker, to free up much need space	There is an overall keen interest to make the limited port footprint as efficient as possible while looking for off-port opportunities to further enhance the port's terminal capabilities. Throughout the Strategic Plan, key strategies and discussion illustrates the demands for space and an efficient, safe and highly	Tariff amendments are in process.

		utilized marine terminal infrastructure system.	
2	Increase automotive and high heavy capacity by removing containers from the "570" lot AND removing, or modifying the Mazda Highway – which is barely used on occasion.	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings
3	Safety and Security: Either grant the authority to Harbormasters to issue TRUE citations, or induce involvement with Hueneme PD for enforcement with a greater presence on the port facility at peak hours.	Comment well taken. Well noted.	To be addressed in the POG meetings and Traffic Management Study.
4	Maybe there would be a win/win situation if repairs were made to the cool facility and attract some of the fruit logistics operations (53' trucks) further down, thus reducing congestion during peak hours.	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
5	Put the emphasis on the community	Agreed and noted. Community outreach, partnerships and relationship building is a key message throughout the Strategic Plan	Emphasized the community relationships/partnerships throughout the document.
6	There doesn't appear to be a whole lot mentioned in the plan about the improvement of port security	Discussed on pages 5, 22 and 23	Emphasized security in Key Strategies, page 13.
7	The one thing I worry about is the security side of the port but that's all .issue for all business in these times.	Discussed on pages 5, 22 and 23	Emphasized security in Key Strategies, page 13.
8	Bring the City of Port Hueneme into the strategic plan	Relationship building and coordination with the City of Port Hueneme is a priority for the Port and central to its outreach efforts.	Port Hueneme comments and participation received and incorporated
9	Make the railroad a viable option	Described within the page 15 discussion	Emphasized in Key Strategies, page 13

10	Breakbulk phasing into containers	Described within the page 14 discussion	Accommodating and embracing the containerization of breakbulk cargoes a key strategy
11	RoRo parking structure with 2-4 levels	Vehicle structure is a component of the long-range development scenarios (to increase available terminal area and create additional automobile/project cargo opportunities)	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings
12	Harbor deepening	Discussed on page 9, 15 and 16	Project is underway, deepening to 40-feet. Carried in key strategies and strategic plan narrative.
13	Large Load access gate	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
14	ILWU Surfside Access/fence hall	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
15	Plan for sea-level rise	Sea Level Rise and logistical resiliency a component of the Port Environmental Framework. Will elevate to specific language within the plan.	Incorporated in "Environment" pages 17-18.

16	Disaster preparedness; earthquake, tsunami and terrorist attack, fire, ship sinking, social unrest, etc.	Logistical resiliency and preparedness is a component of MAST. Will elevate to specific language within the plan.	Discussed resiliency in “innovation and Technology” pages 19-20
17	Move ILWU outside the gate	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
18	Eliminate Refrigerated Warehouse, the future of shipping is not breakbulk but rather containers. Stack reefer boxes.	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
19	Open the gate next to admin building (Clara)	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
20	Raised level parking structures increase RoRo capabilities	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
21	Improve vessel traffic systems with increased ship traffic, the safety of the fairway, surrounding areas and anchorage will be greatly increased.	Comment well taken. Well noted.	Discussed in the MAST section (page 22). Added Key Strategy

22	Space assignments: customers adhere to the free time. Space = money	Comment well taken. Well noted.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings.
----	---	---------------------------------	---

Comments By: John O'Donnell

Representing: MMODC

Comment Source: Email, July 13, 2015

No.	Comment Made	Response	Action Taken
1	Be prepared to offer examples of "targeted audiences" on page 4 (business, community and internal partners	Port staff is prepared to offer examples	Launching the Community and Public Relations Campaign.
2	"KLH" p. 5 a name for kelp?	Keyhole Limpet Hemocyanin (KLH) is a vitally important pharmaceutical protein.	Defined at first reference
3	Sounds better to say "including sponsoring and hosting the annual banana festival	Agreed	Edited per comment
4	Under "VISION" on page 7 what does having the Port be "self-supporting" mean?	Means, we do not support our operations by taxing. We are public but operate like a private corporation as we support ourselves through revenues from our commercial activities and not through taxes.	Defined per Port response
5	P.7 Metropolitan area just a question does this mean LA/Ventura County areas or Oxnard, Camarillo, Thousand Oaks or all the forgoing?	All of them-Ventura County, Greater Los Angeles Area. For example, bananas moved via the Port are consumed locally as well as in the rest of CA and West Coast (and all the way to Canada in fact).	Expanded to reference Port response
6	P.8 Is the \$69 million in state and local taxes an annual number? Think it is important to state that if it is the case.	Agreed, this detail should be stated directly	Noted, page 6

7	P. 12 Good statement of key strategies. What does reducing risk to NBVC and Port mean? I assume to NBVC it means protection from BRAC and encroachment and to POH, what it takes in real estate and cooperation to be competitive.	Reducing risks of running out of space for current and future customers will be accomplished via expanding the flexibility of the joint use area with the Navy through the navy out lease program. This will also be seen as increasing the importance of the Navy Out Lease Program for the Navy (more revenues for the Navy too) and the Port- increased cooperation btw commercial Port and Naval Base to reduce risk to joint customers. Example here would be GAPS - customer of the Port and the Naval Base.	Clarified the language on page 10.
8	P. 16 Excellent to identify transportation projects. Public might want to have as many details as possible to satisfy NIMBY anxieties.	Port provides significant outreach through its website, electronic communications, press releases and participation at various community/public forums related to transportation issues and processes.	Reference document with the capital improvements look to maximize port capacity, safety and efficiency. Operational issues are addressed in the Traffic Management Study and at POG meetings. Off port development will be worked out with the City.

Comments By: Elizabeth Warren, GLS

Representing: Future Ports

Comment Source: Email, August 19, 2015

No.	Comment Made	Response	Action Taken
1	(Board of Directors and Legislative Committee members) were impressed with the document	Noted and appreciated	None
2	Nothing new or constructive to add	Noted	None

Comments By: Staff/General Comments not prescribed

Representing: PoH (various comments)

No.	Comment Made	Response	Action Taken
1	Add educational partners in Key strategies	Global Trade & Logistics OUHSD California Lutheran University Exploring Opportunities with CSUCI	Reflected on page 21
2	Pull the President's message	Use as a standalone document to roll out the plan	Use as an intro on the website, can be changed with each new president
3	Page 16 (Bill Bunker, representing self, in conversation with Kristin Decas, CEO) strange to list the projects. Think about 'Support other highway projects that support goods movement in Ventura County'.	A comprehensive and resilient regional transportation network is vital to the Port's current and future success	Expanded comment on page 13
4	From JLUS Meeting : Align Port plan with JLU Study, support implementation of the JLU Study	Plan coordination and proactive communications are a critical component of the Strategic Plan	Used as a Key Strategy, page 13
5	In Key Strategies: group by theme	Grouping the key strategies will support document readability and user 'friendliness'	Organized key strategies by theme/group logically

2020 Strategic Plan

Support Documents

Public Workshop Proceedings



2020 Strategic Plan Public Workshop

Proceedings Summary

Port of Hueneme

1/22/2015



Event Pictures



Meeting Agenda

Board of Harbor Commissioners **Meeting Agenda**



Jess Herrera *President*
Dr. Manuel M. Lopez *Vice President*
Arlene N. Fraser *Secretary*
Jason T. Hodge *Commissioner*
Mary Anne Rooney *Commissioner*

Kristin Decas *CEO & Port Director*

Foreign Trade Zone #205



BOARD WORKSHOP

**Thursday, January 22, 2015
At 4:00 pm**

The entire agenda documentation is available for review in the lobby of District's Building at 333 Ponoma Street, Port Hueneme. The agenda is also available on the District's website at: www.portofhueneme.org.

THE FOLLOWING ARE ITEMS OF BUSINESS TO BE TRANSACTED OR DISCUSSED AT THE BOARD WORKSHOP OF THE BOARD OF HARBOR COMMISSIONERS TO BE HELD ON THURSDAY, JANUARY 22, 2015, AT **333 PONOMA STREET**, PORT HUENEME, CALIFORNIA:

2020 Strategic Plan Workshop

4:00-4:30pm – Refreshments

4:30-4:40pm - Opening Remarks: Community Leaders and Board of Harbor Commissioners

4:40-5:00pm - Kristin Decas, CEO & Port Director: Port Overview and Summary on Strategic Planning Efforts

5:00-6:15pm – Workshop and Breakout Sessions: Listening sessions to hear community and stakeholder inputs

6:15-6:30pm – Wrap Up and Closing Remarks

The public may address any item on the Agenda by submitting a speaker card to the Executive Aide/Clerk of the Board prior to or during the time the matter is addressed by the Board. Speaker comments are limited to three minutes.

The Oxnard Harbor District complies with the Americans with Disabilities Act (ADA). If you need special assistance to participate in this meeting, contact the Executive Aide/Clerk of the Board at (805) 488-3677 forty-eight hours prior to the meeting to enable the District to make reasonable arrangements to allow participation in this meeting.

Workshop Cards

Provided at each table as a resource for the workshop attendees



Commercial Trade Gateway to North, Central and South America, Asia, Africa and Europe.

The Port of Hueneme's prime global geographic location provides shorter sailing times and quicker access to berths.

Look South Initiative

Under the National Export Initiative, "Look South" is a coordinated federal government effort led by the U.S. Department of Commerce to help more American companies "Look South" to do business with Mexico and the United States' 10 other Free Trade Agreement (FTA) partners in Latin America.

In 2014 the Port of Hueneme sent a Latin America Trade Mission Delegation to *Peru, Chile and Ecuador*.

Sister Port Agreement with the *Port of Bolivar* (Ecuador).



America's Marine Highway

Operating within the M-5 corridor, the Port advocates to fully develop and leverage the *Americas Marine Highway* program to better integrate the navigable waterways into the greater U.S. transportation system. In doing so, the Port can develop new economic development opportunities for the region while reducing congestion and further strengthening our country's merchant marine.

Foreign Trade Zone #205

A U.S. Foreign-Trade Zone (FTZ) is a secure area located at or near a U.S. port of entry that is considered outside of U.S. Customs Territory. The FTZ program was created by Congress in 1934 to stimulate growth by deferring, reducing or eliminating customs duties.

The Port of Hueneme is grantee of U.S. *Foreign-Trade Zone #205*. Established in 1994, the zone offers a wide range of manufacturing, processing and warehousing activities.

World Trade Center

The World Trade Center Oxnard's mission is to encourage expansion of world trade activities in Ventura County, to foster greater participation in world trade, and to attract increased international business to the County. As the license holder of the Oxnard World Trade Center, the Port promotes the development of import and export activities within the business community.





We Keep Your Cargo Safe and Secure

Safety and security are top priorities at the Port of Hueneme. Since September 11, 2001, the Port and other government agencies responsible for security have greatly expanded their efforts to protect the Port complex and surrounding communities.



Entry to restricted areas of the Port of Hueneme requires a **Transportation Worker Identification Credential (TWIC)**. The U.S. Department of Homeland Security identification program ensures that people accessing secure terminals have received a thorough background check and are not a security threat.

Port personnel:

- **Monitor** facilities, rail and road systems, respond to calls and have authority to access all marine terminals and cargo at the Port.
- **Operate** round-the-clock camera surveillance, explosives detectors and other technologies to protect Port facilities, operations and employees.
- **Work** closely with many government agencies and other state and local law enforcement agencies.

The Port is a certified member of the **Customs-Trade Partnership Against Terrorism (C-TPAT)**, a government-business coalition committed to security and the expedited flow of international trade. This U.S. Customs and Border Protection program allows member importers to move their cargo more efficiently through security.



MAST – Maritime Advanced Systems & Technology Innovation Lab - fosters leading edge technological innovation and integration in a port and maritime environment. 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.

2020 Strategic Plan Public Workshop
January 22, 2015



[illegible]



Commercial Trade Gateway

The Port of Hueneme is a vital international niche market port on the west coast for autos, fresh produce, general cargo, bulk liquids, and fish.

The only commercial deep-water port between Los Angeles and San Francisco, the Port of Hueneme is adjacent to major populated urban areas, automotive epicenters and California's agriculture heartland.



Your Cargo, Our Priority

When it comes to cargo, we get the job done. Our flexible "can do" attitude is complemented with an open door policy and easy access to Port management and decision makers.

Capacity to Handle your Freight

Our well-trained, highly productive, labor force is focused on your unique requirements and optimal cargo throughput.

