Planning Today For Tomorrow’s Operations
Anthony J. Taormina
Oxnard Harbor District
Port of Hueneme
“Ports today must be aware of the ever-changing landscape of cargo opportunity and key on supply chains that make sense to the regions they serve and markets they access internationally”
“Ports today must be aware of the ever-changing landscape of cargo opportunity and key on supply chains that make sense to the regions they serve and markets they access internationally.”

“Agriculture, Manufacture, COMMERCE, AND NAVIGATION – the four PILLARS of PROSPERTY.”

First Annual Message December 8, 1801
“Ports today must be aware of the ever-changing landscape of cargo opportunity and key on supply chains that make sense to the regions they serve and markets they access internationally.”

I get no respect. The way my luck is running, if I was a politician I would be honest.

The Portal To Our Past

STEVEN SPIELBERG Presents
BACK TO THE FUTURE

The image shows a poster for the movie "Back to the Future," along with a real-life picture of the same location.
CASE STUDY: THE PORT OF HUENEME

1984 to 1994
2006 to 2011

PORT OF HUENEME

“BUILD IT AND THEY SHALL COME”

“BUILD IT ON PAPER”
“Ports today must be aware of the ever-changing landscape of cargo opportunity and key on supply chains that make sense to the regions they serve and markets they access internationally”
An object at rest will remain at rest unless acted on by an unbalanced force. An object in motion continues in motion with the same speed and in the same direction unless acted upon by an unbalanced force. This law is often called "the law of inertia".

Acceleration is produced when a force acts on a mass. The greater the mass (of the object being accelerated) the greater the amount of force needed (to accelerate the object).

For every action there is an equal and opposite re-action.
“What We Know Today... Will Surely Be Different Tomorrow !”

“The customer wants more and is willing to pay less for it.”

“A Competitive & Robust Landside Access to the Gateway Port’s Inland Market will be a Key Success Factor !”

“To Be Competitive Today... Marine/Intermodal Terminals Must Reduce Throughput Cost & Increase Cargo Velocity Securely and as Stewards of the Environment ! “

“Capacity vs. Demand Bottom Line: Balancing Capacity and Demand is Both a Public and Private Issue”

“With Integrated JIT Delivery: The Inland Port Can Greatly Increase a Regions Freight System Capacity”
A port cannot be planned or designed as an arbitrary arrangement of independent terminals. It cannot even be planned as an independent whole, because the arteries connecting the port to the sea and to the hinterland are as important as the port itself. . . A port should always be studied and planned in its true node or transit point in a complex system. . . IAPH Guidelines
California has nine (9) Coastal Ports and two (2) Inland River Ports.

Southern California Ports handle 90% of California’s General Cargo Throughput.

Large Ports (Oakland, Los Angeles, and Long Beach) handle 99% of California’s General Cargo Throughput.

“There Will Be Winners and Losers”
Starting With Forecast

The Port was handling approximately 300,000 m/t’s break bulk general cargo and 1.6 million tons of liquid petroleum cargo.

The Port’s primary cargo was automobiles and bananas.

The Southern California Region was forecasting a significant growth in Containers.

Not all cargo comes in a “metal box” and the Port seeks to establish a Southern California “Niche”
Acquisition of One Berth and approximately 12 acres of backland – Revised Forecast

Build to meet a 1.5 million m/t ton capability.

Keep focus on historical cargo (bananas, citrus, and automobiles).

Obtain environmental and discretionary approvals for 1.5 million m/t capability.

Establish a “Strategic Plan” and identify the general type of capabilities needed to support capability.

Market the new capability as if it was in place.
Performance compared to Forecast
Into the Future
The Port of Hueneme is equivalent to a 120 acre Marine Terminal
Opportunity Is Just Down the Road

- BMW purchases property for Vehicle Distribution Center.
- Wallenius Lines (Pacific Vehicle Processors) purchases property for Vehicle Distribution Center.
1.5 miles to Port

Nature Conservancy

Nature Conservancy

5 miles to HWY

Nature Conservancy

Nature Conservancy
New Industrial Zoning
Approximately 200 acres
Existing Industrial Area
Fill In Opportunities
Light Industrial Property 34 acres
New Industrial Zoning Approximately 200 acres
Automobile Vehicle Distribution Center on US Navy Property
The most important thing for us to do is run our ports more intelligently - to think through our needs more effectively. Competition is more than a rate leverage game. **COMPETITION HAS BECOME A TRANSPORTATION SOLUTIONS GAME.**
A Customer’s Needs Evolve

The Stalk

The Carton

The Pallet

The Container
CARGO FLOW FROM VESSEL TO REMOTE CY

- **Vessel 500 FEU’s**
- **Marine Terminal**
- **20 Acre Remote Container Yard**
- **Local Cold Store Operator**
- **Distribution**
- **Buyers**

**ETA** – Sunday fully loaded.

**ETD** – Tuesday PM fully loaded.

 mass loads
- **Empty**
- **Receive**
- **Store**
- **Inspect**
- **Deliver to Terminal**
- **Interchange with Terminal Operator**

**Empties**
- **Receive**
- **Store**
- **Inspect**
- **Deliver to Terminal**
- **Interchange with Terminal Operator**

**Load:**
- **Receive**
- **Care, Custody, Control**
- **Plug In / Unplug**
- **Release to Customers (Intercharge/Road ability Inspection)**

**M&R**
- **Security**
- **Monitoring**

**Pick Up Full Loads and Delivery Empties**

**Pick Up Full Loads and Delivery Empties**
“Ports today must be aware of the ever-changing landscape of cargo opportunity and key on supply chains that make sense to the regions they serve and markets they access internationally”
A Strong Brand is Key to Standing Out - - -

THE PORT OF PURE PERFORMANCE
Avoid the “Fire Sale” Approach

A Strong Brand Reduces the Need for Financial Incentives to Attract Customers
My Principles for Planning For Tomorrow

• KNOW YOUR PLACE IN THE MARKET.
• FIND YOUR NICHE CARGO.
• BECOME AN EXPERT IN YOUR NICHE CARGO AND CUSTOMER’S SUPPLY CHAIN.
• IT IS NOT A RATE GAME. PROVIDE VALUE TO YOUR CUSTOMER.
• COMMIT YOURSELF TO YOUR VISION NOT TO A CONSULTANT’S VISION.
The Port’s Economic Impact

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

Likewise, the economic impacts of OUR CUSTOMERS ripple from our Port throughout our Counties, across our States and into all regions of the US.
THANK YOU!