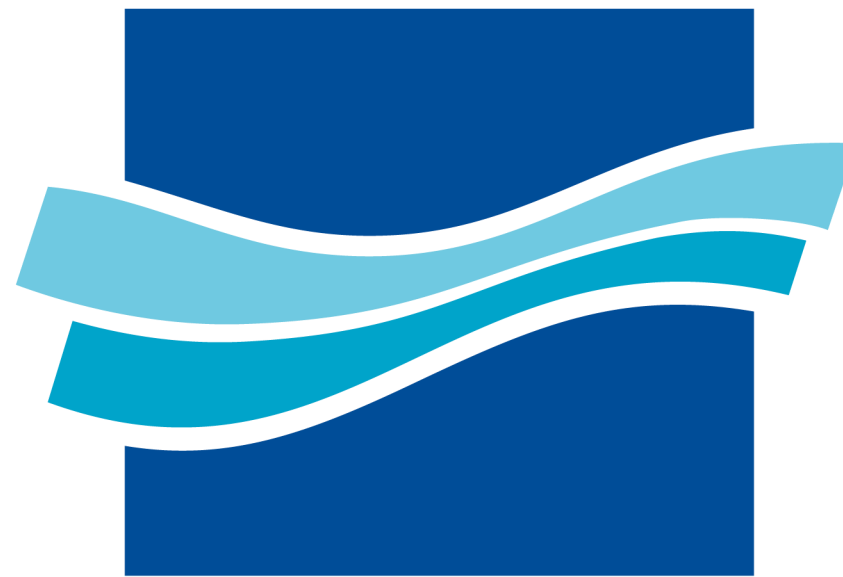


# Strategic Plan 2023



**PORT CORPUS CHRISTI®**

Revised 6/30/2020



PORT **CORPUS CHRISTI**®

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# Message to the Community

The development of domestic shale plays amounts to nothing short of an energy renaissance in the United States. Texas has raced into the pole position among energy producing states, and the Port of Corpus Christi Authority (Port) has emerged as the number one crude export terminal in the country. The energy flowing through our gateway is moving the needle on national Gross Domestic Product as well as on the international balance of trade.

With roughly three million barrels per day of new crude headed to Corpus Christi in the next three years, we've risen to the occasion, initiating plans to construct new crude export facilities that will accommodate a larger, more efficient global vessel fleet. In the three years since 2015, we've initiated or completed capital projects and acquisitions totaling over \$366M, which is more capital investment than we made over the prior 23 years.

This rapid growth is also reflected in Port staff, which has also grown by 20% in the last five years. In 2018, we established our first ever Planning Department to help guide us through strategic decisions about growth and to expand the ways in which we engage across our community. World-class talent requires world-class facilities, and the Port has undertaken design of a new administrative building that will help catalyze investment in the City's downtown SEA District. The completion of that landmark will coincide with the completion of the region's new Harbor Bridge, which will be the longest cable stayed bridge in the country, forever changing our skyline and allowing larger vessels to enter the Port's Inner Harbor.

After 20 years, Phase I of the Port's Channel Improvement Project was included in the US Army Corps of Engineers Work Plan and in the President's 2019 federal budget, allowing us to begin dredging in the second quarter of 2019. When complete, the deeper, wider Corpus Christi Ship Channel will be the deepest on the Gulf Coast at 54' and will afford enhanced operational efficiency and safety.

