

THE PORT OF HUENEME
OXNARD HARBOR DISTRICT
2030 STRATEGIC PLAN INFRASTRUCTURE WORKSHOP

April 8th, 2021

(Transcription of Original Video, English Language)

Joshua Hurwitz

--OK well. Thank you everyone for joining us today. Welcome to the Port of Hueneme Oxnard Harbor District Port Infrastructure Workshop, as part of the 2030 Strategic Plan.

Today's meeting is a two-hour session following a session from last night, covering the community and environment pillars and we had a great turnout last night and I see many of the same names here today so thank you for your passion and your interest in the Port of Hueneme, and helping to formulate the next ten years Strategic Plan for the Port. I will cover a couple of meeting mechanics and then we will get into the presentation.

So, this is a virtual two-hour session, hosted on the Zoom webinar platform.

There is a chat feature, that is always open; it is open now, and will remain open for the entire meeting, and you may use it to submit your comments and questions, and you may do so in any language you choose.

We also have simultaneous translation into Spanish and Mixteco, so on your Zoom control bar there should be an option called Interpretation there, where you can select the language you would like to listen to, and later on we will have the opportunity to hear any comments from you and please, you know, go slowly so the interpreters can have time to transition and also, please, just be patient with us as we move through the presentation at a pace that allows for everyone to participate .

There will be some sections where we will have live polling pop-up on your screen, you will be able to make a multiple-choice selection. And of course, if you have any questions or comments now or after the presentation, you may reach out to Dona Lacayo or Miguel Rodriguez, whose emails are provided to you in the screen on this presentation.

This is a brief agenda, and then we will dive right in.

We will have a welcome and introduction from the CEO of Port Hueneme.

We will give an overview of the Strategic Plan 2030 update process to date, and what we expect to continue from here to the end of the process.

Then we are going to do a deep dive into the Infrastructure Pillar, and that will be the bulk of today's meeting. Followed by "I hear from you" and "Feedback", which, together with the Infrastructure Pillar, you know that is the meat of the meeting, where we really want to get your input. And then we will close with what the next steps are going to be in the Strategic Plan process. So, with that, I would like to welcome Kristin Decas, the Executive Director and CEO of the Port of Hueneme.

[Kristin Decas](#)

--Good afternoon everyone. I am glad that we could convene today and really roll-up our sleeves and dig in and look at how we are going to develop the Port to maximize its productivity and efficiency for the end users, our customers, and look at how we kind of migrate into the new world of containers and automobiles out into the next ten years while being sensitive to environmental sustainability and community concerns and questions.

So, with that I thought I will start with a quote that we have from Abraham Lincoln that I think is very fitting: "Give me six hours to chop down a tree, and I will spend the first four sharpening the axe". And I think what that highlights, is the importance of planning and coming up with a good solid plan, so that you can make informed decisions for a very bright future, and that is what today is all about.

And with that, I believe we do have commissioner Hodge on the line. He was going to try to drop in and give a quick welcome.

Commissioner Hodge, were you able to join us?

[Dona Lacayo:](#)

--I believe he is on, but I am not sure if he is able to hear us.

[Joshua Hurwitz](#)

And it looks like his microphone is muted as well.

[Kristin Decas](#)

--Let's see

[Dona Lacayo:](#)

--Ok. It may actually not be him, Kristin. It might be Miss Keenan.

[Kristin Decas](#)

--Ok. Well. If he joins when he has the opportunity, I know he is at the fire station, so. If he is able to jump on, he will, and he will give some quick remarks when he has the opportunity.

So with that I will just, and to kick the meeting, there is a couple of things that I wanted to share: One, for the edifice of all those on the call or webinar with us today, I would like to share that we are pleased that on Monday, this Monday, from 10AM to 3PM in the afternoon, we will be hosting a vaccination site, it will be the J&J shot, there is no register or registration required, so just get on site and you just need proof of eligibility when you get here. So again, that will be on Monday, from 10AM to 3PM and it is available to you, your family, anyone that is eligible for the vaccination. So please take advantage of that opportunity if you would like to.

The other thing I would like to share, is just kind of start here and kick off with leadership. Most of you I believe that are with us today are customers understand the governance model but I believe that it is important to know that this is the current configuration of our board. Leadership starts at the top here and I want you all to know how invested our leadership is in the success of the Port and your success is here and your business platforms as well as representatives and

constituents of the community having that profound relationship work, so that our successes at the Port are shared with the community as well.

We are celebrating 83 years. For those of you not quite sure, our Harbor commissioners are all elected officials, they are elected at large, and they need to reside in this geopolitical boundary to be able to serve as Harbor commissioners, so that includes the city of Oxnard, the city of Port Hueneme and the incorporated areas and the beach communities in our county to have the resident's criteria to be able to serve as Harbor Commissioner and the term, for your awareness, are four year terms and they are staggered, so you will have two harbor commissioners up in one year and then in another two years you will have another three commissioners up for reelection. So that's how the governance structure work, if you could please jump to the next slide, Josh, I would appreciate it.

So, that kind of drives out motto and our DNA, and who we are as a Port community. We are not really here to become a rich port. We do have about 89 million dollars in assets that we have to reinvest in buildup to make sure that we are sustainable for the future, but our real mission is to enrich the communities by attracting the businesses that are here with us this afternoon that really create that economic prosperity, that job growth, and that of course create the economic and social good for our community. You can look at the bottom context here, but it is important to know that this is right out of our bylaws and, our Mission embraces constructing, operating, and controlling and developing the harbor facilities so that we can have global trade and be or have a strong presence for our customers around the world and have all those components that are so important to global trade and to our success as a Port Community.

The other important highlight as we move into the discussion today, there seems to be a very robust agenda coming out of Washington in terms of investments in infrastructure. Big Money. And it is a real opportunity I think, being residents here in California, to be able to secure this funding and really take hold of the opportunities that are going to be in the pipeline, and I think there will be a nice stream of funding opportunities coming to the State of California and we want to make sure that we are ready, our projects are well defined, their built into our transportation plans so that we can really aggressively secure this funding. So, I think there is a lot of exciting opportunities on horizon, so we just got to roll-up our sleeves, kind of look at what it is we need to do, and then let's go get it done. So. With that, I will turn it over back to Josh.

[Joshua Hurwitz](#)

--Great. Thank you, Kristin.

Now I would like to introduce Dona Lacayo, our Chief Commercial Officer at Port of Hueneme.

[Dona Lacayo:](#)

--Thank you, Josh. Good afternoon, everyone, thank you for joining us. I just wanted to go over some of the highlights of what we saw happened during last year during COVID. Most of us were not sure which way the economy was going to go with all the closures that were happening, so we were anticipating a very slow recovery maybe even for the auto segment as OEM had to close

down their operations in the months of March and April. You know we saw some of the worst months in the auto-segment for us in May and June of last year.

