

# AAPA

## Maritime Economic Development Committee



# STRATEGIES FOR THE NICHE PORTS

NEW BEDFORD, MA  
JUNE 5-6, 2012

**Kristin Decas, Port Director**

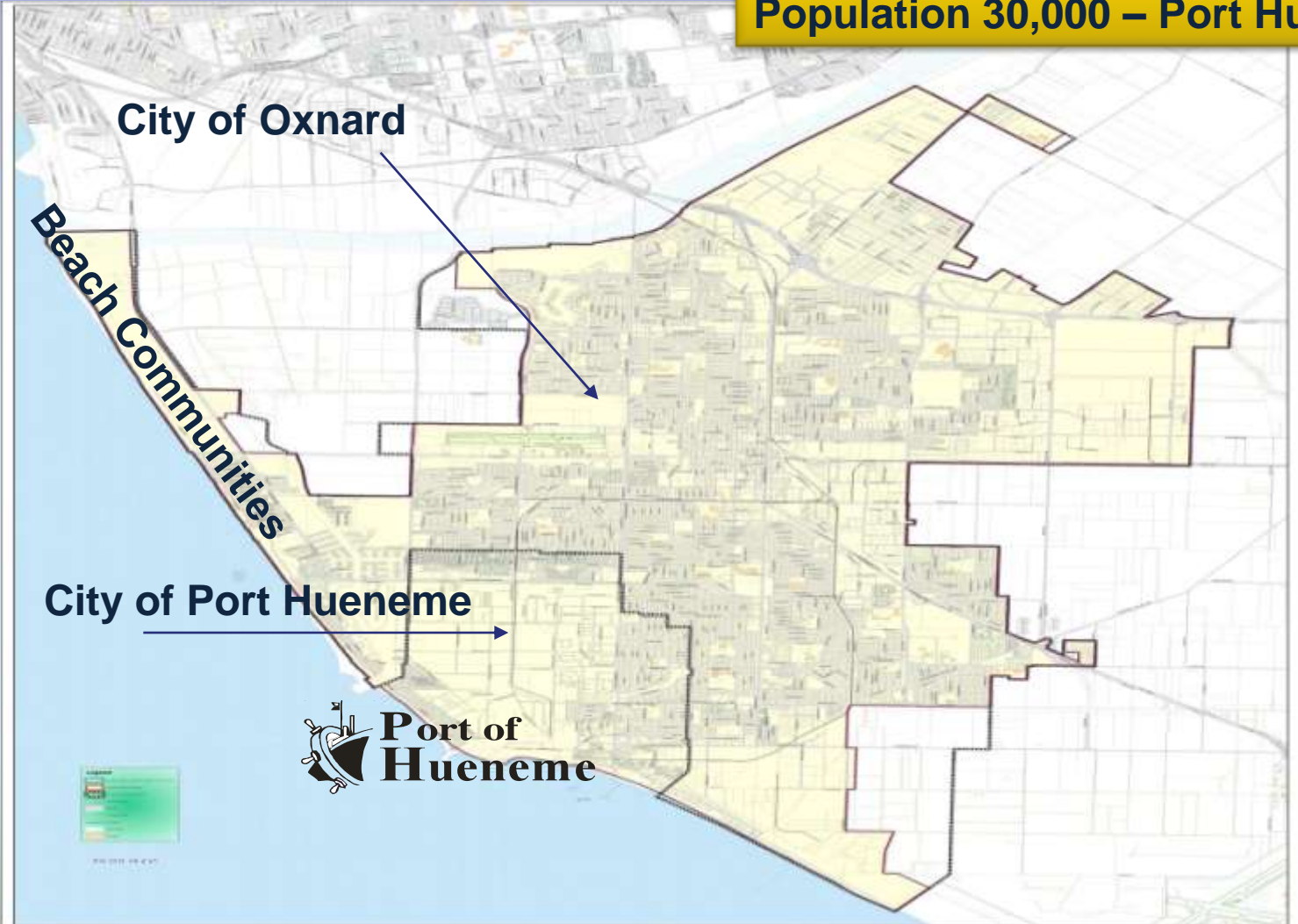
# Port Governance

- ✓ A California Special District
- ✓ Formed in 1937 under CA Harbors and Navigation Code
- ✓ Governed by Five Elected Harbor Commissioners
- ✓ Managing one of the State's Key Transportation Assets



