



 **PORT**  
*of*  
*Palm Beach*

2018  
STRATEGIC  
PLAN SUMMARY

IMPORT. EXPORT.  
YOUR PORT.





## TABLE OF CONTENTS

History	7
Board of Commissioners	9
Vision • Mission • Core Values	11
Strengths • Weaknesses • Opportunities • Threats	13
Strategic Goals & Objectives	15
Business Development & Retention	17
Community & Government Relations	19
Financial Strength	21
Environmental Stewardship	23
Organizational Development	25
Channel Viability	27
Safety & Security	29
Port Planning	31





## HISTORY

Established in 1915 by citizens of Palm Beach County, the Port of Palm Beach District is a Special Taxing District, operating as a Sub-Division of the State of Florida. The taxing authority while able to tax has not elected to levy ad valorem taxes on district properties since 1975. This strategic decision is set each year by the Port of Palm Beach Board of Commissioners. The 5-member elected board which governs the port serves 4-year terms and sets the policies of the port.

The Port of Palm Beach is a diversified landlord port, offering cruise and cargo services to more than 30 onsite tenants. At only 162 acres, the port's efficiency is unparalleled, processing more than \$7 billion in commodities, 2.5 million tons of cargoes and 700,000 cruise passengers annually. The port owns and operates 6.5 miles of its own rail and is the Grantee to Foreign-Trade Zone #135. The Port of Palm Beach ranks as the fourth busiest of Florida's 15 deepwater ports and 20th in the nation.

More than 2,850 people are employed by the Port of Palm Beach and its tenants, making it one of the largest employers in Palm Beach County. Through the contribution of more than \$185 million in business revenue and \$17.5 million in tenant-contributed state and local annual tax revenue, it is one of the largest economic engines in South Florida.





## BOARD OF COMMISSIONERS



BLAIR J. CIKLIN



DR. JEAN  
LANDFAIR ENRIGHT



PEYTON W.  
MCARTHUR



WAYNE M. RICHARDS



KATHERINE M.  
WALDRON





## VISION • MISSION • CORE VALUES

### OUR VISION

To maintain a state-of-the-art port that is an integral part of the global distribution channels by sustaining economic vitality within the port's trade and cruise region while serving as an active partner to its local communities.

### OUR MISSION

The Port of Palm Beach will capitalize on existing and emerging business opportunities through strategic infrastructure improvements designed to enhance current services, create new opportunities and maintain state-of-the-art facilities. By maintaining one of the safest, most efficient, and fiscally responsible environments in which to operate, and being a conscious steward of its natural environment, the Port of Palm Beach will continue to be a significantly valued partner for its customers, stakeholders and global markets.

### CORE VALUES

#### • INTEGRITY

Do what is right and ethical. It is Honesty. It is Responsibility. It is Accountability.

#### • LEADERSHIP

Set an example in pursuit of excellence both internally and externally, and be a responsible steward to the people within the Port District. Strong leadership fosters teamwork, openness and mentoring while promoting growth and opportunities.

#### • TEAMWORK

Work effectively and efficiently with staff and communities to empower one another. Together, everyone achieves more.



## STRENGTHS • WEAKNESSES • OPPORTUNITIES • THREATS

### STRENGTHS

- Proximity to the Atlantic, 15 minutes from sea buoy to dock
- Access to Interstate and Intrastate Highways
- Landlord port provides customers the ability for lower cost of cargo handling
- 6.5 miles of on-port rail with on-dock rail transfer capability
- Direct connection to Florida East Coast Railway, with interconnection to CSX and Norfolk Southern
- Ability to be a dedicated home port for cruise lines with easy access and seamless passenger services
- Accessibility to alternative fuels
- Accessibility to decisions makers
- Top-ranked port for security
- Financially strong port