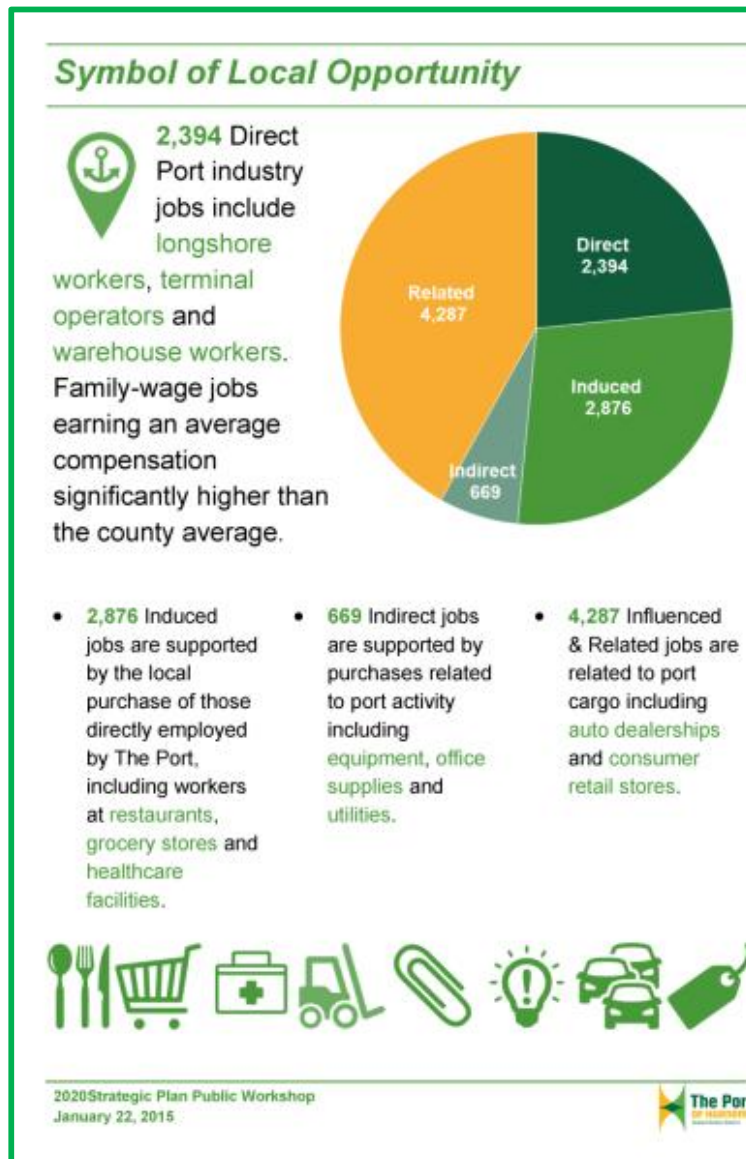
We have the capacity for all your cargo requirements, and our secure, clean, well-maintained port complex, along with our effective berth management, will get you to a berth fast. Committed pilots and purpose-built tugs provide quick approach and departure with less than a one-hour approach and 30 minute departure.

Fun Facts About the Port of Hueneme



2020 Strategic Plan Public Workshop
January 22, 2015







We Take Green Seriously

The Port is committed to protecting the environment and supporting a healthy quality of life for the entire community.



- **Clean air.** The Port, and every port tenant, is participating in a proactive way to reduce emissions by using the cleanest burning fuels in the vessels and equipment used daily to move cargo at The Port.



- **Clean water that sustains healthy sea life.** Stormwater monitoring plans are underway that include monthly, quarterly and annual inspections, testing and reporting.

Implementing green initiatives are the way we do business at The Port of Hueneme. In partnerships with our customers, The Port strives to minimize the environmental impacts associated with trade operations on the local community.

- **Full compliance** with federal, state and local regulations, and implementation of pollution prevention measures
- 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. The Framework builds a strategic action plan that includes:
 - Clean Air Program
 - Clean Water Program
 - Soil/Sediment Programs
 - Energy Programs
 - Climate Change Programs
 - Marine Resources, Fisheries and Wildlife Programs
 - Sustainability Programs



Efficient Sea, Road and Rail Connections Enhance Intermodal Velocity.

Port Intermodal Corridor project components:

- Rice Road/5th Avenue grade separation over the railroad tracks (City of Oxnard)
- Hueneme Road Widening (Ventura County)
- Pavement Overlays

Local and Regional Projects:

- Victoria Gate and Victoria Road Corridor (NBVC commercial trucks)
- California Coastal Trail integration (California Coastal Conservancy)



Waterside Infrastructure Projects:

- Army Corps of Engineers Channel Deepening to 40-feet MLLW (beginning 2015)
- Port of Hueneme Berth Deepening Program to match the Channel Deepening project



Coordination with partner agencies, including City of Port Hueneme, City of Oxnard, Ventura County, Naval Base Ventura County, Air Pollution Control District, Genesee & Wyoming Railroad and the Army Corps of Engineers on Grant Pursuits to Fund Infrastructure Investments:

- TIGER – Transportation Investments Generating Economic Recovery
- Economic Development Administration
- Congestion Mitigation and Air Quality (CMAQ)
- Diesel Emissions Reduction Act (DERA)

2020 Strategic Plan Public Workshop
January 22, 2015





A Small Port Making a Big Impact

In fiscal year 2013, marine cargo activity at the Port's terminals generated a total of **\$799.4 million of total economic activity** in the region.

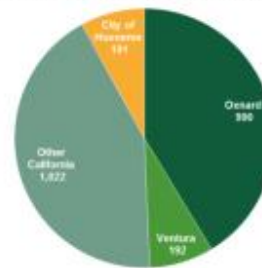
Of the \$799.4 million, **\$303.4 million is the direct business revenue** received by the firms providing maritime and inland transportation services to the cargo handled at the marine terminals.

The remaining **\$496 million** represents the value of the **output to the State** that is created due to the cargo moving via the Port of Hueneme marine terminals.

↓ Revenue by Commodity (2013)

COMMODITIES	REVENUES (1,000)
Containers	\$78,018
Automobiles	\$81,321
Other Vehicles	\$27,577
Banana Break Bulk	\$19,368
Fresh Fruit	\$6,152
Miscellaneous Break Bulk	\$10,730
Liquid Bulk Fertilizer	\$4,705
Non-Allocated	\$75,569
Total	\$303,439

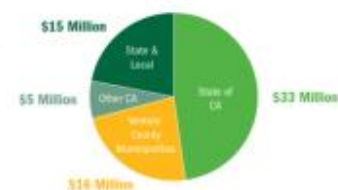
↓ Direct Jobs by Jurisdiction (2013)



↓ \$1.1 Billion in Total Economic Activity



↓ \$69 Million in State and Local Taxes from Maritime Activity





Clean Energy

Clean energy includes using energy efficient utilities, alternative energy, and vessels that plug into electric shore power while docked.



Shoreside Power Program:

- Committed to creating a better environment for crews, dockworkers and local residents, the Port has installed its state-of-the-art shore power infrastructure system on wharf 1's berths
- Phase II will focus on the expansion to Wharf 2 berths

Green Initiatives

- Clean energy at the Port includes using energy efficient utilities and alternative fuels, including:
 - The Port has established the [Energy Conservation Program](#) where the Port will utilize energy-efficient appliances to improve energy consumption of its offices. The activities to reduce or improve energy consumption will be initiated by an initial assessment of the annual energy consumption at Port office locations.
 - The Port, and every port tenant, is proactive about reducing emissions by using [cleaner burning fuels](#) in the vessels and equipment used to move cargo
- Replacing conventional diesel with low emission [propane-fueled trucks](#), and [electrifying cargo handling equipment](#) to reduce on-dock emissions
- In 2010, the Port developed a [Non-compliant Truck Reporting System](#) (NCTRS) to document and report all trucks not in compliance with the California Air Resources Board (CARB) drayage truck regulation
- In 2009, the Port voluntarily prepared an [Air Emissions Inventory](#) (EI) to quantify the air quality impacts associated with maritime





Community Partner

The Port supports the community through its presence at local events and advocacy of local and institutional programs.



- The Port is open to the public for **tours** Mon–Fri, 8am –5pm. An excellent **interactive learning experience** tailored for elementary, secondary and post secondary education levels.



- The **3rd Annual Banana Festival** draws over 12,000 participants. This highly anticipated event provides a chance for the community to experience The Port with tours, educational displays, and an auto pavilion, all while enjoying one of The Port's largest imports — **Bananas!**



- The Port offers an award-winning 12-week **Global Trade & 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 offers internship programs and hosts an annual **Maritime Career Day**.

The Port is a member of and supports many local organizations including:

- Port of Hueneme Chamber of Commerce
 - Oxnard Chamber of Commerce
 - Port Hueneme Beautiful
 - LBA – Latin Business Association
- Economic Development Collaborative – Ventura County
- Ventura County Economic Development Association
- Economic Development Corporation of Oxnard



Outlease Program and Joint Use

Outlease Program

The Port and Navy utilize a revenue sharing program that:

- Offers the highest probability of success for leasing the bulk if not all of the available parcels (total of 138 acres) for commercial port use
- Creates revenue benefits for the Navy
- Thoughtfully rationalizes the Navy and Port land portfolio, creating measurable competitive advantages and further develop the maritime cluster
- Sustains a long history of cooperation with the Navy
- Produce the highest positive economic impact to the community



Joint Use Agreement

Expanding the utility of the Outlease Program, the Navy makes available to the Port property for joint commercial usage. When needed for Navy missions, the Navy operation receives priority access at all times.

- Wharf 3 and adjacent apron comprising approximately four (4) acres
- Approximately twenty-one (21) acres of industrial land

Revenues from the use of these facilities are shared between NBVC and the Port

Naval Base Ventura County Joint Land Use Study



A Joint Land Use Study (JLUS) is a cooperative land use planning effort conducted as a joint venture between an active military installation, surrounding cities and counties, state and federal agencies, and other affected stakeholders.

The primary objective of a JLUS is to reduce potential conflicts between a military installation and surrounding areas while accommodating new growth and economic development, sustaining economic vitality, and protecting the general public's health and safety, without compromising the operational missions of the installation.



Effective and Reliable Port Cargo Hub

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. The harbor is also protected from severe storms by the nearby Channel Islands.



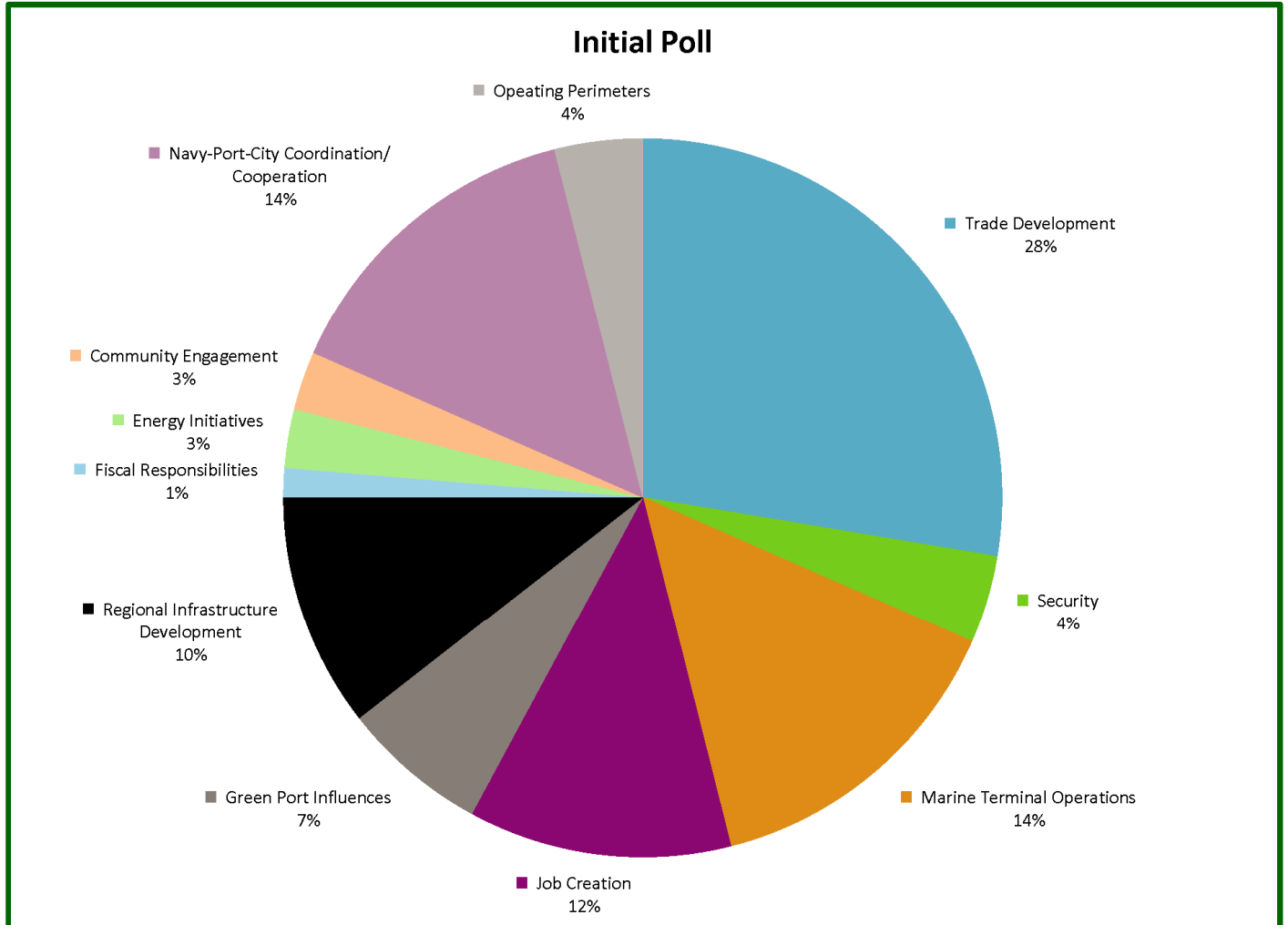
Harbor Depth	Entrance Channel 35ft
Channel Length	2,300ft
Terminal	120 acres
Berths	6 Berths
Rail	G&W Short Haul UP Long Haul
Refrigeration	256,000 ft ² On-Dock
Cranes	Mobile shore cranes

- Strategically located in the **most populated state** in the U.S. with convenient access to **agricultural, automotive and consumer epicenters** of Southern and Central California.
- Just 1 hour away from the Los Angeles metro area, the largest urban center on the West Coast with a population of **12,900,000**.
- Unique position near the Santa Barbara Channel and the **600+ feet deep Hueneme Canyon**, provides ideal navigation.

