



YELLOW CREEK STATE INLAND PORT AUTHORITY

(486 – 00)

**FIVE YEAR STRATEGIC PLANS
FOR THE FISCAL YEARS
2024 THROUGH 2028**

Y.C.P.

Yellow Creek State Inland Port Authority

1. Comprehensive Mission Statement

The Port Authority operates a port terminal and markets industrial sites. The port terminal operates to provide services of general cargo transferred by rail cars, trucks and primarily by barges to enhance the economic wellbeing of the area's industry by giving industry the opportunity to use economic water transportation. The Yellow Creek State Inland Port Authority was created in operation pursuant to the provisions of section 59-17-35 seq., Mississippi code of 1972 annotated. The Port Authority is responsible for developing, marketing, maintaining, and promoting of the terminal operations, serving existing industry, and attracting new industry in which to remain self-supporting. The authority is also developing, marketing, and promoting industrial sites on the state-owned land for the purpose of locating economic development. By the development of Yellow Creek Port south along the Ten-Tom Waterway, the state of Mississippi will be taking another step toward attracting new industry in which will help reduce the area's unemployment.

2. Philosophy

The Yellow Creek State Inland Port Authority's philosophy is to operate the terminal operations under sound business practices, provide customers and tenants with the best quality of services, and to exceed customer and tenant expectations with the port's cargo handling capabilities. Yellow Creek State Inland Port Authority is committed to economic and industrial development for the purpose of locating industry and fostering needed growth and employment by promoting and developing of its state-owned properties.

3. Statewide Goals and Benchmarks

Statewide Goal #1: to develop a public inland port authority by offering to industry transportation options including roadways, water and rail, and remain self-supporting to further enhance the state of Mississippi.

Benchmarks #1

- TV transfer of land to state of Mississippi
- Increase in barge shipments
- YCP owns and maintains ten miles of rail spur with daily rail service and on-site rail mover
- Self-supporting through the terminal operations

State Wide Goal #2: to attract industry, foster economic development, and promote jobs

Benchmark #2

- Development of industrial park in the port complex with (14) successful industries
- Development of Yellow Creek Port south, Burnsville, MS to include a new operations facility and rail loading yard and rail capability
- Traxys Co. Metals – building is complete and in operation – barges are unloading and lease payments are being received
- Ferrous metal processing – large expansion underway with new building
- Over 800 jobs maintained and creation of 300 new jobs

- Available speculative building – currently in use by mission forest products
- New railroad spur at Yellow Creek Port south under construction

4. Overview of The Agency Five-Year Strategic Plans:

The Port Authority has two programs of activities that are planned for the next five years. The two programs are 1) terminal operations; and 2) industrial development and marketing

The Yellow Creek Port is a full-service port facility located at the juncture of the Tennessee river and the Tennessee Tombigbee waterway. The port terminal handles a wide range of commodities and currently handles items of steel coils, steel pipe, steel piling, large fabricated steel items, bags of ferromanganese, bulk silicon, and bulk sand. The primary commodity remains to be steel coils. The port terminal operation involves the capability of handling transported commodities by means of trucks, railcars and barges. New customers are continuing to use the terminal due to its capabilities and location. Inbound and outbound shipments are increasing by rail, truck, and barge traffic.

The terminal utilizes three docks and two large capacity cranes: 1) main dock for unloading barges and rail cars; and 2) secondary dock for loading barges of fabricated steel and unloading of sand at Yellow Creek Port, Iuka; and 3) Yellow Creek Port South for unloading manganese bags.

The industries that have located at the port complex are large steel users. All industries utilize the port terminal services. Ferrous metal processing is the ports anchor tenant.

With the growth of new tenants and existing facilities, the port continues growth both in cargo and related tonnage. The port continues to operate on the original twelve-acre site in which is being fully utilized. To accommodate current and future demands from tenants and customers, plans remain underway to expand its facilities by adding an additional cargo loading facility with an additional lay down and storage area, and other improvement projects of paving and railroad projects. Plans are complete, advertised and awarded for construction of an additional building for our anchor tenant, FerrouSouth. Plans also include the building of a new port office facility, in which will allow for the current office/warehouse to be used as a marketing tool to attract an industry with water and rail transportation needs.

