APPENDIX N

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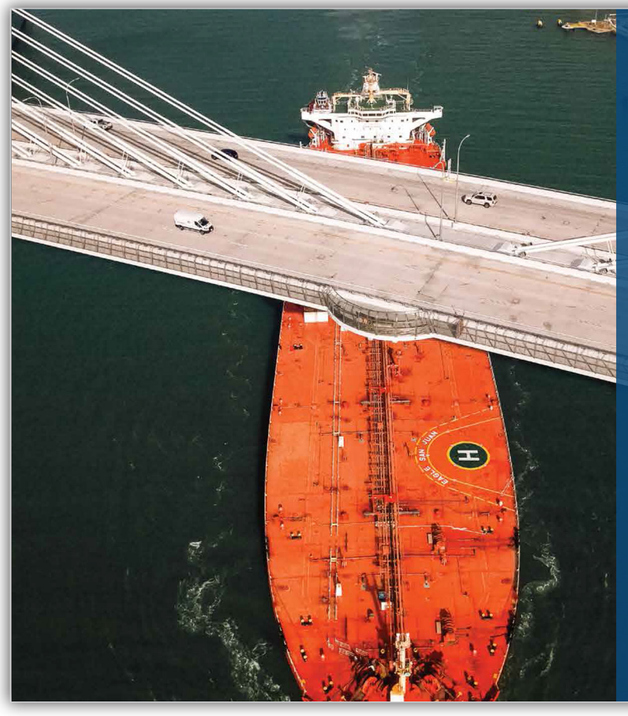
PORT OF CORPUS CHRISTI
AUTHORITY STRATEGIC PLAN 2029







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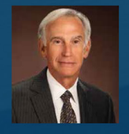
PORT CORPUS CHRISTI®

Message to the Community

As we roll into the second half of the 2020s, market uncertainty seems to be our new normal. The acute global market disruption of the early part of the decade has given way to lingering geopolitical conflicts and wide swings of the domestic policy pendulum, but Port staff, our customers, and this community have demonstrated a resilience earned through thoughtful planning, nimble leadership, and individual grit.

Thanks to continued investments by Port customers, Port Corpus Christi remains a reliable cornerstone of the regional and national economies, setting new tonnage records each year for the past three years. Local production and export of liquified natural gas has set new benchmarks and continues to bring energy security to our allies abroad, and West Texas Intermediate crude remains a highly valued commodity around the globe.



David P. Engel
Chairman
Port Corpus Christi Authority

Port leadership continues to prioritize investments in infrastructure that serves our customers and in institutions that serve our community. Over the past three years, the Port has:

- Invested over $500M to plan, permit, design, and build infrastructure to support customer needs
- Established a new department dedicated to Enterprise Asset Management and made great progress in phased program deployment
- Completed the deepening (-54' MLLW) and widening of the Corpus Christi Ship Channel to offer the deepest and most improved channel on the US Gulf Coast
- Collaborated to create new, scalable, uninterruptable water resources for the region, including permitting and leasing Harbor Island for a large-scale seawater desalination facility
- Sustained our community giving ($5.5M in 2025), of which a higher proportion than ever before is dedicated to educational and training programs and institutions
- Completed construction of a dedicated, fortified base of security and emergency operations to enhance our ability to serve the broader community in times of need

In this and the balance of our work, the Port has demonstrated its firm commitment to data-driven decision making, incorporating best-available science from local scientists whenever possible. We're engaging regional academic institutions in new ways, from habitat assessments and restoration strategies to novel geospatial tools and analyses.

And we're listening to you. We've taken deliberate steps to make our work and decisions more accessible, from posting our check register to sharing, by way of our website, every single analysis that we've conducted related to a potential desalination facility on Harbor Island. Port staff are also spending more time in our community, logging 1,572 volunteer hours in 2024 with community organizations across the Coastal Bend.

As my twelve-year term as a Port Commissioner wanes, I am most proud of and grateful to the professional women and men who make up our outstanding Port staff and the customers who have invested billions in our community, creating thousands of jobs and generating millions in tax dollars to support our exceptional quality of life here in the Coastal Bend.

From the Captain's Chair

Strategic Plan 2029 marks a point of inflection in the evolution of the planning practice at the Port. The total number of objectives in this Plan—150—and the distribution of objectives across Strategic Goals 1-5 remained roughly unchanged from SP2026, indicating that we've hit our stride and found a natural equilibrium. In contrast, Strategic Goal 6—Cultivate the Workforce + Tools of the Future—includes 50% more objectives in SP2029 than it did in SP2026, nearly 60 in all, reflecting a resounding investment in talent development and technology. In addition, these objectives are spread across 15 different departments, showing a clear ambition across our workforce to improve and modernize the way we work.

While the way we get our jobs done may be evolving, the critical role of our port remains the same. Global social and geopolitical circumstances make American energy as critical as ever to our allies' security and quality of life. Port staff remains focused on creating and maintaining the most effective and efficient waterway in the United States, putting our customers in the absolute best position to be competitive in both national and international markets.
In our efforts to provide value to our existing customers, while also attracting new business to the Coastal Bend, we're investing heavily in key infrastructure:

- Developing a nearly 2,000-acre Inland Port, served by three Class I railroads and an interstate highway
- Evaluating our business model at the Bulk Materials Terminal to accommodate new bulk commodities and enhance overall efficiency
- Adding new capacity to move liquid cargos in the Inner Harbor to accommodate growth in incumbant energy and, ultimately, in future fuels as well
- Evaluating strategies for accommodating containers in the Inner Harbor

The body of work that we've prescribed for ourselves in SP2029 will cement the position of global prominence that this organization and our customers have achieved over the last decade. Our investment in infrastructure, tools, and talent will allow us to work with our neighbors and other stakeholders to continue to grow responsibly at home in the Coastal Bend.

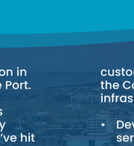
CEO Vision

The Port of Corpus Christi will continue to advance its position as America's energy gateway to the world by creating commercial opportunities with both existing and new customers, focusing attention on our infrastructure, and proactively engaging the communities where we live and work. We will cultivate a thriving organizational culture, represented by our SEAPORT values, yielding high performance and satisfied stakeholders.