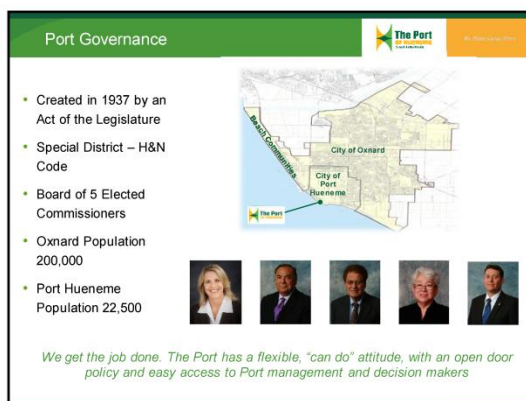
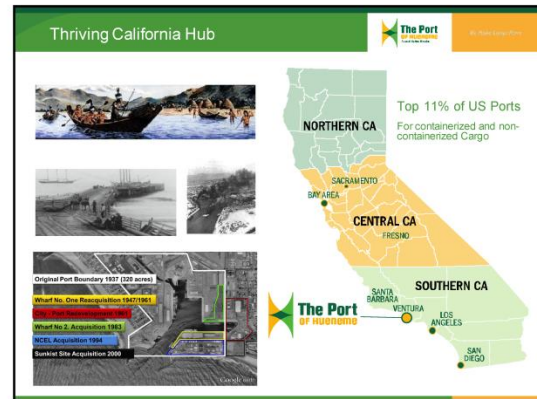


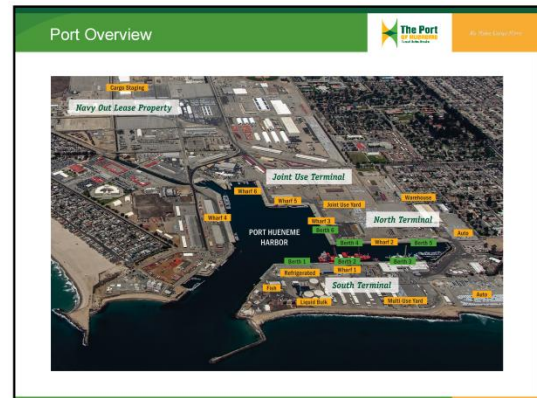
Initial Poll

Question asked: *Given the topic areas described on the Workshop Cards, what is your number one priority?*



Introductory Presentation by Kristin Decas, CEO and Port Director





Efficient Cargo Hub

- **Less Congested.** We know EVERY DAY COUNTS!
- **Save Time and Money.** Timely inspections result in reduced costs
- **No Waiting.** In line at the gate or in the channel
- **Value.** Free X-rays by CBP plus all cargo scanned for radiation signatures at no cost (at gate)
- **Efficient.** 130 pallets an hour average breakbulk throughput; 25 container moves an hour; 600+ reefer plugs
- **Access.** Pilots and purpose-built tugs provide quick approach and departure. Less than one hour approach and 30 minute departure.
- **Labor.** Skilled, well trained, highly productive, motivated labor force focused on unique customer requirements and cargo throughput.

We Make Cargo Move



We Make Cargo Move



Cargo Performance
Vital Niche Market Port



Premium Service

Shipping Lines

- Champion Tankers
- COSCO
- CSAV
- EUKOR
- Glovis
- Hamburg Sud
- K-Line
- Mitsui OSK Lines
- Norbulk
- Cool Carriers
- NYK Lines
- Seim Car Carriers
- Wallenius Wilhelmsen Logistics (WWL)

Services

- Brusco Tug & Barge
- Stevedores: Ceres, Pacific Ro-Ro, Ports America, SSA Marine
- MSRC
- NRC
- Port Hueneme Ice
- OST Truck & Crane
- T&T Truck & Crane
- Port Hueneme Pilots Association
- Securitas Security
- TracTide Marine Fuels

DC & Warehousing

- Channel Islands Logistics
- Channel Islands Warehousing
- Del Norte Warehousing
- Lineage Logistics
- Seaboard Produce
- Western Precooling

Our Customers Make Us Thrive

Auto

- BMW
- GAPS
- WWLA

Fresh Produce

- Chiquita (NYK Cool)
- Del Monte

Offshore Oil Industry

- DCOR
- EXXON Mobil
- FreeportMcMoran
- Irwin Industries

Liquid Bulk

- Yara North America

Fish

- Oxnard Unloading Services

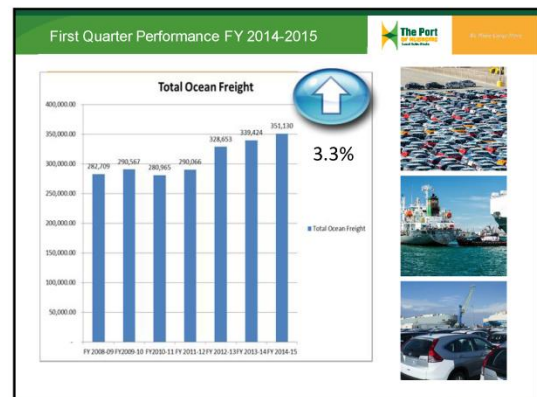
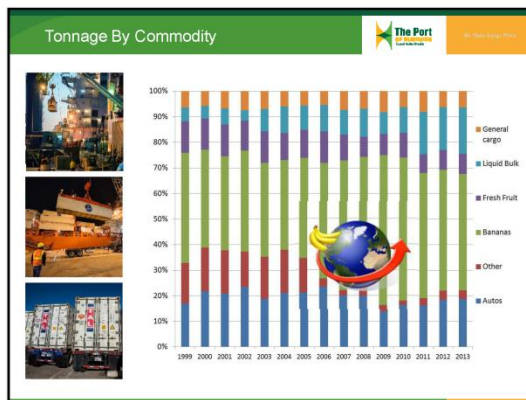
Specialized Project Cargo Customers

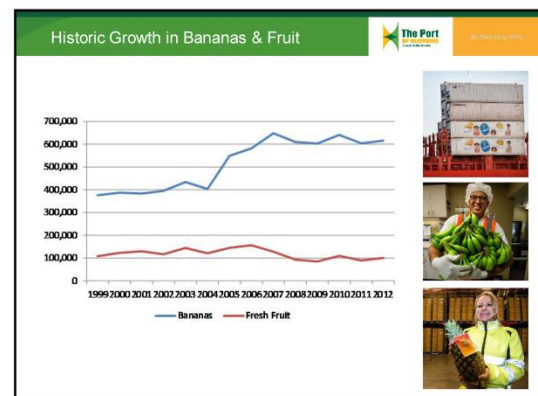
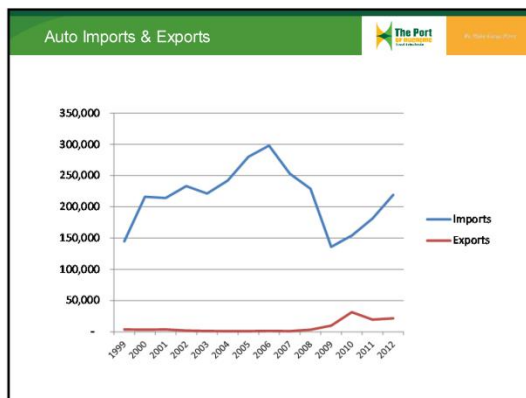
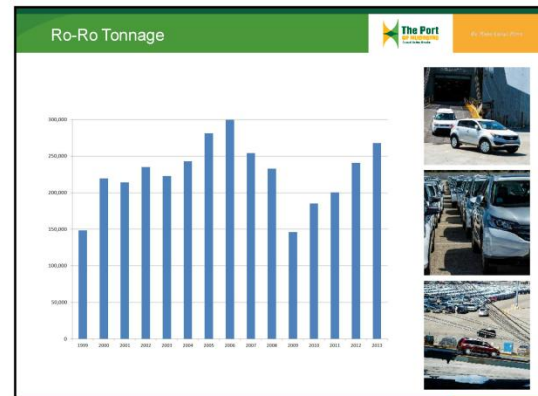
Vehicle Brands

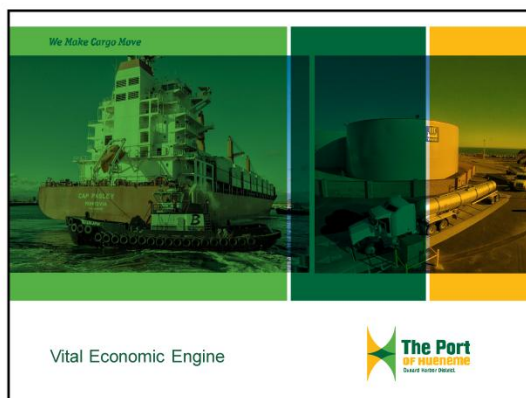
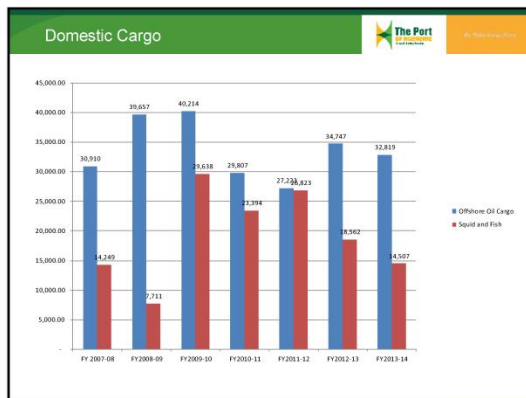
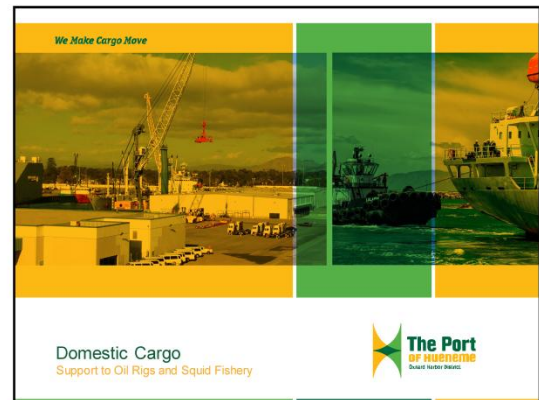
- BMW, Mini Cooper, Rolls Royce, Volvo, Land Rover, Jaguar, Maserati, Ford, Hyundai, Kia, Aston Martin, Mitsubishi, General Motors, Honda, Toyota, Nissan, Tesla

Ro-Ro/High and Heavy Products

- Caterpillar, John Deere, New Holland, Case, Hyster, Specialized Construction and Mining Equipment

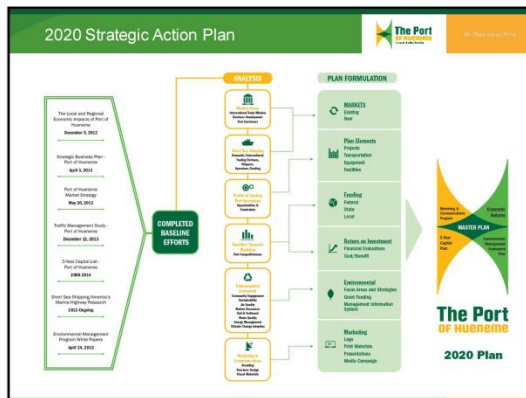
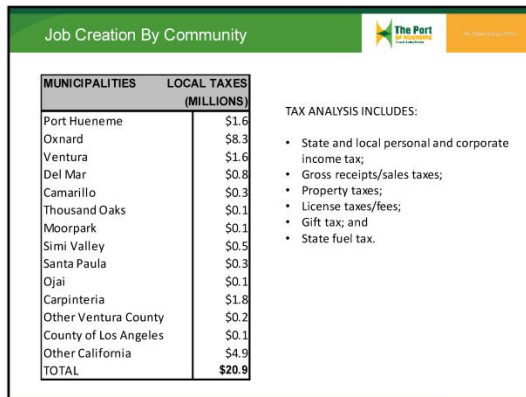






Job Creation By Community

MUNICIPALITIES	PERCENT	DIRECT JOBS
Port Hueneme	8.0%	191
Oxnard	41.3%	990
Ventura	8.0%	192
Camarillo	1.6%	38
Thousand Oaks	0.5%	11
Moorpark	0.5%	12
Simi Valley	2.7%	64
Santa Paula	1.6%	39
Ojai	0.7%	18
Carpinteria	9.0%	215
Other Ventura County	0.9%	22
County of Los Angeles	0.7%	17
Other California	24.8%	586
TOTAL	100.0%	2,394





We Make Cargo Move




Strategic Partnerships



Naval Base Ventura County

- Joint Use and License Agreements
- JLUS (Joint Land Use Study)
- Military Support Committees RDP21





Community Partners

Business Community



- Chambers of Commerce
- EDC-VC
- VCEDA
- Future Ports
- World Affairs Council

Educational Partners

- Global Trade & Logistics OUHSD MOU
- California Lutheran University
- Exploring Opportunities with CSUCI

Community Partners

- Hueneme Beautiful
- Gull Wings Children's Museum
- Channel Islands Maritime Museum

