



2020 MASTER PLAN

EXECUTIVE SUMMARY

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A MESSAGE FROM THE PORT

We are proud to present the Port of Harlingen’s 2019 Master Plan Executive Summary. Steady growth at the Port over the past five years has directly resulted in the delivery of more jobs, increased goods and services as well as enhanced contributions to the region’s economic vitality. We continue to be a vital economic engine in the state of Texas supporting over 4,671 direct, indirect and induced jobs. The 2019 Master Plan, which will be updated every five years, is our comprehensive and flexible roadmap that plots the course for our future growth and development at the Port.

PORT BOARD MEMBERS

- ALAN JOHNSON**
Chairman
- BRYAN DUFFY**
Secretary
- NEIL HAMAN**
Commissioner

PORT ADMINISTRATION

- WALKER SMITH**
Port Director
- VANESSA GRIMALDO**
Administrative Assistant



INTRODUCTION

The Port of Harlingen (Port) has played an important role in goods movement for over 90 years conveniently positioned as a crucial hub to the southwest Texas region, Rio Grande Valley and the Mexican border. As the second largest Port in Cameron County, we have an annual cargo tonnage of just over 2 million. Since the expansion of the Panama Canal Locks in 2015, there has been a vast increase in international vessel movement of commodities to the Gulf Coast region.

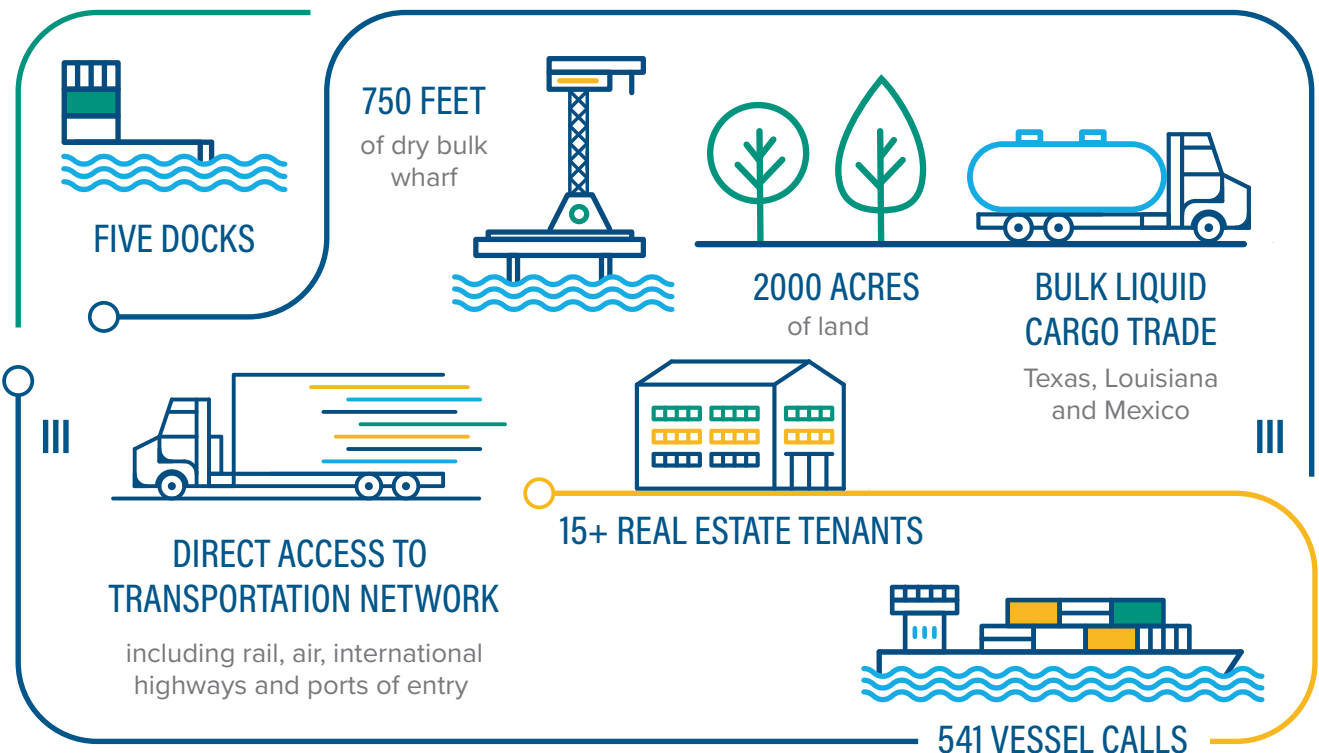
With over 15 ports along the Texas coast, the Port of Harlingen has direct access to several major markets along the U.S. Gulf Coast and the Mississippi due to its close proximity to the Gulf Intracoastal Waterway (GIWW). The GIWW provides over 1,300 miles of protected waterway and connects to several navigable rivers that allow shipping traffic to reach inland ports. The Port provides efficient and economical transportation to markets as close as the Rio Grande Valley, Corpus Christi and Mexico as far as the Great Lakes, roughly 1,600+ miles away and into the central eastern regions of Canada. 70 percent of the commodities handled at the Port is petroleum at approximately 5.7 million barrels a year. Of this, over 80 percent (90-100 trucks a day) are exported to Mexico.