The Yellow Creek Port Authority is continuing with plans of economic development of the Yellow Creek Port south and other state-owned industrial sites. Plans and growth are moving at a very fast pace. Aggressive measures and strategies are being taken to keep up with and to meet the demands of this welcomed growth. Two ongoing developments include the construction of a new operations facility and rail loading yard; and continuing of the rail spur into the Yellow Creek Port south industrial complex. Plans are underway for needed improvements to the dock at Yellow Creek Port south to be able to load out bulk silicon and other commodities. Phase I and phase II of the rail spur have been completed, and phase III is in construction phase and currently ongoing. The port has landed Mississippi silicon in the industrial park, and this prospect is considered an anchor tenant as well as landing a tenant (BMSI) to occupy the speculative building. Traxys processing is complete and in operation with regular barge shipments. Other tenants include Vanleigh and plant process support. Interests and inquiries continue from potential prospects in regards to locating at Yellow Creek Port south. Aggressive efforts are going into preparing/upgrading the barge terminal in Burnsville to better attract industry and to better serve its customers. Large equipment purchases are necessary to the success of the barge terminal. The speculative building is complete. Plans are to start another building as soon as occupancy takes place. Aggressive marketing efforts are planned and conducted by networking with others, internet - webpage, correspondence, phone inquiries, and prospect meetings. The main objective is site visits.

There are not any funds being requested from the general funds. With your continued support, the northeast Mississippi area has excellent potential for further growth and further development of both the terminal operations and industrial development.

5. Agency's external/ internal assessment

1. The economy is slowed and industry is not active
2. Other areas become more competitive
3. Federal, state, and/or local restraints such as taxes
4. Policy changes in direction

The Yellow Creek Port is operated under the supervision of the Yellow Creek State Inland Port Authority. The authority consists of nine board members: one each from Tishomingo County, Alcorn County, Prentiss County, and Itawamba County that are appointed by the respective boards of supervisors, and one each from the same listed counties and one at-large appointed by the governor for staggered terms of five years each. Through a process of monthly board meetings and regular reviews by MDA, the board determines the performance and progress being made. Budgets are submitted after board approval. A continuation of increase in tonnage of cargo handled. Profit margins and successful industrial recruitment are some measurable performance factors used.

6. Agency goals objectives, strategies, and measures by programs for FY 2024 through FY 2028

Fiscal Year 2024

Program 1: Terminal Operations

Goal A: Promote and grow the public port terminal to be able to remain self-supporting and further enhance the local industry and state of Mississippi.

Objective A.1 Offers to industry a competitive multi-modal transportation advantage

Efficiency: Generated revenues through the terminal (\$3,063,671)

Efficiency: New customers served (8)

Output: Total tonnage through terminal operations (367,559)

Output: Invoices generated for previous FY year (712)

Outcome: Additional customer base added

Outcome: Increase of tonnage through terminal

Outcome: Increase of generated revenues to remain self-supporting

A.1.1 Strategy: Promote and increase barge traffic into terminal.

Efficiency: Terminal location is at junction of two major waterways-
Tennessee river and the Tennessee Tombigbee waterway

Efficiency: New customers served through the port

Efficiency: Generated revenues through both terminals

Output: Utilization of two docks and equipment at both terminals

Output: Number of barges loaded and unloaded (123)
Outcome: Increase generated revenues to remain self-supporting
Outcome: Increase of customer base
Outcome: Increase of overall tonnage

A.1.2. Strategy: Promote and increase rail traffic into terminal.

Efficiency: Own and maintain ten-mile spur into terminal
Efficiency: Daily rail service into terminal
Output: Number of railcars loaded and unloaded (994)
Outcome: Increase generated revenues to remain self-supporting

A.1.2. Strategy: Promote and increase truck traffic into terminal.

Output: Number of trucks loaded and unloaded (920)
Outcome: Increase generated revenues to remain self-supporting

Objective B.1. New crane and other cargo handling equipment must be obtained and must maintain necessary equipment to have flexibility to accommodate the needs and demands of existing and new customers

B.1.1 Strategy: New crane and other cargo handling accessories

Efficiency: Equipment experience in handling a wide range of shipper/customer needs
Explanatory: The port terminal operation and its success are based on capabilities and fleet of industrial equipment
Outcome: Working equipment equals capabilities and capabilities equals port revenue

Objective C.1. Port terminal expansion and improvements projects

C.1.1 Strategy: Marshalling yard for steel coils
C.1.2 Strategy: Rehabilitation of rail spur at port terminal
C.1.3. Strategy: New dock expansion at port terminal
C.1.4. Strategy: Office and warehouse improvements

Outcome: Improvements and investments will enable the port terminal to grow and better serve its customers, county, and state.