Events




Government Partners




Federal / State / Regional / County / Local

Port Security Partners

- Federal Bureau of Investigation
- Joint Regional Intelligence Center
- Naval Base Ventura County
- Naval Criminal Investigative Services
- Navy Region Southwest
- U.S. Coast Guard
- U.S. Customs & Border Protection
- California Emergency Management
- Oxnard Fire Department
- Oxnard Police Department
- Ventura County Fire Department
- Ventura County Sheriff's Department
- Port Hueneme Police Department
- City of Port Hueneme
- Industry

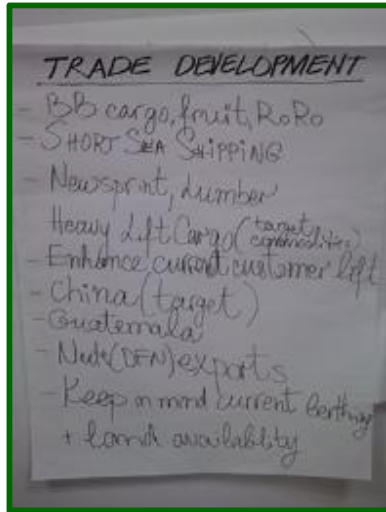



Over \$13.1M in Grants

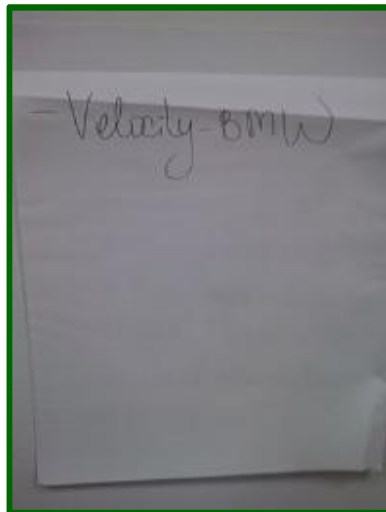


Breakout Session Notes

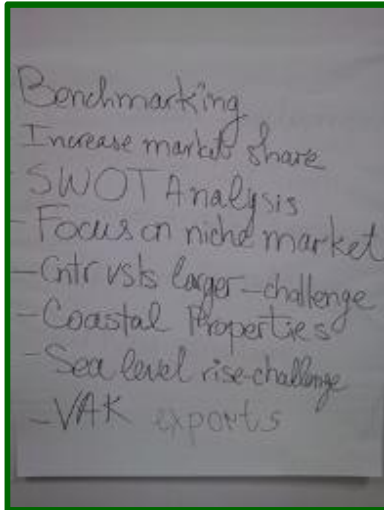
Trade Development



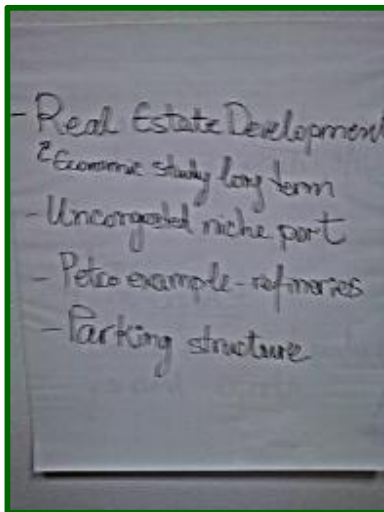
- Breakbulk cargo, fruit Ro/Ro
- Short Sea Shipping
- Newsprint, Lumber
- Heavy Lift Cargo (target commodities)
- Enhance current customer lift
- China (target)
- Guatemala
- Nuts (Dried Fruit and Nuts) exports-pistachios and almonds from the San Joaquin Valley, Bakersfield area
- Keep in mind current berthing contract agreements and land availability at port



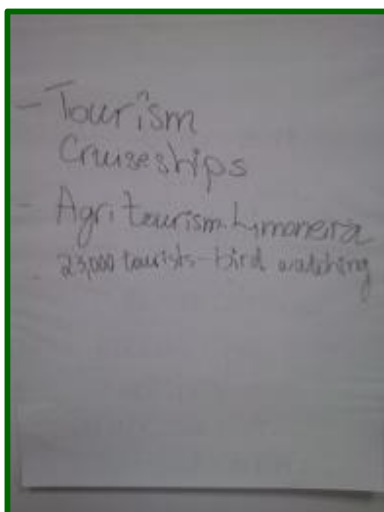
- Velocity – BMW, turn more cars faster, increase velocity



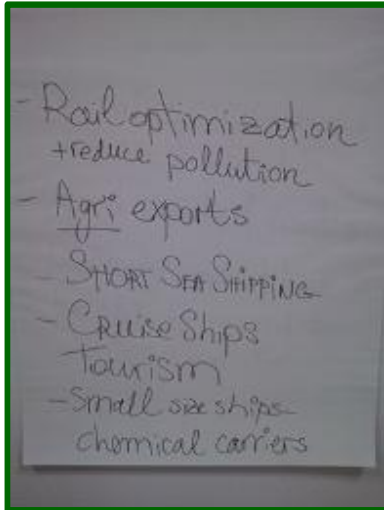
- Benchmarking
- Increase market share
- SWOT Analysis
- Focus on niche market
- Container vessels getting larger – challenge
- Coastal properties
- Sea level rise – challenge
- VAK- vegetable all kinds exports



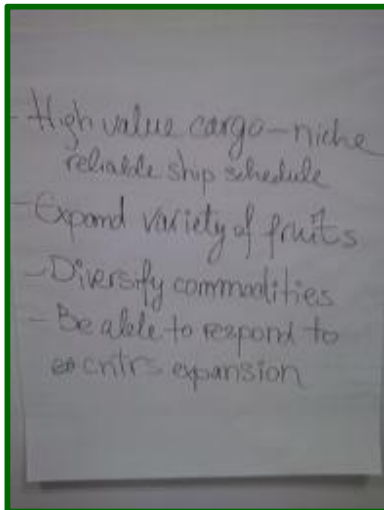
- Real Estate Development
 - Economic study long term
- Uncongested niche port
- Petco Example – refineries
- Parking structure



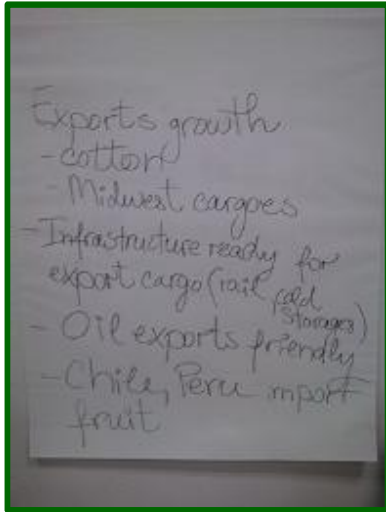
- Tourism
- Cruise ships
- Agr-itourism: Limoneira
- 23,000 tourists – bird watching



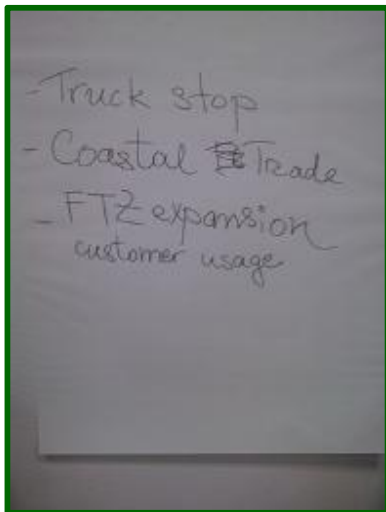
- Rail optimization and reduce pollution
- Agricultural exports
- Short Sea Shipping
- Cruise Ships
- Tourism
- Small size ships
- Chemical carriers



- High value cargo-niche
- Reliable ship schedule
- Diversify commodities
- Be able to respond to container expansion

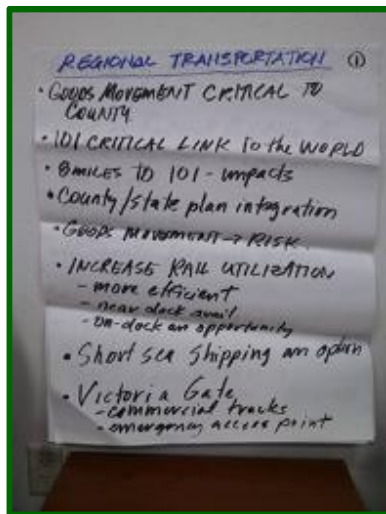


- Exports growth
 - Cotton
 - Midwest cargoes
- Infrastructure ready for export cargo (rail, cold storage)
- Oil exports friendly
- Chile, Peru import fruit

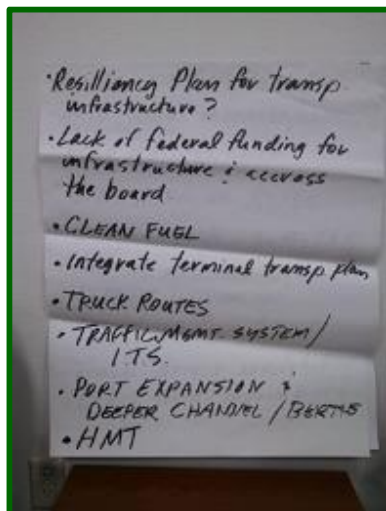


- Truck stop
- Coastal trade
- FTZ expansion
 - Customer usage

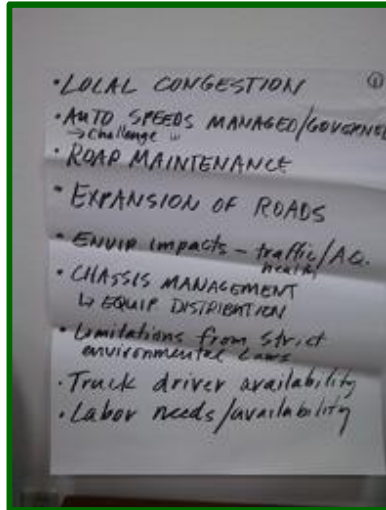
Regional Transportation



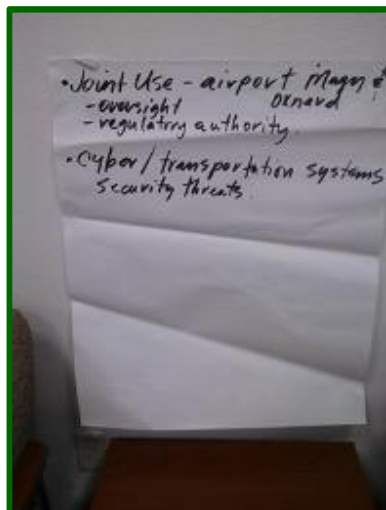
- Goods movement is critical to the county
- 101 is the critical link to the world
- 8 miles to the 101: creates impacts
- County/State Plan integration
- Goods movement – assess risks
- Increase Rail utilization
 - More efficient modal choice
 - Near-dock rail is available
 - On-dock rail is an opportunity
- Explore Short Sea Shipping as a modal option
- Victoria Gate
 - Commercial Truck access/egress
 - Emergency Access Point



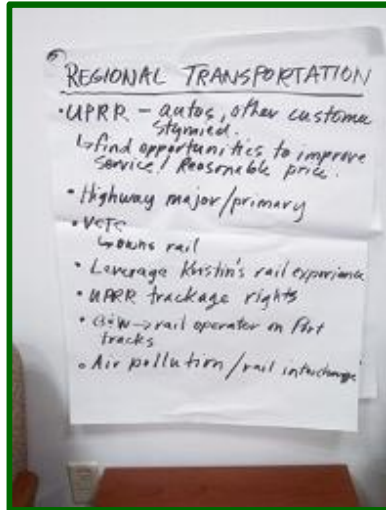
- Is there a Resiliency Plan for transportation infrastructure?
- Lack of federal funding for infrastructure across the board (transportation, military bases, etc.)
- Clean Fuel
- Integrate terminal transportation plan with contextual plans (NBVC, Port Hueneme, Oxnard, Ventura County, etc.)
- Truck Routes are important – designated routes, define truck corridors
- Traffic Management System/Intelligent Transportation System
- Port Expansion and Deeper Channel/Berths are critical, need to be integrated into the context
- Harbor Maintenance Tax as a funding opportunity



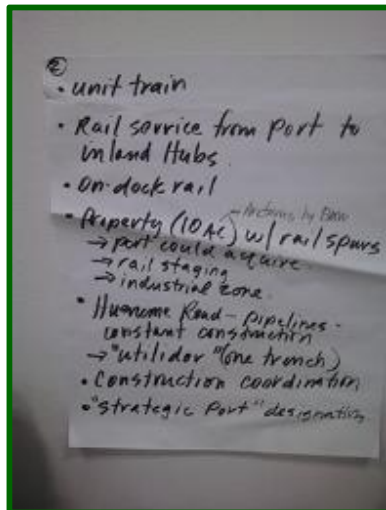
- Local Congestion an issue
- Auto caravan speeds can be challenging
 - Some autos have speed governors, some don't
- Road Maintenance an issue
- Road Expansion needs to be considered: more capacity
- Environmental Impacts
 - Traffic
 - Air Quality
 - Public Health
- Strict environmental laws create growth and operational limitations
- Truck driver availability an issue on the west coast
- Labor availability may become an issue in the future



