

NOTICE OF MEETING

The Port Commission ("Commission") of the Port of Corpus Christi Authority ("PCCA") will meet in special session at the Ruben Bonilla Center for Global Trade, located at 222 Power Street, Corpus Christi, Texas on **Tuesday, November 4, 2014, at 3:00 p.m.**

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact Sherry DuBois at 885-6174 at least 48 hours in advance so that appropriate arrangements can be made.

Si usted se dirige a la junta y cree que su inglés es limitado, habrá un intérprete inglés español en la reunión de la junta para ayudarle.

PUBLIC NOTICE is given that the Commission may go into executive session at any time during the meeting to discuss matters listed on the agenda when authorized to do so by the provisions of Section 418.183 or Chapter 551 of the Texas Government Code. In the event the Commission elects to go into executive session regarding any agenda item, the presiding officer will publicly announce the section or sections of the Texas Government Code authorizing the executive session.

The agenda for the meeting is as follows:

1. Call meeting to order and receive Conflict of Interest Affidavits.
2. Receive comments from the public (*each speaker will be limited to 3 minutes*)
3. Workshop to receive and discuss and possibly take action on a Strategic Plan Update for the Port of Corpus Christi Authority presented by Leigh Fisher.
4. Adjourn.



Leigh | Fisher

STRATEGIC PLAN UPDATE

Presentation for Commission Meeting

Prepared for
**Port of Corpus
Christi Authority**

November 4, 2014

DRAFT



Agenda

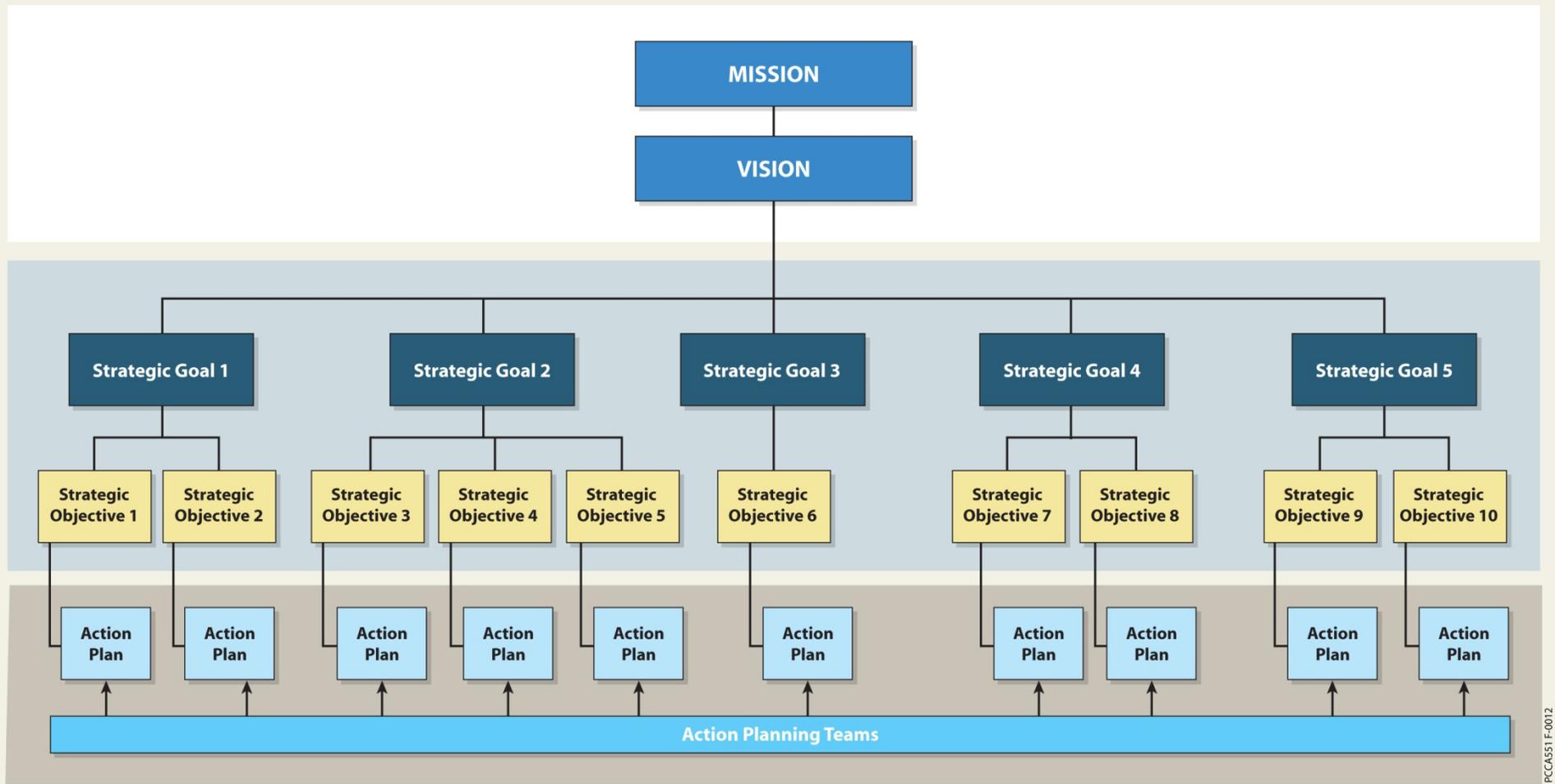
1. Objectives of the Strategic Plan Update
2. Strategic Plan Elements
3. SWOT Analysis
4. Mission
5. Vision
6. Strategic Goals
7. Strategic Objectives

