



**YELLOW CREEK STATE INLAND PORT
AUTHORITY**

(486 – 00)

**FIVE-YEAR STRATEGIC PLANS
FOR THE FISCAL YEARS
2027 THROUGH 2031**

Yellow Creek State Inland Port Authority

1. Comprehensive Mission Statement

The Port Authority manages a port terminal and promotes industrial sites. The terminal facilitates the transfer of general cargo via rail cars and trucks, primarily using barges, to support the economic growth of local industries through efficient water transportation. Established under Section 59-17-35 of the Mississippi Code of 1972, the Yellow Creek State Inland Port Authority is responsible for developing, marketing, maintaining, and promoting terminal operations to support existing businesses and attract new ones, thereby ensuring its self-sufficiency. Additionally, the authority develops, markets, and promotes industrial sites on state-owned land to encourage economic growth. Expanding Yellow Creek Port along the Ten-Tom Waterway in Mississippi aims to attract new industries and help reduce local unemployment.

2. Philosophy

The Yellow Creek State Inland Port Authority is committed to operating its terminal based on sound business principles. It ensures that customers and tenants receive top-quality service while surpassing their expectations in cargo handling. The authority is also committed to promoting economic and industrial development by attracting industries and fostering growth and employment through the development of its state-owned properties.

3. Statewide Goals and Benchmarks

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

Benchmarks #1:

1. TV transfer of land to the state of Mississippi
2. Increase in barge shipments
3. YCP owns and maintains ten miles of rail spur with daily rail service and on-site rail mover
4. Self-supporting through the terminal operations
5. Rehabilitation for the main dock and berth expansion at Yellow Creek Port North

Statewide Goal #2: To attract industry, foster economic development, and promote jobs.

Benchmarks #2:

1. Development of an industrial park in the port complex with 14 booming industries
2. Development of Yellow Creek Port South, Burnsville, MS, to include a new operations facility, rail loading yard, and rail capability
3. Traxys Co. Metals – the building is complete and in operation – barges are unloading, and lease payments are being received
4. Ferrous metal processing – the building is complete and in operation
5. Over 800 jobs maintained, and the creation of 300 new jobs
6. Available speculative building – currently in use by Mission Forest products
7. A new railroad spur at Yellow Creek Port South is under construction
8. Yellow Creek Port South storage building is complete and in use.

4. Overview of The Agency's 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 facility at the juncture of the Tennessee River and the Tennessee-Tombigbee Waterway. The port terminal handles a wide range of commodities. Currently, it 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 steel coils. The port terminal operation involves handling transported commodities using trucks, railcars, and barges. New customers continue using 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) a main dock for unloading barges and rail cars; 2) a 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 located at the port complex are significant users of steel. All industries utilize the port terminal services. Ferrous metal processing is the port's anchor tenant.

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

The Yellow Creek Port Authority continues to develop economic plans for Yellow Creek Port South and other state-owned industrial sites. Plans and growth are moving at a breakneck pace. Aggressive measures and strategies are being taken to keep up with and meet the demands of this welcomed growth. Two ongoing developments include the construction of a new operations facility and rail loading yard, as well as the continuation of the rail spur into the Yellow Creek Port South industrial complex. Plans are underway to improve the Yellow Creek Port south dock to load out bulk silicon and other commodities. Phases I and II of the rail spur have been completed, and Phase III is currently under construction. The port has landed Mississippi Silicon in the industrial park, and this prospect is considered an anchor tenant, 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 regarding locating at Yellow Creek Port South. Aggressive efforts are being made to prepare/upgrade the barge terminal in Burnsville to attract industry and better serve its customers. Large equipment purchases are necessary for the success of the barge terminal. The speculative building is complete. Plans are to start construction on another building as soon as occupancy is achieved. Aggressive marketing efforts are planned and conducted through various channels, including networking, internet webpages, correspondence, phone inquiries, and prospect meetings. The main objective is site visits.

No funds are being requested from the general funds. With your continued support, the Northeast Mississippi area has excellent potential for further growth and development of 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 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, who are appointed by the respective boards of supervisors; and one each from the same listed counties, as well as one at-large member appointed by the governor for staggered terms of five years each. Through monthly board meetings and regular reviews by MDA, the board determines the performance and progress. Budgets are submitted after board approval, which marks the continuation of the increase in cargo tonnage handled. Profit margins and successful industrial recruitment are some measurable performance factors used.

6. Agency goals, objectives, strategies, and measures by programs for FY 2027 through FY 2031

Fiscal Year 2027

Program 1: Terminal Operations

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

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

Efficiency: Generated revenues through the terminal (\$6,155,497)

Efficiency: New customers served (9)

Output: Total tonnage through terminal operations (265,410)

Output: Invoices generated for the previous FY (606)

Outcome: Additional customer base added

Outcome: Increase in tonnage through the terminal

Outcome: Increase in generated revenues to remain self-supporting

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

Efficiency: The terminal location is at the 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 (93)

Outcome: Increase generated revenues to remain self-supporting

Outcome: Increase in customer base

Outcome: Increase in overall tonnage

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

Efficiency: Own and maintain a ten-mile spur into the terminal

Efficiency: Daily rail service to the terminal

Output: Number of railcars loaded and unloaded (468)

Outcome: Increase generated revenues to remain self-supporting

A.1.3 Strategy: Promote and increase truck traffic into the terminal.