However, the recovery seems to be very strong, and we are seeing some of the numbers to be, July through March of this year, compared to the same time period of last year, those numbers are pretty aligned with where they were, and even a little bit higher. So the economy recovering very strong. The agriculture sector, or the perishable fresh fruit segment which accounts for about 30% of the Port's revenue, actually remained steady overall throughout COVID as grocery stores were open, the Port remained open 24/7, longshore workers were working day and night without a stop so that segment actually grew. And autos accounted for about 14% drop because of the closures due to COVID, but this year we are seeing, as I said, a strong, strong recovery. Now. What does it mean for the economic impact in the County? Through studies we have found that over 15,000 jobs are connected to the Port. About 1700 of them are direct jobs in Oxnard and Port Hueneme and as we grow the economic impact and the job opportunities for family sustaining jobs, grow. The economic value of the Port's activity is over 1.7 billion dollars, and the annual cargo has grown from over 9 billion of cargo value annually to now 10.85 billion dollars. We operate inside of the Port on approximately 120 Acres. However, when you consider the acres we have offboard, for the private facilities of our customers, some of them are leased, a lot of them are owned, there is about 550 acres overall Port processing in storage area. We own the railway, the Ventura County railway that connects to Union Pacific in Oxnard, currently operated by Genesee & Wyoming.

The refrigeration segment is a high growth segment for us and with the congestion in LA, Long Beach and Oakland we have seen a lot of customers wanting to come to Hueneme to make sure their cargo continues to move efficiently. On dock refrigeration now accounts for 176 thousand square feet and when we look at reefer plugs or electricity plugs that are needed for refrigerated containers, those are over a thousand now that include our 299 on-dock and then customer's facilities and third-party facilities off board.

Next slide, please, Josh.

So, as we were mentioning, this year to date looks very positive. These are numbers for our current Fiscal Year 2021, July through March.

For the auto segment, combined with high and heavy cargo, we are seeing about 2 percent growth, compared to same time last year. Fruits. Some of the congestion is really helping us grow that particular segment, so 4 percent up compared to last year. We are handling more containers than we ever have before, so our customers have gone completely into containers. We are also seeing some of the citrus business that is coming back here into bright bulk reefer ships to Asia. Overall operating revenue, because of that cargo growth, has grown over 4 percent. Thank you.

[Joshua Hurwitz](#)

--Great. Thanks Dona.

So, we would now like to turn to a recap of the prior Strategic Plan, the 2020 plan, which was put together in 2015. It had 5 main pillars: Economic Vitality, Environment, Innovation and Technology, Community, and Marketing. And each pillar had a number of strategies or projects that were identified to pursue.

And a 5-year plan was long enough to accomplish many tasks, but not long enough perhaps to accomplish all of them, which is the sign of a well defined and ambitious plan, almost be disappointing if they accomplished everything they sought to in five years. But some of the highlights include channel deepening to increase the harbor depth to 40 feet and the front of wharf one as well, the exception was dredge to 40 feet for some parts of wharf two, right in front of the Del Monte warehouse that still have not been dredged and wharfs four and five are pending. But the Port was able to dredge deep enough to handle larger size vessels. It did that in part by receiving over 30 million in grant funds from state and federal sources between 2007 and 2020 really allowing it to invest well above its way in terms of its overall revenue or operating earnings, by being very aggressive in the grants sector.

On the environment, it implemented the Shore Power System to plug in the vessels that was partly responsible for an overall 85% reduction in Diesel Particulate Emissions in the Port and invested in a Reference Grade Air Quality Monitoring System to measure actual air quality as opposed to calculated air quality.

On the Innovation side it launched the Mast Program which then evolved into what is called Fathomwerx, which is an innovative incubator program that is physically present at the Port of Hueneme. It is really exciting startup incubator tool for testing and the growth of new business ideas and new business.

Working with the community the Port today has held up to 48 food distributions where it was able to donate more than one million pounds of fresh produce, so it's been a really active participant in the community, really working to improve the lives of those members who live in and around the Port's area.

And then, with regards of educational partnerships we formed the Global Trade and Logistics Course, in partnership with the High School District.

There are things that the Port wished to do, that five years was not long enough to do. Again, finishing the dredging, some traffic realignment, there were a number of remedial repairs that have been deferred that will likely be addressed in the coming 10 years. And there were off-terminal real estate transactions that were not consummated. In the meantime, the industry really evolved quite dramatically around it and so, the phasing out of reefer vessels and the increase in containers, is one of those trends. So, those are some of the accomplishments and work in progress from where we were in the past that got us to where we are today.

I would now like to cover just briefly the 2030 plan and the process that we are going through. We really kicked this off in January of 2020 with a meeting with the Port Operators Group, we

had many of the participants here today, are members of that POG or Port Operators Group. That followed by a full year of one-on-one stakeholder interviews and discussions; there were more than 75 groups that represented more than 100 individuals, more than one individual from a group, was participating in the conversations. And that represented more than 200 hours of outreach and discussions. More recently, the Port has done an online and in person community survey last month in March, which reached more than 500 participants.

All of that has brought us, that outreach effort has brought us to where we are today (yesterday and today) with these two workshops. Out of these workshops the next step is to draft the strategic plan; there will be a process of fine tuning it, and then there will be a public hearing to review the draft plan and incorporate any comments and it is anticipated that there will be adopted, the final plan will be adopted and passed by the board during this Fiscal Year, which ends in June of 2021.

Some of the feedback that we heard from those one-on-one discussions and the POG meeting and indeed even in the survey, especially from customers and operators such as yourselves, was that infrastructure is the number one priority of the customers and operators. There was a big, big emphasis on improving cargo efficiency and velocity overall, and that the Ports role into that, really first and foremost (not exclusively, but first and foremost,) should be ensuring that the infrastructure that is available is adequate to the task.

Along the same lines there was a recognition that the environment and the communities are key to the Port's success, so there was a desire to see that the Port's operations and, indeed, all of the operations related to logistics, will take into account the environmental impact of their activities and that the benefit included members of the community as well.

There was a net desire to maintain the diverse cargo mix that exists at the Port today, so there was not a consensus about it focusing exclusively on one of the main cargo segments (containers, autos); you know the Port also handles liquid bulk fertilizer, there is commercial fishing operations; there is diverse cargo mix and there was a desire to see the Port remain focused on niche markets, but a diversity of those markets.

There was a recognition that safety is paramount, safety and wellbeing. All of the participants, the workers, all of you, all employees, staff, and customers, and that the infrastructure, the attention paid to infrastructure should incorporate safety as one of the design parameters.

And finally, there was a recognition that the Port must continue efforts to look off-terminal because of the growing pains that the Port has experienced. But there was also plenty to be done to rationalize and improve the on-terminal experience. So, there was a desire to pursue both of those.