OUR PORT AT A GLANCE

We are a small port consisting of an industrial park that serves as a vital transportation center and an intermodal facility. We provide an efficient and economical transportation link along the Texas gulf for shallow draft barge goods movement. Our location, facilities and regional commodity accessibility creates an unique opportunity for the Port to make a niche maritime market for itself within agricultural products.



UNIQUE MULTI-MODAL LOCATION

Situated on the Arroyo Colorado River and 25 miles inland of the Gulf Intracoastal Waterway, we have a comprehensive transportation network with direct and convenient access to rail, air, international highways and ports of entry.

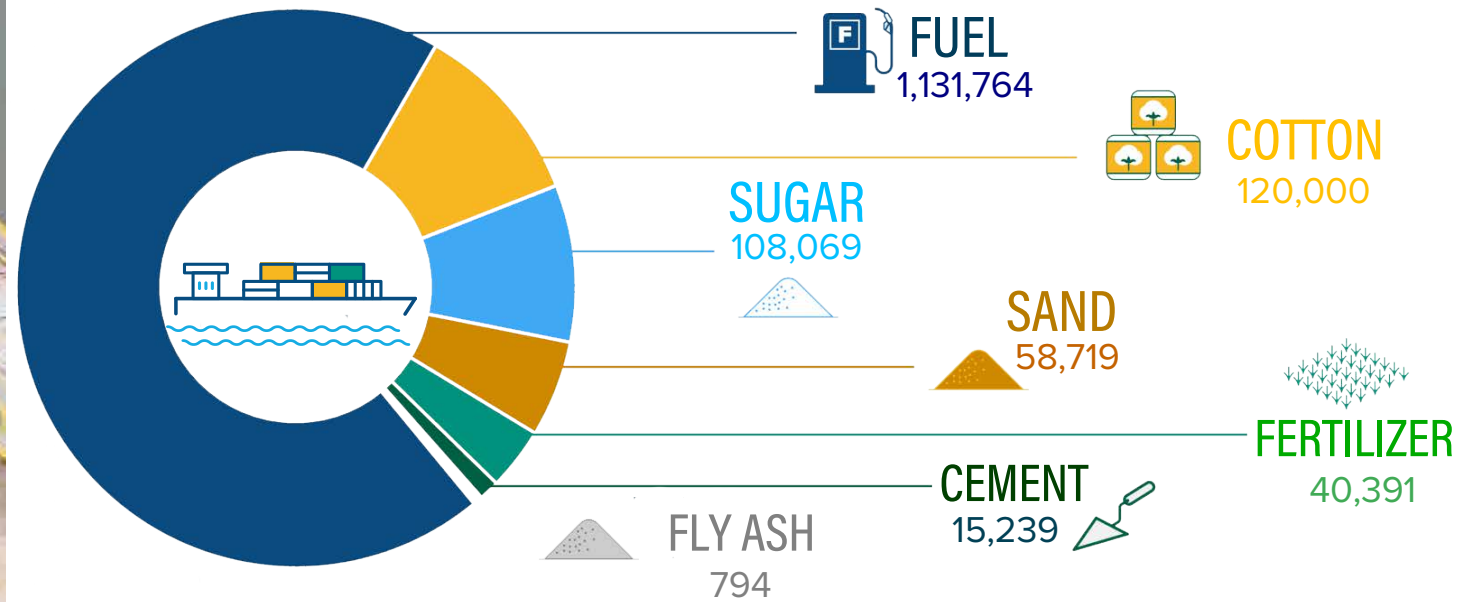




WATERBORNE TONNAGE

We facilitate trade of dry bulk and liquid cargo plus petroleum in Texas, Louisiana & Mexico. In fact, we deliver 70% of the refined petroleum products consumed in the Rio Grande Valley.

1.55M TONS OF COMMODITIES*

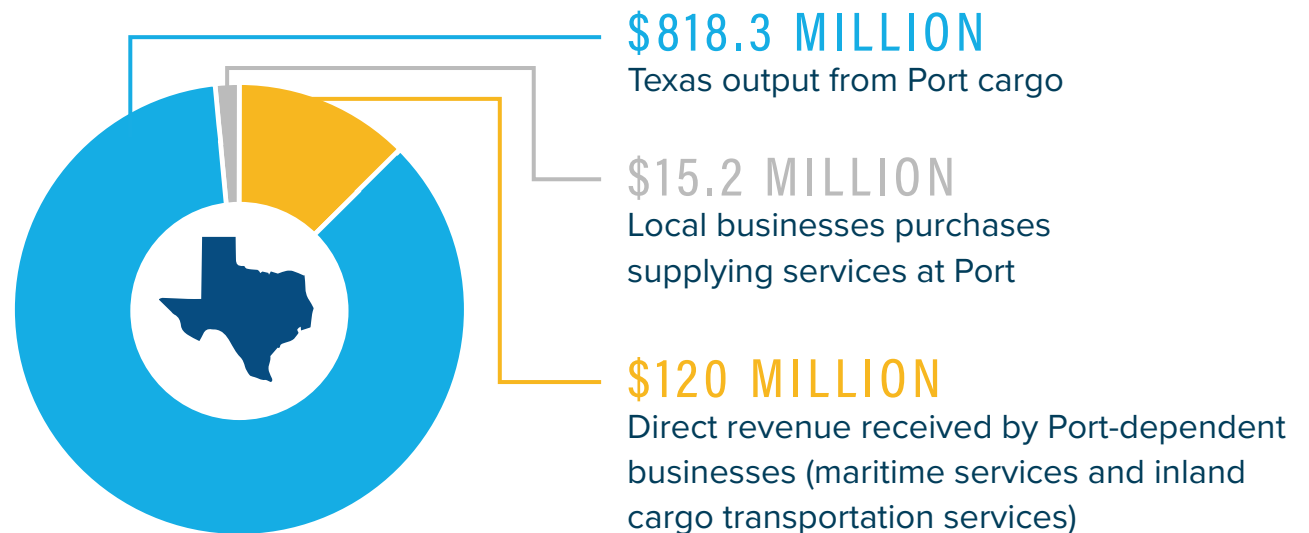


*YTD 18-19

A close-up photograph of two hands cupping a large amount of white cotton bolls. The cotton is fluffy and bright white, contrasting with the skin tones of the hands. The background is dark and out of focus.