Output: Number of trucks loaded and unloaded (1,917)

Outcome: Increase generated revenues to remain self-supporting

Objective B.1: New cranes and other cargo handling equipment must be obtained, and the necessary equipment must be flexible 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 the fleet of industrial equipment

Outcome: Working equipment equals capabilities, and capabilities equal port 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 the port terminal

C.1.3. Strategy: New dock expansion at the 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
\$	20,687,808	Other
\$	20,687,808	Total

Program 2: Industrial Development and Marketing (2027)

Objective A.1: Enhances the economic development and well-being 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: Number of site visits by prospects (25)

Output: Number of prospects contacted by phone, internet, and networking (30)

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

Outcome: Increase in prospects

Outcome: Increase in tenants

Outcome: Increase in job opportunities

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

Objective B.1. Development and infrastructure improvements of the 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 an industrial park
Outcome: Traxys processing is in operation
Explanatory: Available assets are utilized to attract the 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 the 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: The Abilities of services and available land by port generate 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	Federal
\$	0	General
\$	6,895,936	Other
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\$	6,895,936	Total

Fiscal Year 2028

Program 1: Terminal Operations

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

Efficiency: The terminal location is at the 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 the terminal.

Efficiency: Own and maintain a ten-mile spur into the terminal

Efficiency: Daily rail service to the 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: 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 a 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 the port terminal

C.1.3 Strategy: New dock expansion at the 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
\$	15,000,000	Other
\$	15,000,000	Total

Program 2: Industrial Development and Marketing (2028)

Objective A.1: Enhances the economic development and well-being of the area

Outcome: Continued growth in the steel industry has a 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 an 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 an industrial park

Explanatory: Available assets are needed and used to attract 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 an industrial park

B.1.4 Strategy: Rail to the barge terminal

B.1.5 Strategy: Crane for speculative

Objective C.1 Aggressive marketing efforts

Output: The Abilities of services and available land provided by the port generate 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
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\$	15,000,000	Other
\$	15,000,000	Total

Fiscal Year 2029:

Program 1: Terminal Operations

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

Objective A.1: Offer to the competitive multi-modal transportation industry

Outcome: Additional port users, customers, and cargo

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

Efficiency: The terminal location is at the junction of two major 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 the terminal.

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

Efficiency: Daily rail service to the terminal

Outcome: Increase generated revenues to remain self-supporting

Objective B.1: Obtain and maintain the 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 it is a fleet

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 the port terminal

C.1.3 Strategy: New dock expansions at the 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.

<u>Funding:</u>		
\$	0	General
\$	0	Federal
\$15,000,000		Other
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\$15,000,000		Total

Program 2: Industrial Development and Marketing (2029)

Objective A.1: Enhances the economic development and well-being 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 an industrial park in Burnsville, MS

Output: Available speculative building

Output: Railroad into an industrial park complete

Outcome: Mississippi Silicon, BMSI, and Traxys are 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 the industrial park is completed

B.1.3 Strategy: Rail crane to barge terminal

B.1.5 Strategy: Crane for speculative

Objective C.1: Aggressive marketing efforts

Output: The Abilities of the service and available land provided by the port generate business and interest

Output: Partnership and networking with local organizations

Output: Prime industrial sites and multi-modal transportation options

<u>Funding:</u>		
\$	0	General
\$	0	Federal
\$15,000,000		Other
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\$15,000,000		Total

Fiscal Year 2030:

Program 1: Terminal Operations

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

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

Outcome: Additional port users, customers, and cargo

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

Efficiency: The terminal location is at the 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 the terminal

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

Efficiency: Daily rail service to the terminal

Outcome: Increase generated revenue to remain self-supporting

Objective B.1: Obtains and maintains 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's operational success is directly tied to its working equipment,
which in turn 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 the port terminal

C.1.3 Strategy: New dock expansion at the 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
\$15,000,000		Other
\$15,000,000		Total

Program 2: Industrial Development and Marketing (2030)

Objective A.1: Enhance the economic development and well-being of the area

Outcome: Continued growth in the steel industry, which has a 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 an industrial park in Burnsville, Mississippi

Output: Available speculative building

Output: Roadways and railroads into an industrial park

Outcome: Additional tenants are located in an 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 an industrial park

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

B.1.5 Strategy: Speculative building equipment and improvements

Objective C.1: Aggressive marketing efforts

The port's services and available land generate business and interest through word of mouth.

Output: Partnerships and networking with local organizations

Output: Prime industrial sites and multi-modal transportation

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

Funding:

\$	0	General
\$	0	Federal
\$15,000,000		Other
\$15,000,000		Total

Fiscal Year 2031

Program 1: Terminal Operations

Goal A: Promote and grow the public port terminal to remain self-supporting and further the local industry and the 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 the 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 the terminal

Efficiency: Own and maintain a ten-mile rail spur into the terminal
Output: Utilization of the two terminals and multiple cranes
Outcome: Increase generated revenues to remain self-supporting

Objective B.1: Obtain and maintain the 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 it has a 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 the port terminal

C.1.3 Strategy: New dock expansion at port terminals

C.1.4 Strategy: Completion of 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.

<u>Funding:</u>		
\$	0	General
\$	0	Federal
\$15,000,000		Other
\$15,000,000		Total

Program 2: Industrial Development and Marketing (2031)

Objective A.1: Enhance the economic development and well-being 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 an 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 the barge terminal

B.1.5 Strategy: Crane for speculative building

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

Objective C.1: Aggressive marketing efforts

The port's services and available land generate business and interest through word of mouth.

Output: Partnerships and networking with local organizations

Output: Prime industrial sites

Outcome: Completion of the development phases of states of owned land

<u>Funding:</u>		
\$	0	General
\$	0	Federal
\$15,000,000		Other
\$15,000,000		Total

No funds are being requested from the general funds. With your continued support, the Northeast Mississippi area has excellent potential for further growth and development concerning terminal operations and industrial development.