

Greater Nogales – Santa Cruz County

Port Authority

Five-Year Strategic Plan

December 11, 2008

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1. Introduction

With participation from regional stakeholders and partners, this Strategic Plan has been developed by the Board of Directors of the Greater Nogales – Santa Cruz County Port Authority with the goal of providing a roadmap for the next five years for the organization. This roadmap clarifies the Port Authority’s mission, defines the Port Authority’s values and provides a strategic framework for the substantial decisions that will set the course for its investment in the regional economy.

The Strategic Plan includes input from government, industry and business partners and community stakeholders. The Board has listened to the opinions shared at the public meeting held on Wednesday, August 20, 2008 and those provided by e-mail or fax. The Board has taken seriously the comments and suggestions of the community as the Port Authority recognizes that community consensus will only help achieve momentum to grow the regional economy. This Strategic Plan has undergone revision pursuant to the feedback received and the Board feels that the document reflects a commonsense and collaborative view of how the Port Authority can utilize its specialized assets and alliances to assist in the region’s long-term economic development.

The next five-year period is a critical time for the Port Authority. As the reconfiguration of the Mariposa Port of Entry is completed and needed modernization and improvements are made to the other three ports of entry, the economic opportunities for Nogales and the County as well as Mexico will be limitless. The new port of entry infrastructure will better connect the region to the world economy, provide a stronger anchor for the regional economy to grow and help spur tourism development. The region must be prepared to leverage and maximize these opportunities to their full advantage. The Port Authority is in a key position to lead the charge. Given the Port Authority’s ability to work across business, governmental and political boundaries as well as cultural and border barriers, the organization is positioned to provide a unifying role in a complex local environment.

The Strategic Plan outlines a five-year plan to build the organizational infrastructure and capacity the Board believes is imperative for supporting the vision for the Port Authority expressed by the stakeholders and partners. Communication, outreach efforts and staffing will be key elements for leveraging the advocacy role that the Port Authority has so successfully achieved over the last four years. Strong, consistent leadership with staffing assistance will be necessary to fully achieve the goals and objectives laid out in the Port Authority's Five Year Strategic Plan.

The Port Authority Board is dedicated to fulfilling an important public objective. It takes this role seriously and is committed to creating value for the citizens of the community. The Port Authority Board recognizes that it must conduct its planning and decision-making in an open and transparent manner. As all Port Authority Board meetings are open to the public, the board intends to expand its interface with the public and strengthen two-way communication. In addition, the Port Authority will interact with the public through an annual review process to measure its progress and communicate its planning for the following year. The Board sees the Port Authority as an important and collaborative extension of both community and border partners in helping strengthen and grow the entire region's economy by making all ports of entry more efficient and effective for generations to come.

2. Mission Statement, Values and Goals.

Current Mission

In partnership with public and private sectors, the strategic mission of the Port Authority is to strengthen the regional economy, improve international trade and spur tourism and community development by making the international ports of entry and surrounding areas the most efficient and effective for generations to come.

➤ Previous Mission

The overriding purpose of the Port Authority is to coordinate the efforts and resources of private industry and local government to promote the common goal of making the international ports of entry located in and around Nogales and Santa Cruz County, Arizona, the most efficient and effective of the ports located on the U.S. Mexico border for international trade, economic development, and tourism.

Values

The Port Authority has established the following values or principles to support the mission of the organization and guide and inspire leadership.

- **Issue Oriented**
- **Ethical**
- **Unity**
- **Inclusiveness**
- **Transparency**
- **Consensus Driven**
- **Consistency**
- **Bi-national—Work on both sides of border**

Core Strategies

Core strategies are overall priorities or direction that articulates an organization's future direction and describes how and where it will focus its resources in the future. The Port Authority identified the following core strategies as the bases for its five-year plan:

- **Improve the key ports of entry in all aspects so that they function as effectively and efficiently as possible.**
- **Recognizing that the Ports of Entry are key to the region's economy, act as a strong advocate and champion for nurturing, growing and promoting economic development opportunities and enhancing the quality of life in the region.**
- **Improve the Port Authority's visibility and broaden the understanding of what we do and the impact on the region.**
- **Build the capacity to support the community's vision for the Port Authority and move the goals and objectives forward.**