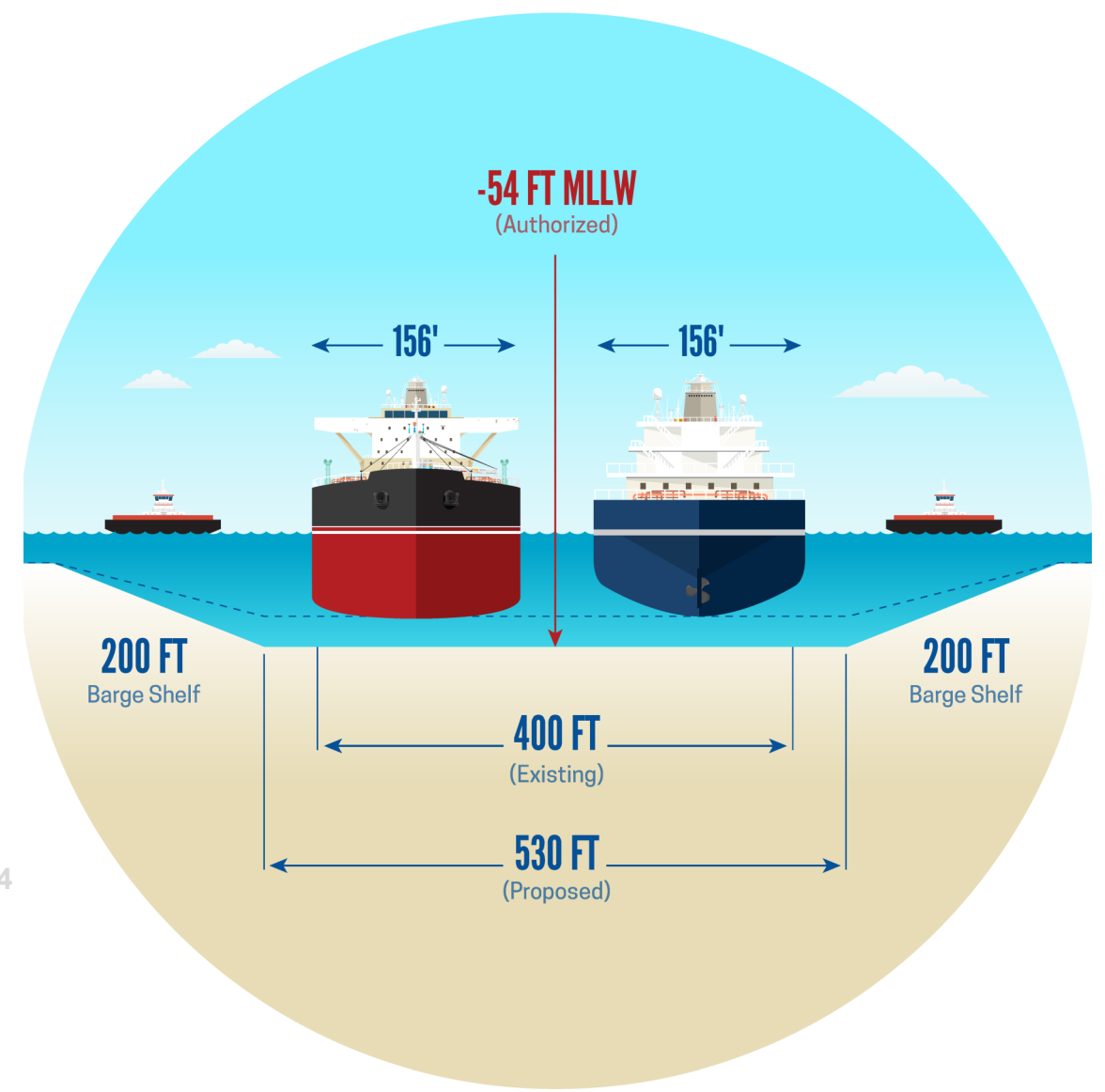
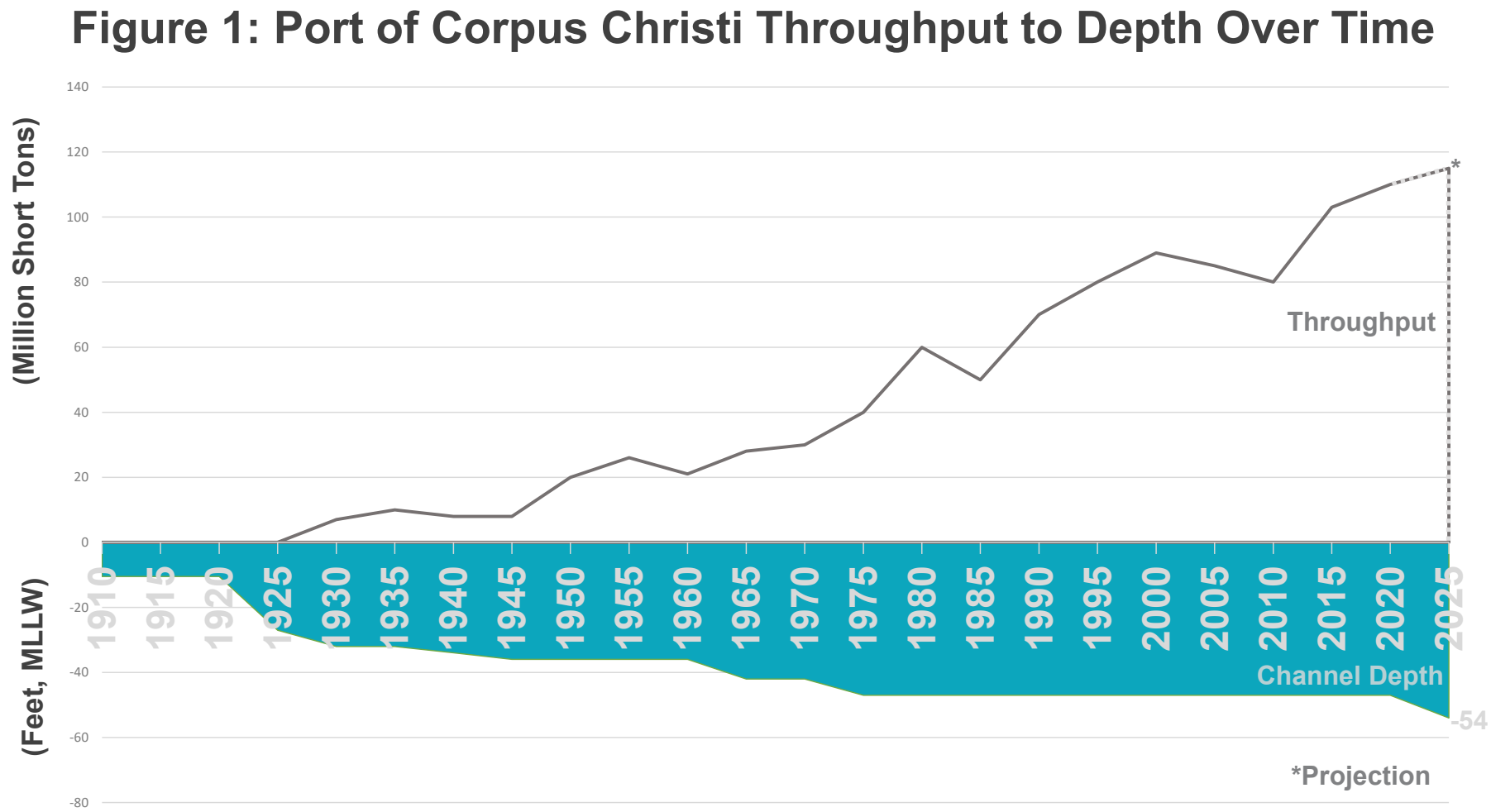
To support the growth on the horizon, the Port has been an active partner to local jurisdictions in developing a drought-resistant, uninterrupted water supply. In pursuing state permits for desalination facilities to serve the broader community, the Port has conducted an exhaustive review of technological best practices and has engaged the local academic community in new ways. This commitment to incorporating best available environmental science from local academic partners will be a cornerstone of the Port's business model as we continue to leverage commerce to drive prosperity for our community, our region, and our country.

Yours,



Charles W. Zahn, Jr.  
Chairman - Port Commission





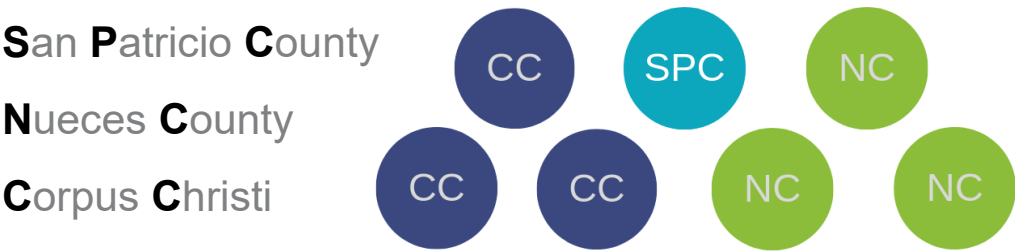
# Port at a Glance

The Port of Corpus Christi Authority is a navigational district and political subdivision of the State of Texas.