Objectives of the Strategic Plan Update

The objectives of the Update are to:

1. Update the plan to reflect evolving conditions and opportunities
2. Establish a clear vision for the future development of the Port
3. Define key Port success drivers
4. Establish a balanced structure of strategic goals and objectives to achieve the Port's vision, and manage key success drivers
5. Establish performance measures to track and report progress

Strategic Plan Elements – Conceptual Relationships



PCCAS51 F-0012

SWOT Analysis

Strengths

- Deep water (and permitted to go deeper)
- Ease of access for shipping lines
- Proximity to Eagle Ford shale
- Texas business and regulatory environment
- Organization – nimble with stable, experienced staff
- Rail access and infrastructure (3 x Class I)

Weaknesses

- Location – empty hinterland, no local market
- Land shortage – particularly for liquid bulk docks
- Heavy reliance on few major customers
- Facilities – congestion, capacity, age
- Succession (management and staff)
- Competitive compensation

Opportunities

- Eagle Ford/Permian shale development
- Potential lifting of export ban and Jones vessel requirement
- Spinoff industries – energy users as well as producers
- Mexico oil importation, equipment export
- Panama Canal
- Availability of land away from channel – possible pipeline to non-waterfront industrial cluster
- Environment – become an environmental leader

Threats

- Drop in oil price
- Change in fracking regulations
- Alternative energy transportation – pipeline etc
- Water shortage (potable and industrial)
- Potential community opposition
- Change in local politics (commissioners)
- Catastrophic natural events
- Exhaustion of Eagle Ford energy resources

PCCA Proposed Mission

“Leverage commerce to drive prosperity”

In pursuit of this mission, the Authority shall:

- Protect and enhance the Port’s existing industrial base
- Conduct affairs in a positive and cooperative manner
- Operate in a fiscally responsible manner
- Be a positive and proactive force in the protection of the region’s marine and water related resources
- Be committed to serving the Port’s customers, present and future

Key words:

Leverage – expects that the Port will actively capitalize on its assets and trading potential

Commerce – emphasizes the Port’s primary role as a center for both trade and industry

Drive – reflects commitment to a high level of results oriented pro-action, energy, and initiative

Prosperity – establishes the primary mission of the Port to deliver broad social and economic benefit to the region it serves

Proposed PCCA Vision

*“To be **the** energy port of the Americas”*

Key elements of the Vision:

- **An intentionally bold statement setting an ambitious aspiration – establishes a future state different from the present state**
- **... “*the energy port*” embraces:**
 - A commitment to pre-eminence and leadership
 - A focus on serving both energy-related shipping and energy-dependent industry
 - Multimodal infrastructure
 - Superior facilities and service
 - All forms of energy – physical, human, emotional
- **... “*of the Americas*” embraces**
 - Recognition of the Port as an unrivaled energy, trade and industrial hub serving North America, Central America, and South America

Port Enterprise Success Drivers

Strategic goals are typically structured around the key success drivers of an organization



Proposed Strategic Goals

Proposed Goal

Success Drivers

1. *Fund our vision*

FINANCIAL STRENGTH

2. *Provide facilities and services to meet customers' needs*

FACILITIES/OPERATIONS

3. *Balance stakeholder interests*

COMMUNITY SUPPORT

4. *Foster compatible industrial and maritime development*

ECONOMIC DEVELOPMENT

5. *Be an environmental leader*

ENVIRONMENT

6. *Grow our people to staff the future*

PEOPLE/PROCESSES

Proposed Strategic Objectives

1. Fund our vision

- a) Fund operating budget, capital program and strategic opportunities
- b) Manage business and operational risks

2. Provide facilities and services to meet customer needs

- a) Provide deep-water and shallow-draft waterways required to support maritime and industrial development
- b) Provide public docks and support private facilities to facilitate maritime and industrial development
- c) Provide surface infrastructure and services to support maritime and industrial development

3. Balance stakeholder interests

- a) Build and sustain productive relationships with all stakeholders
- b) Operate the Port's facilities in a safe, secure, and efficient manner

4. Foster compatible industrial and maritime development

- a) Proactively pursue diversified Port economic development opportunities
- b) Ensure highest and best use of existing property and facilities
- c) Acquire and protect land for industrial development and Port infrastructure

5. Be an environmental leader

- a) Define and implement environmental standards in partnership with customers
- b) Continue to meet, and exceed regulatory requirements
- c) Engage environmental community proactively

6. Grow our people to staff the future

- a) Implement comprehensive human resources strategy – including career development, succession planning, compensation and benefits
- b) Foster a safe and healthy workplace



Leigh | Fisher

www.leighfisher.com