



PORT HOUSTON™

STRATEGIC PLAN 2025 UPDATE

LETTER FROM THE CEO

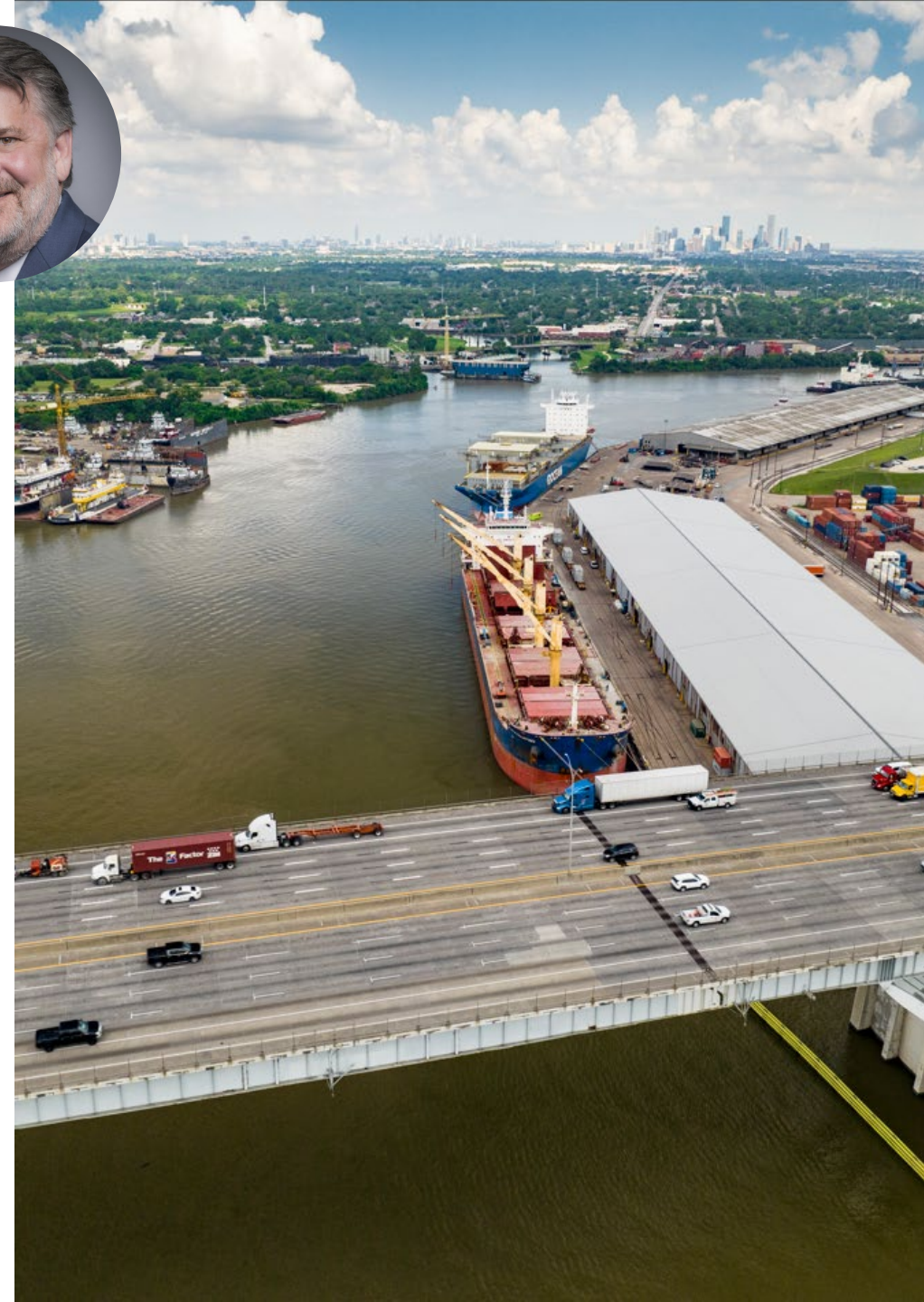
I am pleased to present the Strategic Plan 2025 Update for Port Houston, outlining our mission, vision, and goals as an organization. At Port Houston, we understand the pivotal role we play in driving economic growth and fostering regional prosperity through our world-class cargo terminals, robust community initiatives, and unwavering advocacy for the Houston Ship Channel. The need to balance these various aspects of our role was carefully considered in this Strategic Plan.

Our Strategic Plan is our compass, guiding us as we seize opportunities and assisting us as we overcome obstacles with resilience and foresight. By setting clear objectives and aligning resources internally as well as with our partners in the private, civic, and public sectors, we help ensure that Port Houston remains at the forefront of global trade and economic vitality.

I believe our Strategic Plan is both essential and transformative. It provides a cohesive framework that enhances operational efficiency, optimizes resource allocation, and strengthens our commitment to fulfilling Port Houston's mission and vision. Using this Strategic Plan as our guide, we can exceed expectations for our customers, strengthen local communities, empower our partners, and continue to contribute to the prosperity of our nation.

With this Strategic Plan, I can envision our organization's future and how we will work together with our many partners to achieve success. We are poised to embark on an exciting journey over the next handful of years. Thank you for taking the journey with us.

Sincerely,
Charlie Jenkins, CEO





PORT COMMISSION

Port Houston’s Strategic Plan 2025 Update sets forth clear priorities to strengthen its organizational capacity ensuring it is well-equipped to deliver on its mission, to move the world and drive regional prosperity. The Port Commission of the Port of Houston Authority supports these efforts, setting clear objectives that fulfill its role as a steward of progress through the Houston Ship Channel.