# Political Boundaries

Population 200,000 – Oxnard  
Population 30,000 – Port Hueneme



# Where Are We?

Humboldt Bay and Conservation District

Port of West Sacramento

Port of Stockton

San Francisco Bay Area

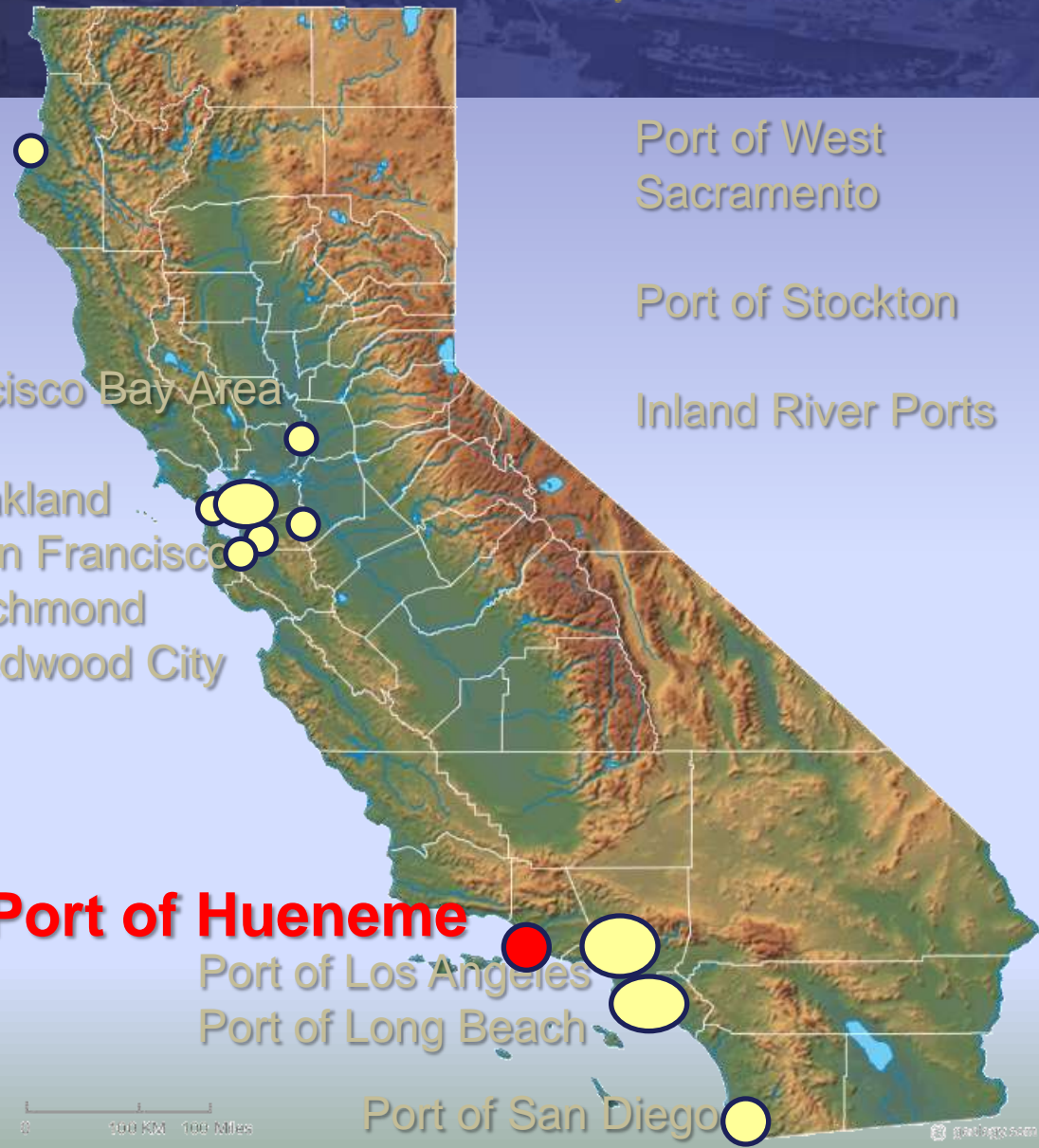
Inland River Ports

Port of Oakland  
Port of San Francisco  
Port of Richmond  
Port of Redwood City

**Port of Hueneme**

Port of Los Angeles  
Port of Long Beach

Port of San Diego



# Trading Partners and Commodities

Our Customers  
*Make Us Thrive*

Costa Rica; Ecuador; Guatemala

Germany; Sweden

Japan; Korea

PORT OF  
HUENEME

- ✓ Autos
- ✓ Produce
- ✓ General Cargo
- ✓ Bulk Liquids

# The Port

- ✓ Main Channel  
Depth - 35 FT
- ✓ 120 Acre Terminal
- ✓ 24 Acre Terminal  
(Joint Use)
- ✓ 6 Deep Draft  
Berths - 4,250 LF
- ✓ 1 Shallow Draft -  
320 LF
- ✓ Refrigerated  
Storage - 256,000  
sq.ft.