Specifically, to the online survey, I think one of the really interesting things here for the Port, for the commercial group here, users and customers of the Port, is that the community has your back. They are in favor, the broad majority, for Port expansion. They see, they recognize that the

Port's expansion would lead to more job opportunities and more investment in the community. And they have heard that the growing pains will require a focus on the ability of the Port and its partners to expand the infrastructure. They heard the message, and they are in favor of it. It is also interesting to know that more than 50% of the respondents were Spanish Speaking, so there is a really broad section of the community around Port Hueneme, Oxnard, and the County.

As we see on the next page what they are asking for in return is that the Port has the community's back. In the community surveys, the top two choices for the priorities were Communication and Involvement. So, they want an open and transparent communication, and they wanted the Port to be an involved member of the community and vice versa. Those two ranks very high. The next two, which ranked equally highly to each other is the Port's role in Economic Vitality and Job Creation, together with Environmental Responsibility. If you think about it, that matches what we heard at the stakeholders interviews, that the number one business of the Port needs to be married with an awareness of the environmental impact of its operations, but that there was broad support for continued robust activity at the Port.

We will get into, briefly again, the new Five Pillars. So there are two new Pillars being proposed for this new ten year plan: Infrastructure, which did not exist in the past, and was again the number one concern for many of the stakeholders, is going to be a Pillar on its own and there will be a series of strategies or projects that fall under the Infrastructure Pillar.

And then the Partnership Pillar was broadened to reflect Social Equity, Community and Partnership concepts, so that the well being of the Port and its customers translated into the well being of the community and involved concepts around social equity.

Today, as we said, we are going to focus on the Infrastructure Pillar, it will be a deep dive; but, of course, this presentation will be available, likely on the Port's website along with last night's presentation which focused on the Environment and Social Equity and Community Partner's Pillars.

So, those will be available for you, should you be interested.

When thinking about the Infrastructure Pillar, it can be helpful to think about the categories or activities that might fall under that Pillar. This is not meant to be an exhaustive list, but it is just a helpful categorization and creation of certain categories. So some of the possible categories within this plan would be remedial or replacement and maintenance capex or investment in existing structures; it could be the commercial viability for autos or Ro-Ro; could be projects that contribute towards commercial viability for containers; it could be any endeavors or efforts to improve efficiency, velocity, safety and overall capabilities; and, finally, there is a recognition that the infrastructure itself would need to evolve to enhance environmental sustainability, and invest in green infrastructure.

So with this I would like to introduce Christina Birdsey, the Chief Operating Officer of Port Hueneme, to cover some of the existing conditions that we find ourselves in tonight.

[Christina Birdsey](#)

--Thank you, Josh. So, are you able to hear me ok?

[Joshua Hurwitz](#)

--Yes. Great.

[Christina Birdsey](#)

--All right. So, thank you, everybody for being here again. I just want to highlight the importance of making sure that we are moving in the direction that customers and stakeholders and community want us to go. So, I really appreciate your time and energy here and giving the feedback, so we will make sure we are moving in the right direction. Currently the Port has accomplished quite a bit in the last five years. Some of those highlights include, as Josh mentioned, 12 hundred feet of wharf improvements and associated deepening, in coordination with the Army Corps of engineers for deepening the channel from that 35 feet to 40 feet. Our portion was completed in part due to a tiger grant from the Department of Transportation. We also completed many deferred maintenance projects which included repaving over 13 Acres, in part from an EDA grant, and we also demolished an obsolete on-dock warehouse to make room for improvement through cargo handling and strengthening the associated concrete path. In collaboration with the Port of LA, we secured funding through the California Air Resources Port to purchase two electric UTRs, those are the yard trucks that just move on port and we are in the process of installing the electrical infrastructure to charge those UTRs as well as the infrastructure to plug in our stevedores hybrid electric mobile hybrid cranes. Three of the five cranes on Port currently are able to plug in.

The Port has been working hard to develop a Master Energy plan that would map out how to move toward our zero emissions goals, and what infrastructure is needed to supply what is required from SCE, as well as any alternative energy fuel opportunities. We understand that as we grow into the future, that it must be done sustainably. Growing commerce through our Port supplies family sustaining jobs, while we look forward to continuing to be a model of environmental stewardship there.

All right. Thank you, Josh. Next Slide.

[Joshua Hurwitz](#)

--Thank you, Christina. I will take it from here.

So. We developed two possible subcategories of infrastructure. Again, within those five categories we thought about: What are some near-term and medium-term opportunities. And, you know, some near term opportunities might take longer, some mid-term opportunities might actually be relatively quick to develop but in general we thought that it is usually faster to focus, well.

So there is stuff that we can do on-terminal and off-terminal as well. So some of the things, one of the things we heard from the feedback, is that it would be helpful to focus and concentrate

containers and autos in their respective sections, as long as that each had sufficient room to undertake their operations. But that it was a challenge to combine operations and change operations. It was a necessary evil to accommodate the growth and success of the Port, and it has been doing well.

But, as a long-term plan, there should be a plan in place to really try and rationalize each type of operation to the extent possible. So, currently today, generally the container operations are in the purple area, and the auto operations are in the green areas, and... this is the warehouse that was previously torn down making more room available for vessel operations. In general, it is easier, more efficient, more effective, to have open space along the Berth, and so, you know, as part of the plan there is the desire to see the eventual demolition or relocating of additional warehouses; there is this Del Monte warehouse at 3A, this is warehouse 1B, referred to as a potential longer-term demolition. Certainly, any warehouse that is currently under use, we want those customers to have appropriate, efficient spaces available. But, just looking longer term, it does make sense to try to prioritize container vessel operations on a nice, clean, and open key. And let's see, rationalize the use of land within existing terminal footprint, try to the extent possible to really make the South side of the terminal for container operations, and the North side for Ro-Ro operations and project cargo.

Looking longer-term, or mid-term, there are a number of properties which are perhaps underutilized, again, within the footprint of the Port. This area over here is Port property, it's a number of buildings, that are really not fully utilized, I think it would be fair to say. So, there is an opportunity perhaps to turn it into some sort of campus or just anything that could be more productive, could be a storage or could be a campus, that is one idea.

There are a number of remedial repairs that need to be done probably over the coming ten years or at least incorporated somehow to the plan. Some of these buildings that you see over here are at the end of the useful life, and there are also some pillars over here, wood pillars about 10 to 15 percent, which are really missing, or damaged beyond repair, that should eventually be addressed.

There are also a number of spaces that could be incorporated into a more productive storage use, and in fact there could be an opportunity to relocate buildings that are on-terminal, to either off-terminal or nearby or another location, thereby freeing-up additional storage for autos and containers. Some of that storage for autos could be the vertical parking lot structure, so that is a project that is being contemplated and certainly freeing-up of additional storage capacity / productive capacity. We are going to need to do that in the coming ten years so the Port can remain commercially viable and vibrant and in fact improve the efficiency.