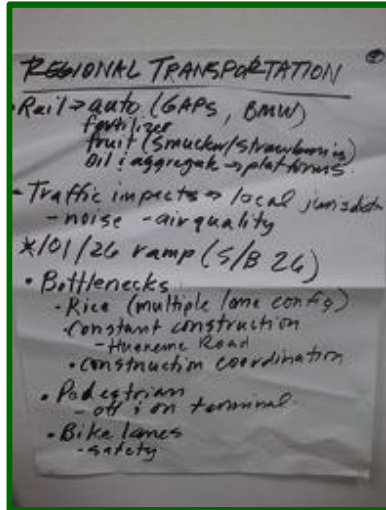
- Can Joint Use be an opportunity area (Pt. Magu or Oxnard airports?)
 - Need oversight and regulatory authority
- Security threats regarding transportation systems utilizing an increasingly electronic systems (cybersecurity threats)



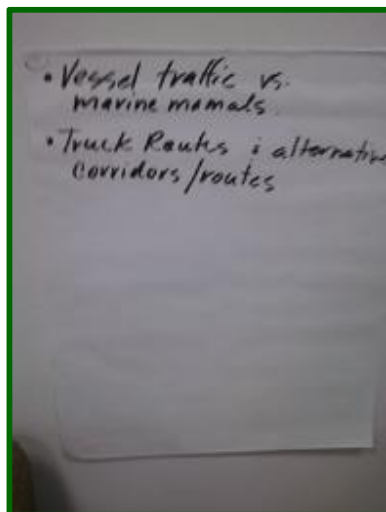
- UPRR is an issue, can stymie auto and other customer growth
 - Need to find opportunities to improve service at a reasonable price
- Highway capacity and velocity a major/primary concern
- VCTC owns rail
- Leverage Kristin's rail experience
- Potential to grant UPRR trackage rights? Potential for UPRR to grant trackage rights on their mainline?
 - Need to bring competition into the equation
 - Need to find ways to increase service offerings
- Genessee & Wyoming the rail operator on Port tracks. Is there a way to change the relationship and create new opportunities?
- Air pollution created by inefficient rail interchange



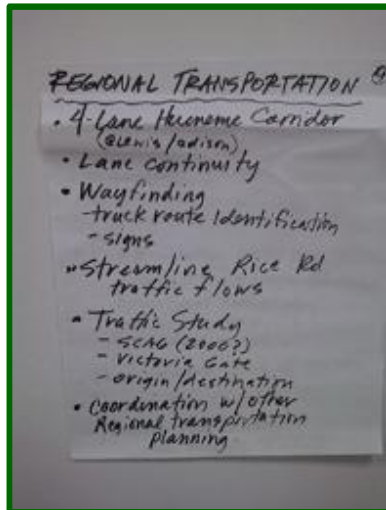
- Unit trains (volume) are important
- Is there an opportunity to create rail service to/from Port to/from an inland hub?
- On-dock rail will create new opportunities
- Port can strategically acquire property
 - 10 acre parcel with rail spurs near BMW/Arcturus
 - Could be used for rail staging
 - Within the industrially zoned area
- Hueneme Road has pipelines within the corridor
- Hueneme Road is under constant construction, disruptive
- Construction coordination would be good
- "Strategic Port" designation with MARAD/DOD would be nice.



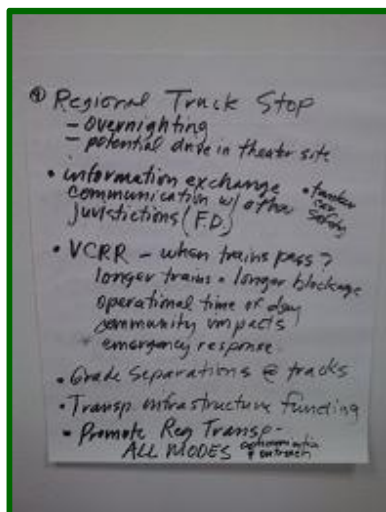
- Rail is integral to existing customers (BMW, GAPS)
- Rail has potential new business opportunities: fertilizer, fruit, oil and aggregates
- Traffic impacts to the local jurisdiction
 - Noise
 - Air Quality
- Need a southbound 26 ramp at the 101/26 interchange
- Bottlenecks:
 - Rice Road (multiple lane configurations)
 - Constant construction on Hueneme Road
 - Need to coordinate construction projects
- Pedestrian connections and routes both on and off terminal
- Bike lanes would improve safety



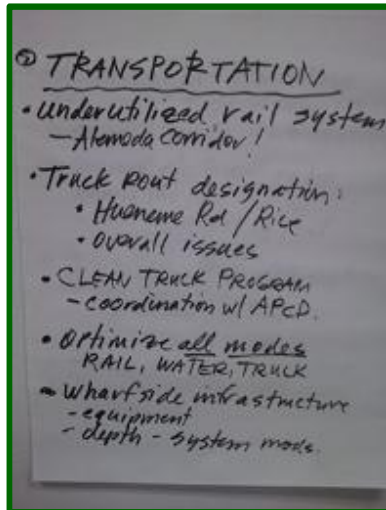
- Vessel traffic vs. marine mammals: as vessel traffic increases are there risks?
- Truck routes and alternative commercial corridors/routes: what are they? Are they marked?



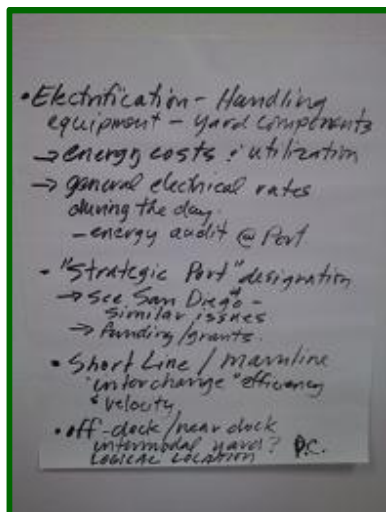
- Need to address the 2-lane segment of Hueneme Road (between Lewis and Edison): bring up to a continuous 4-lane corridor
- Lane continuity throughout the region
- Wayfinding
 - Truck route identification
 - Directional signs
- Streamline Rice Road for traffic flow
- Traffic Studies
 - SCAG (from 2000?)
 - Victoria Gate
 - Origin/Destination studies
- Coordination with other regional transportation planning/initiatives



- Regional Truck Stop is needed
 - Trucks overnight in inappropriate places
 - Potential site at the drive-in theater
 - Need other sites to be considered
- Information exchange an issue: communication with other jurisdictions/agencies (such as Fire Department)
- Tanker car safety: what is in the tanks? Is there risk?
- VCRR
 - When will trains pass? Is there a 'window' to expect train traffic?
 - Longer trains create longer road blockages
 - Community impacts of train blockages
 - Emergency response/dispatch coordination
- Grade separations at railroad tracks
- Transportation infrastructure funding an issue
- Promote regional transportation for all modes: communication and outreach

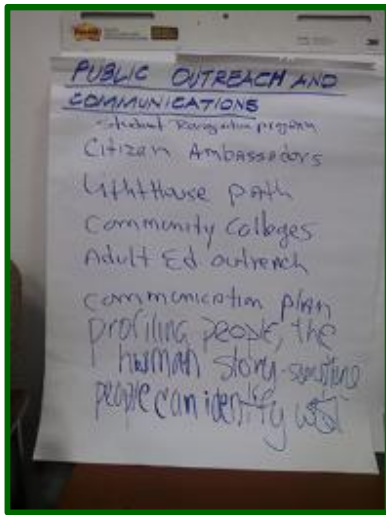


- Underutilized rail system throughout the region
- Look at what the Alameda Corridor did to LA/LB
- Truck Route Designation
 - Hueneme Road/Rice Road
 - Overall Truck Route issues: where are they? Where can/can't trucks go?
- Clean Truck Program
 - Coordination with the Air Pollution Control District
- Optimize all modes: rail, water, truck
- Wharfside infrastructure
 - Equipment (cranes and cargo handling)
 - Water depth
 - System modernization

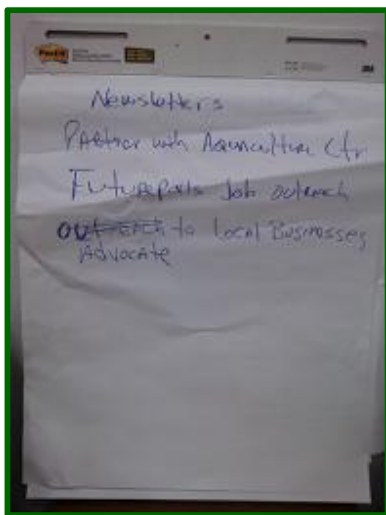


- Electrification of cargo handling equipment and yard components
- Energy costs and utilization rates
- General electrical rates during the day
 - Energy Audit at the Port to understand usage and rate impacts
- Strategic Port designation
 - Look at how San Diego has leveraged the designation
 - San Diego has similar issues
 - Access to funding/grants
- Shortline/Mainline interchange efficiency and velocity
- Off-dock/Near-dock intermodal yard may create more rail volume and support the interchange issue
 - Find a logical location
 - Create a distribution center synergy/hub

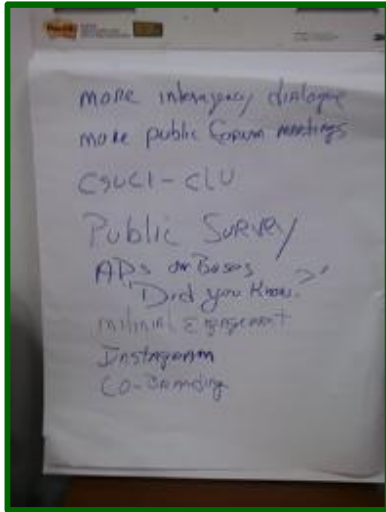
Public Outreach & Communications



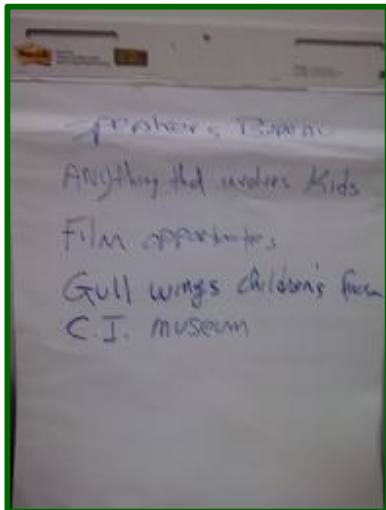
- Student Recognition Program
- Citizen Ambassadors
- Lighthouse Path
- Community Colleges
- Adult Education Outreach
- Communication Plan
- Profiling People: the Human story so that people can identify with



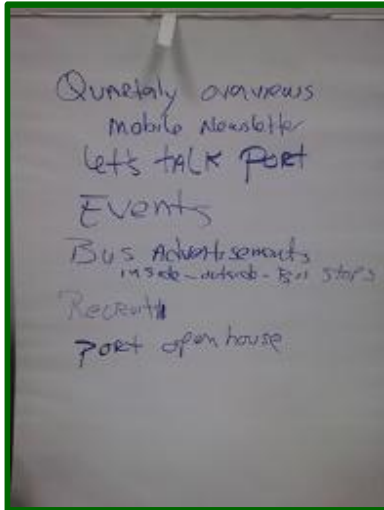
- Newsletters
- Partner with Aquaculture Center
- Future Ports – Job Outreach
- Advocate to Local Businesses



- More interagency dialog
- More public forum meetings
- CSUCI – CLU
- Puublic Servey
- Ads on Buses
 - “Did you Know?”
- Millennial Engagement
- Instagram
- Co-Branding



- Speakers Bureau
- Anything that involves kids
- Film opportunities
- Gull Wings Children's Function
- C.I. Museum

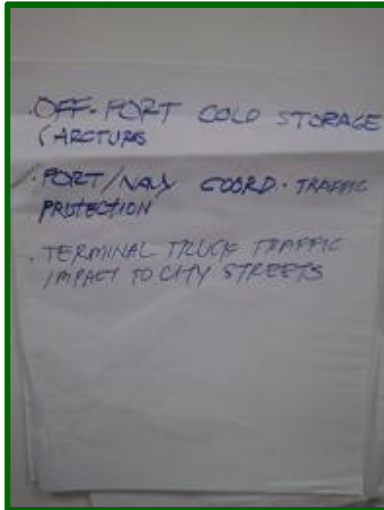


- Quarterly overviews
- Mobile newsletter
- Let's Talk Port
- Events
- Bus Advertisements
 - Inside & Outside bus stops
- Recruit
- Port Open House

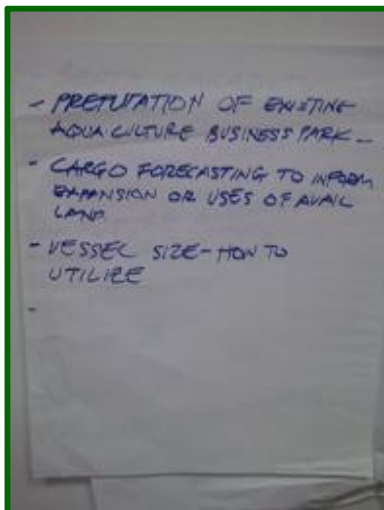
Terminal Facilities & Operations



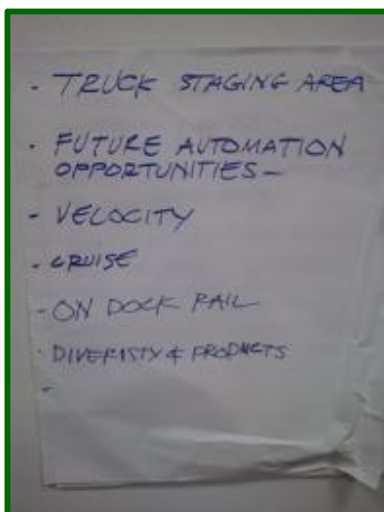
- Land area for expansion – constrained
- Identify bottlenecks
- Rail shortline operations – expand
- Sea level rise assessment



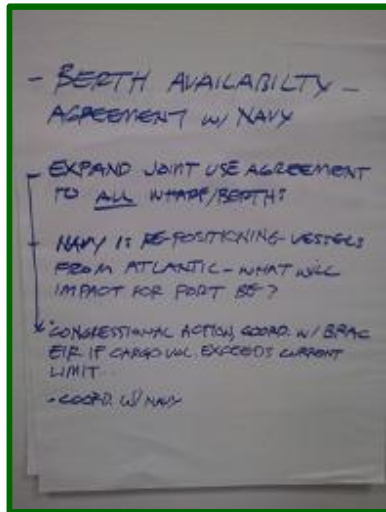
- Off-port cold storage (Arcturus)
- Port/Navy coordination – Traffic protection
- Terminal truck traffic impact to city streets



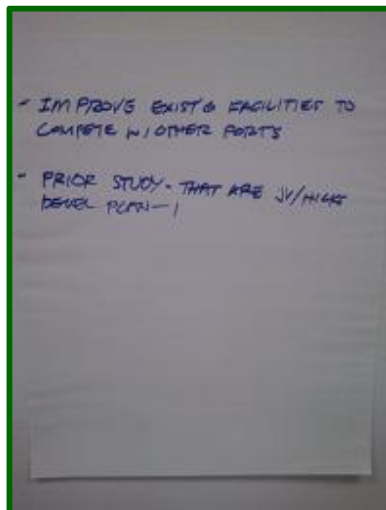
- Preputation of existing aquaculture business park
- Cargo forecasting to inform expansion or uses of available land
- Vessel size – how to utilize?



