WELCOME TO YOUR PORT!!!

PORT OF HUENEME STRATEGIC PLAN DRAFT

JANUARY 25, 2023
PORT HUENEME – YOUR PORT
TODAY AND TOMORROW
PORT GOVERNANCE

MISSION

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

VISION

To operate as a self-supporting port that enforces the principles of sound public stewardship maximizing the potential of maritime-related commerce and regional economic benefit.
PORT OF HUENEME
DO YOU KNOW?

- $14 BILLION IN CARGO
- #1 WEST COAST BANANA PORT
- #4 CALIFORNIA CONTAINER PORT
- #6 WEST COAST CONTAINER PORT
- #6 US AUTO PORT
- TOP 10% OF US PORTS
Trade outperformed in the overall economy.
Trade is a major contributor to Ventura County’s growth.

SOURCE: U.S. Bureau of Economic Analysis
*Cal Lutheran :Center for Economic Research and Forecast
COLD CARGO IMPORTS IN CONTAINERS
Bananas • Plantains • Pineapples
Avocados • Fruits and vegetables • Melons
Mangos • Blueberries

DRY CARGO IMPORTS IN CONTAINERS
Apparel • Garments • Machines
Equipment • Musical Instruments • Frozen fish • Frozen meat • Electronics • Furniture

EXPORTS IN CONTAINERS
Fresh fruit • Apples • Pears • Stone fruit
Frozen potatoes • Dried milk • Frozen food products • Used cars • Toys • Wastepaper
Other general cargo
AN ACTIVE AUTO PORT

23% AUTO IMPORTS ARE EV!
FY2022 CARGO PERFORMANCE

- 90% UP CONTAINERS
- 78% UP High & Heavy
- 12% DOWN AUTOS
- 30% UP TOTAL VOLUME

UP 73% SINCE 2012

BEST YEAR EVER

2.3M TONS

1.3M TONS


AUTOS H&H Banana Fruit General Cargo Fish Offshore Oil Liquid Fertilizer
NUMBER CONTINUE TO GROW

PERFORMANCE Q1 – FY23

- Auto Segment – Positive signal: Recovery from the Pandemic and Chip shortage

<table>
<thead>
<tr>
<th></th>
<th>1Q 2023</th>
<th>1Q 2022</th>
<th>%</th>
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<tbody>
<tr>
<td>Total</td>
<td>85,436</td>
<td>68,083</td>
<td>25.5%</td>
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- Container Segment – Continued to be strong and grow

<table>
<thead>
<tr>
<th>TYPE</th>
<th>1Q 2023 TEU</th>
<th>1Q 2022 TEU</th>
<th>TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound</td>
<td>32,884</td>
<td>27,122</td>
<td>21.2%</td>
</tr>
<tr>
<td>Outbound</td>
<td>10,028</td>
<td>9,126</td>
<td>9.9%</td>
</tr>
<tr>
<td>Total</td>
<td>42,912</td>
<td>36,248</td>
<td>18.4%</td>
</tr>
</tbody>
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- High & Heavy- Continued to be strong

<table>
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<th>1Q 2022</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2,682</td>
<td>2,383</td>
<td>12.5%</td>
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1Q 2023 Total Revenue Vs. 1Q 2022 : 17.5% Up
OUT LEASE PROPERTY

JOINT USE TERMINAL

NORTH TERMINAL

SOUTH TERMINAL

- **40 FT** MAIN CHANNEL DEPTH
- **120 ACRE** TERMINAL
- **24 ACRE** TERMINAL (JOINT USE)
- **130 ACRE** NAVY OUT-LEASE

- **4,250 LF** 6 DEEP DRAFT BERTHS
- **320 LF** 1 SHALLOW DRAFT
- **256,000 SF** ON-DOCK COLD STORAGE
- **299** ON-DOCK REEFER PLUGS

>$66M TO NBVC
FREIGHT STUDY

- Traffic Counts:
  - Daily record to be posted on website
- Direct Main Gate Truck Trips are 0.6 % of Ventura County Total Truck Trip Generation
- 23% of trucks on Hueneme Rd are Port Related (77% are other trucks)

*Does not include secondary or indirect trucks related to Port activity*
PORT OF HUENEME – A SOLUTION ORIENTED PORT

CONGESTION FREE

LOS ANGELES  HUENEME  LONG BEACH
COMMUNITY PERCEPTION
September 2022 Independent Ventura Countywide Survey Shows Support for Port Expansion @ 77.87%

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

- Strongly oppose: 6.31%
- Somewhat oppose: 7.12%
- Neither support nor oppose: 8.70%
- Somewhat support: 33.15%
- Strongly support: 44.72%

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

- Strongly oppose: 5.32%
- Somewhat oppose: 5.44%
- Neither support nor oppose: 3.56%
- Somewhat support: 31.60%
- Strongly support: 54.08%

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

- Strongly oppose: 4.15%
- Somewhat oppose: 4.48%
- Neither support nor oppose: 2.62%
- Somewhat support: 26.83%
- Strongly support: 61.92%
COMMUNITY PERCEPTION

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

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

- Strongly oppose: 8.67%
- Somewhat oppose: 9.59%
- Neither support nor oppose: 2.51%
- Somewhat support: 33.67%
- Strongly support: 45.56%

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

- Strongly oppose: 7.20%
- Somewhat oppose: 5.67%
- Neither support nor oppose: 4.05%
- Somewhat support: 27.43%
- Strongly support: 55.65%

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

- Strongly oppose: 5.71%
- Somewhat oppose: 4.57%
- Neither support nor oppose: 1.29%
- Somewhat support: 24.69%
- Strongly support: 63.74%
STRATEGIC PLAN
10-YEAR PLAN UPDATE

• Open, transparent process
• Community workshops
VENTURA COUNTY’S PORT
AN ECONOMIC ENGINE FOR THE REGION!