And there are some other buildings that can potentially be relocated, specially if there is a campus created. And there are some adjacent properties that the Port is being endeavoring to incorporate into the footprint of activities, and so that is an ongoing effort. And then, later on, when we get into the Environmental Pillar, there are a number of electrical infrastructure things that will need to be addressed.

So, I believe this is the part of the evening or the day where we have a number of online poll questions prepared that we would like to submit to you, and again please bear with us as we all go slowly enough to record your responses and accommodate any translations so Dona, I think we can start with question 14.

[Dona Lacayo](#)

--Thank you.

[Joshua Hurwitz](#)

--This is a question about ranking of priorities and it is multiple choice, so please select all that are important to you and

A) Remedial or replacement maintenance in the existing structures

B) On terminal vertical auto storage

C) Off terminal Auto storage

D) Demolishing the warehouses

E) Investing in STS Gentry Cranes as opposed to the mobile hover cranes. These are, you know, permanently rail mounted Gentry cranes on the south terminal for handling containers.

F) Dedicated on-terminal container storage

G) Traffic flow

or

H) Electrical infrastructure.

So please select all that are important to you.

[Dona Lacayo](#)

--I'm seeing the numbers move, thank you everyone for voting. We have almost fifty percent having voted so far. So, let's give it a little more time so most of you can vote. I will share the results after this so you can all see it. Okay, maybe another 10, 15 seconds, about 70% of you have voted so far. Okay, it stopped moving so I am going to go ahead and end the polling now and show you the results. That is interesting.

[Joshua Hurwitz](#)

--Okay, great. Thank you, yeah, interesting. Alright, so fully 69% of you thought that electrical infrastructure was important and indeed that is going to be an important component. There's going to be a lot of demand for electricity not just at the Port but going forward with some of the state of California mandates, there's, you know, with not just in the goods of movement industry but just more broadly the way we live and this state is going to be driven by higher electrical consumption. So, that's a very interesting finding. The next highest category was on terminal vertical auto storage at 51%, oh and tied with traffic flow at 51% as well and followed very closely, so kind of lumped together with remedial and replacement maintenance Capex of existing structures, very interesting. A little bit smaller, but more than a third looking at the warehouses, the Gentry cranes and the container storage. Great. Let's move on to question, the first, question one, I believe.

[Dona Lacayo](#)

--You should be able to see it now. Yeah?

[Joshua Hurwitz](#)

Yes. So where should we invest first as part of a long-term strategy? Should we consider separating autos and containers? Yes, or no?

[Dona Lacayo](#)

--Very active polling, thank you. Almost 50% has voted already. We're almost there. Okay let's take about 5 to 10 more seconds, I think most of you have voted. Let's see if we can get as many as possible, this is very interesting. Okay, I will go ahead and post the results. Let's see.

[Joshua Hurwitz](#)

--Great, 79% suggest yes, the Port should consider, as part of its long-term strategy, separating autos and containers. So, thank you, sounds like there is consensus that ideally the way to go.

[Dona Lacayo](#)

--Okay, I will go ahead with the next question Josh.

[Joshua Hurwitz](#)

--Thank you. Over the midterm should the Port densify on terminal storage, such as using vertical auto parking structures, building reefer racks or creating more storage space for cargo?

[Dona Lacayo](#)

--Okay, interesting. Okay about half of you have voted, let's keep voting, please.

[Joshua Hurwitz](#)

--Including this question we have five, so we have this, plus four more. Then we we'll move on to another section of the presentation.

[Dona Lacayo](#)

--Okay, I'm not seeing any more votes coming in. I have only 61% having voted, but hardly moving at this point. So, let's allow for 5, 10 more seconds so if anyone hasn't voted they could now, and I will post the results. Okay, let's go ahead and see this.

[Joshua Hurwitz](#)

--Okay, wow. It's a resounding consensus to yes, 90% please densify on terminal storage uses. Thank you.

[Dona Lacayo](#)

--Okay, I have one more. I'm sorry two more.

[Joshua Hurwitz](#)

--Yeah. Midterm should, over the midterm should STS ship to shore Gentry cranes be part of the next 10 year plan, yes or no? And many of you, as the Port operating community, are familiar with the distinction, of course if you're not, happy to explain it, but these are opposed to the mobile harbor cranes that are currently in use at the Port. And, while we're waiting, I do want to note that there is a question from the audience about how we're looking with regard to accommodating this year's fresh blueberry season which requires a cold treatment excluding that from Peru, and including on site reefer tech capability etc. So, it's a great question and certainly, you know, cold treatment is part of handling reefer goods is vitally important and so, we'll make sure to make a note of that question, definitely make sure that as part of the long term plan the Port has an answer for cold treatment and then if we're able to get an answer to you we will do so in, as quickly as possible.

[Dona Lacayo](#)

--Now we'll go ahead and close the polling, and show you the results.

[Joshua Hurwitz](#)

--Okay, 84% think that STS Gentry cranes should be part of the next 10 year plan, thank you very much, that's a very resounding yes.

[Dona Lacayo](#)

--Okay, one more.

[Joshua Hurwitz](#)

--Should the Port pursue a vertical auto parking structure, yes or no? And, while you're voting again, another question, or comment, from the audience, since electric power is going to be the primary need in the future what is the Port doing to reduce its future cost for electric power? This writer assumes that the Port passes on its power cost to its customers who use the power through metering, and if not, has the Port thought of doing so? So, there's a question about how can the Port ensure that there's enough power feeding its users and its own uses and then making sure that that's cost-effective.

[Dona Lacayo](#)

--Okay, we're coming up on a minute here, about 64% have voted so far. Let's see if we can get a few more votes before we close this as well.

[Joshua Hurwitz](#)

--Right. Well, while we're waiting there's another commentator who asked, who suggested, that the Port should consider looking at cold storage facilities and the new refrigeration projects happening now. So, if you want to drop in the chat some of those projects you'd like us to consider, please do so. I know that a number of the participants here probably are involved in those as well. So, okay, so the results, 93% are favored vertical auto parking structure. Very interesting results, thank you, thank you everyone for marking your preferences. Now I'd like to hand it over...

[Dona Lacayo](#)

--Oh, I'm sorry Josh.

[Joshua Hurwitz](#)

--Oh, we have one more. Sorry.

[Dona Lacayo](#)

--I actually noticed that we have two more midterm questions if that's okay, can we do that? Thank you, sorry.

[Joshua Hurwitz](#)

--Okay, please go for it. Should the, oh, should the Port re-locate buildings in order to make room for more cargo operations? Let's see we can get this, get that reset.

[Dona Lacayo](#)

--Oh, are you able to actually vote on it, or do I need to, I think I need to...

[Joshua Hurwitz](#)

--No, I think the voting is closed on that one.

[Dona Lacayo](#)

--Oh, let me, you should be able to now.

[Joshua Hurwitz](#)

--Here we go now, yes. Okay, so should the Port to relocate buildings in order to make room for more cargo operations?