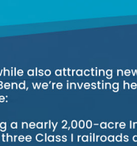


Kent Britton
Chief Executive Officer
Port of Corpus Christi Authority

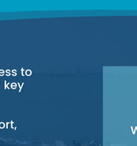
Port of Corpus Christi Authority Commissioners



David P. Engel
Chairman



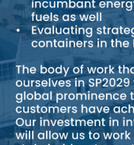
Wes Hoskins
Vice Chairman



Gabe Guerra
Secretary



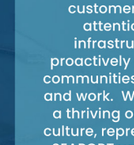
Rajan Ahuja
Commissioner



Diane Gonzalez
Commissioner

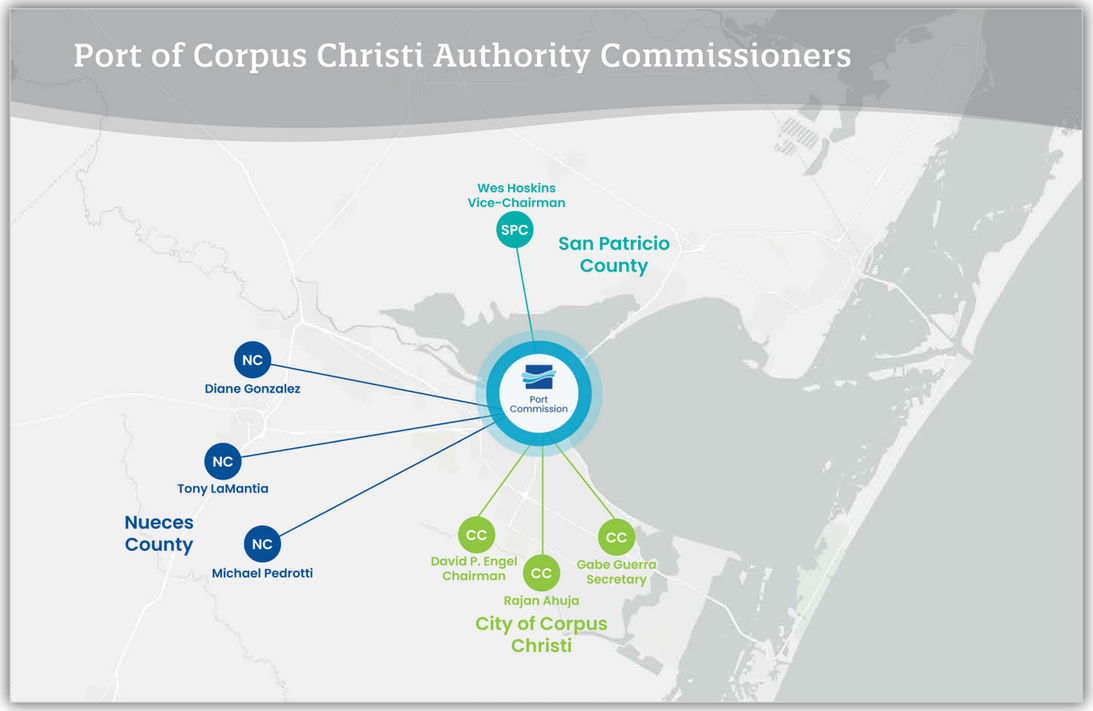


Tony LaMantia
Commissioner



Michael Pedrotti
Commissioner

Port of Corpus Christi Authority Commissioners



Port of Corpus Christi at a Glance

By the Numbers

#1
U.S. Crude Oil Export Gateway
Average 2.3 Million BPD in 2024

#2
U.S. Port in LNG Exports
Average 2.03 BCF/day in 2024

#3
U.S. Port by Total Tonnage
206 Million Tons in 2024

7,205
Vessel calls in 2024

31,000+ acres of land managed

95,448
Port-related Jobs in the Coastal Bend
Accounts for more than one-third (38%) of the metro area's labor force.

Economic Impact

$321M
per day in goods value movements

$13B
per year for Corpus Christi

$40B
per year for Texas

Port Vision Statement

To remain the energy port of the Americas.

Port Mission Statement

Leverage commerce to drive prosperity.

Governance

Port Commission of seven appointed commissioners, representing three political jurisdictions.

Corpus **C**hristi
Nueces **C**ounty
San **P**atricio **C**ounty

CC SPC NC
CC CC NC NC

Our Core Values

- **S**afety
- **E**mpowerment
- **A**ccountability
- **P**reparedness
- **O**ptimism
- **R**espect
- **T**eamwork

Environmental Precepts

Air Quality
Reduce Emissions 15% in PM, VOCs, NOx, SOx Every 3 Years

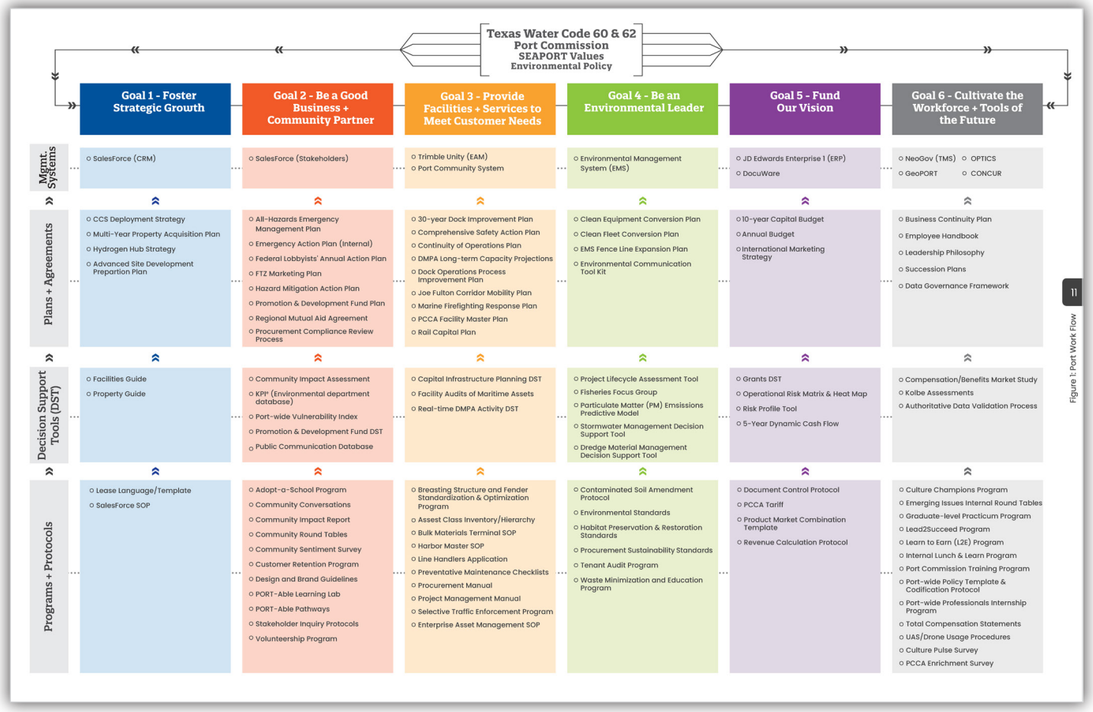
Climate Action
Reduce GHG Emissions per Cargo Ton Handled by 7.5% annually

Water Quality
Reduce Al, Fe, Zn, Pb, TSS by 10% Annually

Climate Adaptation
Fortify Port Infrastructure Based on Hyperlocal Modeling of Physical Environmental Risks

Habitat
Create/Restore 50 Acres of Habitat Every 3 Years

Soils & Sediments
Remediate Spills to Residential Standard



Port of Corpus Christi's Strategic Planning Process



A good strategic plan is 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.