- Truck staging area
- Future automation opportunities
- Velocity
- Cruise
- On-dock rail
- Diversity of products

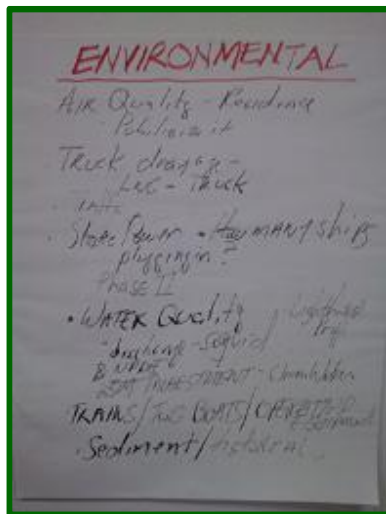


- Berth availability – agreement with Navy
- Expand Joint Use Agreement to all wharf/berths
- Navy is repositioning vessels from Atlantic – what will the impact to the Port be?
- Congressional action, coordination with BRAC EIR if cargo volume exceeds current limit
- Coordination with Navy

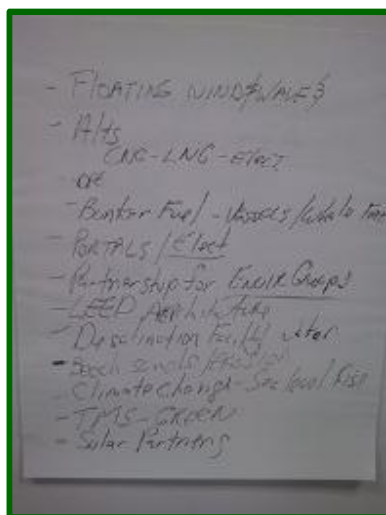


- Improve existing facilities to compete with other ports
- Prior study – that are JV/Hicks Development Plan

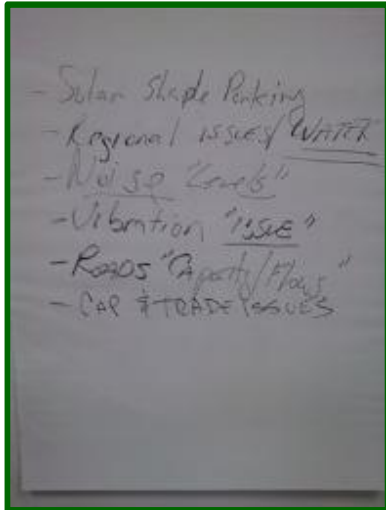
Environmental



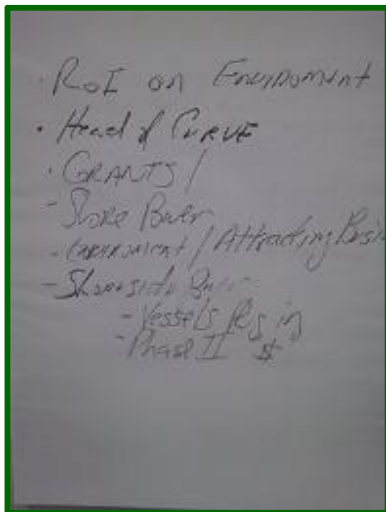
- Air quality – Residential
 - Publicize it
- Truck drayage
 - LNG for trucks
- Traffic
- Shore power – how many ships plugging in?
 - Phase II
- Water quality
 - Lighthouse Property
 - Discharge – squid
 - NPDES
 - \$25M investment – clean water
- Trains/Tug Boats/Operational Equipment
- Sediment/Historical



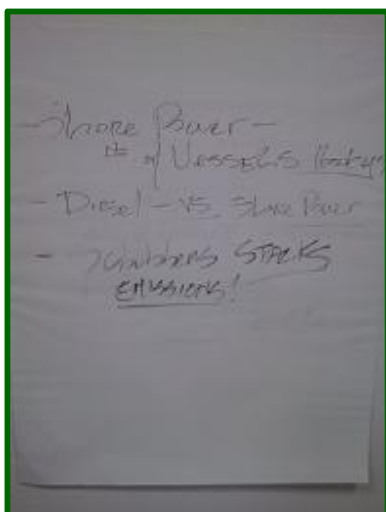
- Floating wind & wave
- Alternatives
 - CNG-LNG-Electric
- Operations
 - Bunker fuel – vessels/wholesale fuel
- Portals/Electrical
- Partnership for Environmental Groups
- LEED Architecture
- Desalinization Facility: Water
- Beach Sands/Erosion
- Climate change/Sea Level Rise
- TMS – Green
- Solar partners



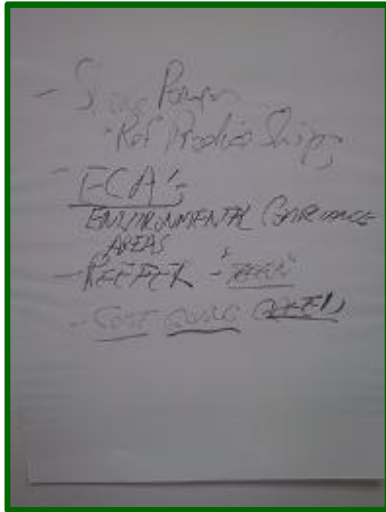
- Solar Shade Parking
- Regional issues/Water
- Noise "Levels"
- Vibration "Issue"
- Roads "Capacity/Flows"
- Cap & Trade issues



- ROI on Environment
- Ahead of Curve
- Grants
- Shore Power
- Environment/Attracting Business
- Shoreside Power
 - Vessels plugging in
 - Phase II funding



- Shore Power
 - Number of vessels plugging in
- Diesel vs. Shore Power
- Scrubbers on stacks
 - Emissions!

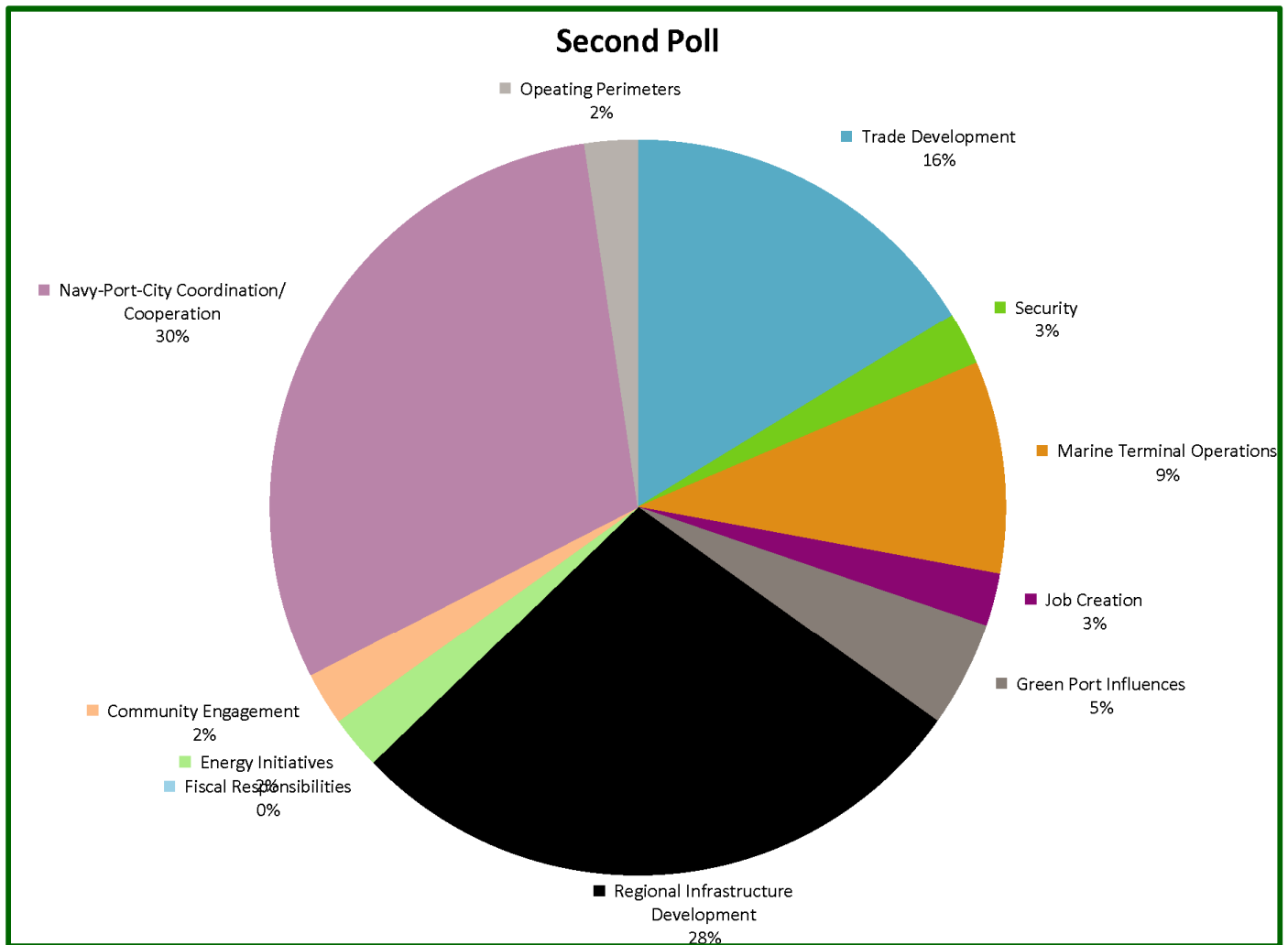


- Shore Power
 - Reefer Produce Ships
- Emission Control Areas
 - Environmental Compliance Areas
- Reefer "Tech?"
- Cost of "Going Green"

Second Poll

After the Breakout Sessions, the same question was asked:

Given the topic areas described on the Workshop Cards, what is your number one priority?