INTERNATIONAL TRADE FUELS OUR ECONOMY

As part of Foreign Trade Zone #62 (a subzone to Brownsville and one of largest Trade Zones in the nation), the Port has convenient connections to international trade. Our revenue is generated by land leases, tonnage and usage fees as well as public tax dollars. The Port relies on state grants and federal funding for waterway improvements and maintenance dredging. Over **\$1 billion** in economic activity and **\$17 million** in local and state tax revenue is a result of the Port's international trading efforts.





4,671 JOBS GENERATED

The Port of Harlingen has created an economic impact of \$1 billion in the state of Texas through the generation thousands of jobs in some way related to cargo movement via marine terminals.

610 DIRECT

with local firms that support Port services

670 INDUCED

created locally and throughout the region from purchases of goods and services by those directly employed

137 INDIRECT

generated in local economy from business purchases directly dependent upon Port activity

3,223 RELATED

for marine cargo activity from petroleum and petrochemical product users moving Port facilities



A SUSTAINABLE FUTURE

OUR GOALS

Business & Land Expansion



Capitalize on valley growth and opportunities

Commodity Diversification



Strategic positioning and flexibility

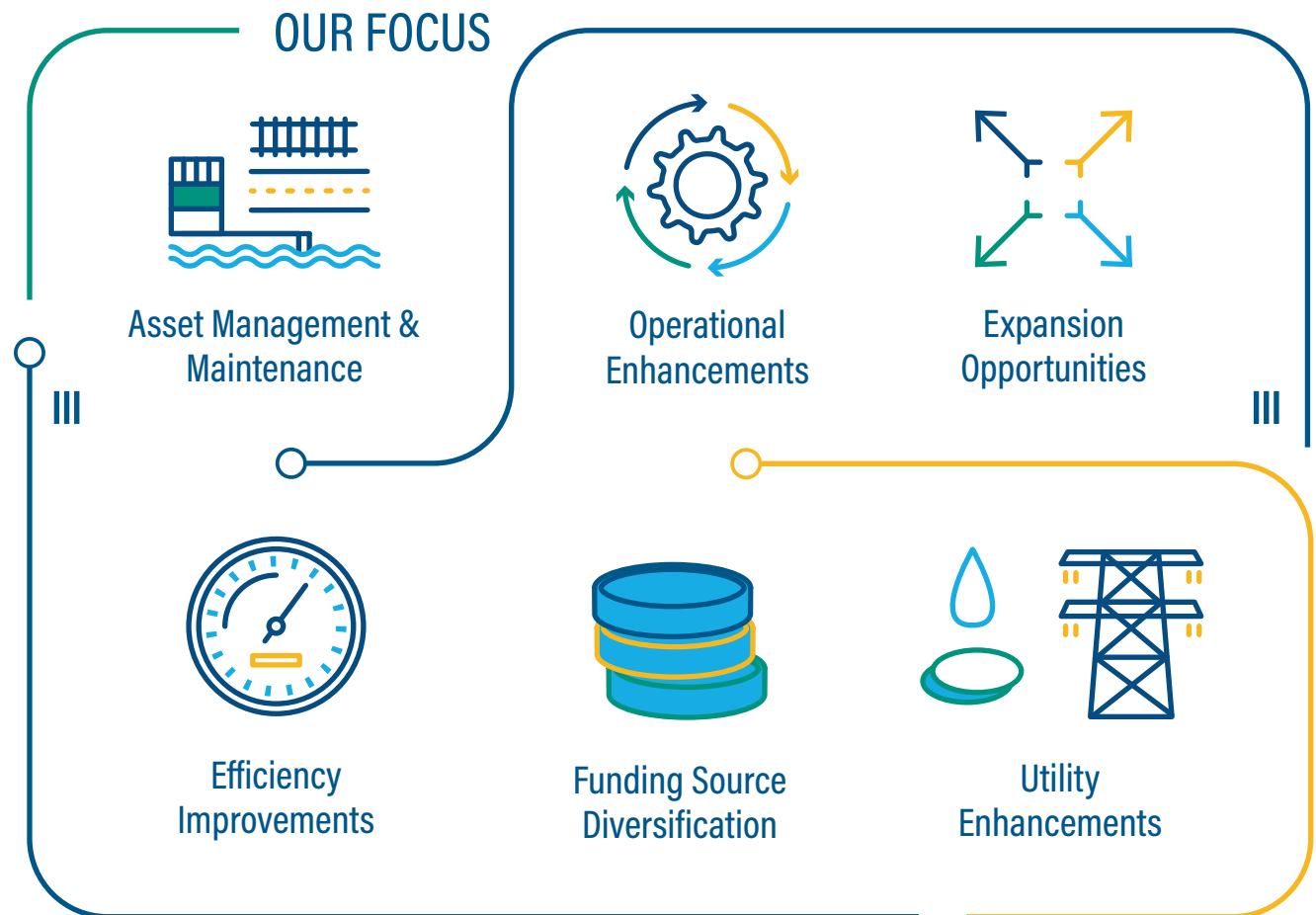
Enhanced Water-base Capabilities



Minimize landside tra"fc impacts



FOCUSING AHEAD





STRATEGIC ACTION PLAN

The Strategic Action Plan is a dynamic management tool and roadmap to guide the Port in achieving our vision for a sustainable future. The Action Plan identifies short-term, mid-term and long-term actions that allow the Port to measure annual progress, make adjustments and achieve our goals.

ACTIONS ACHIEVED

OPERATIONAL ENHANCEMENTS:



1. Staff Growth
2. Ongoing U.S. Trade Policy Management
3. Property Acquisition Funding Plan

INFRASTRUCTURE MANAGEMENT:



1. Dock facilities baseline assessment
2. Turning Basin expansion planning and dredging permitting
3. Cargo storage area improvements
4. Site improvement Plan for Titan Marine Fuels

SHORT TERM ACTIONS

OPERATIONAL ENHANCEMENTS:



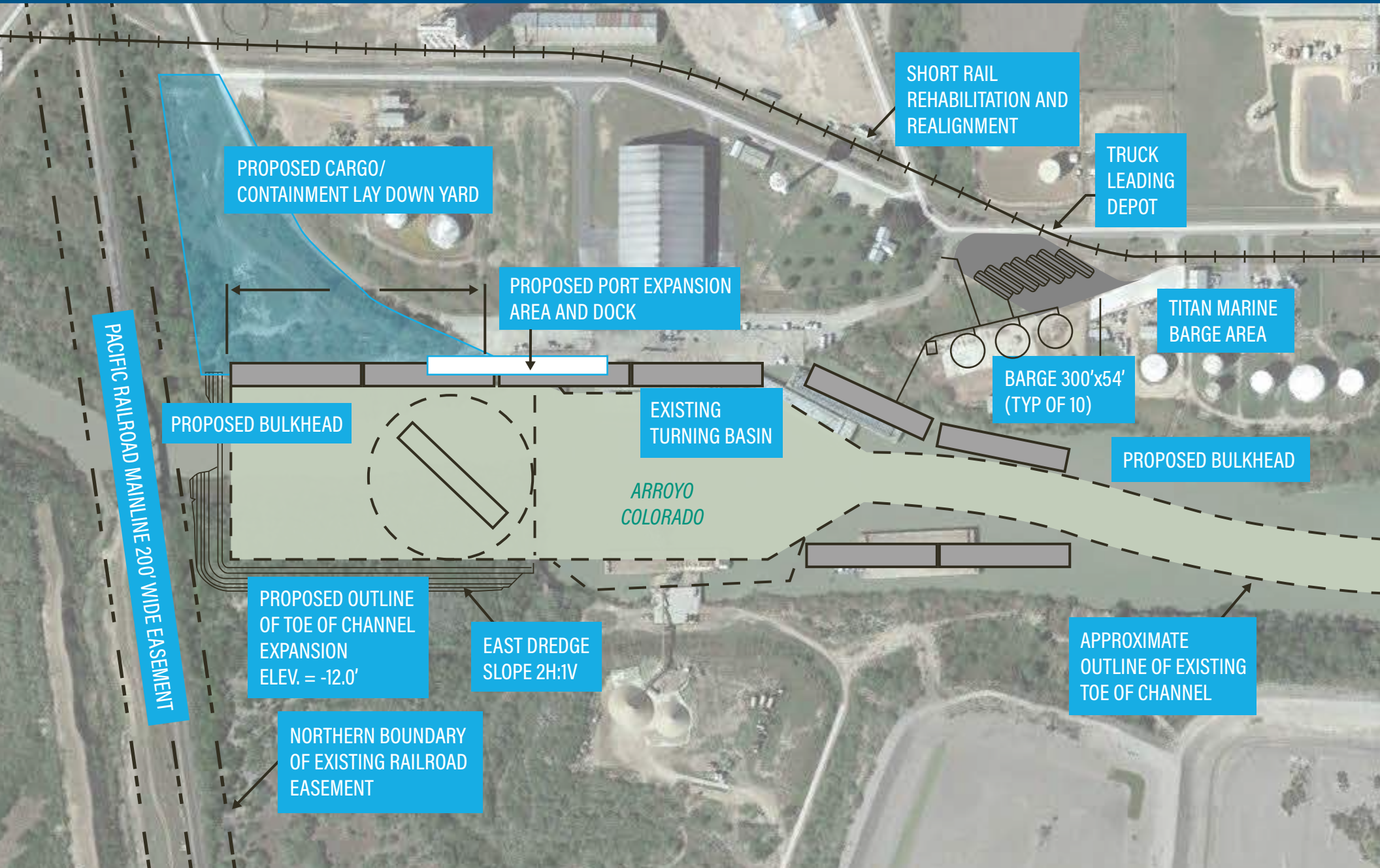
1. Business opportunities development
2. Develop Marine Highway/Short Sea Project and solicit grant funding
3. Identify potential land acquisition opportunities and funding sources
4. Acquire property for replacement DMPA capacity
5. Strategic Action Plan update

INFRASTRUCTURE MANAGEMENT:



1. U.S. Army Corps of Engineers dredging permit completion for Turning Basin expansion project
2. Improve cargo/container storage yard
3. Develop fleeting area and install moorings
4. Dispose of unneeded property

SHORT TERM INFRASTRUCTURE MASTER PLAN





EVOLVING WITH THE TIMES

Looking to the future, we plan to continue our leadership by striving to think outside the box to meet the needs of our growing region as well as flex to market trends. Through our strong Commission guidance and remarkable staff leadership, we are committed to tackling big issues and pushing more barriers than ever before. As we navigate through the challenges that lie ahead, we will remain focused on operational excellence, fiscal responsibility and sustainable growth in order to continue being an economic engine for the Rio Grande Valley.

MEDIUM TERM ACTIONS (3-5 YEARS)

OPERATIONAL ENHANCEMENTS:



1. Business opportunities development
2. Staff growth
3. Strategic Action Plan update
4. Begin application process for new pier crane

INFRASTRUCTURE MANAGEMENT:



1. Dredging & turning basin improvements
2. Dock expansion

LONG TERM ACTIONS (5-20 YEARS)

OPERATIONAL ENHANCEMENTS:



1. Strategic Action Plan & Master Plan updates

INFRASTRUCTURE MANAGEMENT:



2. Expanded site development acquisitions



ADDRESS

24633 E., Port Rd,
Harlingen, TX 78550



PHONE

959-423-0283



WEBSITE

www.portofharlingen.com



EMAIL

records@portofharlingen.com



FACEBOOK

www.facebook.com/portofharlingen



INSTAGRAM

[@PortofHarlingen](https://www.instagram.com/PortofHarlingen)



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