With each successive three-year update of the Port's Strategic Plan, the planning team reviews the objectives in the previous iteration to determine which are complete and which should be carried forward with updated performance targets.

Staff from all departments identify new organizational priorities and define new objectives that address them. While Strategic Plan 2029 defines a lead department for each objective, the crafting and vetting of objectives is a collaborative, interdisciplinary process.

The objectives in Strategic Plan 2029 are S.M.A.R.T. *(specific, measurable, achievable, relevant, and time-bound)* objectives; they define *what* will be accomplished by *when*. Detailed decisions about execution, i.e. *how* objectives will be accomplished at a tactical level, are left to the department-level staff who helped craft each objective.

The planning team tracks implementation of the Strategic Plan—including aggregate expenditures by Strategic Goal—and presents updates to the Port Commission in public session over the course of the three-year planning period. Appendix 1 includes a summary of Strategic Plan implementation from the prior planning period (2023-2025).

PCCA Workflow Diagram

As part of the strategic planning process, the planning team worked with individual departments to identify the tools that are central to their work, and, in particular, how they relate to each other.

Each bullet in Figure 1 represents a discrete tool used at the department level. As depicted in the diagram, all work at the Port falls under the umbrella of the Texas Water Code, Port Commission, the Port's SEAPORT Values, and Port's Environmental Policy.

Gaps in the hierarchy suggest a possible need to develop new tools in a given tier; a heavy cluster of tools in a particular tier may indicate redundancy in scope or function. Any such opportunity for process improvement is potential fodder for S.M.A.R.T. objectives in the Strategic Plan.

Roadmap to Geospatial Enlightenment



Figure 2 depicts the process flow by which data of various types are captured and integrated to support Port operations. Data of all types are ultimately tied to location in the Port's Enterprise Geographic Information Systems (GIS) database (GeoPORT), whereby GIS is both the repository and point of access for diverse information about any asset within the Port. In this way, all of the Port's other enterprise systems must ultimately integrate with GIS.

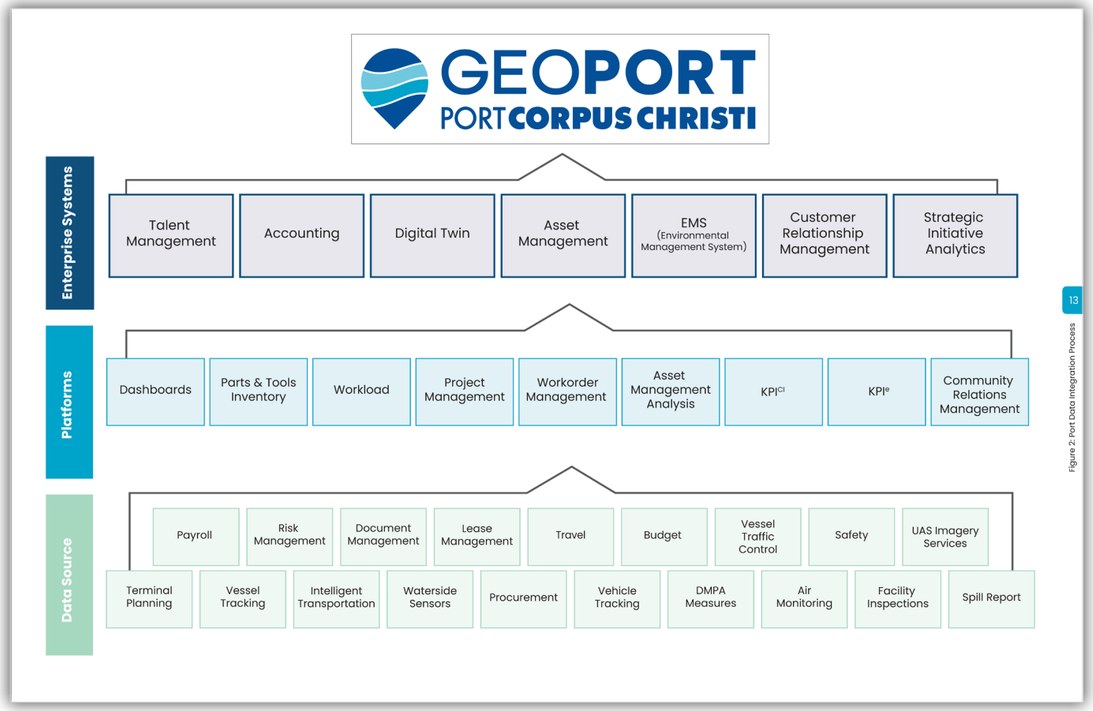


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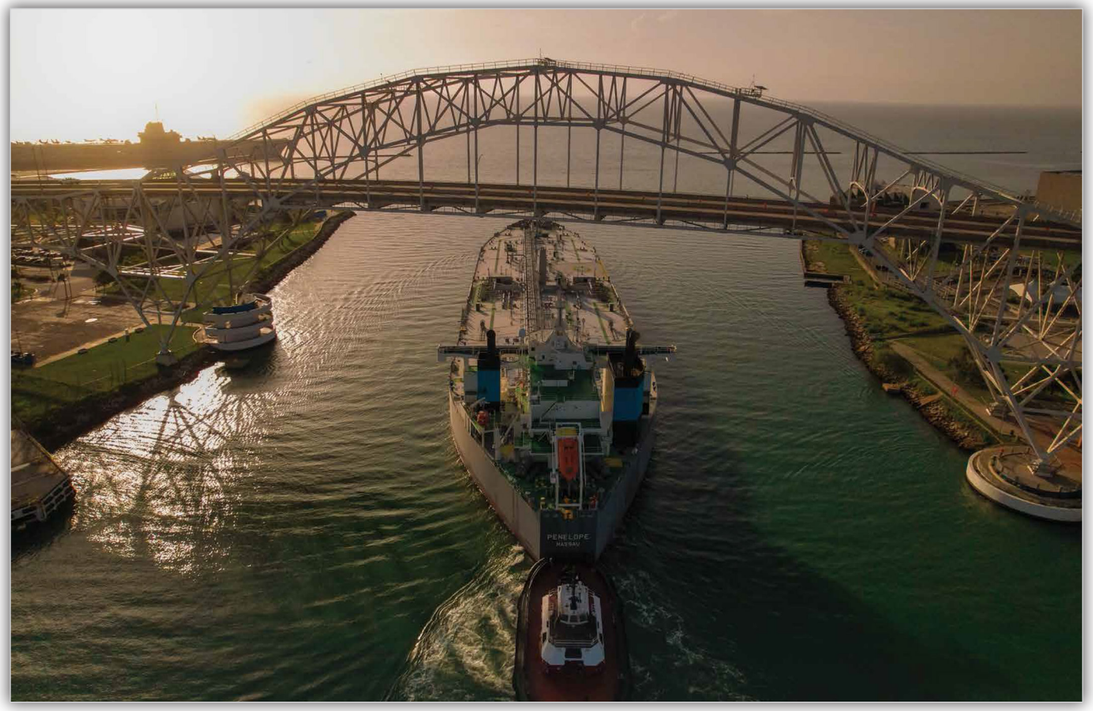
Figure 2: Port Data Integration Process