### WEAKNESSES

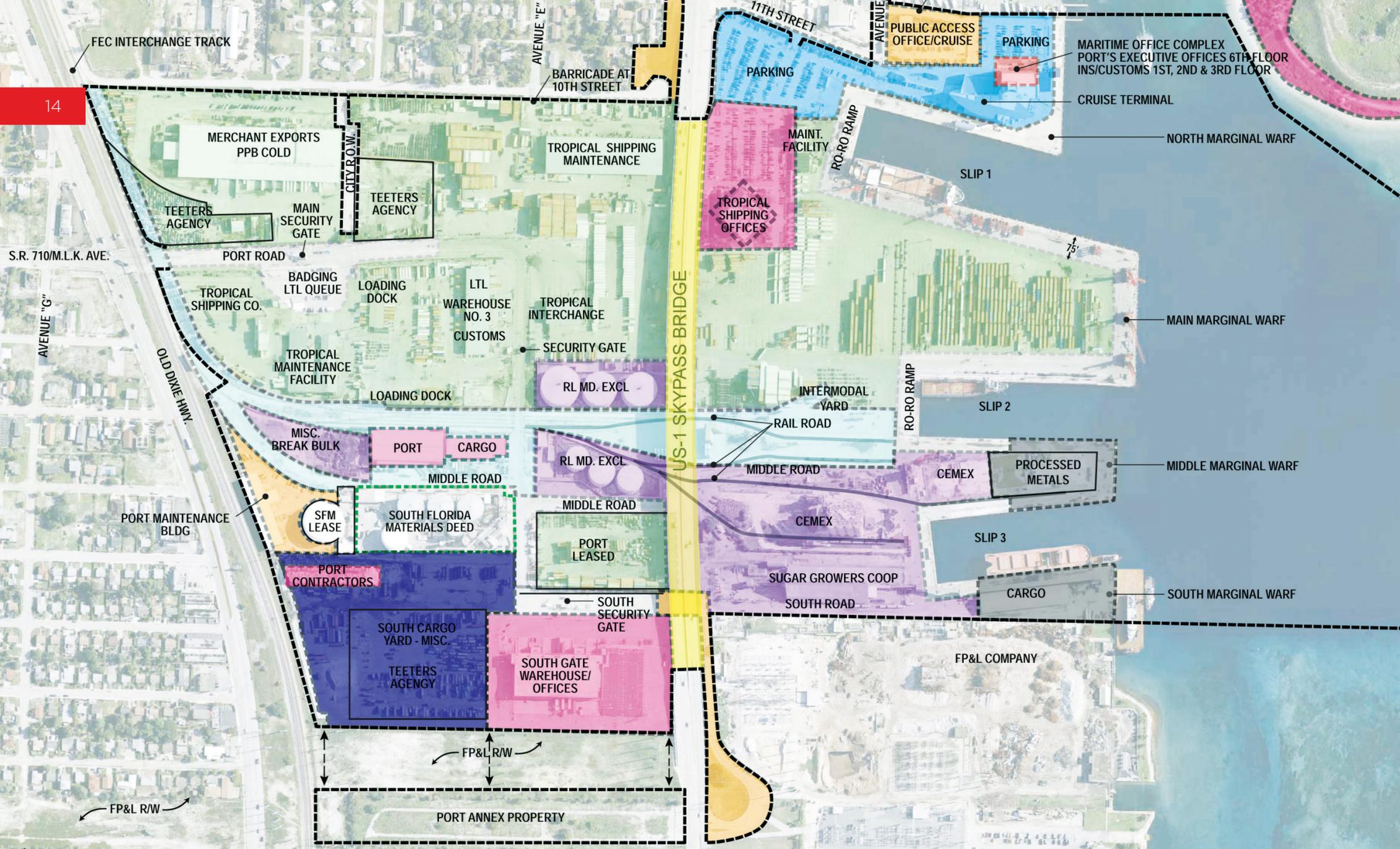
- Limited land availability
- Draft currently restricted to 33 feet Mean Low Water (MLW)
- Vessel size limitations due to access impediments
- Limited storage track for rail cargo
- Limited, surface-only parking
- Inadequate and restricted airlift
- Residential and recreational proximity
- Heavy reliance on Caribbean economy