[Dona Lacayo](#)

--Okay, about half of you voted, very active, in like 10 seconds more than half of you voted.

[Joshua Hurwitz](#)

--Great, I'll also note that there's a comment that there are more than 1,800 carpenters ready, willing and able to build a vertical parking structure. Carpenters Local 805 is ready, just say when. Great, great excitement about the future.

[Dona Lacayo](#)

--Okay, I will go ahead and share results of this one as well.

[Joshua Hurwitz](#)

--Great, 90% in favor of continuing to move buildings and relocate them in order to make room for more cargo operations. Do we have one more or was that it for this section?

[Dona Lacayo](#)

--We have one more before the next polling, yes. Last one, very quick one, thank you.

[Joshua Hurwitz](#)

--Is it important to you that there are more diverse logistics offerings available in the greater Oxnard, Hueneme area. Is this something that is important to you? That there is greater diversity of logistics offerings? And while were waiting Dona, I'll just note that there's a question in the Q & A, that said when you update the power system, are the STS cranes going to be done at the same time so that doesn't have to be done twice at twice the cost and I do think that it's a great reminder that, you know, that there are number of different projects all kind of touching the same areas that could potentially have some overlapping benefits and the sequencing, you know, is important, and of course the sequencing with regard to doing the work, with funding, finding the funding sources, is all going to be a part of the long-term plan.

[Dona Lacayo](#)

--Okay, we'll end the polling and share the results on this last portion of the questions.

[Joshua Hurwitz](#)

--Okay. 88% said yes, it is important. There was also clarification, what do we mean by logistics opportunities and I think this simply means the broad ecosystem of logistics services and offerings outside the port area. Are there enough? Are they diverse enough? Do, are there more services that are necessary? I think that was the intention. Great, okay, so, I'd like to now hand it over to Frank Peña who will discuss some of the related and off-port opportunities. Frank?

[Frank Pena:](#)

--Thank you very much Josh, and I want to briefly go over an off-Port expansion undertaking by the Port, there's neutral news and there's good news. The neutral news is that the Port is increasingly is a victim of its own success growth, and the good news is that it's working on solutions to address this. In 2016 support undertook an off-Port expansion program and that required it looking for areas of Port-centric, Port-related growth.

This was a result of an increasing critical lack of land for not only itself, but as importantly, if not more importantly, its clients growing volumes which after an assessment of operating utilization rates and capacity it was discovered that both the Port and its clients often times were operating above 100% capacity, which of course long term is not sustainable situation.

So, it takes this comprehensive off Port assessment of expansion possibilities in Ventura County whose main goals were to identify opportunities for this expansion and how to do so increase cargo capacity by leveraging off of the existing Port infrastructure at the Port, to increase cargo throughput under the same footprint at the Port through using additional land banks off-Port and this would, of course, increase cargo velocity, cargo throughput and guarantee the Port's long term competitive liability in an industry where this is not a given.

From a Port client survey there was two areas of expansion and location. The first large circle is a 2-mile radius, the second larger circle is a 6 mile radius and that depends on the type of cargo that we're talking about. As you can see from this aerial picture of the county the main areas, if

not almost exclusively, where there might be usable land is located in the city of Oxnard. You'll also note this red thick line that's part of the strategic corridor which exists for defense purposes and is also a major conduit for commercial traffic which is heavily relied upon by Port clients.

So, any type of expansion opportunities, land or Port related development should be on, or near this strategic corridor. A Phase 1 possibility is one that the Port has been working on for several years now and that dislocated roughly in the intersection of the two concentric circles, the large, the first large one and then the second smaller one in that area. This is slated to be a potential Port-related logistics park which will result in being a major catalyst for cargo and job growth. So the main goal of all of this is to significantly increase cargo through put in velocity, expand the Port's growing position as the County's largest economic engine, enhance the Port's as a catalyst, sorry, in creating family sustaining jobs which is, as Kristin mentioned early on, one of the main objectives of the Port's existence and have interestingly one of the largest positive environmental impacts that the county can experience by increasing the rail share of the intermodal mix of cargo, rail being the most environmentally positive transportation mode on land, the most environmental is on water, shipping, and consolidating Port activity instead of throughout the county along the strategic corridor. So, in effect, this is your Port, making sure it will continue to make cargo move well into the 21st Century.

[Joshua Hurwitz](#)

--Great, thank you. Thank you, Frank. Excellent. Okay, so we have a handful of off-terminal questions, polling questions, Dona, I believe we start with question seven. We have four questions here. Thank you. What is important to you in off-Port support facilities? You can select, I believe, it's more than one, oh, it's the top choice, so you have to pick your top choice. It's A.) truck parking B.) rail ramp facilities C.) processing a warehouse space D.) open lay down areas or E.) other.

[Dona Lacayo](#)

--Okay, about 55% voted, let's keep voting. Well, another 10 seconds, 65% have voted and I think that's it.

[Joshua Hurwitz](#)

--Sure, and as you are voting, again, if you have any questions in particular with regard to offer terminal priorities you can please feel free to drop them into the chat and we'll have the opportunity to hear your comments. Oh, thank you. Okay, so 43% of you said processing a warehouse space is important to you in your off-Port support facilities. The next largest wasn't open laydown area, followed by a truck parking and some others, perhaps other, could be all of the above, it could be maybe some reefer related cold storage, but thank you, very interesting. Processing a warehouse space top choice.

Next question please. Alright, so this is a question about containers. So, how many miles off terminal would you or your operations be willing to travel to make use of off terminal logistics or storage facilities specific to containers? Alright, next question will be specific to autos, so.

[Dona Lacayo](#)

--Okay, about 42% of you have voted if we can allow a little more time. We need more votes if anybody hasn't voted yet. I'm not seeing it move anymore so I'm going to go ahead and end it and show you the results.

[Joshua Hurwitz](#)

--Okay, so 0 to 5 miles was the top choice, 46% and about nearly 30% were okay with 6 to 10 miles, 23% 11 to 20. Thank you.

[Dona Lacayo](#)

--And the next one, as Josh mentioned is specific to autos.

[Kristin Decas](#)

--Josh, you'll probably catch this, but there are some comments coming up in the chat on that last one. Yup.

[Joshua Hurwitz](#)

--Yes, yeah. So again this one is for autos and it looks like, so the distance depends on how far the overweight corridor runs from the Port. So, again, okay, so that overweight corridor sort of drives what your choice might be so, yes.

[Dona Lacayo](#)

--That's a good point.

[Joshua Hurwitz](#)

--Good point. And then, another point, so looking at the growth opportunities it appears that annexing the Channel Islands Harbor is a viable growth option. Thank you for that comment, that was a comment also from last night looking at extending the Port's governance reach to include Channel Islands Harbor. Thank you for that.

[Dona Lacayo](#)

--Okay about 40% have voted, I'm not seeing it move anymore. Maybe a few more seconds before I end it.