Goals and Objectives

Goals are outcome statements that define what an organization is trying to accomplish both programmatically and organizationally. Objectives are the measurable, time-phased results that support the achievement of the goal. The mission statement answers the big questions about why an organization exists and how it seeks to benefit the community, however the goals and longer-term objectives are an organization's *plan of action* and describes what the organization intends to do over the next few years. Using the feedback shared at the public meetings along with input from Ex-officio members and industry partners, the Port Authority's Board of Directors has identified the following goals and objectives for the five-year period from 2009 to 2013.

Core Strategy: Improve the key ports of entry in all aspects so that they function as effectively and efficiently as possible.

Five-Year Goals and Objectives (2009 to 2013)

Goal 1 Complete the reconfiguration of the Mariposa Port of Entry

Objectives

1.1 Complete the design and land acquisition

2009/10 Priorities

1.1.1 100% Design Completion

1.1.2 Land Acquisition

1.2 Acquire funding for build out

2009/10 Priorities

1.2.1 Site Prep Funding (Awarded March 2009)

1.2.2 Acquire Construction Funding (Awarded March 2009)

1.3 Mitigate impacts to stakeholders during the construction period

1.4 Coordinate with the Mexican stakeholders to complete improvements in Nogales, Sonora by communicating with the proper authorities and monitoring their efforts

2009/10 Priorities

1.4.1 Continue with quarterly meetings (Intersecretarial meetings) to discuss needs, issues and solutions with Mexican stakeholders.

1.4.2 Monitor and coordinate that Mexican stakeholders follow up with their efforts to continue for design preparation

1.5 Coordinate with strategic partners including the Federal and State government for improvements to Mariposa Road and improvements to I-19 Mariposa Interchange

2009/10 Priorities

1.5.1 When completed, review the ADOT connector study; which includes the UA & University of Sonora Bottleneck Study

1.5.2 Develop strategies to implement recommendation of the Interconnector study

1.5.3 Make sure that the I-19 Mariposa Interchange funding is included as part of the ADOT 5-year plan to coincide with the Mariposa Reconfiguration

Core Strategy: Improve the key ports of entry in all aspects so that they function as effectively and efficiently as possible.

Five-Year Goals and Objectives (2009 to 2013)

Goal 2 Improve, modernize and/or or expand the Downtown Ports of Entry

Objectives

2.1 Obtain Input from Stakeholders on needs and plans for various downtown ports of entry.

2009/10 Priorities

2.1.1 *Convene meetings with the US and Mexican stakeholders*

2.1.2 *From the information gathered through the various meetings, create a plan for improvements that identifies priorities and strategic partner's responsibilities.*

2.1.3 *Advocate for Downtown Ports of Entry (DeConcini, Morley & Rail) improvements*

2.2 Support the City of Nogales on building a pedestrian crossover near DeConcini POE

2009/10 Priorities

2.2.1 *Support the City to implement construction of a pedestrian crossovers*

2.2.2 *Identify and advocate for additional resources for a downtown pedestrian crossover*

2.2.3 *Advocate for additional crossovers in the downtown area*

2.2.4 *Support the efforts for improvements and enhancements*

2.3 Advocate for additional federal staffing

2009/10 Priorities

2.3.1 *Continue to work with CBP to allocate sufficient resources to facilitate border crossing*

2.4 Advocate for the creation of an International Main Street Program

2.4.1 *Support the City of Nogales, Sonora's effort to expand their efforts into Calle Elias*

2.5 Support Way-finding throughout Nogales

Goal 3 Monitor and provide feedback as needed on other ports of entry located in the Region

Objectives:

3.1 Monitor upcoming issues, changes or opportunities in regards to the development of the Nogales Int'l Airport.

3.2 Monitor the Cattle Crossing

3.3 Monitor the development of an intermodal facility

Core Strategy Recognizing that the Ports of Entry are key to the region's economy, act as a strong advocate and champion for nurturing, growing & promoting economic development opportunities.