Strategic Goals and S.M.A.R.T. Objectives

The Port's **strategic goals** are the product of a collaborative visioning exercise involving diverse stakeholders. They define the Port's core priorities and should remain relevant indefinitely. The **objectives** included in Strategic Plan 2029 directly support the strategic goals by focusing staff time and resources on those core priorities.

The objectives defined in Strategic Plan 2029—each of them specific, measurable, achievable, relevant, and time-bound (S.M.A.R.T.)—reflect cross-departmental priorities for enhancing Port operations. These objectives are inherently interdisciplinary; fully realizing them will, by design, necessitate collaboration and creativity.

When the Port's 3-year Strategic Plan is revisited in 2028, 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.

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Strategic Goals and S.M.A.R.T. Objectives



Goal - 1 Foster Strategic Growth

"The Port of Corpus Christi Commission and Staff are extremely thoughtful about economic growth and prosperity and the associated land use requirements. Managing growth responsibly through data-driven decision-making is a keystone in our process, with a focus on positively serving our surrounding communities."

Kent Britton
Chief Executive Officer

Foster Strategic Growth

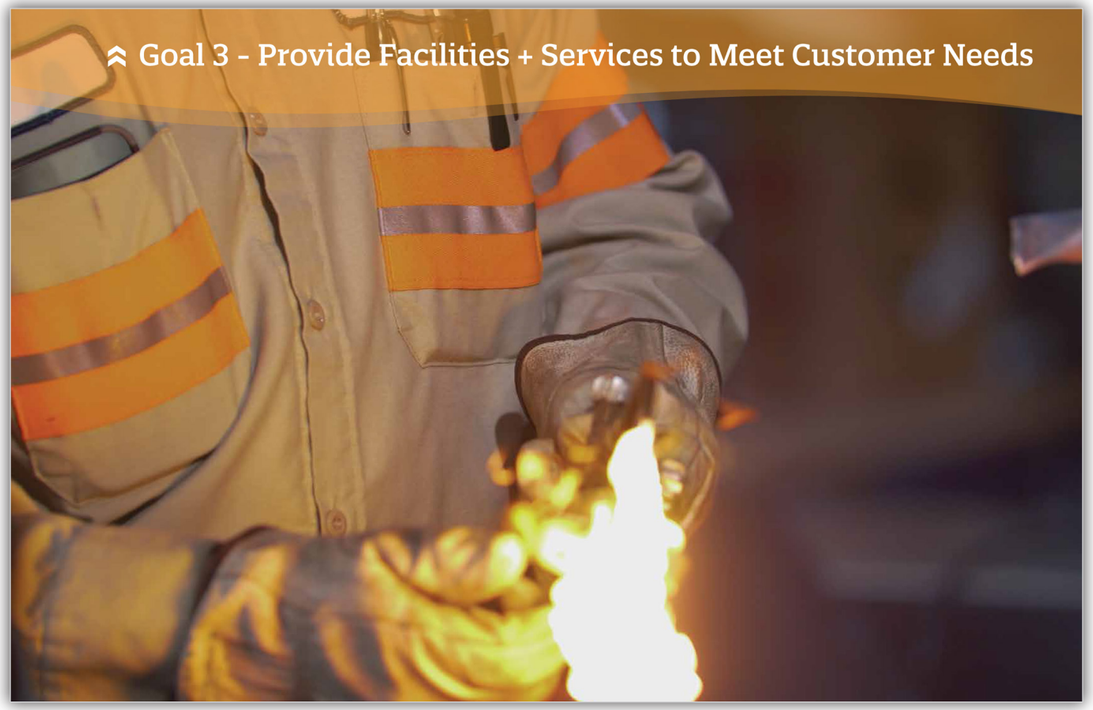
#	Objectives	Leads	2026	2027	2028
1	**Complete commercial feasibility analysis for the Inland Port**	Commercial & Business Development	x x x x		
2	**Finalize container technical feasibility analysis**	Commercial & Business Development	x x x x		
3	Establish International Division of Commercial & Business Development	Commercial & Business Development	x x x x	x	
4	Sign at least four tenant options/leases on Port-Owned property during the planning period	Commercial & Business Development	x x x x	x x x x	x x x x
5	Develop and maintain pipeline of opportunities for each port district (at least 2 active projects per district) in the planning period	Commercial & Business Development	x x x x	x x x x	x x x x
6	Develop nine Product Market Combination market studies	Commercial & Business Development	x x x x	x x x x	x x x x
7	**Increase total tonnage for market segments other than Crude Oil and LNG by 2% every year**	Commercial & Business Development	**Annual/Recurring**		
8	Develop seasonal social media campaign that leverages commercial and operational updates for earned media	Communications	x		
9	Develop a creative campaign anchored by a new tagline	Communications	x x x		
10	Develop international marketing strategy	Communications	x x x x	x	
11	Develop Advanced Site Preparation Plan for PCCA undeveloped properties	Planning + Engineering	x x x x	x x x x	x x
12	**Expand Port-owned upland acreage by 3% relative to end of 2024 total acreage**	Real Estate	x x x x	x x x x	x x x x