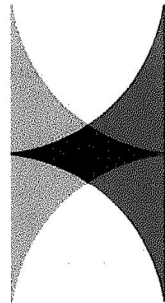


RSVPs Received: 2020 Strategic Plan Workshop

RSVP 2020 Strategic Plan Workshop		
Last name	First name	Company
Atkinson	George	Manson Construction
Beam	Craig	Jackson, DeMarco law firm
Breeze	Doug	City of PH council member
Crumply	Jim	Moffatt & Nichol
Erno	Michael	Booze Hamilton
Figg	Tom	City of PH council member
Fisher	Gene	RDP-21
Gallagher	Tim	2020 Network
Godwin	Shirley	
Godwin	Larry	
Grant	Tim	US Coast Guard
Grau	Eric	Ceres Marine Terminal
Guevara	Jose	Guatemala Trade & Investment, West Coast
Holcomb	Jerry	Moffatt & Nichol
Hudson	Brad	Field Rep. for Congresswoman Brownley
Klemann	Lauren	Field Rep. for Supervisor Long
Kraus	Karen	Pollinate
Kurkjian	Robert	Tetra Tech
Malone	Jack	Anchor QEA, LLC

Mitchell	Todd	Fugro Pelagos, Inc.
Nichol	Clay	Moffatt & Nichol
Phillips	Tracy	CEO Hueneme Chamber of Commerce
Smith	Smith	Ports America
Smith	Rick	Booze Hamilton
Workman	Keith	

Sign-in pages



The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name

E-mail

Grace Robinson

grace.robinson@csuci.edu

JOSE GUTIARRA

gtibosandeler@gmail.com

Rick Hillard

richard.hillard@hilton.com

Vanesa Cirerol

Vanesa.Cirerol@Hilton.com

Gerry Godwin

GodwinC@earthlink.net

Karen Kraus

karena@pollmetrials.com

Cynthia Har

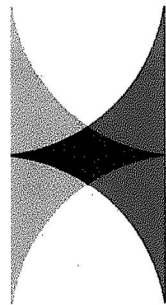
chaas@cityofporthueneme.org

Anna Shepherd

anna.shepherd@navy.mil

Susan Haverland

Shaverland@foodshare.com



The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name

E-mail

Doug Breeze

DouglasBreeze@yahoo.com

MIKE FRANK

ERIK M. & FBK GUYARD.NET

Eric Gran

Egran@Ceresglobal.com

Suzy Watkins

suzy.watkins@ventura.org

Frank Oakes

FOakes@stellorbiotech.com

JOSEPH PADUA

PADUA JOSEPH@GMAIL.COM

MICHAEL FULLORA

BRUSCOTUGZ@aol

Steve DeGeorge

sdegeorge@gocentura.org

Clay Sandidge

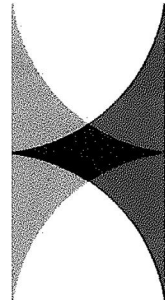
csandidge@unifiedenergy.com

ERIC IRELAND

eireland1@gmail.com

Tim Hensley P.H. City Council

hensleyjim@cox.net



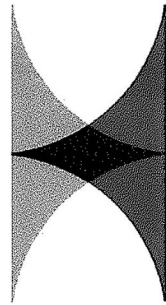
The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name	E-mail
Anson Whitfield	awhitfield@calnetys.com
Rick Smith	Smith-Richard@BAH.com
Bill Bruegger	bb@Bruegger-US
Lyn Krieger	lyn.krieger@ventura.org
James F. Daniels	
Craig K. Beam	CBEA@ROADRUNNER.ca
Greg Alexander	galexander@e2mt.com
Ria Sim	ria.sim@cool.se
Elizabeth Warren	ewarren@futureports.org
Shifra Yonis	shifra.yonis@e2mt.com
John Dreher	jdreher@riconconsultants.com



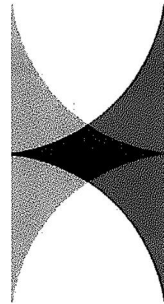
The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name	E-mail
Danielle Tarr	Danielle.Tarr@ventura.org
Gene Fisher	gfisher@roadrunner.com
KETH WORKMAN	KETHWORKMAN7@gmail.com
Jennifer Haddow	jhaddow@linconconsultants.com
John Dreher	jdreher@ " "
NANCY LINDHOLM	N.LINDHOLM@OXNARDCHAMBERS.ORG
Jami Mangham	jami@tractide.com; info@tractide.com
Jim Warner	JAWARNER55@gmail.com
LAUREN BIANCHI KLEMAN	Lauren.Bianchi-Klemani@ventura.org
ELLEN BROWN	EBROWN@VOLT.COM
Bill Gallaher	Bill.Gallaher@ventura.org



The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name

E-mail

Brad Hudson

brad.hudson@mail.housr.gov

MATT DOMAN

matt.doman@gmail.com

Shirley Godwin

godwin@earthlink.net

Davinder K Gill

davinder.gill@p10.com

Bonnie Weigel

bweigel@foodshare.com

Tim Grant

Timothy.J.Grant@USCG.mil

Tracy Sean Phillips

tracy@huenemeharbor.com

Jon Fies

jfies@redrunner.com

Ilona Scott

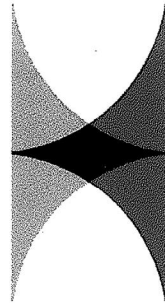
ilona.scott@la-arch.com

Kimberly Gearhart

KBVC-PAO@NAVY.MIL

Ray Barman

Ray.Barman@EDCSBDC.org



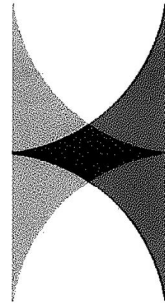
The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name	E-mail
Anne Kallas	annekallas@gmail.com
DON ASDELL	don.asdell@gapsusa.com
Carmen Hurd	cqh22@yahoo.com
George Atkinson	gatkenson@manconconstructm.com
John Gingenrich	HFB John G @ aol.com
Kym Hovener	
Jack Malone	jmalone@anchoragea.com
Woody Huan	W.Huan@del Norte Dist. com
SEPTA HITCHINS	shitchins@ chance chillogistics
Angus Simmons	Angus simmons126@gmail.com
James Price	JPrice@DMISement.com



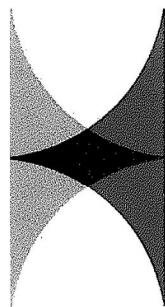
The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

<u>Name</u>	<u>E-mail</u>
Robert Kurkjian	robert.kurkjian@btvatech.com
Ken Parkinson	Kenneth.L.parkinson@aecom.com
CHRIS Dunn	CHRIS.Dunn@ventura.org
Cosmo Perrone	Cosmo@cosmoperrone.com
BOB ALLEN	bob.allen@kadytu.com
James Cumpky	jcumpky@moffattnichol.com
Jerry Holcomb	jholcomb@moffattnichol.com
Matt Goldman	Matt.goldman@polb.com
Clay Nichol	cnichol@moffattnichol.com
Teri Mitchell	tmitchell@fugro.com
JERKO Kocijan	jkocijan@fugro.com



The Port OF Hueneme

Oxnard Harbor District

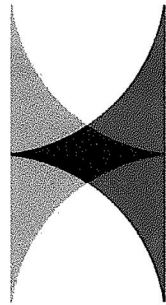
January 22, 2015
Strategic Workshop Meeting

Sign-In

Name

E-mail

<u>SEBASTIAN MARTINEZ</u>	<u>Sebastian.Martinez@ci.oxnard.ca.us</u>
<u>MARGARET HEATH</u>	<u>mheath@goldcoasttransit.org</u>



The Port OF Hueneme

Oxnard Harbor District

January 22, 2015
Strategic Workshop Meeting

Sign-In

Name

E-mail

James Williams

James.Williams@ci.oxnard.ca.us

2020 Strategic Plan

Support Documents

Conceptual Development Scenarios



Scenario A – Steady Growth, Existing Program

Program Overview

Scenario A considers sustaining and growing the existing portfolio of existing Port customers and cargo types, primarily:

- Automobile Import/Export
- Fresh Fruit/Perishables (bulk and containers)
- Liquid Bulk Import
- Shallow Draft Services
- Squid/Fishery
- Ro/Ro and Project Cargo

The North Terminal is focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships. Supporting the import and export of vehicles, and leveraging the rationalization of space to improve overall utilization and operational efficiency, structured parking is introduced to expand vehicle storage capacity, and perhaps accommodate enhanced gate capacity (for exiting vehicle caravans).

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to improve circulation patterns to the terminal's periphery.

The South Terminal is focused on fresh fruit and perishables, liquid bulk, squid and auto staging operations. Growth in containerization will be accommodated as the market demands.





Market Drivers

- Continued strength of niche fresh fruit and perishables market
- Growth in fresh fruit and perishables evolving demand for increased containerization
- Continued growth in the Automobile import/export line of business. Potential addition of new accounts or additional vessel calls.
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available terminal space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Larger vessels requiring deeper draft
- Increased utilization and cargo volumes require more efficient internal terminal circulation

Scenario Objectives

- Maximize existing terminal footprint utilization and efficiency.
- Rationalize terminal uses
- Sustain the existing cargo/commodity balance, allow for growth
- Move non-water dependent uses off terminal
- Retain overall terminal flexibility
- Limit operations to the existing terminal footprint
- Continue utilizing the Navy Outlease program and Joint Use Area
- Capture market share from other southern California ports and create automobile-related short sea shipping opportunities
- Create new capacity through terminal expansion, densification rationalization and programming
- Accommodate larger vessels (with deeper draft and longer LOA)
- Extend rail spur to south terminal supporting liquid bulk and spot cargo loading/unloading opportunities

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Lengthen Wharf 1	\$10,200,000
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Wharf 2 Structural Upgrades	\$3,200,000
Wharf 2 Berth Deepening	\$3,027,000
Demo Wharf 2 restroom	\$4,050
Demo Building 3 (Del Monte)	\$744,300
Demo Bldg. 608 (ILWU Hall)	\$40,500
Demo Building 141 (PAG)	\$189,000
Relocate Building 141 (PAG)	\$1,400,000
Off-Port Cold Storage Logistics Hub	\$10,000,000
Parking Structure	\$10,300,000
ILWU Hall Relocation	\$750,000
Repair cold storage sheds	\$2,000,000
Extend Rail Spur	\$1,065,000
Reconfigure Gate and RPMs	\$1,800,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
Reefer Rack	\$2,167,200
Add squid pump	\$185,000
Consolidated Chassis Area	\$10,000
Reconfigure Terminal Circulation	\$750,000
Acquire Market St Parcel	\$2,875,000
<i>Planning Level Subtotal</i>	<i>\$67,457,050</i>

Scenario B – Shift to Containers

Program Overview

Scenario B largely retains the Port's existing book of business, however focuses additional attention on the containerization of fresh fruits and perishables (market evolution away from bulk freighters). Commodities include:

- Fresh Fruit/Perishables (containers)
- Automobile Import/Export
- Liquid Bulk Import
- Shallow Draft Services
- Ro/Ro and Project Cargo

The North Terminal remains focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships.

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to reconfigure circulation patterns to the terminal's periphery.

The South Terminal is focused on fresh fruit and perishables, liquid bulk and auto staging operations. Growth in containerization will be accommodated as the market demands:

- Del Monte operations relocated into upgraded NYK Cool sheds
- Dedicated chassis/equipment area
- Stacked reefers (racking system for dense operations)
- Quay cranes and expanded backreach (demolished Del Monte building)





Market Drivers

- Continued strength of niche fresh fruit and perishables market
- Growth in fresh fruit and perishables evolving demand for increased containerization
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available terminal space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Larger vessels requiring deeper draft
- Increased utilization and cargo volumes require more efficient internal terminal circulation
- Innovative technologies to improve terminal throughput
- Increased interest in PPP business ventures for container operations.

Scenario Objectives

- Sustain and grow niche fresh fruit and perishables market
- Accommodate increasing proportion of containerized operations at the vessel, terminal and gate
- Sustain existing automobiles, liquid bulk and project cargo operations while growing a dense container operation on Wharf 1
- Rationalize space with efficient terminal layout, reducing operational conflicts
- Squid operations cease, space utilized to support container operations/equipment
- Accommodate larger vessels (with deeper draft and longer LOA)
- Establish PPP planning criteria
- Analyze equipment needs for container terminal operations
- Extend rail spur to south terminal supporting liquid bulk and spot cargo loading/unloading opportunities

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Lengthen Wharf 1	\$10,200,000
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Wharf 2 Structural Upgrades	\$3,200,000
Wharf 2 Berth Deepening	\$3,027,000
Demo Bldg 412 (squidders)	\$72,000
Demo Bldg 424 (squidders)	\$13,950
Demo Bldg 410 (squidders)	\$41,400
Demo Wharf 2 restroom	\$4,050
Demo Building 3 (Del Monte)	\$744,300
Demo Bldg. 608 (ILWU Hall)	\$40,500
Demo Building 141 (PAG)	\$189,000
Off-Port Cold Storage Logistics Hub	\$10,000,000
Relocate Building 141 (PAG)	\$1,400,000
ILWU Hall Relocation	\$750,000
Repair cold storage sheds	\$2,000,000
Extend Rail Spur	\$1,065,000
Reconfigure Gate and RPMs	\$1,800,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
Two (2) Quay Cranes	\$8,000,000
Reefer Rack	\$2,167,200
Add squid pump	\$185,000
Consolidated Chassis Area	\$10,000
Reconfigure Terminal Circulation	\$750,000
<i>Planning Level Subtotal</i>	<i>\$62,409,400</i>

Scenario C – Automobile Import/Export Focus

Program Overview

Scenario C revisions the marine terminal to focus on automobile, Ro/Ro and Project cargo on an expanded footprint, assuming a hypothetical market shift where the fresh fruit/perishable niche moves to another load center. Commodities include:

- Automobile Import/Export
- Liquid Bulk Import
- Shallow Draft Services
- Ro/Ro and Project Cargo

The North and South Terminals are configured to focus on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 1, Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships.

The South Terminal is reconfigured to maximize operational space for rolling stock and vehicles. Buildings are demolished to create flexible laydown and staging areas behind the wharf.

With terminal space an overall constraint to the area demands of vehicle import/export, the City and Market Street parcels are strategically acquired to expand terminal footprint. Further enhancing the marine terminal capacity, structured parking is incorporated to create additional storage space.