Five-Year Goals and Objectives (2009 to 2013)

Goal 4 Advocate for changes at the local level to fully maximize local economic impact deriving from the Ports of Entry

Objectives:

- 4.1 Improve development permit processing to expedite development opportunities
- 4.2 Initiate joint funding from public sector to improve local infrastructure
- 4.3 Advocate that the City of Nogales' General/Master Plan is updated and approved by 2010

2009/10 Priorities

- 4.3.1 *Port Authority to take the lead in encouraging community members to participate in the general plan process.*
- 4.4 Assist with building capacity within the Planning & Zoning Department at the City of Nogales.
- 4.5 Assist with building capacity within the Planning & Zoning Department at Santa Cruz County
- 4.6 Provide leadership to further the development of the western side of Nogales/Santa Cruz County
- 4.7 Put together an advisory board to hire an engineer to look at the FEMA maps (Completed January 2009)
- 4.8 Advocate and support the development of a local transit system in the City of Nogales and interconnection with other areas in the region
- 4.9 Advocate and support the development of an economic development plan for the City of Nogales

2009/10 Priorities

- 4.9.1 *Develop an Economic Development Advisory Committee*

Core Strategy Recognizing that the Ports of Entry are key to the region's economy, act as a strong advocate and champion for nurturing, growing & promoting economic development opportunities (continued)...

Five-Year Goals and Objectives (2009 to 2013)

Goal 5 Develop Foreign Trade and Foreign Trade Zones

Objectives

5.1 Acquire control of E.D.F. and foreign trade zones

2009/10 Priorities

5.1.1 *Constitute a new board of directors (Completed January 2009)*

5.1.2 *Review and modify existing By-laws*

5.2 Determine where the Zones should be physically located

5.3 Activate new Zones/sites

5.4 Develop a Management Plan for the Zones/sites.

5.5 Assist with building capacity for promotion of US exports

Goal 6 Operate or support the operation of a portal/resource for available information/programs regarding the region's economy

Objectives:

6.1 Create a database/repository of knowledge about the community/region to support economic development

- Inventory of available warehouse space, educational facilities, skilled and unskilled workforce, transportation
- Make information easy to access
- Provide information from both sides of the border

2009/10 Priorities

6.1.1 *Assist with inventorying what is already available.*

6.1.2 *Track imports and exports crossing the border*

6.1.3 *Purchase licenses to access Census information on imports and exports*

6.1.4 *Determine what figures the Authority should track and review yearly customs report accordingly.*

6.2 Create a database for tourism that inventories assets, products, relationships, etc.

6.2.1 *Develop and strengthen relationships with the Arizona Office of Tourism*

Core Strategy Improve the Port Authority's visibility and broaden the understanding of what we do and the impact on the region.

Five-Year Goals and Objectives (2009 to 2013)

Goal 7 Strengthen the communication and outreach efforts with stakeholders, partners & community.

Objectives

7.1 Implement a comprehensive communication/outreach plan

2009/10 Priorities

7.1.1 Form a Communications Task Force and present a Communication/Outreach Plan by the end of the first quarter of 2009

(Key points in the plan are to Identify our audiences, Use a variety of venues to reach our audiences (i.e. newsletter, email blasts), Have the communication pieces in both English and Spanish and Look for opportunities to promote successes, accomplishments and positive news)

7.2 Take the website to the next level and manage it accordingly.

2009/10 Priorities

7.2.1 Form a website task force and make recommendations by the end of first quarter of 2009

7.3 Develop a plan to assist PA Board members with communicating back to their respective members.

2009/10 Priorities

7.3.1 Set up an outlook distribution list to disseminate information via email

Goal 8 Continue to reinforce strategic alliances and relationships

Objectives

8.1 Ensure there is consistent, on-going communication with City and County on Port Authority issues.

2009/10 Priorities

8.1.1 Lead the Flood Control Advisory Committee in partnership with the City and County to review the FEMA mapping process