### OPPORTUNITIES

- Alternative energy projects
- Emerging markets
- Increased rail cargo
- Rail to barge projects
- Use of non-continuous, port-owned land
- Land acquisition
- Vessel displacement opportunities, moving from larger ports
- Inland logistics centers

### THREATS

- Limited infrastructure in new export destinations
- Competition with other South Florida ports
- Local pressure to limit port growth
- Future dredging opportunities



# STRATEGIC GOALS & OBJECTIVES

## LEGEND

- STUDY AREA
- PRIVATE PROPERTY
- US-1 SKYPASS BRIDGE
- CRUISE TERMINAL OPERATIONS
- INTERMODAL RAIL YARD
- CARGO/CONTAINERS
- MIXED CARGO-BULK
- SUPPORT FACILITIES
- LEASE OFFICES / AREA
- GENERAL CARGO
- MIXED CARGO-BULK / CONTAINER



## BUSINESS DEVELOPMENT & RETENTION

### GOAL

Preserve and expand diversity in business segments while achieving sustained market share growth.

### OBJECTIVES

- Expand into new emerging markets and commodities while retaining our current diverse customer base and market segments.
- Continue to review and maximize port revenue while negotiating agreements for land use consistent with our Master Plan.
- Promote and facilitate initiatives for increased awareness and activity of the port's Foreign-Trade Zone.





## COMMUNITY & GOVERNMENT RELATIONS

### GOAL

Engage the community to strengthen and build relationships that promote economic development and public stewardship.

### OBJECTIVES

- Implement outreach to promote community interest of port operations and initiatives, to include local schools, groups and organizations.
- Foster relationships with local stakeholders and community leaders.
- Build and raise relationships with local, state and federal elected officials and agency leaders, and communicate our legislative agenda.