**Mission**      Leverage commerce to drive prosperity

**Vision**        Be *the* energy Port of the Americas

**Governance**    Port Commission of seven appointed commissioners representing three political jurisdictions:



- ▶ Top energy export port in the country
- ▶ Top four largest ports in the country by tonnage
- ▶ ~6,500 vessels moved in 2018
- ▶ 28,441 acres of land managed (10,379 upland, 18,062 submerged)
- ▶ Generates \$20B in economic activity for Texas
- ▶ Generates \$150B in economic activity in the US
- ▶ Port + associated activity account for ~35% of jobs in Corpus Christi metro area

OUR CORE VALUES

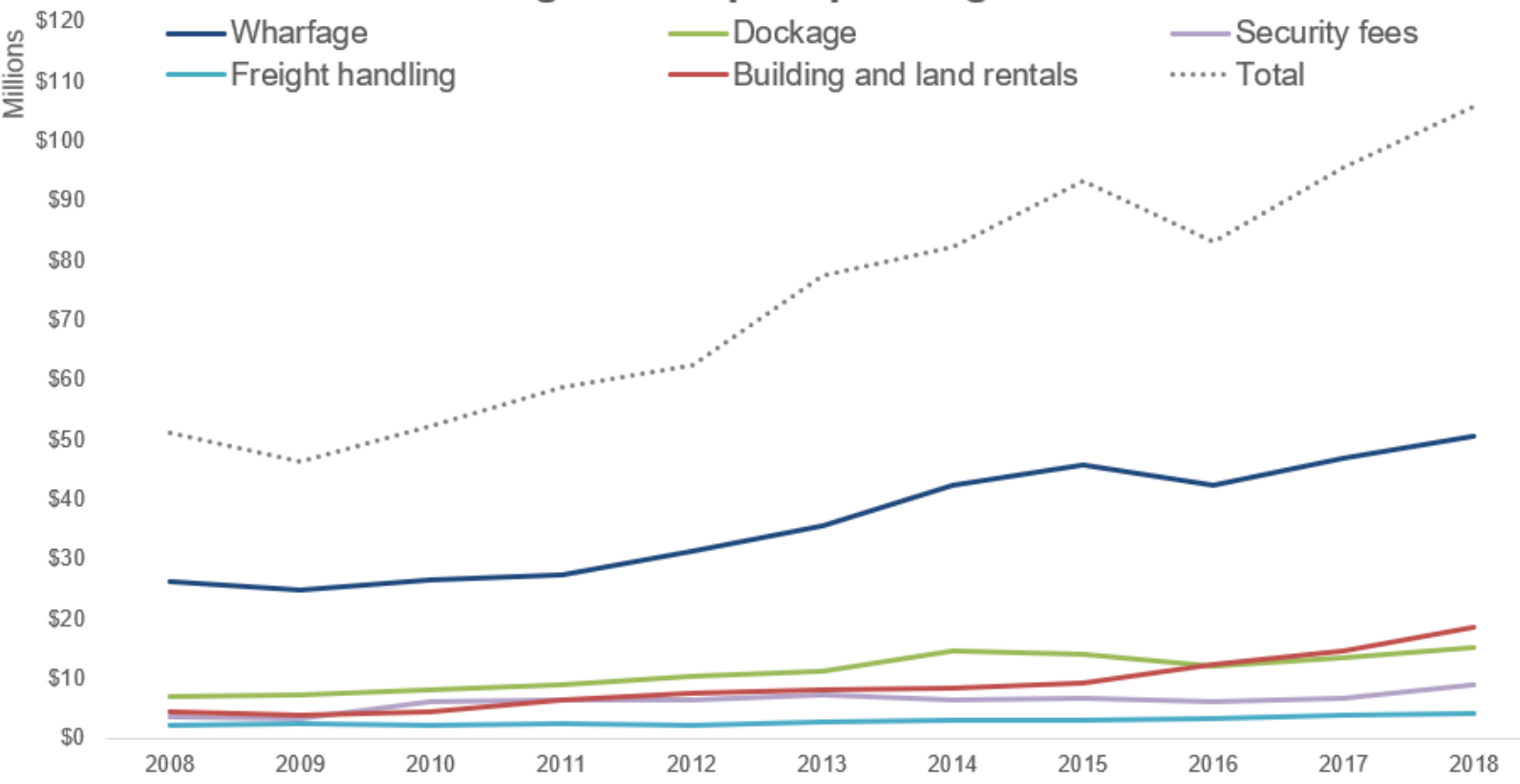
- SAFETY
- EMPOWERMENT
- ACCOUNTABILITY
- PREPAREDNESS
- OPTIMISM
- RESPECT
- TEAMWORK



## Our 5 Environmental Precepts

- AIR QUALITY
- WATER QUALITY
- SOILS & SEDIMENT
- WILDLIFE HABITAT
- ENVIRONMENTAL SUSTAINABILITY

Figure 2: Top 5 Operating Revenues





# Strategic Plan 2023 at a Glance

A good strategic plan is a workhorse, a management tool that is referenced too often to make it to the bookshelf and reaches the end of its useful life dogeared and annotated. A strategic plan must have an eye to the horizon and embody the organization’s ultimate vision, but a strategic plan is not a long-range plan. It is rather an iterative, three- to five-year action plan that defines specific objectives as progressive steps toward high-level organizational goals and overarching mission.

The Port of Corpus Christi’s Strategic Plan 2023 marks a commitment to a new way of doing business. The objectives defined herein—each of them specific, measurable, achievable, relevant, and time-bound (S.M.A.R.T.)—reflect cross-departmental priorities for enhancing Port operations (Table 1).

These objectives support six overarching goals, which are the product of a collaborative visioning exercise involving diverse stakeholders. These six strategic goals define the Port’s core priorities, and they should be as relevant in fifty years as they are today.

When the Port’s strategic plan is revisited in 2023, and roughly every three years thereafter, the objectives will be updated or replaced to reflect evolving performance targets and strategies for making incremental progress toward the Port’s strategic goals.