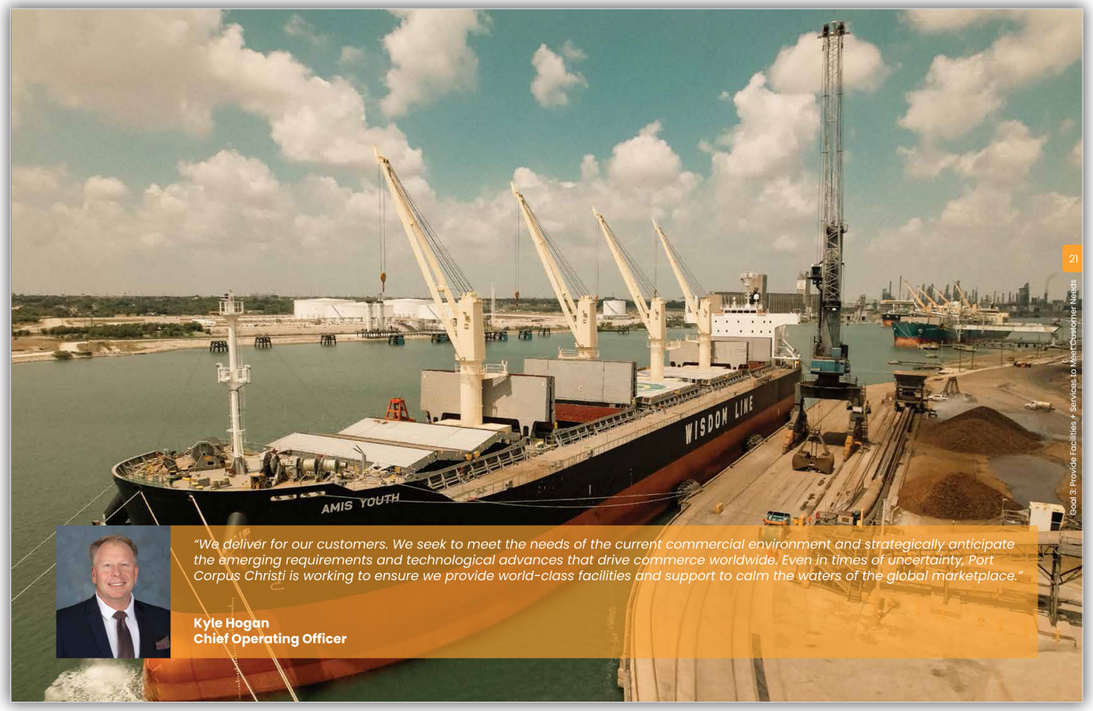
* Priority objectives in **bold**



#	Objectives	Leads	2026	2027	2028
1	**Communicate with top 20 customers once every quarter as part of Key Account Management Program**	Commercial & Business Development	x x x x		
2	Conduct at least one Customer Satisfaction Survey during the planning period	Commercial & Business Development	x x x x	x x x x	x x x x
3	Redesign PCCA website to feature more contemporary aesthetic and user-friendly site map	Communications	x x x x	x x x	
4	Identify two new community organizations to add content to PCCA's Adopt-a-School Program	Community Relations	x		
5	Update and reorganize Stakeholder Engagement Guide by geography	Community Relations	x		
6	Develop a protocol in SalesForce to track responses to public comment during Commission meetings	Community Relations	x x		
7	Host inaugural People Powered Grants Expo	Community Relations	x x x x		
8	Develop and deploy PORT-Able Pathways, a workforce training initiative in partnership with local ISDs	Community Relations	x x x x	x	
9	Enhance PORT-Able Learning Lab Program with state-of-the-art 53-foot Lab	Community Relations	x x x x	x x x x	
10	Conduct at least one Community Sentiment Survey during the planning period	Community Relations	x x x x	x x x x	x x x x
11	Conduct at least two public tours of the Port every quarter	Community Relations	**Annual/Recurring**		
12	Create annual Community Impact Report	Community Relations	**Annual/Recurring**		
13	Complete design of public destination on western portion of Port-owned property at mouth of Inner Harbor (Harbor Point)	Engineering + Planning	x x x		
14	Construct a public destination on property at the mouth of Inner Harbor (Harbor Point)	Engineering	x x x x	x x x x	
15	Host/meet with cabinet secretaries over USDOT, USDOC, OMB, USEPA, and USACE at least twice per year	Government Affairs	**Annual/Recurring**		
16	Host/meet with Governor, Texas Legislature, and executive directors over TXGLO, TCEQ, TX RRC, TXDOT, and TPWD at least twice per year	Government Affairs	**Annual/Recurring**		
17	Conduct audit of communications process during port vessel call to identify strategies to enhance efficiency	Operations/Harbor Master	x x x x	x x	
18	Complete comparative review and benchmarking of PCCA tariff at least once during the 3-year planning period	Planning	x x x x		

* Priority objectives in **bold**





"We deliver for our customers. We seek to meet the needs of the current commercial environment and strategically anticipate the emerging requirements and technological advances that drive commerce worldwide. Even in times of uncertainty, Port Corpus Christi is working to ensure we provide world-class facilities and support to calm the waters of the global marketplace."

Kyle Hogan
Chief Operating Officer

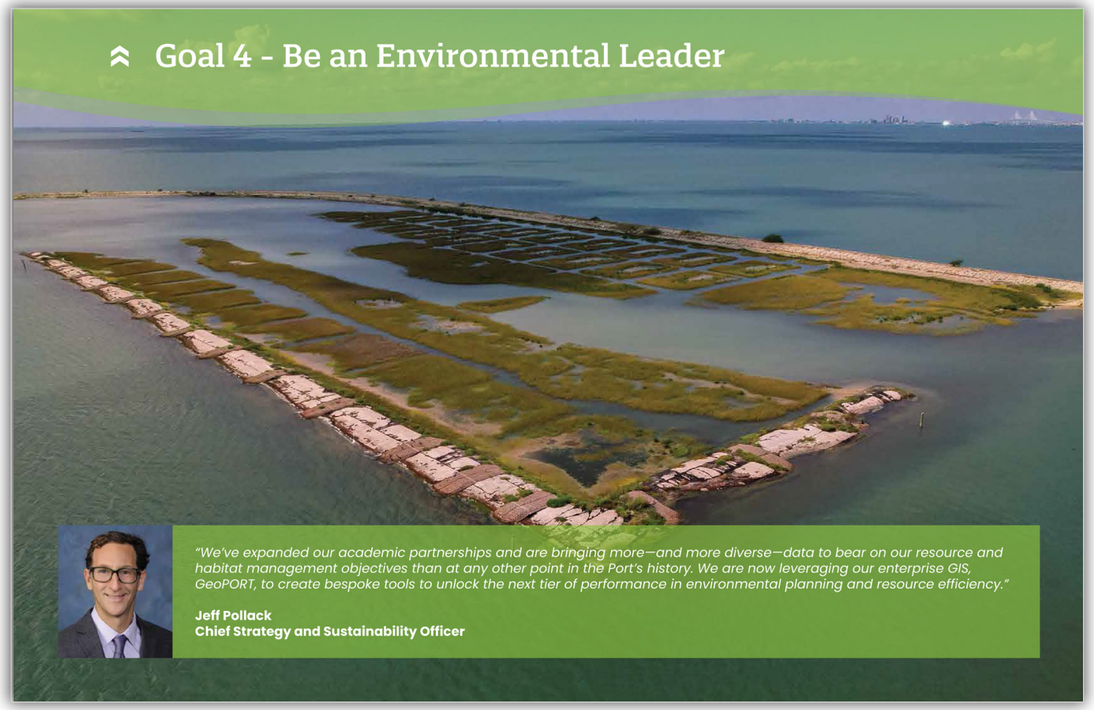
Provide Facilities + Services to Meet Customer Needs