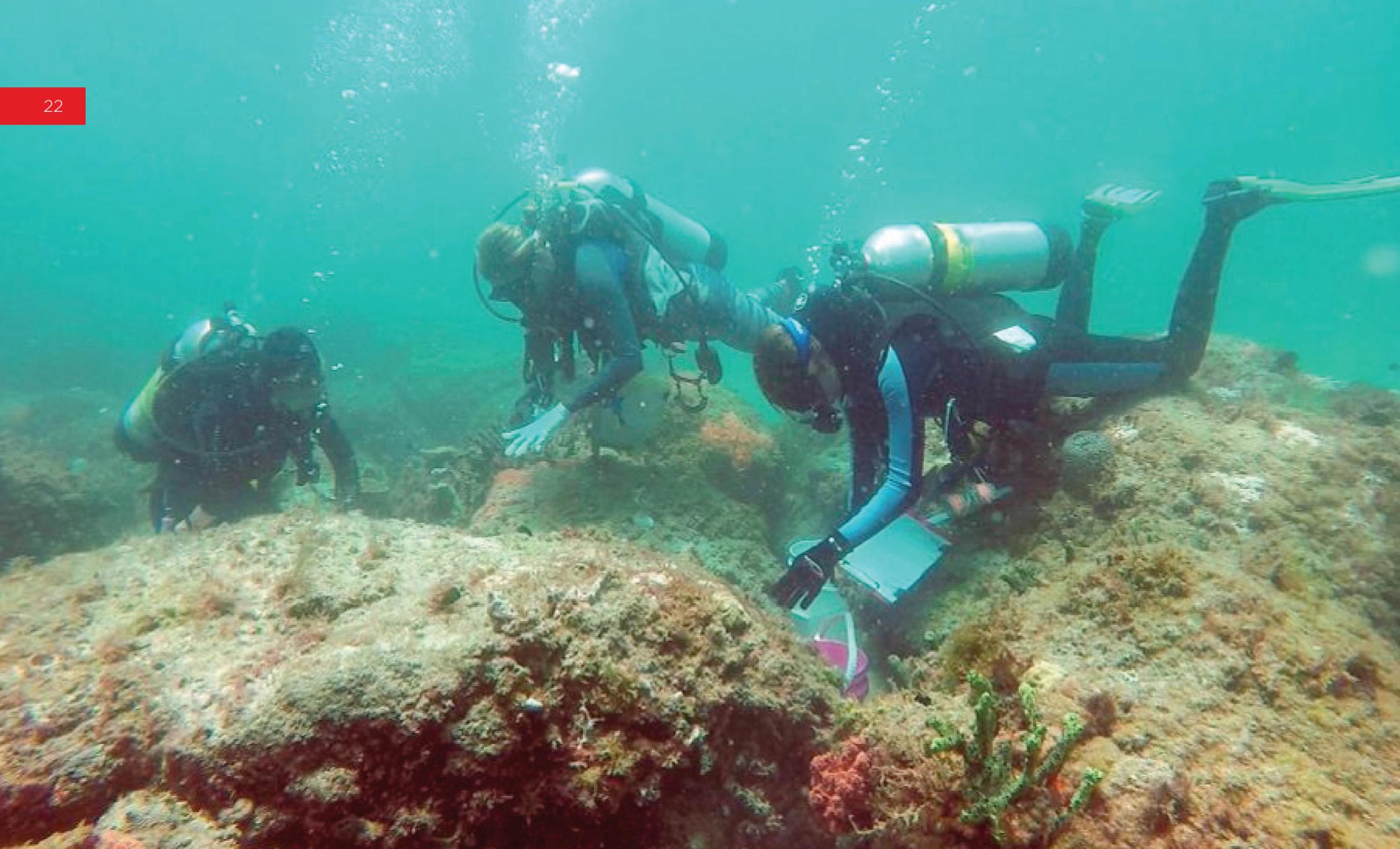
## FINANCIAL STRENGTH

### GOAL

Ensure the port's financial strength by growing annual profit and cash flow to meet operating and infrastructure needs.

### OBJECTIVES

- Maintain a strong cash position with a minimum of 280 days of unrestricted cash.
- Ensure an appropriate return on investments, made to enhance port profitability by targeting a return that exceeds anticipated funding costs by a minimum of 100%.
- Maximize the use of grant funding to supplement both capital and security based capital expenditures.
- Develop and maintain an information technology infrastructure that meets port needs cost efficiently, while insuring both reliability and cyber-security.



## ENVIRONMENTAL STEWARDSHIP

### GOAL

Develop, maintain and preserve an environmentally sustainable port.

### OBJECTIVES

- Promote Green initiatives port-wide among tenants and the community.
- Maintain the quality of port-generated water into the Lagoon.
- Effectively mitigate contaminated soil on all port property.
- Develop prevention plans for each project to mitigate the impact and maintain an environmental balance.

**GreenFirst**  
PORT OF PALM BEACH



## ORGANIZATIONAL DEVELOPMENT

### GOAL

Provide a well-trained organization that integrates people, processes and technology, and promotes a team-oriented environment with professional and personal growth.

### OBJECTIVES

- Recruit and retain a highly qualified workforce.
- Invest in staff development and training.
- Develop and maintain port-wide policies that preserve flexibility while providing strong internal controls.



## CHANNEL VIABILITY

### GOAL

Continue to deliver a minimum MLW draft that provides safe transit of vessel traffic in and out of the port.

### OBJECTIVES

- Collaborate with U.S. Army Corps of Engineers on annual maintenance dredging and emergency dredging.
- Develop community consensus and awareness.
- Evaluation of dredging techniques to reduce environmental short- and long-term impact.
- Continue researching safety projects to assist vessel traffic and harbor pilots.
- Work closely with consultants to ensure that the Corps understands the issues that affect the port.