# Off Port Real Estate

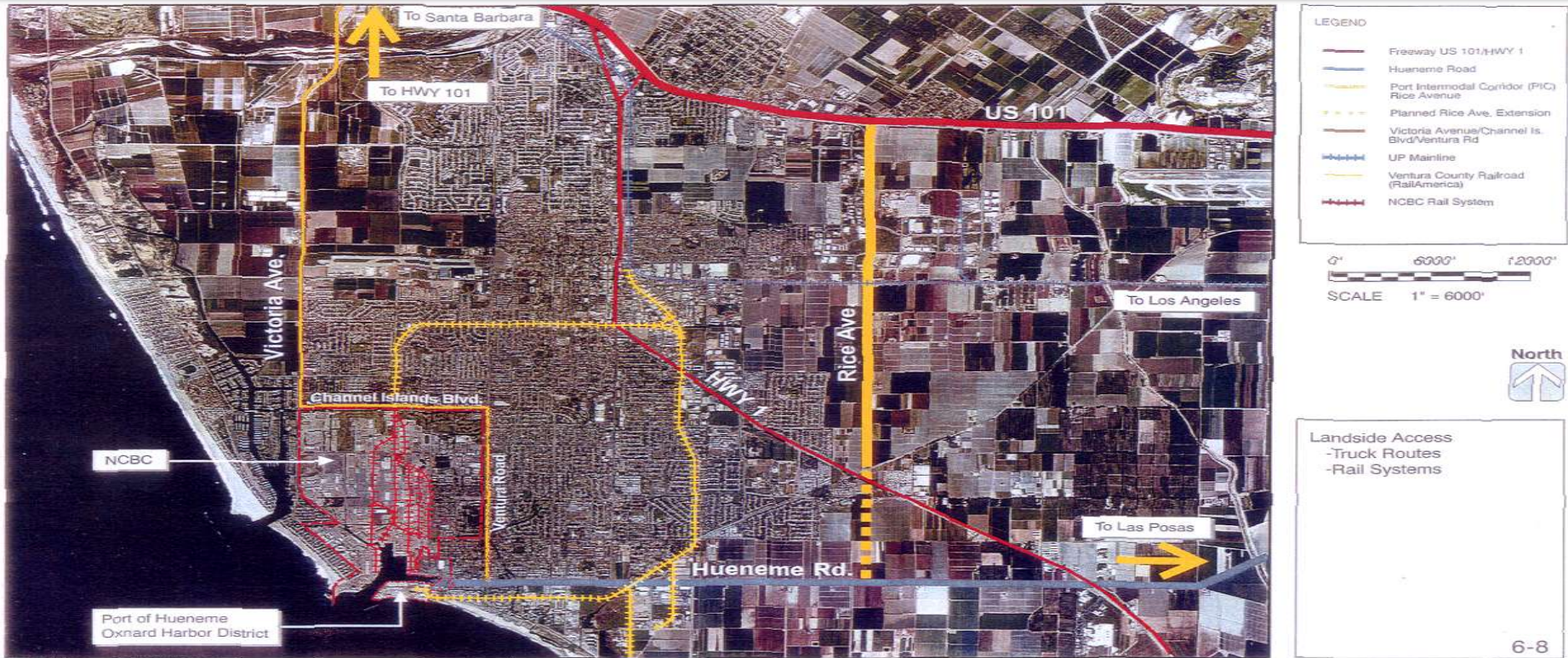


**210 Off-Port  
Industrial Acres  
Support Port  
Operations**

In 1993 the District purchased a 10-acre site at 5851 Arcturus Drive and in 2008 purchased an additional 5 acres at 5901 Edison Drive. This acreage, 1 ½ miles from the Port serves the District's Maritime related customers

# An Intermodal Port: Rail

**Ventura County Railway LLC Class III, short-line railroad** – The Port is General Manager of the Ventura County Railway, a 12 mile loop of track owned by the District and operated by Rail America. Freight transferred from the Port connects to the Union Pacific Railroad, providing an important link throughout North America.