Table 1 :: Strategic Goals + S.M.A.R.T. Objectives

Goals	#	Objectives	Lead	Target End
Foster Strategic Growth	1	Develop decision support tool to systematically evaluate business development opportunities	Planning	Q4 2019
	2	Develop standard lease language/template that includes clear terms and standards for maintenance of Port-owned assets	Real Estate	Q2 2020
	3	Develop standard language/template for user agreements for public docks	Operations + R. E.	Q2 2020
	4	Implement Customer Relationship Management (CRM) database	Commercial	Q2 2020
	5	Develop decision support tool for determining highest and best use of Port-owned property	Planning	Q2 2020
	6	Develop decision support tool for prioritizing strategic property acquisition	Planning	Q2 2020
	7	Co-sponsor a Ports and Waterways Safety Assessment (PAWSA) to evaluate feasibility of establishing a designated marine exchange	Harbor Master	Q2 2020
	8	Update Property Planning Guide to inform land use decisions	Planning	Q2 2021
	9	Develop multi-year plan to acquire and protect property	Real Estate	Q2 2021
	10	Implement operational changes per Port Optimization Committee recommendations to increase total cargo moved across all public docks each year relative to prior year	Harbor Master + CEO	Recurring
Be a Good Business + Community Partner	1	Adopt Regional Mutual Aid Agreement	Port Security	Q3 2019
	2	Develop new (internal) Emergency Action Plan	Emergency Mgmt.	Q3 2019
	3	Develop master database for managing stakeholder engagements	Communications	Q4 2019
	4	Develop master database for managing engagements with Government Affairs stakeholders	Government Affairs	Q4 2019
	5	Develop working plan and budget for expenditure of Promotion and Development funds	Community Relations	Q1 2020
	6	Develop Stakeholder Engagement Checklist for use in project scoping / implementation	Community Relations	Q2 2020
	7	Implement protocol for managing/responding to/tracking stakeholder inquiries (including social media)	Communications	Q2 2020
	8	Develop STEM-based educational module(s) about PCCA targeting school-aged audiences (but applicable for multiple audiences)	Community Relations	Q2 2020
	9	Develop PCCA Style Guide Part 1 to help standardize all PCCA branding	Communications	Q2 2020
	10	Establish Port Ambassador Program	Community Relations	Q2 2020
	11	Conduct SWOT analysis/charrette (customers + security + shippers) to define safety priorities and right-size procedures for accessing secure locations	Planning	Q2 2020
	12	Develop all-hazards (internal/external) Emergency Management Plan	Emergency Mgmt.	Q4 2020
Provide Facilities + Services to Meet Customer Needs	1	Develop a protocol for assessing dock utilization relative to capacity	Planning	Q4 2019
	2	Conduct economic analysis of potential beneficial use alternatives for new dredge material	Planning	Q2 2020
	3	Develop capital infrastructure planning decision support tool	Planning	Q2 2020
	4	Update design standards and guidelines for infrastructure	Engineering	Q2 2020
	5	Update Project Management Manual	Engineering	Q2 2020
	6	Update 2012 Rail Capital Plan	Planning	Q2 2020
	7	Establish protocol for facility audits of marine assets (Phase I) to inform asset management/capital maintenance planning	Operations	Q2 2020
	8	Evaluate alternatives and define actionable strategy for developing additional dredge material placement capacity along north side of Inner Harbor	Channel Development	Q4 2020
	9	Evaluate alternatives and define actionable strategy for developing additional dredge material placement capacity to serve Outer Harbor (including La Quinta Channel reach)	Channel Development	Q4 2020
	10	Develop comprehensive, regional/collaborative Rail Master Plan	Planning	Q4 2020
	11	Implement Phase I (marine assets + Bulk Terminal + vehicle and equipment fleets) of an Asset Management System	Operations	Q2 2021
	12	Update Bulk Terminal Master Plan to include Asset Management	Planning + B. T.	Q2 2021

Goals	#	Objectives	Lead	Target End
Be an Environmental Leader	1	Establish a Port Scientific Advisory Committee to enhance integration of best available science from local practitioners in planning and development decisions	Planning + Environmental	Q4 2019
	2	Update Environmental Standards to specify that all new terminals constructed after 2019 will be Green Marine certified	Environmental	Q4 2019
	3	Develop/initiate a Clean Fleet (administrative + field vehicles) Conversion Program	Environmental	Q4 2019
	4	Develop/initiate a Clean Equipment Conversion Program	Environmental	Q4 2020
	5	Develop a decision support tool to 1. identify and 2. prioritize habitat restoration and/or creation projects	Planning	Q2 2021
	6	Facilitate creation of the state's first marine park (or equivalent designation)	Planning	Q2 2022
	7	Achieve highest level of Green Marine Certification in five (Greenhouse Gases and Air Pollutants; Spill Prevention; Dry Bulk Handling & Storage; Community Impacts; Waste Mgmt.) of seven program areas	Environmental	Q3 2022
	8	Establish minimum of one new standard port-wide (including users) on at least two environmental precepts per year	Environmental	Recurring
	9	Each year for next five years, implement at least one new (relative to 2018 baseline) water quality treatment Best Management Practice in 10% of stormwater sub-basins on PCCA property (per Stormwater Master Plan)	Environmental	Recurring
	10	Uphold policy of purchasing electricity from 100% renewable sources	Environmental	Recurring
	11	Uphold ISO 140001 certification for PCCA's Environmental Management System	Environmental	Recurring
Fund Our Vision	1	Procure Enterprise Resource Planning (ERP) System	Information Technology	Q4 2019
	2	Develop a protocol for calculating revenue per commodity by acre	Planning	Q4 2019
	3	Implement mechanism(s) to begin tracking non-water borne freight (pipe, truck, rail) to expand revenue capture	Finance	Q4 2019
	4	Create decision support tool to systematically evaluate grant opportunities, including a process and schedule pro forma to guide management of application process	Planning	Q2 2020
	5	Implement organization-wide, centralized document control and storage policy/protocol	Records Mgmt.	Q2 2020
	6	Develop process for capturing <i>operational risk</i> , including integrating it into existing Risk Matrix and associated Heat Map	Risk Mgmt.	Q2 2020
	7	Implement all modules within Enterprise Resource Planning (ERP) system	Information Technology	Q4 2021
	8	Impose structure on existing self-insurance program to include actuarial-based budget that informs organizational budgeting process and includes case reserves for litigation	Risk Mgmt.	Q2 2022
Cultivate the Workforce + Tools of the Future	1	Procure Talent Management System (TMS) software	Human Resources	Q4 2019
	2	Complete assessment of needs and opportunities for potential UAS applications in Port operations	Planning	Q4 2019
	3	Update Port's GIS Server (hardware + software)	Planning	Q2 2020
	4	Integrate geospatial analyses to enhance departmental workflow in Real Estate, Engineering, and Environmental	Planning	Q2 2020
	5	Update training program (content + schedule) for recurring training of Port Commission	Planning	Q2 2020
	6	Develop template and codification protocol for establishing new organization-wide policy	Human Resources	Q2 2020
	7	Update full suite of Human Resources policies	Human Resources	Q2 2021
	8	Achieve 45001 accreditation for occupational health and safety	Safety	Q2 2022
	9	Implement all modules within Talent Management System (TMS)	Human Resources	Q2 2022
	10	Within 12 months of acquisition of a given module in TMS, develop procedures and implement training for that module for all stakeholders	Human Resources	Q2 2022



# The Port’s Strategic Planning Process

In that Strategic Plan 2023 updates the Port’s previous strategic plan, the planning team began by reviewing each of the objectives and associated outputs in the 2014 plan to determine which were complete and which should be carried forward with updated performance targets.

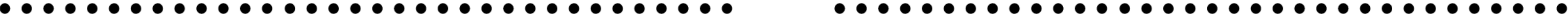
While a lead department was ultimately defined for each objective, the vetting and updating of objectives was a collaborative, inter-departmental process. Where the 2014 strategic plan was prescriptive about the tasks required to accomplish each of the objectives defined therein, Strategic Plan 2023 defers detailed decisions about execution to the department-level staff who helped craft—and are thus fundamentally invested in—the S.M.A.R.T. objectives in the plan.