Funding:

\$	0	General
\$	0	Federal
\$	10,827,000	Other
\$	10,827,000	Total

Program 2: Industrial Development and Marketing (2024)

Objective A.1: Enhances the economic development and wellbeing of the area

Efficiency: Total number of tenants (15)

Efficiency: Total number of new jobs (300)

Efficiency: Total jobs maintained (800)

Output: Number of active prospects (5)

Output: Numbers of site visits by prospects (20)

Output: Number of prospects contacted by phone, internet, and networking (25)

Outcome: Continued growth in the steel industry has proven track record of attracting and supporting the steel service industry

Outcome: Increase of prospects

Outcome: Increase of tenants

Outcome: Increase of job opportunities

A.1.1 Strategy: Expansion of job opportunities for new and existing industries.

Objective B.1. Development and infrastructure improvements of industrial park, Yellow Creek Port South, Burnsville, Mississippi

Output: Available speculative building complete

Output: Phase I railroad into industrial park complete

Output: Phase II railroad into industrial park complete

Output: Phase III railroad into industrial park construction in process

Outcome: Anchor tenant, Mississippi silicon located in industrial park

Outcome: Traxys processing located in operation

Explanatory: Available assets are needed and used for attracting industry.

B.1.1. Strategy: Barge notch loading improvements – operations facility and rail yard

B.1.2. Strategy: Utility needs

B.1.3. Strategy: Access road to barge terminal industrial park

B.1.4. Strategy: Rail to Mississippi silicon

B.1.5. Strategy: Additional equipment

Objective C.1. Aggressive marketing efforts

Output: Abilities of services and available land by port generates business and interest by word of mouth

Output: Partnerships and networking with local organization
Output: Prime industrial sites and multi-modal transportation options

Funding:

\$	0	Federal
\$	0	General
\$	3,609,000	Other
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\$	3,609,000	Total

Fiscal Year 2025

Program 1: Terminal Operations

Goal A: Promote and growth of public port terminal to be able to remain self-supporting and further enhance the local industry and state of Mississippi.

Objective A.1 Offers to industry a competitive multi-modal transportation advantage

Outcome: Additional port users, customers, and cargo

A.1.1 Strategy: Promote and increase barge traffic into terminal.

Efficiency: Terminal location is at junction of two major waterways-
Tennessee river and the Tennessee Tombigbee waterway

Output: Utilization of two docks and two cranes

Outcome: Increase generated revenues to remain self-supporting

A.1.2. Strategy: Promote and increase rail traffic into terminal.

Efficiency: Own and maintain ten-mile spur into terminal

Efficiency: Daily rail service into terminal

Outcome: Increase generated revenues to remain self-supporting

Objective B.1. Obtain, increase, and maintain necessary equipment to allow flexibility to accommodate the needs and demands of existing and new customers.

B.1.1 Strategy C.1 New crane and other cargo handling equipment

Efficiency: Equipment experience in handling a wide range of shipper/customer needs

Explanatory: The port terminal operation and its success are based on abilities and
fleet of industrial equipment

Outcome: Working equipment equals revenue

Objective C.1 Port terminal expansion and improvement projects

C.1.1 Strategy: Marshalling yard for steel coils

C.1.2 Strategy: Rehabilitation of rail spur at port terminal

C.1.3 Strategy: New dock expansion at port terminal

C.1.4 Strategy: Office and warehouse improvements

Outcome: improvements and investments will enable the port terminal to grow and better serve its customers, county, and state

Funding:

\$ 0 Federal

\$ 0 General

\$ 2,500,000 Other

\$ 2,500,000 Total

Program 2: Industrial Development and Marketing (2025)

Objective A.1 Enhances the economic development and wellbeing of the area

Outcome: Continued growth in the steel industry has proven track record of attracting and supporting the steel service industry.

A.1.1. Strategy: Expansion of job opportunities for new and existing industries.

Objective B.1. Development and infrastructure improvements of industrial park in Burnsville, Mississippi

Output: Available speculative building

Output: Phase I railroad into industrial park complete

Output: Phase II railroad into industrial park complete

Outcome: Anchor tenant and additional tenants located in industrial park

Explanatory: Available of assets are needed and used for attracting industry

B.1.1. Strategy: Barge notch improvements to include crane and equipment

B.1.2. Strategy: Utility and additional water and sewer capacity needs

B.1.3. Strategy: Access road to barge terminal in industrial park

B.1.4. Strategy: Rail to barge terminal

B.1.5. Strategy: Crane for speculative

Objective C.1 Aggressive marketing efforts

Output: Abilities of services and available land provided by port generates business and interest by word of mouth

Output: Partnerships and networking with local organizations

Output: Prime industrial sites and multi- modal transportation options

Funding:

\$	0	General
\$	0	Federal
\$	2,500,000	Other
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\$	2,500,000	Total

Fiscal Year 2026:

Program 1: Terminal Operations

Goal A: Promote and grow public port terminal to able to remain self-supporting and further enhance the local industry and state of Mississippi.