• PORT’S ECONOMIC ACTIVITY IS 4% OF VENTURA COUNTY’S GDP

• PORT JOBS – 95% LIVE IN VC!
  ✓ 20,032 TRADE RELATED JOBS
  ✓ 2,909 DIRECT JOBS

• VC RECEIVES $36 MILLION IN TAX REVENUE FROM PORT TRADE

• PORT ECONOMIC OUTPUT: $2.2 BILLION

• VENTURA COUNTY’S AGRICULTURE EXPORTS RANK #5 IN THE U.S.
PACED PROJECTS
$119 MILLION ASK TO CALSta
($1.2B Governor’s Budget)
ENVIRONMENT
$70 MILLION INVESTED SINCE 2012 WORKING WITH MANY FUNDING PARTNERS!!!

PLUG-IN CRANES
- $1.7M ARB
- $2.7M AARP
- $500,000 VCAPCD
- $5M EARMARK
- $32M CUSTOMERS

BATTERY STORAGE
- $3M TESLA

SHIP PLUG-IN
- $4.5M PROP 1B
- $3M NMTC
- $1.7M VCTC
- $10.4M VCTC
- $5M VW

YARD EQUIPMENT
- $1.3M ARB
- $2M CUSTOMERS
- $500,000 VCTC

ZE RESOLUTION
- $200,000 CEC

AIR QUALITY MONITORING
- $500,000 EPA
- $250,000 PORT
VENTURA COUNTY’S PORT
SOCIAL EQUITY & COMMUNITY PARTNERSHIPS!

• $300,000 PER YEAR ON SPONSORSHIPS FOR COMMUNITY ACTIVITIES & EVENTS

• 70+ COMMUNITY FOOD DRIVES & 40,500+ VC FAMILIES REACHED

• GLOBAL TRADE & LOGISTIC PROGRAM FOR HIGH SCHOOL STUDENTS WITH PAID INTERSHIPS

• >100 K THRU 12 FIELD TRIPS & PORT TOURS PER YEAR

• 13,000 ATTENDED THE REVIVAL OF THE BANANA FESTIVAL AFTER COVID SHUTDOWNS
2022 Strategic Plan Roadmap

Diagnostics: January - December 2020
- January 2020: Port Working Group (POG) meeting and project kick-off
- January - December 2020 - Stakeholder outreach and 1:1 interviews (75+ participants, over 200 hours of interviews)
- October 2020: Operations review

Planning: January - December 2021
- 1/5/21: Port Working Group (POG) meeting
- 3/3/21: Board visioning meeting
- 4/1/21: Two Community Workshops - one during the day and one in the evening for infrastructure and community participation
- September - December 2021: Create, refine and finalize renderings

Drafting: January - December 2022
- January - December 2022: Draft Strategic Plan
- June 29, 2022: Port Executive Team review
- August - September: Updated 5-year investment priorities incorporated
- September 7, 2022: Deliver updated draft plan

Finalize, Approve and Adopt Plan: 2023
- January 25, 2023: Present draft plan and renderings to community for input and feedback
- TBD: Deliver of final plan with comments to the board/board approval
PLANNING PROCESS

...AND METHODOLOGY

Diagnostics
- Review of Previous Planning Documents and Strategies
- Market Analysis, Industry Updates
- Business Development Strategies – Updates
- Stakeholder Outreach
- Operational and Development Plan, Capital Investment Strategies
- Infrastructure, Logistics, Real Estate and Service Requirements
- Investment Strategies for all Pillars

Detailed Overall SWOT

Community Charettes

Draft Plan

Feedback and fine-tune Strategies

Present draft plan for public consideration

APRIL - MAY 2023 BOARD MEETING
Public Hearing Board
Approval of Final Plan

Present draft plan for public consideration
Economic Vitality

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

Key Strategies
- Sustain a financially healthy port authority to ensure continuity of mission
- Preserve diversity of cargo mix and pursue revenue diversification
- Support job creation and workforce training initiatives for the benefit of the region
- Support emerging partnerships for economic growth
Infrastructure

Goal

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

Key Strategies

- Remedial and replacement / maintenance capex for existing structures
- Enhance commercial viability for autos (Ro-Ro)
- Enhance commercial viability for containers
- Improve cargo efficiency, velocity, safety and overall capabilities
- Enhance environmental sustainability with green infrastructure
Goal
Be a leader in tackling climate change and clean energy transition while pursuing decarbonized, zero emission port operations and reducing or avoiding environmental impacts from port operations and development.

Key Strategies
- Transition the Port to Zero Emission operations as soon as feasible while maintaining community and customer success and ensuring CARB regulatory compliance
- Address air quality and emissions reduction from regulatory entities such as CARB and the Ventura County Air Pollution Control District
- Measure and report on environmental impacts from port operations
- Launch Port-specific clean air plan
- Maintain and update Environmental Management Framework
- Install a backbone of new generation of cargo handling equipment and power infrastructure
Innovation

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

Key Strategies
- Deepen partnerships with innovation actors such as Fathomwerx and others
- Seek opportunities to expand accelerator programming for equity and economic development goals
- Build partnerships with governmental agencies to support research and grant funding opportunities in areas relevant to the Port of Hueneme’s mission, vision and values
- Enhance the Port’s information technology systems and resiliency
Community

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

Key Strategies
- Promote, facilitate and support social equity and inclusion
- Sustain mutually beneficial partnerships with the U.S. Navy
- Implement a benchmark analysis via equity, racial and environmental study
- Ensure decisions and actions demonstrate commitment to transparency
- Sustain progress along the spectrum of community engagement
- Prioritize relations with local community members and groups
WE’RE THE P-O-R-T … OF HUENEME!