Market Drivers

- Continued growth in the Automobile import/export line of business. Potential addition of new accounts or additional vessel calls. Need to accommodate vehicle processor campaigns with varying dwell times
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available space
- Increased utilization and cargo volumes require more efficient internal terminal circulation
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Increased utilization of port and waterfront facilities for shipment/transport of vehicles and equipment during states of emergency

Scenario Objectives

- Maximize on-terminal capacity to store vehicles
- Organize the terminal to optimize automobile-related operations
- Maximize existing terminal footprint utilization and efficiency.
- Rationalize terminal uses
- Move non-water dependent uses off terminal
- Continue utilizing the Navy Outlease program and Joint Use Area
- Consider the critical link between marine terminal operations and off-terminal processing
- Create vehicle volumes that support sustained rail operations
- Capture market share from other southern California ports and create automobile-related short sea shipping opportunities
- Create new capacity through terminal expansion, densification rationalization and programming
- Identify and designate areas within Port that can be cleared when needed for project cargo storage during emergencies.
- Coordinate with Stellar Biotechnologies, Inc. for continuity

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Wharf 2 Structural Upgrades	\$3,200,000
Demo Building 319	\$837,000
Demo Bldg 412 (squidders)	\$72,000
Demo Bldg 424 (squidders)	\$13,950
Demo Bldg 410 (squidders)	\$41,400
Demo Wharf 2 restroom	\$4,050
Demo Shed 1A (NYK)	\$783,000
Demo Shed 1B (NYK)	\$612,000
Demo Building 3 (Del Monte)	\$744,300
Demo Bldg. 608 (ILWU Hall)	\$40,500
Extend Rail Spur	\$1,065,000
Parking Structure	\$10,300,000
ILWU Hall Relocation	\$750,000
Reconfigure Terminal Circulation	\$750,000
Acquire Market St Parcel	\$2,875,000
<u>Acquire City Parcel</u>	<u>\$5,450,000</u>
<i>Planning Level Subtotal</i>	<i>\$27,538,200</i>

Scenario D – Bulk Perishables Niche Growth Focus (grow existing conditions on existing footprint)

Program Overview

Scenario D sustains and grows the existing portfolio of existing Port customers and cargo types, with a focus on sustained bulk perishables (considering a slowed containerized cargo market driver), primarily:

- Fresh Fruit/Perishables (bulk)
- Automobile Import/Export
- Liquid Bulk Import
- Shallow Draft Services
- Squid/Fishery
- Ro/Ro and Project Cargo

The North Terminal is focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships. Structured parking is introduced expanding vehicle storage capacity, and perhaps accommodates enhanced gate capacity (for exiting vehicle caravans).

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to reconfigure circulation patterns to the terminal's periphery.

The South Terminal is focused on fresh fruit and perishables, liquid bulk, squid and additional auto staging operations. With terminal space an overall constraint, emphasis is on marine terminal programming and rationalization, maximizing the efficiency of available area and segregating operations to minimize conflict while retaining flexibility.



Market Drivers

- Continued strength of niche fresh fruit and perishables market, including the market realization to focus on the Port as a load center
- Continued utilization of bulk vessels supporting the niche operations
- Modest demand for increased containerization
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available terminal space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Increased utilization and cargo volumes require more efficient internal terminal circulation
- Additional off-terminal (private sector and/or P3) logistical support and capital investments, including cold storage/warehousing, trucking and distribution
- Technology advances to increase bulk cargo operational productivity

Scenario Objectives

- Develop the Port's strengths as a niche bulk perishables load center
- Maximize on-terminal capabilities in alignment with off-terminal support functions and private sector logistical investments
- Limit operations to the existing terminal footprint
- Capture market share from other southern California ports
- Create new capacity through terminal rationalization and programming.
- Accommodate larger vessels (with deeper draft and longer LOA)
- Extend rail spur to south terminal supporting liquid bulk and spot cargo loading/unloading opportunities

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Wharf 2 Structural Upgrades	\$3,200,000
Demo Wharf 2 restroom	\$4,050
Demo Bldg. 608 (ILWU Hall)	\$40,500
Off-Port Cold Storage Logistics Hub	\$10,000,000
ILWU Hall Relocation	\$750,000
Repair cold storage sheds	\$2,000,000
Extend Rail Spur	\$1,065,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
Two (2) Quay Cranes	\$8,000,000
Consolidated Chassis Area	\$10,000
Reconfigure Terminal Circulation	\$750,000
<i>Planning Level Subtotal</i>	<i>\$42,569,550</i>

Scenario E – Expanded Terminal Footprint

Program Overview

Scenario E sustains and grows the existing portfolio of Port customers and cargo types, with the addition of strategic acquisitions to expand the overall terminal footprint, including the Market Street parcel (adjacent to the main gate) and the City Lot parcel (adjacent to the squidders and bulk liquid facility).

The North Terminal is focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships. Structured parking is introduced expanding vehicle storage capacity, and perhaps accommodates enhanced gate capacity (for exiting vehicle caravans).

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to reconfigure circulation patterns to the terminal's periphery.

The South Terminal is focused on fresh fruit and perishables, liquid bulk, squid and additional auto staging operations. With terminal space an overall constraint, marine terminal programming and rationalization is combined with strategic adjacent land acquisitions, maximizing the efficiency of available area and segregating operations to minimize conflict while retaining flexibility.



Market Drivers

- Continued strength of niche fresh fruit and perishables market, including the market realization to focus on the Port as a load center.\
- Continued utilization of bulk vessels supporting the niche operations.
- Modest demand for increased containerization
- Continued growth in the Automobile import/export line of business. Potential addition of new accounts or additional vessel calls.
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Increased utilization and cargo volumes require more efficient internal terminal circulation
- Additional off-terminal (private sector and/or P3) logistical support and capital investments, including cold storage/warehousing, trucking and distribution

Scenario Objectives

- Create new capacity through terminal expansion, densification rationalization and programming
- Further develop Port's strengths as a niche bulk perishables load center
- Maximize on-terminal capabilities in alignment with off-terminal support functions and private sector logistical investments
- Capture market share from other southern California ports
- Accommodate larger vessels (with deeper draft and longer LOA)
- Optimize intermodal connections to/from off-Port distribution centers
- Coordinate with Caltrans and VCTC to program improvements as needed to transportation corridors that provide access to/from the Port
- Extend rail spur to south terminal supporting liquid bulk and spot cargo loading/unloading opportunities
- Coordinate with Stellar Biotechnologies, Inc. for continuity

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Lengthen Wharf 1	\$10,200,000
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Demo Building 319	\$837,000
Demo Administration Bldg	\$94,500
Demo Wharf 2 restroom	\$4,050
Demo Bldg. 608 (ILWU Hall)	\$40,500
Demo Building 141 (PAG)	\$189,000
Relocate Building 141 (PAG)	\$1,400,000
Parking Structure	\$10,300,000
Off-Port Cold Storage Logistics Hub	\$10,000,000
ILWU Hall Relocation	\$750,000
Reconfigure Gate and RPMs	\$1,800,000
Extend Rail Spur	\$1,065,000
Repair cold storage sheds	\$2,000,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
Consolidated Chassis Area	\$10,000
Reconfigure Terminal Circulation	\$750,000
Acquire Market St Parcel	\$2,875,000
Acquire City Parcel	\$5,450,000
<i>Planning Level Subtotal</i>	<i>\$64,515,050</i>

Scenario F – Expanded Terminal with Dry Bulk

Program Overview

Scenario F includes the existing Port commodity mix on an expanded overall terminal footprint, with the addition of new dry bulk handling facilities occupying the City Lot parcel. The Market Street parcel provides a strategic opportunity to site non-water dependent uses off the terminal.

The North Terminal is focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships. Structured parking is introduced expanding vehicle storage capacity, and perhaps accommodates enhanced gate capacity (for exiting vehicle caravans).

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to reconfigure circulation patterns to the terminal's periphery.

The South Terminal is focused on existing book of business with new facilities to handle bulk commodities. With terminal space an overall constraint, marine terminal programming and rationalization is combined with strategic adjacent land acquisitions, maximizing the efficiency of available area and segregating operations to minimize conflict while retaining flexibility.





Market Drivers

- Continued strength of niche fresh fruit and perishables market, including the market realization to focus on the Port as a load center.\
- Continued utilization of bulk vessels supporting the niche operations.
- Modest demand for increased containerization
- Continued growth in the Automobile import/export line of business. Potential addition of new accounts or additional vessel calls.
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Increased utilization and cargo volumes require more efficient circulation
- Additional off-terminal (private sector and/or P3) logistical support and capital investments, including cold storage/warehousing, trucking and distribution

Scenario Objectives

- Create new capacity through terminal expansion, densification rationalization and programming
- Diversify Port cargo handling capabilities by offering dry bulk import and export facilities.
- Further develop Port's strengths as a niche bulk perishables load center
- Maximize on-terminal capabilities in alignment with off-terminal support functions and private sector logistical investments
- Accommodate larger vessels (with deeper draft and longer LOA)
- Optimize intermodal connections to/from off-Port distribution centers
- Extend rail spur to south terminal supporting liquid bulk, dry bulk and spot cargo loading/unloading opportunities
- Coordinate with Caltrans and VCTC to program improvements as needed to transportation corridors that provide access to/from the Port
- Coordinate with Stellar Biotechnologies, Inc. for operational continuity

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Lengthen Wharf 1	\$10,200,000
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Demo Building 319	\$837,000
Demo Administration Bldg	\$94,500
Demo Wharf 2 restroom	\$4,050
Demo Bldg. 608 (ILWU Hall)	\$40,500
Demo Building 141 (PAG)	\$189,000
Demo Buildings (City Lot)	\$218,700
Dry bulk conveyance/hopper	\$2,750,000
Parking Structure	\$10,300,000
Off-Port Cold Storage Logistics Hub	\$10,000,000
ILWU Hall Relocation	\$750,000
Relocate Building 141 (PAG)	\$1,400,000
Reconfigure Gate and RPMs	\$1,800,000
Extend Rail Spur	\$1,065,000
Repair cold storage sheds	\$2,000,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
Consolidated Chassis Area	\$10,000
Reconfigure Circulation	\$750,000
Acquire Market St Parcel	\$2,875,000
Acquire City Parcel	\$5,450,000
<i>Planning Level Subtotal</i>	<i>\$67,483,750</i>

Scenario G – North Terminal Rail Focus

Program Overview

Scenario G considers sustaining and growing the existing portfolio of existing Port customers and cargo types with enhanced rail connectivity at Wharf 2, primarily:

- Automobile Import/Export
- Ro/Ro and Project Cargo
- Fresh Fruit/Perishables (bulk and containers)
- Liquid Bulk Import
- Shallow Draft Services
- Squid/Fishery

The North Terminal is focused on autos, Ro/Ro and project cargo, providing first point of rest adjacent to Wharf 2 and the Navy Wharf. The scenario features a new rail ramp, providing direct intermodal connectivity. Sustaining the relationship with NBVC and continued utilization of the outlease program and joint use area remains a high priority, supporting operations and commercial relationships.

Supporting the import and export of vehicles, and leveraging the rationalization of space to improve overall utilization and operational efficiency, structured parking is introduced to expand vehicle storage capacity, and perhaps accommodate enhanced gate capacity (for exiting vehicle caravans).

The gate complex is reconfigured to enhance traffic flows, remove circulation conflicts at interior terminal intersections and support the Traffic Management Study recommendations to improve circulation patterns to the terminal's periphery.

The South Terminal is focused on fresh fruit and perishables, liquid bulk, squid and auto staging operations. Growth in containerization will be accommodated as the market demands.





Market Drivers

- Continued strength of niche fresh fruit and perishables market, including the market realization to focus on the Port as a load center.\
- Continued utilization of bulk vessels supporting the niche operations.
- Modest demand for increased containerization
- Continued growth in the Automobile import/export line of business. Potential addition of new accounts or additional vessel calls.
- Mutually beneficial relationships with NBVC through the outlease program and joint use area
- Automobile import/export growth constrained by available space
- Sustained liquid bulk market demand with Yara (supporting local/regional agricultural and diesel equipment markets)
- Increased utilization and cargo volumes require more efficient internal terminal circulation
- Additional off-terminal (private sector and/or P3) logistical support and capital investments, including cold storage/warehousing, trucking and distribution

Scenario Objectives

- Create new capacity through terminal expansion, densification rationalization and programming
- Diversify Port cargo handling capabilities by offering dry bulk import and export facilities.
- Further develop Port's strengths as a niche bulk perishables load center
- Maximize on-terminal capabilities in alignment with off-terminal support functions and private sector logistical investments
- Accommodate larger vessels (with deeper draft and longer LOA)
- Optimize intermodal connections to/from off-Port distribution centers
- Extend rail spur to south terminal supporting liquid bulk, dry bulk and spot cargo loading/unloading opportunities
- Coordinate with Caltrans and VCTC to program improvements as needed to transportation corridors that provide access to/from the Port

Capital Investment Assumptions

<u>Item</u>	<u>Estimated Construction Cost</u>
Lengthen Wharf 1	\$10,200,000
Wharf 1 Berth Deepening	\$5,050,000
Wharf 1 Structural Upgrades	\$6,700,000
Demo Building 319	\$837,000
Demo Administration Bldg	\$94,500
Demo Wharf 2 restroom	\$4,050
Demo Bldg. 608 (ILWU Hall)	\$40,500
Demo Building 141 (PAG)	\$189,000
Relocate Building 141 (PAG)	\$1,400,000
Demo Buildings (City Lot)	\$218,700
Dry bulk conveyance/hopper	\$1,580,000
Ship loader	\$3,500,000
Parking Structure	\$10,300,000
Off-Port Cold Storage Logistics Hub	\$10,000,000
ILWU Hall Relocation	\$750,000
Reconfigure Gate and RPMs	\$1,800,000
Extend Rail Spur	\$1,065,000
Repair cold storage sheds	\$2,000,000
Cold Storage Imprvm'ts and Fac. Enhm't	\$5,000,000
North Terminal Rail Ramp	\$950,000
Consolidated Chassis Area	\$10,000
Reconfigure Circulation	\$750,000
Acquire Market St Parcel	\$2,875,000
Acquire City Parcel	\$5,450,000
<i>Planning Level Subtotal</i>	<i>\$70,763,750</i>