Objective A.1. Offer to industry a competitive multi-modal transportation
Outcome: Additional port users, customers, and cargo

A.1.1. Strategy: Promote and increase barge traffic into terminal
Efficiency: Terminal location is at junction of two majors' waterways-
Tennessee river and Tennessee Tombigbee
Output: Utilizations of two docks and two cranes
Outcome: Increase generated revenues to remain self-supporting

A.1.2. Strategy: Promote and increase barge traffic into terminal.
Efficiency: Own and maintain ten-mile rail spur into terminal
Efficiency: Daily rail service into terminal
Outcome: Increase generated revenues to remain self-supporting

Objective b.1. Obtain and maintain necessary equipment to have flexibility to accommodate needs and demands of existing and new customers.

B.1.1 Strategy: New crane and other cargo handling equipment
Efficiency: Equipment experience in handling a wide range of shipper/customer needs
Explanatory: The port terminal operation and its success are based its abilities and it is fleet of industrial equipment.
Outcome: Working equipment equals revenue

Objective C.1. Port terminal expansion and improvement projects

- C.1.1 Strategy:** Marshalling for steel coils
 - C.1.2 Strategy:** Rehabilitation or rail spur at port terminal
 - C.1.3 Strategy:** New dock expansions at port terminal
 - C.1.4 Strategy:** Office and warehouse improvements
- Outcome:* Improvements and investments will enable the port terminal to grow and better serve its customers, county, and state.

Funding:

\$	0	General
\$	0	Federal
\$2,500,000		Other
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\$2,500,000		Total

Program 2: Industrial Development and Marketing (2026)

Objective A.1 Enhances the economic development and wellbeing of the area.

Outcome: Continued growth in the steel industry has a proven track record of attracting additional steel service industries

A.1.1 Strategy: Expansion of job opportunities for new and existing industries.

Objective B.1 Development and infrastructure improvements of industrial park in Burnsville, MS

Output: Available speculative building

Output: Railroad into industrial park complete

Outcome: Mississippi silicon, BMSI, and Traxys have located in the industrial park

Explanatory: Availability of assets is needed and used for attracting industry

- B.1.1. Strategy:** Barge notch improvements to include crane and equipment
- B.1.2. Strategy:** Utility needs
- B.1.3. Strategy:** Access road into industrial park completes
- B.1.3. Strategy:** Rail crane to barge terminal
- B.1.5. Strategy:** Crane for speculative

Objective C.1 Aggressive marketing efforts

Output: Abilities of service and available land provided by port generates business and interest

Output: Partnership and networking with local organizations

Output: Prime industrial sites and multi-modal transportation options

Funding:

\$	0	General
\$	0	Federal
\$2,500,000		Other
\$2,500,000		Total

Fiscal Year 2027:

Program 1: Terminal Operations

Goal A: Promote and grow the public port terminal to be able to remain self-supporting and further enhance the local industry and state of Mississippi

Objective A.1. Offer to industry a competitive multi-modal transportation advantage

Outcome: Additional port user, customers, and cargo

A.1.1. Strategy: Promote and increase barge traffic into terminal.

Efficiency: Terminal location is at junction of the two major waterways- Tennessee river and the Tennessee Tombigbee waterway

Output: Utilization of two docks and multiple cranes

Outcome: Increase generated revenues to remain self-supporting

A.1.2. Strategy: Promote and increase barge traffic into terminal

Efficiency: Own and maintain ten-mile rail spur into terminal

Efficiency: Daily rail service into terminal

Outcome: Increase generated revenue to remain self-supporting

Objective B.1 Obtains and maintain necessary equipment to have flexibility to accommodate the needs and demands of existing and new customers.

B.1.1 Strategy: New crane and other cargo handling equipment

Efficiency: Equipment experience in handling a wide range of shipper/customer needs

Explanatory: The port terminal operation and its success are based on its working equipment equals revenue

Outcome: Working equipment equals revenue

Objective C.1. Port terminal expansions and improvements projects

C.1.1 Strategy: Marshalling yard for steel coils

C.1.2 Strategy: Rehabilitation of rail spur at port terminal

C.1.3 Strategy: New dock expansion at port terminal

C.1.4 Strategy: New office and warehouse improvements

Outcome: Improvements and investments will enable the port terminal to grow and better serve its customers, county, and state.