#	Objectives	Leads	2026	2027	2028
1	Define targeted level of performance at public oil docks	Asset Management	x x x x	x x	
2	Decrease operational downtime for all mobile assets by 2% each year relative to the year prior	Asset Management	Annual/Recurring		
3	Define supply chain critical path for essential assets	Asset Management + Procurement	x x x x	x x x x	
4	Conduct 3-year update of DMPA long-term capacity projections	Channel Infrastructure	x x		
5	Identify potential improvements for enhanced navigation for the Corpus Christi Ship Channel	Channel Infrastructure	x x x x		
6	Complete design and federal assumption of maintenance by USACE for the NewTurning Basin	Channel Infrastructure	x x x x	x x x	
7	Realign federal easements to match boundaries of the Corpus Christi Ship Channel and designated dredge placement areas	Channel Infrastructure	x x x x	x x x x	x x x x
8	**Develop concepts for expansion of the Inner Harbor**	Channel Infrastructure	x x x x	x x x x	x x x x
9	Initiate feasibility study for Corpus Christi Barge Canal and other priority Ship Channel improvement projects	Channel Infrastructure	x x x x	x x x x	x x x x
10	Develop a GIS-based decision support tool for real-time management of dredge placement activities	Channel Infrastructure + Environimental	x x x x		
11	**Evaluate, and adjust accordingly, the business model for operation of the Bulk Materials Terminal**	Commercial & Business Development	x x x x	x x x x	x x x x
12	Develop Commercialization Plans for at least two PCCA assets with low utilization	Commercial & Business Development	Annual/Recurring		
13	Automate emergency management incident communications	Emergency Management	x x x x		
14	Develop a Continuity of Operations Plan	Emergency Management	x x x x	x x x x	
15	Conduct disaster recovery testing at least once during planning period	Emergency Management	x x x x	x x x x	x x x x
16	Host full-scale emergency response exercise	Emergency Management	Annual/Recurring		
17	Construct grant-funded scope of landside improvements at BMT	Engineering	x x x x		
18	Complete 30% design of the first principal component of Inland Port Terminal	Engineering	x x x x		
19	Construct Oil Dock 15 deepening	Engineering	x x x x	x x x	

* Priority objectives in **bold**

Provide Facilities + Services to Meet Customer Needs

#	Objectives	Leads	2026	2027	2028
20	Construct Oil Dock 14 deepening	Engineering	x x x x	x x x x	x
21	Facilitate upgrade of electrical service to the Inner Harbor to include a new Gas Insulated Substation and 345KV transmission	Engineering	x x x x	x x x x	x x x x
22	Update 30-year Dock Improvement Plan to incorporate inspection results and to align with capital budget requests	Engineering	Annual/Recurring		
23	Complete Phase II (analysis, scenario-based impact modeling, and visualization) in the creation of the Port-wide Vulnerability Index	Environmental	x x x x	x x x x	x x x x
24	Develop operational and commercial implementation SOP and business processes for PCCA-owned gangways	Operations	x x x x		
25	Expand Fire Protection Management System/Program	Operations	x x x x	x x x x	x x x x
26	Update Avery Dock User Agreement	Operations + Commercial & Business Development + Real Estate	x x x x	x x x x	
27	Update Bulk Materials Terminal Standard Operating Procedure	Operations + Environmental	x x		
28	Create line handler application and vetting process	Operations + Risk Managment	x x x x	x x x x	x x x x
29	Conduct process audit of operations at public oil docks	Operations/Harbor Master	x x		
30	Request that the US Coast Guard conduct a Waterway Safety Assessment	Operations/Harbor Master	x x x		
31	Develop a Process Improvement Plan to implement findings from process audit of public oil docks	Operations/Harbor Master	x x x x	x	
32	Scope a Port Community System (a secure exchange of information between different organizations over disparate systems)	Operations/Harbor Master + Information Technology	x x x x		
33	Develop an interactive dashboard to display PCCA tonnage statistics for portofcc.com	Planning + Communications	x x x x	x x x	
34	Update Joe Fulton Corridor Mobility Plan	Planning + Engineering	x x x x	x x x	
35	Deploy outward facing access to GeoPORT	Planning + Information Technology	x x x x	x x	
36	Attain Texas Police Chief Association (TPCA) accreditation	Port Security	x x x x		
37	Define and operationalize new security measures to deter unauthorized access to the Inner Harbor	Port Security	x x x x	x x x x	
38	Update barge fleeting study	Commercial & Business Development + Planning +Operations	x x x x	x	



"We've expanded our academic partnerships and are bringing more—and more diverse—data to bear on our resource and habitat management objectives than at any other point in the Port's history. We are now leveraging our enterprise GIS, GeoPORT, to create bespoke tools to unlock the next tier of performance in environmental planning and resource efficiency."

Jeff Pollack
Chief Strategy and Sustainability Officer

Be an Environmental Leader

#	Objectives	Leads	2026	2027	2028
1	Achieve 100% compliance with PCCA anti-idling policy	All Departments	**Annual/Recurring**		
2	Integrate an environmental activity as part of the Adopt-a-School Program	Community Relations	x x x x	x x x x	x
3	Develop a predictive model for Particulate Matter (PM) emissions	Environmental	x x x x	x x	
4	Develop and deploy Contaminated Soil Amendment Protocol for impacted PCCA property	Environmental	x x x x	x x x x	x x x x
5	Define annual reduction targets for criteria air pollutants and greenhouse gas emissions from vessels at berth	Environmental	x x x x	x x x x	x x x x
6	Maintain Green Marine certification level 4 or higher in relevant performance indicators	Environmental	**Annual/Recurring**		
7	Achieve performance targets defined in each of the six precepts of the PCCA Environmental Policy	Environmental	**Annual/Recurring**		
8	Evaluate (with input from customers and stakeholders) minimum of one new environmental standard Port-wide per year	Environmental	**Annual/Recurring**		
9	Retrofit at least one stormwater sub-basin on PCCA property with a water quality best management practice (per Stormwater Master Plan) each year	Environmental	**Annual/Recurring**		
10	**Implement at least three capital infrastructure projects from the Stormwater Master Plan during the planning period**	Environmental + Engineering	x x x x	x x x x	x x x x
11	Update PM emission response protocols based on real-time Air Monitoring Network and integrate into Bulk Materials Terminal Standard Operating Procedure	Environmental + Operations	x x x x	x x x x	x x x x