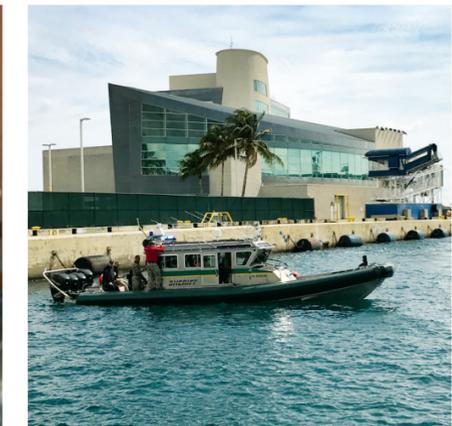
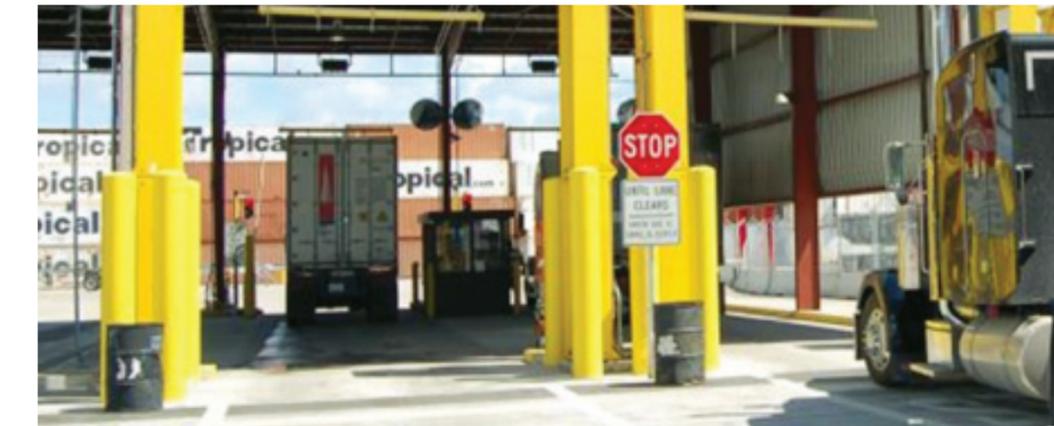
## SAFETY & SECURITY