[Joshua Hurwitz](#)

--And while we were voting I gave you a sneak peek of the next slide, we'll keep it here until we finish the voting.

[Dona Lacayo](#)

--I saw that. Okay, we're almost there. Okay I'm going to go ahead and end it. Share the results.

[Joshua Hurwitz](#)

--Okay, so, no surprise that you'd like to stay as close as possible, obviously that is the, you know, that allows for the highest velocity. Right? But there is a tolerance that looks like for distances of 6 to 10, 11 to 20 miles. Again, I think you're right that it does depend on the, where the processing facilities are, where the storage facilities are and in relation to that overweight and strategic corridor.

[Dona Lacayo](#)

--Okay.

[Joshua Hurwitz](#)

--Next question.

[Dona Lacayo](#)

--I think we're done with the optimal voting questions, Josh, yes.

[Joshua Hurwitz](#)

--Great, great, alright. So we would like to bring Christina back online to talk about some of the green infrastructure and the transition to green technologies.

[Christina Birdsey](#)

--Okay, thank you, Josh. So, as we had discussed before, I think any of our growth, we want to make sure that we are a leader in sustainability and environmental sustainability while we manage our growth. So, some of the projects that we've already moved forward with we did overhaul all of our lighting on Port so that it's LED, it's longer lasting, it's more efficient than traditional lighting. It's a cleaner light and increases safety and efficiency on Port and also reduces light pollution. We also had our, as Josh mentioned earlier, increased our shoreside power capabilities so that the reefer vessels coming in can actually plug in and turn off their auxiliary engines and just use the grid power to be able to, while they're in Port and doing cargo operations.

As we discussed we are doing some projects to make sure that we can plug-in some of the mobile harbor cranes that just joined the Port and also some infrastructure to be able to plug-in electric trucks for doing any cargo operations. We're also looking at increasing any of that capability for yard equipment as we move to zero emissions so that as the fleets are switched out that we have the capability to be able to plug-in. We also have battery storage on Port and as you can imagine if you plug-in one of those reefer vessels you have a large charge and kind of a peak use of the power when you're plugging in a large vessel like that so the battery storage actually charges at night when the power is greener and cleaner and so it shaves off that peaks store, peak shaving off of that usage, so that it doesn't impact the grid quite as much.

If you were involved in the workshop you heard Giles Pettifour, our environmental manager, talk about the clean air plan that we have in collaboration with Ventura County Air Pollution Control District and that is kind of the meat and potatoes as we move forward to set our goals and how we're going to meet those specific goals for the clean air plan from the Port as we move into the

future. We also are looking in how, and part of this process about how we demolish obsolete buildings so that we can make sure that we're enhancing and reducing congestion, reducing emissions and making sure as we grow that we're doing it as sustainable as possible. A lot of our projects, as I think some of the comments have brought up, is looking into the infrastructure for the future to be able to plug-in and also looking at opportunities of what kind of alternative power or fuel sources maybe utilized on Port as we move into that direction. Alright? Thank you, Josh.

Joshua Hurwitz

--Great, thank you Christina. Alright, so we just have a handful of questions. Three polling questions I believe and then we'll open it up and give you the opportunity to have a discussion, let us know your comments.

Okay, the first polling question is now up.

Do you think your electrical power requirements will increase in the future? Yes, significantly, Yes, somewhat, No or Unsure. I know that the Port knows that its electrical power requirements are likely to increase, I think there is some concern about the capacity of the utility to meet those increases and in fact I think that is not unique to Port Hueneme or Oxnard, but really throughout the state of California. But, we would like to hear from you. What do you think is the likely future demand on your part for electrical power?

Dona Lacayo

--Yeah, I'm seeing it move so more people are voting, we'll allow another 10 seconds so they can finish voting. Good participation, thank you. Okay, I'll go ahead and show you now.

Joshua Hurwitz

--Okay, so 73% said yes significantly, another 23% said yes somewhat. I mean, that is really, really strong indication that the future on demand is going to increase, 10% were unsure. Thank you very much for that.

Let's move onto the next question.

Which of the environmental sustainability projects do you believe would yield the greatest benefits, operational benefits to you? Would they be

A.) Hybrid cranes, and you may pick more than one, A.) Hybrid cranes

B.) Zero emission terminal equipment such as UTR's that's On-terminal Tractors, Trucks really, On terminal Trucks, the Electric or hybrid vans, Electric locomotives, shore side power, which is the plugging in of vessels so they can turn off their auxiliary engines while they're at berth or zero emissions drayage trucks.

And while you're voting, there's a comment that came in, it would be nice to see in any of these future projects that it includes a more robust storm water runoff and capture, versus the current VNPs that runoff direct into the ocean. Thank you, it's a good reminder that again, within the infrastructure the environmental impacts of that infrastructure is important to take into

consideration and storm water runoff is one of those things that should be incorporated into any future infrastructure improvements that may be made. Good, good comment thank you.

Alright, so we have the results, 77% suggested that shoreside power or plugging in of vessels would have the greatest operational benefits to you. Then we have another, kind of 49% of the zero emission terminal equipment UTR followed closely by zero emission drayage trucks, hybrid cranes. Thank you very much, I think probably the least useful. But, that's not to mean not useful at all would be electric locomotives or electric hybrid vans. Oops, great I think we have another, one more poll question that we'll open up the chat line.

Right, so do you plan to electrify your operations? Yes, in the next five years, Yes, a little bit longer terms of that, next 5 to 10 years, Yes, further out than that after our 10 year plan, You're unsure or really it's not applicable to you.

[Dona Lacayo](#)

--About half of you have voted. So, we're almost there. Okay, it's not moving anymore so I will share this with you.

[Joshua Hurwitz](#)

--Okay, so, 27% said yes, in the next five years you plan to electrify your operations, 42% said it's not really applicable, fair enough, and then another 12% were unsure. So, in total there are about 40, 46, 45% said yes you do plan to electrify sometime within the next 5, 10, 10 or more years. Well, thank you.

So, that concludes the online polling portion Dona, and I believe this is the section where if you, any of the attendees would like to make a comment verbally in addition to writing in the chat box they can raise their hand in the feature, the raise your hand feature of the Zoom webinar and you will invite them into have up to two minutes of time to make a comment or question for observation just so that we can make sure that we have enough time to incorporate everyone's comments or feedback. If you do have a comment or question or would like to speak, we do invite you now at this time to indicate so in the raise your hand feature.

[Dona Lacayo](#)

--Yeah, once you raise your hand I will be able to move you into you into the section where you can speak and also, and you can also have your camera on, you can choose to do so. I have Martin Rodriguez, so I will go ahead and allow you to speak now Martin and you can start your camera if you'd like to. No Martin? Can you hear us?

[Martin Rodriguez](#)

--Yes, I'm here.

[Dona Lacayo](#)

--Wonderful, hello.