The objectives defined in this strategic plan are intended to *optimize* operations at the Port, so actually *defining* how operational decisions are made is a critical first step. To that end, the planning team met with individual departments to identify what tools are central to their work. The planning team sought to understand how these tools are used, and in particular, how they relate to each other. The planning team used data visualization software to map these connections and to create a diagram of work flow at the Port (Figure 3).

...

Each circle in Figure 3 represents a discrete tool used at the department level. These tools are grouped into columns according to which of the Port’s six strategic goals they support most directly. Likewise, the tools are clustered into four horizontal tiers: *high-level management systems* are in the highest tier and foundational *operating protocols*, such as daily checklists and audit forms, are in the bottom tier. *Master plans* and *decision support tools* comprise the middle two tiers. As depicted in the diagram, all work at the Port falls under the umbrella of the Port’s SEA PORT Values and five Environmental Precepts.

The process flow diagram helps identify opportunities for improving Port operations. Gaps suggest a possible need to develop new tools in a given tier; a heavy cluster of dots or confluence of connections may indicate redundancy in scope or function of plans or tools. Any such opportunity for process improvement is potential fodder for S.M.A.R.T. objectives in the Strategic Plan.



# SEAPORT Values

## Environmental Precepts

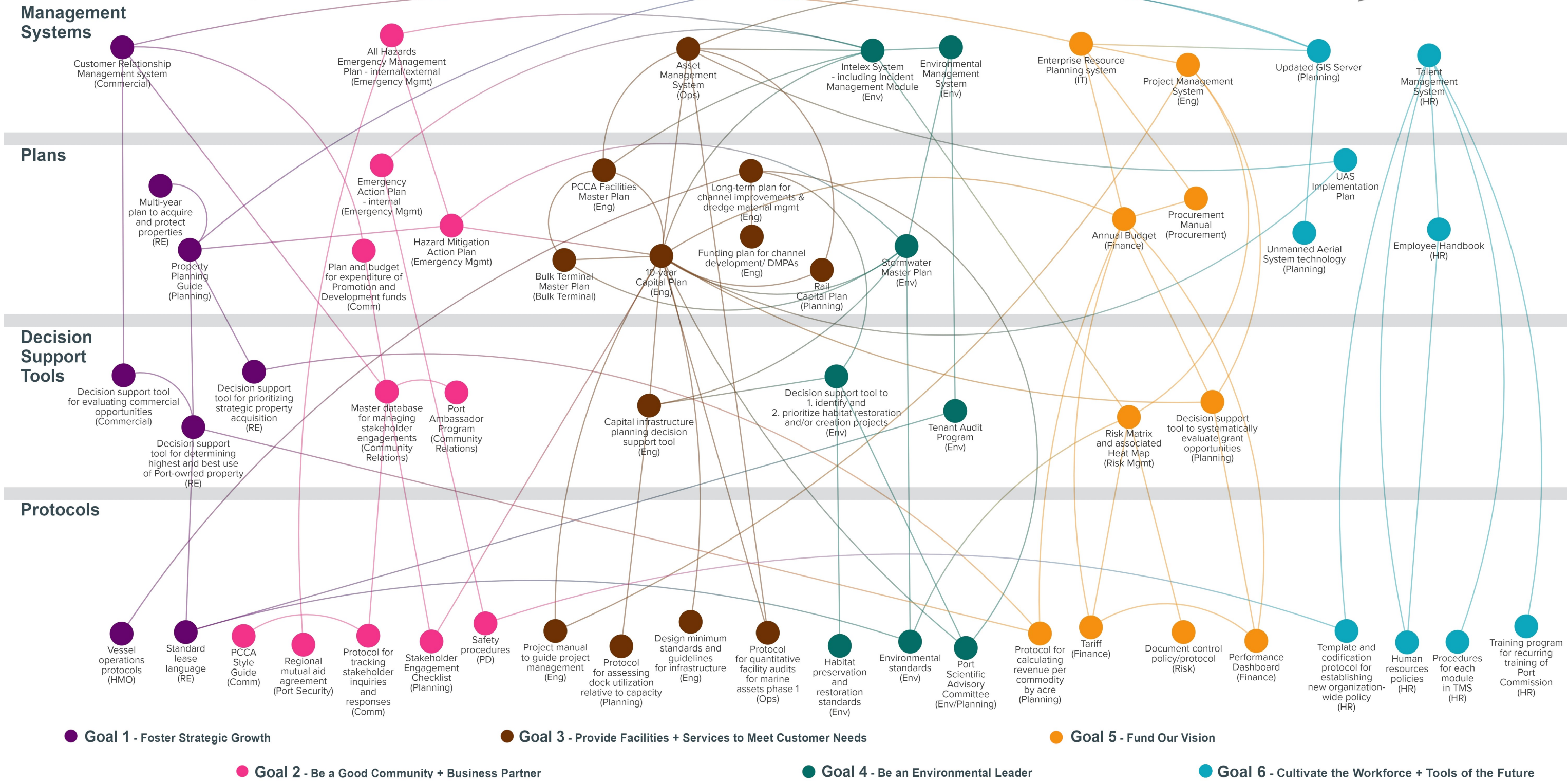


Figure 3 - Port Workflow

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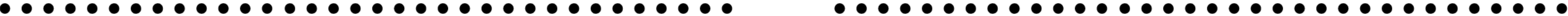


# Strategic Goals + S.M.A.R.T. Objectives

The Port’s strategic goals define the Port’s core priorities. They are fundamental to the Port’s mission and should remain relevant indefinitely. The objectives identified in the Port’s Strategic Plan 2023 directly support the strategic goals by focusing staff time and resources on those core priorities.

These S.M.A.R.T. (**s**pecific, **m**easurable, **a**chievable, **r**elevant, and **t**ime-bound) objectives are updated or replaced with each new iteration of the organization’s Strategic Plan to reflect evolving performance targets and strategies for making incremental progress toward the Port’s strategic goals.

The objectives in Strategic Plan 2023 are inherently interdisciplinary; fully realizing them will, by design, necessitate collaboration and creativity.



# Strategic Goal 1 :: Foster Strategic Growth

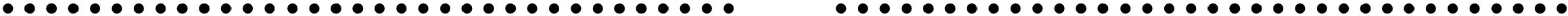
“The decision to create a dedicated planning department at the Port of Corpus Christi after 92 years illustrates that Port leaders are committed to growth by design. Our port is endowed with tremendous natural assets, and it’s incumbent on us to make careful, data-driven decisions about how we make the most of them for the good of our community.”