* Priority objectives in **bold**

Fund Our Vision

#	Objectives	Leads	2026	2027	2028
1	Develop Product Market Combination Template	Commercial & Business Development	x x		
2	Evaluate potential for revenue generation for carbon insetting from habitat restoration or creation	Environmental + Finance & Accounting	x x x x		
3	**Develop dynamic 5-year cash flow model**	Finance & Accounting	x x		
4	**Conduct audit of revenue process to confirm PCCA tariff compliance**	Finance & Accounting	x x x x	x x x	
5	Attain the Traditional Finance Transparency Star Award from the Texas Comptroller of Public Account's Transparency Stars Program	Finance & Accounting	x x x x	x x x	
6	Attain the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA)	Finance & Accounting	x x x x	x x x x	x x x x
7	Maintain investment-grade credit rating	Finance & Accounting	**Annual/Recurring**		
8	Secure grant awards equivalent to 10% of annual operating revenues	Planning	**Annual/Recurring**		
9	Develop and deploy reporting and dashboard in Origami	Procurement/Risk Management	x x x x	x	
10	Review and update department-level risks and risk mitigation strategies	Procurement/Risk Management	x x x x	x x	
11	Conduct comprehensive review of insurance coverage for all capital assets	Procurement/Risk Management	x x x x	x x	

* Priority objectives in **bold**





Cultivate the Workforce + Tools of the Future

#	Objectives	Leads	2026	2027	2028
1	Achieve 100% completion of required annual staff training	All Departments	**Annual/Recurring**		
2	Complete Asset Class Inventory and Asset Class Hierarchy	Asset Management	x x		
3	Identify/designate authoritative owner for all data sources	Asset Management	x x		
4	Develop Enterprise Asset Management Standard Operating Procedures, including predictive and preventative maintenance by asset class	Asset Management	x x x x	x x	
5	Deploy enterprise-wide KPA Safety software program	Asset Management/Safety	x x x x		
6	Reduce recordable safety incidents by 10% each year relative to the previous year	Asset Management/Safety	**Annual/Recurring**		
7	Develop standard operating procedure for SalesForce tool	Commercial & Business Development	x x x x		
8	Conduct at least three staff trainings (one on each topical proiorities: finance, sales, and SalesForce)	Commercial & Business Development	**Annual/Recurring**		
9	Establish searchable, indexed database of public communication	Communications	x x	x x	
10	Scope a virtual Emergency Operations Center	Emergency Management	x x x x		
11	Achieve Type 3 Incident Management capabilities	Emergency Management	x x x x	x	
12	Deploy virtual Emergency Operations Center	Emergency Management	x x x x	x x x x	
13	Conduct at least eight internal emergency response exercises annually	Emergency Management	**Annual/Recurring**		
14	Develop tool to evaluate project health metrics to quantitively measure scope, schedule, budget, and quality by project phase	Engineering	x x x x		
15	Integrate Engineering project management tool and JD Edwards	Engineering + Information Technology	x x x x	x x x x	x x x x
16	Enhance KPI® (Environmental Department's database) to include Stormwater Management Decision Tool	Environmental + Planning	x x x x	x x x x	x x x x
17	Implement Human Resources Information System Timekeeping and Payroll NEOGOV	Finance & Accounting	x x		
18	Implement accounts payable automation solution	Finance & Accounting	x x x x	x x	
19	Identify and deploy lease management platform	Finance & Accounting + Real Estate	x x x x	x x x x	x x x x

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20	Conduct needs assessment and onboard SalesForce for Government Affairs contact relationship management	Government Affairs	x x x x		
21	Document Customer Relationship Management Process/workflow for Government Affairs	Government Affairs	x x		
22	Develop procedures and implement training for NEOGOV Benefits Module	Human Resources	x x		
23	Build out and deploy NEOGOV core HRIS Module (human resources information system)	Human Resources	x x x x		
24	Develop procedures and implement training on NEOGOV Power	Human Resources	x x x x		
25	Deploy the Lead2Succeed 2 program	Human Resources	x x x x		
26	Scope PCCA employee Bridge-of-care Acute Care Clinic	Human Resources	x x x x		
27	Migrate personnel documents to NEOGOV EDMS (Electronic Document Management System)	Human Resources	x x x x	x	
28	Create Total Compensation Statements	Human Resources	x x x x	x x	
29	Develop procedures and implement training for NEOGOV core HRIS Module	Human Resources	x x x x	x x	
30	Establish PCCA employee Bridge-of-care Acute Care Clinic	Human Resources	x x x x	x x x x	
31	Conduct PCCA Enrichment Survey every 18-months	Human Resources	x x x x	x x x x	x x
32	Conduct at least one Pulse Survey per year	Human Resources	**Annual/Recurring**		
33	Update PCCA-wide succession plans	Human Resources	**Annual/Recurring**		
34	Develop and deploy organization-wide document control protocol within DocuWare	Information Technology	x x x x	x	
35	Develop and implement Entitlement Policy to define PCCA systems rights and permissions	Information Technology	x x x x	x x	
36	Develop PCCA Data Governance Framework	Information Technology	x x x x	x x x	
37	Migrate Docuware to the Cloud	Information Technology	x x x x	x x x x	x
38	Integrate OPTICS into the virtual Emergency Operations Center	Information Technology	x x x x	x x x x	x x x x
39	Conduct at least one Records Retention Policy training program per year	Information Technology	**Annual/Recurring**		