8.1.2 Support County efforts for Palo Parado exit access to Pendleton

8.1.3 Advocate for improvements to the Nogales wash

8.2 Foster strategic relationships with the economic development entities in the State of Arizona

2009 Priorities

8.2.1 Identify State agencies and develop a matrix of who, what, why, programs, grant opportunities, etc (internship with UA)

8.2.2 Determine when key individuals/agencies will be in Nogales, AZ and arrange meetings accordingly.

8.3 Strengthen relationships/communication with West Coast of Mexico.

2009 Priorities

8.3.1 Identify players

8.4 Advocate with Partners to pass legislation to create a functional Arizona International Development Authority

2009 Priorities

8.4.1 Form a task force to follow through and coordinate with other border communities (Yuma, Douglas, etc...)

Core Strategy Build internal capacity to support the community's vision for the Port Authority and move its goals and objectives forward.

Five-Year Goals and Objectives (2009 to 2013)

Goal 9 Diversify funding

Objectives

9.1 Develop a Resource Development Committee to develop a five-year funding plan

2009/10 Priorities

- 9.1.1 *Make sure that the Committee is comprised of a good representation of the broad spectrum of industries*
- 9.1.2 *Create an accurate accounting of what our current funding is, including in-kind*
- 9.1.3 *Determine how much more is needed to support staff, the organization and projects*
- 9.1.4 *Develop five year financial projections*
- 9.1.5 *Define how investor's contributions can be deduct for tax purposes*

9.2 Maintain our City and County partners as investors

2009/10 Priorities

- 9.2.1 *Create a communication piece to present to funding partners*

9.3 Increase private sector support

2009/10 Priorities

- 9.3.1 *Develop a list of potential supporters to include Tucson*

9.4 Continue to research and apply for grants

9.5 Identify future business endeavors/enterprises

2009/10 Priorities

- 9.5.1 *Research the opportunities regarding managing Stevedores*

Core Strategy Build the capacity to support the community's vision for the Port Authority and move its goals and objectives forward.

Five-Year Goals and Objectives (2009 to 2013)

Goal 10 Establish the staff and infrastructure to manage the day to day operations of the Port Authority

Objectives

10.1 Hire a Program Manager to manage the daily activities of the Port Authority

10.2 Expand staff to two full time employees (Program Manager and Administrative Assistant)

10.3 Establish a fully functioning office to house the Port Authority members and staff

10.4 Determine additional outsource needs to support staff and the Organization (Advisor, Marketing, Website Design/Mgt)

2009/10 Priorities

10.4.1 Set a committee to go after additional resources for the Port Authority

Goal 11 **Maintain an engaged and diversified Board of Directors to sustain strong leadership**

Objectives

11.1 Develop a succession plan to assist with grooming new leadership

11.2 Annually evaluate the Board make up and identify any needs or gaps in overall diversity/representation.

2009/10 Priorities

11.2.1 Add industry cluster representation to the Board from the following areas: railroad, health care, transportation, development, education, US manufacturing

11.2.2 Determine how to facilitate them to the table.

11.3 Continue to expand (as needed) the Ex-Officio members to act as valuable advisors/resources/alliances

11.4 Host an Annual Board Planning Session to review past year accomplishments and address specific organizational issues

11.5 Host board meetings to discuss organizational tasks prior/after every Port Authority meeting

Core Strategy Build the capacity to support the community's vision for the Port Authority and move its goals and objectives forward.

Five-Year Goals and Objectives (2009 to 2013)

Goal 12 Assure that the Organization is operating effectively and efficiently

12.1 Annually review the Bylaws

2009/10 Priorities

12.1.1 Adding new members to the Board

12.1.2 How to remove Board members who are not participating, paying dues or attending meetings

12.2 Develop policies and procedures for the organization

2009/10 Priorities

12.2.1 Determine Board attendance expectations

12.2.2 Industry Clusters policy (membership)

12.3 Review the Five Year Strategic Plan to assess progress on a Quarterly basis