Funding:

\$	0	General
\$	0	Federal
\$2,500,000		Other
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\$2,500,000		Total

Program 2: Industrial Development and Marketing (2027)

Objective A.1. Enhance the economic development and wellbeing of the area

Outcome: continued growth in the steel industry has proven track record of attracting and supporting the steel service industry.

A.1.1. Strategy: Expansion of job opportunities for new and existing industries

Objective B.1: Development and infrastructure improvements of industrial park in Burnsville, Mississippi

Output: Available speculative building

Output: Roadways and railroads into industrial park

Outcome: Additional tenants located in industrial park

Explanatory: Availability of assets is needed and used for attracting industry

B.1.1. Strategy: Barge notch improvements to include necessary equipment

B.1.2. Strategy: Improvement of utility needs

B.1.3. Strategy: Access roads into industrial park

B.1.4. Strategy: Completion of rail to barge terminal

B.1.5. Strategy: Speculative building equipment and improvements

Objective C.1. Aggressive marketing efforts

Output: Abilities of services and available land provided by port generates business and interest by the word of mouth.

Output: Partnerships and networking with local organizations

Output: Prime industrial sites and multi-modal transportation

Outcome: Near completion of development phases of state-owned lands

Funding:

\$	0	General
\$	0	Federal
<u>\$2,500,000</u>		<u>Other</u>
\$2,500,000		Total

Fiscal Year 2028

Program 1: Terminal Operations

Goal A: Promote and grow the public port terminal to be able to remain self-support and further the local industry and state of Mississippi.

Objective A.1 Offers to industry a competitive multi-modal transportation advantage

Outcome: Additional port users, customers, and cargo

A.1.1 Strategy: Promote and increase barge traffic into terminal

Efficiency: Terminal location - junction of two major waterways

Output: Utilization of the two docks and two cranes

Outcome: Increase generated revenues to remain self-supporting

A.1.2. Strategy: Promote and increase barge traffic into terminal

Efficiency: Own and maintain ten-mile rail spur into terminal

Output: Utilization of the two terminals and multiple cranes

Outcome: Increase generated revenues to remain self-supporting

Objective B.1. Obtain and maintain necessary equipment to have flexibility to accommodate the needs and demands of existing and new customers.

B.1.1 Strategy: new crane and other cargo handling equipment

Efficiency: Equipment experience in handling a wide range of shipper/customer needs

Explanatory: The port terminal operation and its success are based on its abilities and its fleet of industrial equipment

Outcome: Working equipment equals revenue

Objective C.1 Port terminal expansion and improvement projects

C.1.1 Strategy: Marshalling yard for steel coils

C.1.2 Strategy: Rehabilitation of rail spur at port terminal

C.1.3 Strategy: New dock expansion at port terminals

C.1.4 Strategy: Completion on new office construction and warehouse improvements

Outcome: Improvements and investments will enable the port terminal to grow and better serve its customers, county, and state.

Funding:

\$0	General
\$0	Federal
\$2,500,000	Other
\$2,500,000	Total

Program 2: Industrial Development and Marketing (2028)

Objective A.1. Enhance the economic development and wellbeing of the area

Outcome: Continued growth in the steel industry has a proven track record of attracting additional steel service industries.

A.1.1. Strategy: Expansion of job opportunities for new and existing industries

Objective B.1 Development and infrastructure improvements of industrial park in Burnsville, Mississippi

Output: Available speculative building

Output: Phase I railroad into industrial park complete

Outcome: Additional tenants located in the industrial park

Explanatory: Availability of assets is needed and used for attracting industry

B.1.1. Strategy: Barge notch improvements to include necessary equipment

B.1.2. Strategy: Completion of utility needs

B.1.3. Strategy: Access roads

B.1.4. Strategy: Completion of rail to barge terminal

B.1.5. Strategy: Crane for speculative building

B.1.6. Strategy: Completion of developments phases of the state-owned lands

Objective C.1. Aggressive marketing efforts

Output: Abilities of services and available land provided by port
generates business and interest by the word of mouth.

Output: Partnerships and networking with local organizations

Output: Prime industrial sites

Outcome: Completion of development phases of states of owned land

Funding:

\$	0	General
\$	0	Federal
\$2,500,000		Other
\$2,500,000		Total

There are not any funds being requested from the general funds. With your continued support, the Northeast Mississippi area has excellent potential for further growth and further development concerning both the terminal operations and industrial development.