[Martin Rodriguez](#)

--Yes, this is Martin Rodriguez, business agent for the Ironworkers Local 433 and president of Tri-County Building Trades and quite a robust plan and a very good presentation you have here and we represent 7,500 construction personnel that are ready willing and able to do these projects and we appreciate, are in, you asking for input and I hope we are also understanding that in order to get these sustainable energy projects underway it's important to maintain a viable oil and gas industry and I thank you for your time.

[Joshua Hurwitz](#)

--Okay, great.

[Dona Lacayo](#)

--Thank you for your comments Martin. Thank you. Ok. Next we have Richard Fine. Just one minute. Okay, Richard, you should be able to speak now and use your camera if you'd like. Hello, Richard?

[Joshua Hurwitz](#)

--Richard you're still on mute, although it looks like your camera it's coming online. See if there's a way you can unmute yourself. And, while we're waiting for you to get that, just again, read off a comment you had...

[Richard Fine](#)

--Now?

[Joshua Hurwitz](#)

--Oh, you're back. Here you are, great thank you.

[Richard Fine](#)

--Took a second or two, I'm the one that came up with the number of, I'll call them operational questions, and to cover a few of them but I have one more and that's with respect to the Mandalay, I believe it's the Mandalay Beach PT Class which I understand is going to become, go off-line pretty soon and if that's the truth I am suggesting that maybe the Port may want to acquire that plant and use it as an extra, an extra source for energy and that way cutting down its own energy expenses and that would be one of the things and I'm looking at the energy expenses of the Port and the more that the Port can go in and do its own energy expenses and cutting them down, as you know a lot of operations do co-generation and a lot of other things, therefore cutting out the profit, shall we say, that utility companies maybe making and that's going to be a big savings for the Port itself and as the Port tends to go into all electric it's going to have to deal with the fact of, number one, where is the electricity going to be coming from, and how can they cut down their own. The Port end up owning its own peaking plant and maybe as time goes on you've been using that plant for the energy that it produces and last night when we brought up the issue of different ways of generating and I don't know if there's a gulfstream close to us but one of the ways of generating electricity is putting turbines into the gulf stream and if there is a gulf stream near us, I don't know how far out it is but if we can put turbines into

that stream, you have a constant source of electricity. I know that in Hawaii, we used to have a place out in Hawaii, that in Hawaii they're using wave power. If there are places that the Port can put turbines into the wave power that's another source of constant electricity. So, I'm not recommending windmills because, well, you can put windmills in if the Port wants to acquire land up in the hills and keep it away, and do something to protect the windmills from the fires and if you want to do that, put the windmills in that's going to be another source because the wind is really blowing in Ventura County in the Hill area so you can do it in that way. The other thing...

[Dona Lacayo](#)

--Thank you, thank you, Richard for your comments.

[Richard Fine](#)

--Okay, I'll cut it off there.

[Dona Lacayo](#)

--We appreciate it.

[Richard Fine](#)

--Requiring the Port, the Channel Islands Harbor, which I notice is in the growth place, right at the place where you could acquire it, and that's going to give you the other aspects of land plus income. That's it for me.

[Dona Lacayo](#)

--Thank you very much.

[Joshua Hurwitz](#)

--Right, thank you, thank you Richard. Excellent comments, thank you. Any other comments we have, if you would like to raise your hand now this is an opportunity to do so. This isn't your only opportunity; we have had many discussions with the attendees. Also have, you may submit your questions and comments after-the-fact, via email and of course this presentation will be posted online as we said on the Port's website.

[Dona Lacayo](#)

--Do we have any questions in the chat or Q & A from anyone?

[Joshua Hurwitz](#)

--I'm not seeing any other Q&A questions, and I have not seen any chats.

[Dona Lacayo](#)

--Okay, I am seeing Richard's hand is up again I believe he may want to have another opportunity to make comments so let me check in with him. Okay Richard you should be able to be heard now.

[Richard Fine](#)

--Okay, just finishing off, the, basically from what I am seeing here and I'm really speaking as a resident, former resident of Oxnard Shores and now a resident of Port Hueneme, I'm really looking at the many ways that the Port can go out and cut down its costs and at the same time expand its business opportunities because in the beginning there was a comment that the Port really isn't interested in income, and I don't know if that was a true comment or not, but basically as a resident of Port Hueneme I want to see the Port get out there and expand its income as much as it possibly can because that benefit comes directly to me as a resident of the Oxnard District, you know, and so the more that the Port can expand the more income that it can bring in and bring it in in away that is efficient and a direct benefit to the residents through good environmental protection is the best thing going, I mean it's absolutely very much the best thing. So looking at all these things overall, what land can be acquired, how can the Port expand, taking its operations and putting them off the Port directly if it possibly can, all these things coming together is a benefit to the residents and if we can do it in an environmentally safe way there aren't going to be any complaints from the residents. Now, mind you, there will always be the environmental discussions, I mean, in my history I've been involved in dealing with putting the power plant into Mendocino County, you can imagine what happens there. So, it's a situation that you would have to balance all of these things, and if you get to zero emissions, well, it is terrific, and I think the Port can do that. So basically, you have all this coming together. I mean, there's one suggestion I did not put it in because I don't think we're really ready for it and that is to deal with the shipping companies so that they can actually tag their cargo to be able to show the ultimate destination of the cargo on the container to put that into the trucking company or the railroad and the later trucking company so that when the cargo comes in it can be offloaded directly onto the truck if it's going locally and that truck can just take it right on to the ultimate destination or it's going to be a destination in the Midwest, it can possibly be offloaded onto something that will take it to the train and be directly in. That would be the ultimate thing that we could do. I don't think that we are there at this point in time, but someday we will get there, but at the same time I think that the Port is doing a really terrific job, and I like the fact that the Port is a number one green port, I mean, that is an amazing thing. So, the Port is doing well at where it's at right now and I, as a resident, I am very, very interested in seeing the Port going along that direction and everything that it can do to get there.

[Joshua Hurwitz](#)

--Great, well thank you Richard. Really appreciate your support, your comments, your thoughtful questions. Thank you very much. I'll move on now to another chat question that came in. This is in regards to the growth of container volumes. So with container volumes doubling recently, what is the plan to accommodate the space for four cranes working simultaneously? So, this is a question about some of the specifics for operating and accommodating the future growth on the footprint and undoubtedly there will be some phasing, right some near-term operating considerations combined with some longer-term infrastructure planning as part of this 10-year strategic plan. So, thank you for the question, we'll make sure to have the Support staff reach back out to you with further details.

[Dona Lacayo](#)

--Armando Delgado has his hand up so I'm going to allow him into speaking option. Hello Armando, can you hear us?

[Armando Delgado](#)

--Absolutely, thank you. I was... I had to pull over. I was driving.

[Dona Lacayo](#)

--You're welcome. Hello.