Jeffrey Pollack, AICP ENV SP, *Director of Planning*

Foster Strategic Growth

Objectives	Lead	2019	2020	2021	2022
1 Develop decision support tool to systematically evaluate commercial opportunities	Planning	● ●			
2 Develop standard lease language + template that includes clear terms and standards for maintenance of Port-owned assets	Real Estate	● ● ● ●			
3 Develop standard language + template for user agreements for public docks	Operations + R. E.	● ● ● ●			
4 Implement Customer Relationship Management (CRM) database	Commercial	● ● ● ●			
5 Develop decision support tool for determining highest and best use of Port-owned property	Planning	● ● ● ●			
6 Develop decision support tool for prioritizing strategic property acquisition	Planning	● ● ● ●			
7 Co-sponsor a Ports and Waterways Safety Assessment (PAWSA) to evaluate feasibility of establishing a designated marine exchange	Harbor Master	● ● ● ●			
8 Update Property Planning Guide to inform land use decisions	Planning	● ● ● ● ● ● ● ●			
9 Develop multi-year plan to acquire and protect property	Real Estate	● ● ● ● ● ● ● ●			
10 Implement operational changes per Port Optimization Committee recommendations to increase total annual cargo moved across all public docks each year relative to prior year	Harbor Master + CEO	● ● → → → → → → → →			



## Strategic Goal 2 ::

# Be a Good Business + Community Partner

“Productive partnerships are the lifeblood of our business at the Port of Corpus Christi, and we understand that transparency, consistency, and good communication are the cornerstones of those relationships. In the face of tremendous growth, we’ve invested heavily in new staff and new tools to help the Port be an ever better partner to our customers and neighbors.”



Omar Garcia, *Chief External Affairs Officer*

Be a Good Business + Community Partner

Objectives	Lead	2019	2020	2021	2022
1 Adopt Regional Mutual Aid Agreement	Port Security	●			
2 Develop new (internal) Emergency Action Plan	Emergency Management	●			
3 Develop master database for managing stakeholder engagements	Communications	● ●			
4 Develop master database for managing engagements with government affairs stakeholders	Government Affairs	● ●			
5 Develop working plan and budget for expenditure of Promotion + Development funds	Community Relations	● ● ●			
6 Develop Stakeholder Engagement Checklist for use in scoping + implementation	Community Relations	● ● ●	● ●		
7 Implement protocol for managing/responding to/tracking stakeholder inquiries (including social media)	Communications	● ● ●	● ●		
8 Develop STEM-based educational module(s) about PCCA targeting school-aged audiences (but applicable for multiple audiences)	Community Relations	● ● ●	● ●		
9 Develop PCCA Style Guide Part 1 to help standardize all PCCA branding	Communications	● ● ●	● ●		
10 Establish Port Ambassador Program	Community Relations	● ● ●	● ●		
11 Conduct SWOT analysis/charrette (customers + security + shippers) to define safety priorities and right-size procedures for accessing locations	Planning	● ● ●	● ●		
12 Develop all-hazards (internal + external) Emergency Management Plan	Emergency Management	● ● ●	● ● ● ● ●		

# Strategic Goal 3 :: Provide Facilities + Services to Meet Customer Needs

“The Port of Corpus Christi is an international gateway. Our engineering, operations, and environmental staffs design, permit and manage the channel, docks, laydown yards, and other infrastructure to meet the changing needs of world-scale customers. Our goal is to have world-class infrastructure to support that global commerce.”



Clark Robertson, *Chief Operating Officer*

Provide Facilities + Services to Meet Customer Needs

Objectives	Lead	2019	2020	2021	2022
1 Develop a protocol for assessing dock utilization relative to capacity	Planning	● ●			
2 Conduct economic analysis of potential beneficial use alternatives for dredge material	Planning	● ● ● ●			
3 Develop capital infrastructure planning decision support tool	Planning	● ● ● ●			
4 Update design standards and guidelines for infrastructure	Engineering	● ● ● ●			
5 Update Project Management Manual	Engineering	● ● ● ●			
6 Update 2012 Rail Capital Plan	Planning	● ● ● ●			
7 Establish protocol for facility audits of marine assets (Phase I) to inform asset management + capital maintenance planning	Operations	● ● ● ●			
8 Evaluate alternatives and define actionable strategy for developing additional dredge material placement capacity along north side of Inner Harbor	Channel Development	● ● ● ● ● ●			
9 Evaluate alternatives and define actionable strategy for developing additional dredge material placement capacity to serve Outer Harbor (including La Quinta Channel reach)	Channel Development	● ● ● ● ● ●			
10 Develop comprehensive, regional/collaborative Rail Master Plan	Planning	● ● ● ● ● ●			
11 Implement Phase I (marine assets + Bulk Terminal + vehicle and equipment fleets) of an Asset Management System	Operations	● ● ● ● ● ● ● ●			
12 Update Bulk Terminal Master Plan to include Asset Management	Planning + Bulk Terminal	● ● ● ● ● ● ● ●			



# Strategic Goal 4 :: Be an Environmental Leader

“At the Port of Corpus Christi, environmental leadership is setting standards that are based on the highest benchmarks not just in the maritime industry, but across all industry sectors.”



Sarah Garza, *Director of Environmental Planning and Policy*

Be an Environmental Leader

Objectives		Lead	2019	2020	2021	2022
1	Establish a Port Scientific Advisory Committee to enhance integration of best available science from local practitioners in planning and development decisions	Planning + Environmental	● ●			
2	Update Environmental Standards to specify that all terminals constructed after 2019 will be Green Marine certified	Environmental	● ●			
3	Develop/initiate a Clean Fleet (administrative + field vehicles) Conversion Program	Environmental	● ●			
4	Develop/initiate a Clean Equipment Conversion Program	Environmental	● ●	● ● ● ●		
5	Develop a decision support tool to 1. identify + 2. prioritize habitat restoration and/or creation projects	Planning	● ●	● ● ● ● ● ●	● ●	
6	Facilitate creation of the state's first marine park (or equivalent designation)	Planning	● ●	● ● ● ●	● ● ● ● ● ●	● ●
7	Achieve highest level of Green Marine Certification in five (Greenhouse Gases and Air Pollutants; Spill Prevention; Dry Bulk Handling & Storage; Community Impacts; Waste Mgmt.) of seven program areas	Environmental	● ●	● ● ● ● ● ●	● ● ● ● ● ● ● ●	● ● ● ●
8	Establish minimum of one new standard port-wide (including users) on at least two environmental precepts per year	Environmental	● ●	→ → → → →	→ → → → →	→ → → → →
9	Each year for next five years, implement at least one new (relative to 2018 baseline) water quality treatment Best Management Practice in 10% of stormwater sub-basins on PCCA property (per Stormwater Master Plan)	Environmental	● ●	→ → → → →	→ → → → →	→ → → → →
10	Uphold policy of electricity purchasing from 100% renewable sources	Environmental	● ●	→ → → → →	→ → → → →	→ → → → →
11	Uphold ISO140001 certification for PCCA's Environmental Management System	Environmental	● ●	→ → → → →	→ → → → →	→ → → → →



# Strategic Goal 5 :: Fund Our Vision

“Here at the Port of Corpus Christi, we’re proud that in nearly a century of operations, we’ve never exercised our taxing authority for operations and maintenance. It’s a testament to a long history of strong leadership and sound fiscal planning.”