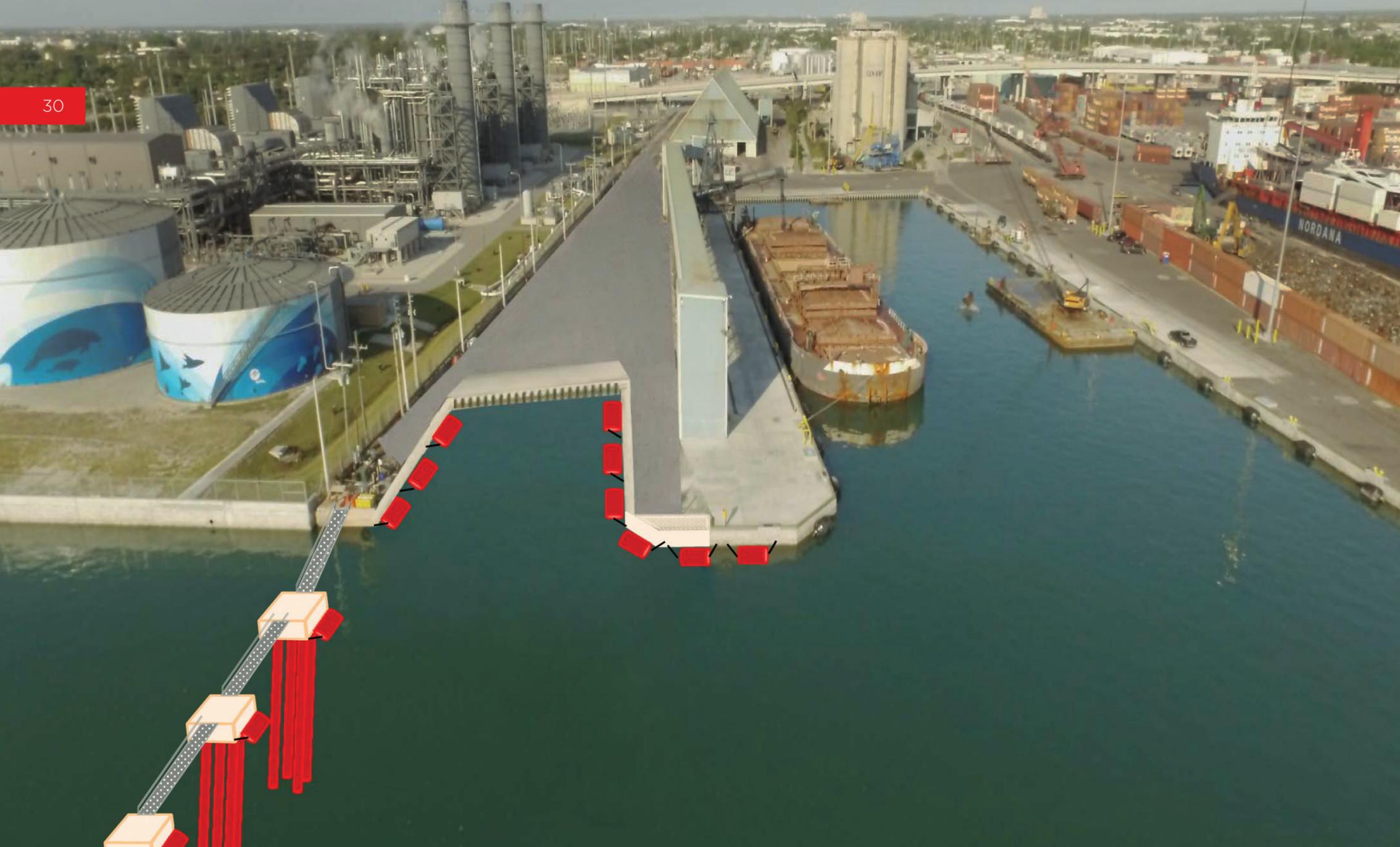
### GOAL

Provide a safe and secure port to its employees, tenants and community.

### OBJECTIVES

- Promote a security culture and mindset.
- Enhance emergency preparedness through multi-agency training and exercises.
- Identify and mitigate potential vulnerabilities to critical infrastructure.
- Maximize outside funding opportunities to ensure that the port has adequate resources for capital projects, such as the Port Security Grant Program.





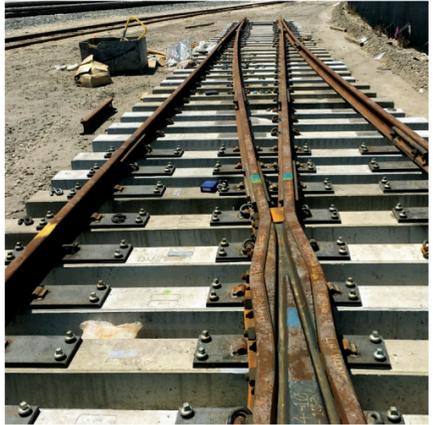
# PORT PLANNING

### GOAL

Enhance and maintain the port's infrastructure, to ensure reliability of port assets and to provide opportunities for the port and its tenants to grow and develop future business.

### OBJECTIVES

- Monitor and update Master Plan.
- Monitor and promote Annual Capital Plan.
- Continue researching and securing grant funds for port capital projects, such as FSTED and FDOT Grants, Governor's Job Growth Fund, various federal infrastructure grants, and others.





ONE EAST 11TH STREET, SUITE 600  
RIVIERA BEACH, FL 33404  
561-383-4100  
[WWW.PORTOFPALMBEACH.COM](http://WWW.PORTOFPALMBEACH.COM)  
PUBLISHED JULY 12, 2018

 Port of Palm Beach  
 @PortofPalmBeach  
 @ManuelAlmiraPPM  
 PortofPalmBeach