[Armando Delgado](#)

--First and foremost thank you everyone and hello Dona, Joshua and Christina. Excellent presentation and excellent interaction with the public from our community here, again, this is Armando with Carpenters Local 805 and speaking on behalf of 1,800 professional union carpenters from our local 805, you know we, we are ready, we're ready for any project that may come out of your forward thinking. You know, thousands of working men and women, including professional union carpenters would find their livelihoods at risk if it wasn't for partnerships like ours with the Port and the other trades, you know, where environmental goals must include protections for working people they are just when they include the local community and just give opportunity for everyone. We like that you're thinking of vertical growth instead of, you know, we've heard the community, a lot of people opposed to the expansion, but expansion doesn't always mean outward, upward can always benefit you guys. And again, I just want to chime in, say hey, we're ready for the 28 scopes of work that you may provide for us and I like to say we haven't talked in a while but we had a lot of opportunities for new tradesman, new apprentices that came through to our projects on the Port and they're now successful moving forward and it was because of the partnership with us and the trades that we were able to bring to some of our community members on board. So, hey, let's move forward and we can't wait to see what else you got planned for us. Thank you.

[Dona Lacayo](#)

--Thank you for your comments Armando.

[Joshua Hurwitz](#)

--Great, we have another comment, a question that came in through the chat. As the Port deepens its berths to accommodate larger and more vessels, have there been discussions about potentially lengthening the berths inland? Thank you.

Yeah, thank you, great, it's a great question, that's definitely falling in the category of kind of a longer-term project. There have, in the past, been designs to, high-level designs to look at that, but I think for this coming 10-year plan, I think the ambition is to find, to find projects that can be realized in the near term, medium term and then as part of this 10 year strategic plan to really nail down what the long term infrastructure at the Port is going to look like. So definitely, that's a question I think will be addressed during the 10-year plan.

[Dona Lacayo](#)

--I don't see any hands up so far, but I'm wondering if anybody would like to say something from our partners, operators?

[Joshua Hurwitz](#)

--And if you would be more comfortable speaking in Spanish or Mixteco that's fine too, raise your hand, we'll let you in. You can indicate that to us when you've unmuted your microphone and will bring in our interpreter. We have a capabilities for that.

[Dona Lacayo](#)

--Oh, let's see here. Okay wonderful, Jay Prosch has his hand raised so I will go ahead and allow him to speak now and start his camera if you'd like. Hello Jay.

[Jay Prosch](#)

--Can you hear me okay?

[Dona Lacayo](#)

--We can hear you. Hello. Good afternoon.

[Jay Prosch](#)

--Okay, great, good. Thank you, Dona. So the first question or comment would be, and I know you have the question about Gentry cranes on the Port, the STS Gentries from your perspective, we're in favor that as we, for the most part take second priority to the container vessels and with the increase in container vessels coming into the Port, our window of opportunity to bring our vessels in has gotten smaller so I see a Gentry crane as a way for us to speed the container ships in and out and you guys would see increased volume coming and going and it would open up opportunities for you, so that's my comment on that.

The second thing I just want to throw out there as a question, has the Port ever considered anything for truck drivers? One of the biggest complaints I have for truck drivers coming out here, especially the ones that are not local, that are coming from further distances, or out-of-state, is that there is nowhere to park, there is nowhere to take a rest period. They can't do it on the Port, and I understand that, this city is very "untruck" friendly, if you, I think you all agree with that. So, have they ever considered partnering or, with possibly another venture. It could be a moneymaker having some type of truckstop off-Port at another site. That's all I have, thank you.

[Dona Lacayo](#)

--Thank you for your comments Jay, and questions. We'll address them as part of the strategic plan and thank you so much. Appreciate it.

[Joshua Hurwitz](#)

--Well Dona maybe, we just give just a few more moments for anyone else who wants to raise their hand and if not we can move on to closing down the session and describing the next steps.

[Dona Lacayo](#)

--I believe there was one more person. Let me see who it was, from Josh.

[Christina Birdsey](#)

--It was in the chat box.

[Dona Lacayo](#)

--Oh, in the chat? Oh, okay, yes. Josh, let's address the chat box before we end please.

[Joshua Hurwitz](#)

--Okay.

[Christina Birdsey](#)

--The last one.

[Joshua Hurwitz](#)

--The, from Josh, deepening the...

[Dona Lacayo](#)

--Yes.

[Joshua Hurwitz](#)

--Okay, oh, sure, so, the, this is the question. As the Port deepens its berth to accommodate larger and more vessels have there been discussions about potentially lengthening the berths inland, thank you. I think yes, as I mentioned previously there are a number, there was a design drawing, conceptual drawing about moving, changing the inlet shape and certainly as, I think from what we've been hearing as part of this 10 year plan there is a desire to focus on infrastructure, focus on near-term improvements, medium-term improvements that we'd like to see over the coming 10 years but then also during this 10 year strategic plan really kind of nail down what's the port going to look like over the long-term, you know, really longer-term, a decade, a decades long vision. And of course a reminder that all of your, many of you have participated in the one on one sessions over the past 12 to 15 months, so all of your comments will be incorporated into this strategic plan regardless of whether you mentioned it today or six months ago in the one-on-one, so we thank you for your contributions to the thinking and planning that goes into this long-range strategic plan.

[Dona Lacayo](#)

--Okay, Kristin would you like to say a few last words?

[Kristin Decas](#)

--Of course. So, first of all thank you everyone for your participation today. The answers were really, all the posts were really informative and helpful and helping us kind of layout the future renderings for the Port. We really are trying to hone in on the precise developments that we want to move forward with as this funding opportunities are in the horizon and just making sure that we're making smart, astute investments that are going to be for the long haul for our Port

community and customers, so important to what we do here. So, really please with the participation we will be tracking all of the questions that came up in chat and we will be putting them out there in email and posted on our website and they will be answered in different languages so that everyone can translate them and understand the questions that were here, were given today and have answers to them and then will continue to interface with our Port stakeholders and friends as we start doing some of the renderings based on the information that came out today to make sure that we are moving in the right direction and everyone's on board and we're making smart decisions here. So, important as I said in the beginning, it's important we sharpen our ax before we start cutting so, thank you for working with us today, I think it was a really productive session. Thank you everyone.

[Joshua Hurwitz](#)

--Alright, thank you Kristin, thank you Dona.

[Dona Lacayo](#)

--Thank you.

[Kristin Decas](#)

--Okay.

[Joshua Hurwitz](#)

--And thank you to all of you.

[Dona Lacayo](#)

--Good to hear from you. Thanks for your time.

[Kristin Decas](#)

--And don't forget to come and get your vaccine if you haven't. We got them on Monday. They're here, alright? J&J, 10 to 3. Okay, thanks everyone.

[Dona Lacayo](#)

--Thank you.

[Joshua Hurwitz](#)

--Bye bye.

[Kristin Decas](#)

--Bye.