# Intermodal Port: Highway

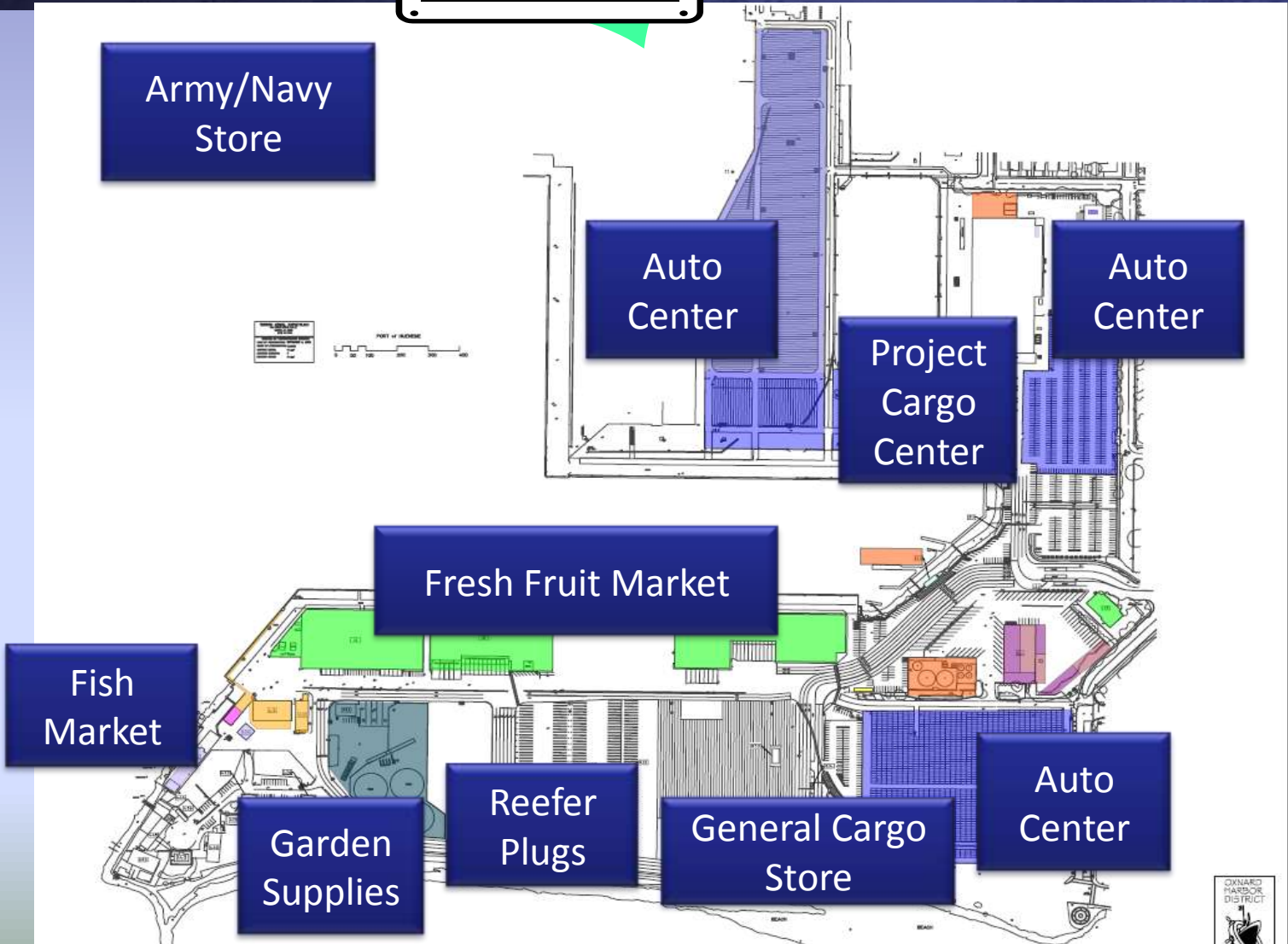
## FRIEGHT CORRIDORS FROM THE PORT TO:

- ✓ US 101
- ✓ SR 126
- ✓ SR 118
- ✓ SR 405
- ✓ SR 232
- ✓ SR 1



# Land Lord Port

**FOR RENT**



# Attract Specialized Cargoes



- ✓ Ro-Ro
- ✓ Refrigerated Cargo Vessels

# Key Strategies

- ✓ Understand Your Niche
- ✓ Know Your Markets
- ✓ Capitalize on Emerging Opportunities
- ✓ Know Your Customers
- ✓ Know Your Competitors
- ✓ Understand the Supply Chain
- ✓ Build Strategic Partnerships
- ✓ Build Community Support
- ✓ Develop Effective Marketing Strategies
- ✓ Build Strong Public Relations
- ✓ Focus on What Your Port Does Best  
and Be Great at It - SERVICE



# Know your Niche

## Sell your Competitive Advantages



**Terminal and Support Yards**

**Direct Road Access from Highway 101 via Rice Road**

**Direct Water Access only 45 minutes from Pilot Station.**

**Rail Access connections to the Union Pacific**

**Build To Suit**

**High Level Security**

**Reasonable Rents**

**Financing Available**



# Board Visioning

## Articulate Priorities

PORT OF HUENEME



- ✓ **Business Retention and Expansion**
- ✓ **Intermodal Expansion**
- ✓ **Community and Collaboration**
- ✓ **Marketing**
- ✓ **Environmental Stewardship**
- ✓ **Innovation and Creativity**

# The Road Map

## Tools for Success

- ✓ **Strategic Action Plan – Business Development**  
Business Development Plan; Real Estate Plan; Capital Plan  
*Defines Intermodal Expansion and Capital Investment*
- ✓ **Strategic Action Plan - Marketing**  
Rebranding; Web Reconfiguration; Development of  
Collateral and Newsletter
- ✓ **Environmental Framework**  
Community Engagement and Sustainability – *The thread*  
Develop Air, Water, Resource, Sediment Plans
- ✓ **Innovation and Creativity**  
Test Bed for Technologies
- ✓ **Strategic Partnerships: Naval Base, Industry, Community**  
CEO Task Force; Community ‘Port Talk’

# Vision Reaches Across All Core Port Functions

## CORE PRIORITIES

- Business Retention and Expansion
- Rail Road/ Intermodal Expansion
- Environmental Framework
- Marketing, Public Relations and Outreach
- Strategic Partnerships
- Collaboration with Naval Base Ventura County
- Innovation and Creativity

## TOOLS FOR SUCCESS

- Strategic Action Plan
- Branding to include web reconfiguration, and collateral development
- Task forces on key efforts
- Explore grant opportunities
- Build the partnerships: Strategic messaging

## OPERATIONS

- Terminal Administration
- Property Management
- Facility Management
- Central Gate Management
- Port Security
- Capital Projects
- Engineering
- IT Management
- Business Implementation
- Customer Support
- Compliance
- Joint Use Agreement

## Administration and Finance

- Office Management
- Human Resources
- Budgeting
- Financial Reporting
- Accounting Services
- Forecasting and Analysis
- Treasurer Functions
- Investment Strategy
- Capital Financing
- Grant Management
- Procurement and Contracts
- Property Valuation

## Business Development

- Real Estate Development
- Trade Development
- Foreign Trade Zone
- World Trade Center
- Government Relations
- Navy Base Relations
- Strategic Partnerships
- Public Information and Press
- Marketing
- Community Engagement
- Environmental Framework
- Innovation and Technology



# The Ripple Effect

**Toss a stone in a pond, and the ripples lap out from the center until they touch the outermost shore**



**The economic impacts of the Port throughout Ventura County, across California, into all regions of the US and global markets**

# An Economic Engine

**ANNUAL ECONOMIC IMPACT:**  
\$7 Billion in Cargo Value  
\$200 Million into the local economy  
1,516 direct local jobs

## 2011 TONNAGE (EXPORTS/IMPORTS):

Autos	200,530
Fresh Fruit	693,165
General Cargo	100,342
Liquid Bulk	108,776
Project Cargo	114,829
<b>TOTAL:</b>	<b>1,217,642 Metric Tons</b>

# Year to Date Comparison

## IMPORTS

- ✓ Autos – Up 20.1%
- ✓ Bananas – Up .5%
- ✓ Heavy Cargo – Up 30.8%
- ✓ Fruit and Veggies – Up 8.3%
- ✓ Fertilizer – Up 34.4%
- ✓ Domestic Oil – Up 4.4%

## EXPORTS

- ✓ Autos – Up 20.1%
- ✓ Heavy Cargo – Up 38.4%
- ✓ Fruits and Veggies – Up 31.7%



75 Years Ago



Channel Entrance

# The Port Today





Our Customers  
*Make Us Thrive*

**THANK YOU!**

Kristin Decas  
Port Director