Kent Britton, CPA, *Chief Financial Officer*

Objectives	Lead	2019	2020	2021	2022
1 Procure Enterprise Resource Planning (ERP) System	Information Technology	● ●			
2 Develop a protocol for calculating revenue per commodity by acre	Planning	● ●			
3 Implement mechanism(s) to begin tracking non-water borne freight (pipe, truck, rail) to expand — revenue capture	Finance	● ●			
4 Create decision support tool to systematically evaluate grant opportunities, including a process — and schedule pro forma to guide management of application process	Planning	● ● ● ●			
5 Implement organization-wide, centralized document control and storage policy/protocol	Records Management	● ● ● ●			
6 Develop process for capturing <i>operational</i> risk, including integrating it into existing Risk Matrix — and associated Heat Map	Risk Management	● ● ● ●			
7 Implement all modules within Enterprise Resource Planning (ERP) system	Information Technology	● ● ● ● ● ● ● ●			
8 Impose structure on existing self-insurance program to include an actuarial-based budget that — informs organizational budgeting process and includes case reserves for litigation	Risk Management	● ● ● ● ● ● ● ● ● ● ● ●			



# Strategic Goal 6 :: Cultivate the Workforce + Tools of the Future

“The complexity of the maritime industry demands a highly technical work force that collaborates seamlessly across disciplines. At the Port of Corpus Christi, we are developing a pipeline of talent to supply a diverse and specialized workforce . . . human capital to drive the Energy Port of the Americas!”



Brenda Reed, PHR, SHRM-CP, *Director of Human Resources*

Cultivate the Workforce + Tools of the Future

Objectives	Lead	2019	2020	2021	2022
1 Procure Talent Management System (TMS) software	Human Resources	● ●			
2 Complete assessment of needs and opportunities for potential UAS applications in Port operations	Planning	● ●			
3 Update Port's GIS Server (hardware + software)	Planning	● ● ● ●			
4 Integrate geospatial analyses to enhance departmental work flow in Real Estate, Engineering, and Environmental	Planning	● ● ● ●			
5 Update training program (content + schedule) for recurring training of Port Commission	Planning	● ● ● ●			
6 Develop template and codification protocol for establishing new organization-wide policy	Planning	● ● ● ●			
7 Update full suite of Human Resource policies	Human Resources	● ● ● ● ● ● ● ●			
8 Achieve 45001 accreditation for occupational health and safety	Safety	● ● ● ● ● ● ● ● ● ●			
9 Implement all modules within Talent Management System (TMS)	Human Resources	● ● ● ● ● ● ● ● ● ●			
10 Within 12 months of acquisition of a given module in TMS, develop procedures and implement training for that module for all stakeholders	Human Resources	● ● ● ● ● ● ● ● ● ●			



# The Decade Ahead

Strategic Plan 2023 is the latest iteration in the Port’s evolving plan of action for keeping pace with a booming domestic energy economy and a dynamic global maritime industry. This plan highlights our focus on developing tools and processes to help prepare us for the decade ahead.

We see geo-spatial data as the foundation for most planning and operational decisions, from land use to asset management. To this end, partnerships with local academic institutions will be crucial to ensure that our decisions reflect best available information and our designs integrate state-of-the-art technologies.

The rate of technological innovation will increase over the next decade, allowing new benchmarks in operational efficiency and environmental protection in the port environment. Our vehicles and vessels will become increasingly connected to each other and to the infrastructure that supports them. These technologies will both generate and require massive amounts of real-time information, meaning that the docks we build may someday include computer control rooms. The role of unmanned aerial vehicles in port operations will continue to expand, ultimately revolutionizing the way that we do everything from patrolling our boundaries to auditing tenant activities.

Gains in safety and efficiency realized through increased automation will help us fulfill our commitment to ever-stricter standards for environmental stewardship. In the face of local growth pressures and global environmental change, we must—as keepers of the public trust—help set the standard for low-impact operations.

The US will become a net energy exporter in the coming decade, and the Port of Corpus Christi will continue to solidify its place as *the* energy port of the Americas, even as we contemplate what living up to this moniker may mean by the middle of the 21st century. Natural gas produced in Texas and exported through our port will fuel the evolution of the global energy economy. Liquified natural gas (LNG) will figure ever more prominently in our energy export portfolio as the expansion of local operations helps propel the United States as a top global LNG exporter.

As we continue to invest in the infrastructure and talent that will allow us to make the most of new opportunities in the decade ahead, we are firmly committed to working with our neighbors to grow by design. As we approach the end of a full century of leveraging commerce to drive prosperity in the Coastal Bend and beyond, we renew our commitment to ardently protect the quality of life in the community in which we live, work, and play.

Onward,



Sean C. Strawbridge  
Chief Executive Officer  
Port of Corpus Christi Authority

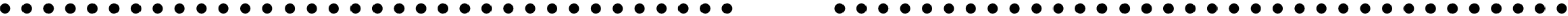




# Appendix 1 :: Summary of Past Initiatives

## 2014 S.W.O.T. Analysis

<b>Strengths</b> <ul style="list-style-type: none"><li>Deep water (and permitted to go deeper)</li><li>Ease of access for shipping lines</li><li>Proximity to Eagle Ford shale</li><li>Texas business and regulatory environment</li><li>Organization - nimble with stable, experienced staff</li><li>Rail access and infrastructure</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>Location - empty hinterland, no local market</li><li>Land shortage - particularly for liquid bulk docks</li><li>Heavy reliance on few major customers</li><li>Facilities - congestion, capacity, age</li><li>Succession (management and staff)</li><li>Competitive compensation</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>Eagle Ford/Permian shale development</li><li>Potential lifting of export ban and Jones vessel requirement</li><li>Spinoff industries - energy users as well as producers</li><li>Mexico oil importation, equipment export</li><li>Panama Canal</li><li>Availability of land away from channel - possible</li><li>Pipeline to non-waterfront industrial cluster</li><li>Environment - become an environmental leader</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>Drop in oil price</li><li>Change in fracking regulations</li><li>Alternative energy transportation - pipeline etc</li><li>Water shortage (potable and industrial)</li><li>Potential community opposition</li><li>Catastrophic natural events</li><li>Exhaustion of Eagle Ford energy resources</li></ul>