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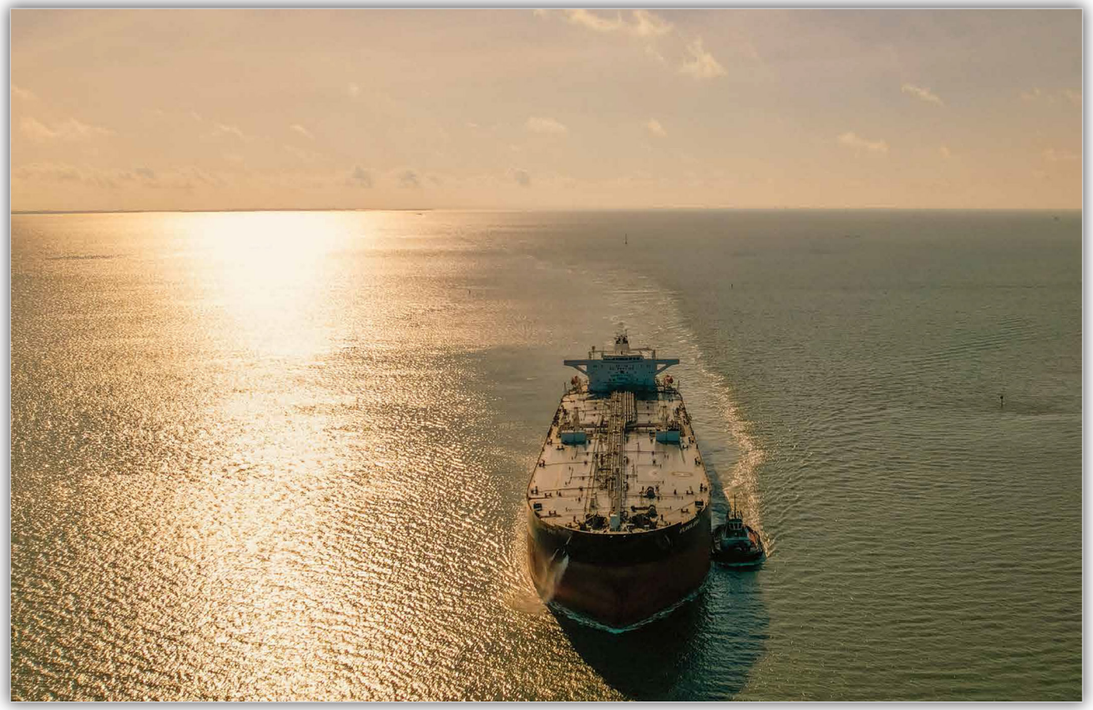
40	Conduct at least one CyberSecurity table top exercise per year	Information Technology	**Annual/Recurring**		
41	Develop procedures for Unmanned Aerial Systems (UAS)/drone usage across PCCA	Information Technology + Planning	x x x x		
42	Deploy Overall Port Tactical Information Computer System (OPTICS)	Information Technology + Port Security	x x x x	x x x x	x x x x
43	Develop organization-wide Software Acquisition Process and integrate into Procurement Policy	Information Technology + Procurement	x x x x		
44	Align safety standards, certifications, and trainings with ISO 45001 standards	Operations	x x		
45	Complete construction of Phase 2 new Maintenance Facility	Operations	x x x x	x x	
46	Complete design for Phase 3 of the new Maintenance Facility	Operations	x x x x	x x x x	x x x x
47	Develop standard operating procedures for Harbor Master	Operations/Harbor Master	x		
48	Develop authoritative data validation process for legacy GeoPORT data (pre-2026 data)	Planning	x x x x		
49	Develop GeoPORT data audit protocol	Planning	x x x x		
50	Integrate SalesForce and GeoPORT	Planning	x x x x		
51	Integrate GeoPORT into OPTICS	Planning	x x x x		
52	Develop and deploy quarterly Emerging Topics staff roundtable	Planning	**Annual/Recurring**		
53	Deploy ESRI's ArcGIS Hub, a community relations tool	Planning + Community Relations	x		
54	Rebrand PCCA Port Security	Port Security + Communications	x x x x		
55	Design Port PD Tactical Training Facility	Port Security + Engineering	x x x x	x x	
56	Construct Port PD Tactical Training Facility	Port Security + Engineering	x x x x	x x x x	x x x x
57	Scope and deploy a procurement compliance review process	Procurement	x x x x	x x x	
58	Develop GIS layers defining source deeds for PCCA-owned tracts and encumbrances on PCCA land	Real Estate + Planning	x x x x	x x x x	x x x x



A Look to the Horizon

The future of the maritime industry is integration of disparate and dynamic data to unlock new tiers of efficiency and environmental protection. When every field operator with a handheld device is a sensor, and sensing and modeling technologies are evermore sophisticated, complex analyses will both require and be driven by AI to fully transition from the responsive to the predictive. Every analytical objective in SP2029 is a potential application of AI, provided our data are sufficient to power it.

SP2029 includes, for the first time, a Roadmap to Geospatial Enlightenment (pg. 13), a representation of the ways that data of various types are captured and integrated to support Port operations. Data of all types are tied to location in the Port's Enterprise Geographic Information Systems (GIS) database (GeoPORT), whereby GIS is both the repository and point of access for information about any asset within the Port. GIS is also the enabler of our other game-changing enterprise systems, including Asset Management, our active Digital Twin (OPTICS), and our Index of Port Vulnerability, all of which are benchmarks in the maritime industry.

This geospatial strategy marks a step change in the way that we maintain, operate, and commercialize our assets to deliver US energy abroad. Regardless of the position of the domestic policy pendulum, our foreign trading partners in Europe and Asia have entered the *Era of And* in their approaches to energy security. Hydrogen figures prominently in the global energy expansion, despite protracted liftoff of the domestic market, and Port Corpus Christi remains uniquely positioned to support production and export of hydrogen and derivatives at scale. Aggressive emissions reduction mandates from the International Maritime Organization (IMO) will help bring the production of hydrogen derivative fuels to scale, to the benefit of global markets.

The need for diversified powertrains in the civil maritime fleet to meet IMO standards will also create an opportunity to apply micro- and small-modular nuclear technology to maritime as part of a broader global deployment of generation IV nuclear technology. Widespread adoption of next-generation nuclear is a mathematical necessity if we are to meet the concurrent imperatives of mounting energy demand and decarbonization; for ports, commercialization of new nuclear may unlock a future in which availability of electrons is no longer a barrier to operational optimization.



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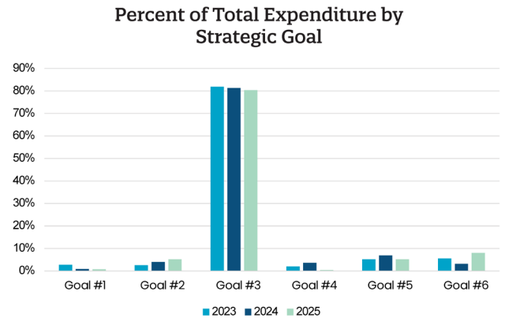
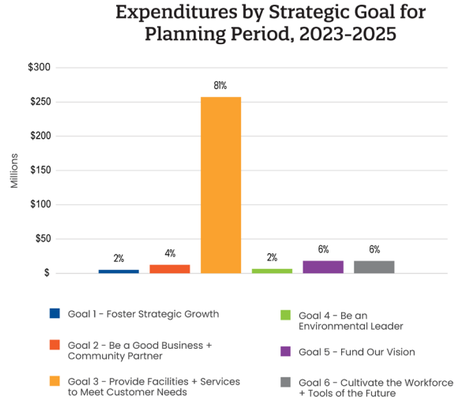
Port of Corpus Christi Authority



Appendix 1 :: Strategic Plan 2026 Analytics





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