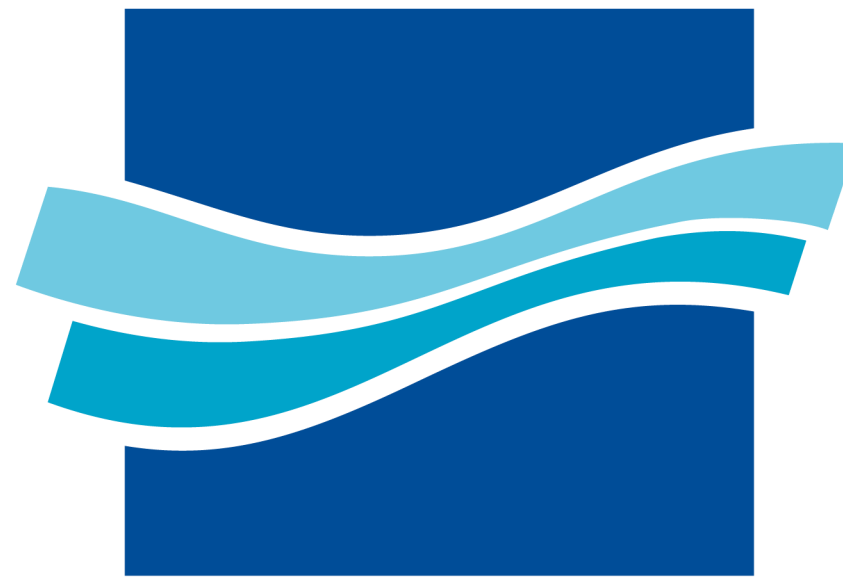


# 2014 Strategic Plan Implementation

GOALS	OBJECTIVES	ACTION ITEMS	START	STATUS
Fund Our Vision	Fund operating budget, Capital Program and strategic opportunities	Develop financial strategy	Q3 2014	Complete
		Develop Capital Project Management System	Q2 2017	Ongoing
		Develop performance dashboard	Q2 2017	Ongoing
		Enhance management of revenue and payments	Q1 2017	Complete
	Manage business and operational risks	Identify market risks	Q2 2015	Complete
Provide Facilities and Services to Meet Customer Needs	Develop Master Plan and Asset Management Program (AMP)	Develop PCCA facilities vision and Master Plan	Q2 2015	Ongoing
		Develop Asset Management Program	Q3 2015	Ongoing
	Provide deepwater and shallow-draft waterways required to support maritime and industrial development	Increase stakeholder understanding of benefits and value in channel improvements	Q3 2015	Complete
		Develop funding plan for channel development/DMPAs	Q3 2015	Complete
		Develop long-term plan for channel improvements and dredge material management in addition to Corps requirements	Q2 2016	Complete
	Provide public docks & support private facilities to facilitate maritime and industrial development	Develop facilities plan with emphasis on preserving flexibility to respond to market demands	Q2 2015	Complete
		Upgrade and maintain existing docks and facilities	Q3 2015	Ongoing
		Plan and develop new docks and mooring areas	Q1 2016	Ongoing
		Develop process to support private customer projects	Q2 2015	Ongoing
	Provide surface infrastructure and services to support maritime and industrial development	Support efforts to expand regional water supply available to industry	Q4 2016	Ongoing
		Lead process of making utilities available to Port-related properties	Q3 2015	Ongoing
		Continue improvement of rail access to support waterborne commerce and Port-related industry	Q3 2015	Complete
		Improve vehicular access to support waterborne commerce and Port-related industry	Q3 2015	Complete
Sustain Productive Stakeholder Relationships	Build and sustain productive relationships with all stakeholders	Establish relationship baseline with each stakeholder group	Q3 2015	Complete
		Create climate of trust, respect and ownership	Q4 2016	Ongoing
		Publicize and recognize successes	Q2 2015	Complete
		Manage stakeholders relationships	Q2 2015	Ongoing
	Operate the Port's facilities in a safe, secure and efficient manner	Address security priorities excluding Sensitive Security Information (SSI)	Q1 2015	Complete

GOALS	OBJECTIVES	ACTION ITEMS	START	STATUS
Foster Compatible Industrial and Maritime Development	Proactively pursue diversified Port-related economic development opportunities	Develop multi-year marketing plan for industrial development and increase cargo to/from the Port	Q3 2015	Complete
		Vigorously assist Port-related industrial prospects in site selection, project planning and development	Q3 2015	Ongoing
		Identify and pursue general cargo and dry bulk diversification opportunities	Q3 2015	Complete
		Lead region in developing infrastructure to attract new waterborne commerce and industrial development	Q3 2015	Ongoing
	Ensure highest and best use of existing property and facilities	Develop and agree on criteria for "Highest and Best Use"	Q3 2015	Ongoing
		Develop expanded land use guidance documents	Q3 2015	Complete
	Acquire and protect land for industrial development and Port-related infrastructure	Develop multi-year plan to acquire and protect properties	Q2 2015	Complete
Be an Environmental Leader	Define environmental standards in partnership with customers	Define environmental standards that PCCA, our tenants, customers, and vendors will adhere to	Q1 2016	Ongoing
		Develop implementation program for environmental standards	Q3 2015	Ongoing
		Define compliance verification process and create an annual reporting template/program (Tenant Audit Program, EMS Management Review, Construction Documents, Vendor Selection)	Q3 2018	Complete
	Continue to meet and exceed regulatory standards	Implement environmental standards Port-wide	Q1 2019	Ongoing
		Develop and implement regulatory strategy for future environmental regulations	Q1 2016	Complete
		Verify compliance annually	Q1 2019	Complete
	Engage environmental community proactively	Promote environmental leadership message continuously	Q2 2015	Complete
		Define template for establishing environmental community engagement by project (existing [Bulk Terminal, dredge material placement for next 100 years] and new projects)	Q2 2017	Complete
		Active participation in community groups	Q2 2015	Complete
Grow Our People to Staff the Future	Implement comprehensive human resources strategy	Recruit, select and retain the best people	Q1 2015	Ongoing
		Develop people to achieve their potential	Q2 2015	Ongoing
		Develop succession planning program	Q3 2015	Ongoing
	Foster a safe and healthy workplace	Develop/Implement comprehensive Occupational Health & Safety (OH&S) management system	Q1 2016	Complete
		Identify and promote Port safety culture	Q1 2016	Complete
		Define/Improve incident procedures for employees	Q2 2015	Complete
		Take Wellness Program to next level	Q2 2015	Complete





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