The plan reflects Port Houston’s firm commitment to be the nation’s premier maritime gateway. Port Houston does this by meeting cargo demand efficiently while ensuring the channel is safe and maintained for all users and creating opportunities for sustainable growth in the communities served.

Port Houston encourages all to support the pursuit of its Mission, Vision, and Goals. Through cooperation, collaboration, and coordination, Port Houston can collectively harness the potential of the Houston Ship Channel—a regional asset of national significance.



RIC CAMPO
Chairman



DEAN E. CORGEY
Commissioner



CLYDE FITZGERALD
Commissioner



STEPHEN H. DONCARLOS
Commissioner



WENDY MONTOYA CLOONAN
Commissioner



ALAN A. ROBB
Commissioner



THOMAS JONES JR.
Commissioner

WHO WE ARE

For over a century, Port Houston has served as the advocate and a strategic leader for the Houston Ship Channel – the nation’s busiest waterway – ensuring the free flow of commerce throughout the region.

Port Houston owns, manages, and operates eight public terminals along the 52-mile Houston Ship Channel, including the area’s largest breakbulk facility and two of the most efficient container terminals in the country.

The Houston Ship Channel complex, and its more than 200 public and private facilities, is the nation’s largest port for waterborne tonnage, and an essential economic engine for the Houston region, the state of Texas, and the U.S.

With unwavering commitment in a constant sea of change, Port Houston is on track in its development for a sustainable future, while working to create the most modern and efficient deep seaport on the U.S. Gulf Coast. Now and looking ahead, Port Houston sits at the helm of excellence in freight mobility, environmental stewardship, and long-term economic vitality.

PORT HOUSTON

- 5th ranked U.S. container port by total TEUs
- Handles 73% of U.S. Gulf Coast container traffic
- Largest Texas port with 97% market share in containers
- Helps generate 979,500 jobs in Texas from terminal activity

HOUSTON SHIP CHANNEL

- #1 port for waterborne tonnage
- Largest petrochemical complex in the U.S.
- Supports 1.54M jobs in Texas and 3.37M jobs nationwide
- Supports economic activity totaling \$439B in Texas and \$906B in the U.S.



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01

STRATEGIC PLAN AT-A-GLANCE



CHARTING THE COURSE FOR THE FUTURE

In the maritime sector, mariners plot their course and plan their routes using a navigation chart. They streamline the voyage by selecting a path that avoids hazards, minimizes risk, and optimizes efficiency whether navigating through a narrow channel or open waters. A well-planned route and vigilant monitoring of position and conditions ensure safe and successful passage to the destination.

The Strategic Plan At-A-Glance provides a clear overview of Port Houston's future direction. It envisions a vibrant organization with the capability and determination to succeed, fostering a strong and expanding maritime economy centered around the Houston Ship Channel (HSC) and Port Houston's terminals. This plan aims to increase the number, diversity, and quality of jobs and business opportunities, boosting regional prosperity. Additionally, it emphasizes building community partnerships to enhance quality of life, sustainability, and resilience across the region.



STRATEGIC PLAN AT-A-GLANCE

MISSION

We move the world and drive regional prosperity

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VISION

The nation's premier maritime gateway for sustainable growth and opportunity

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GOALS



MARITIME ECONOMIC DEVELOPMENT

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Facilitate safe navigation and grow maritime commerce within the Houston Ship Channel complex.



PARTNERSHIPS

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Expand regional maritime opportunities and enhance collaboration with stakeholders.



PEOPLE AND ORGANIZATION

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Foster a collaborative, results-oriented organization and a culture of shared leadership.

OBJECTIVES

CHANNEL

CARGO

CHANGE

CONNECTION

COMMUNITY

CULTURE

CAPITAL

STRATEGIES

Channel Improvements*
Channel Operations & Maintenance
Industrial Development

Asset Integrity
Containers*
Customer Relationships
Multipurpose
Real Estate

Enterprise Risk
Innovation
Market Dynamics*

Awareness & Outreach
Freight Mobility*
Sustainability

Community Engagement*
Maritime Workforce
Supplier Diversity

Leadership
Organization*
Team*
Safety & Security

Advocacy
Business Planning
Financial Stewardship*
Transparency
Strategic Sourcing

*Priority Strategies for mid-range implementation planning Page 38

PLAN OVERVIEW



DIRECTION ALIGNMENT COMMITMENT

Port Houston's Strategic Plan serves as a roadmap for where the organization wants to go and what actions it needs to take to get there. It establishes direction for decision-making, resource allocation, and performance evaluation, fostering alignment and commitment to shared goals.

DIRECTION: Defines a vision for the future that is grounded in Port Houston's Mission and shaped by analyzing internal and external factors, identifying opportunities and challenges, and determining critical success factors.

ALIGNMENT: Communicates Port Houston's strategic priorities to promote alignment, coordination, and integration of teams, resources, governance, and initiatives required to pursue strategic objectives.

COMMITMENT: Encourages stakeholder participation in strategic planning and decision-making processes to raise awareness of Port Houston's plans and cultivate ownership, accountability, and commitment to Port Houston's Mission and Vision.

Implementation of the Strategic Plan will be an ongoing process. Coordination, collaboration, and cooperation are essential in meeting Port Houston's obligations and the evolving needs of the organization, its people, and stakeholders.



STRATEGIC & IMPLEMENTATION PLANNING

Port Houston’s Strategic Planning Policy outlines the statutory requirements for preparation of the Long-Range Strategic Plan (Strategic Plan) and supporting mid-range and short-range planning efforts. The Strategic Plan is considered a “living document” with ongoing implementation and monitoring.



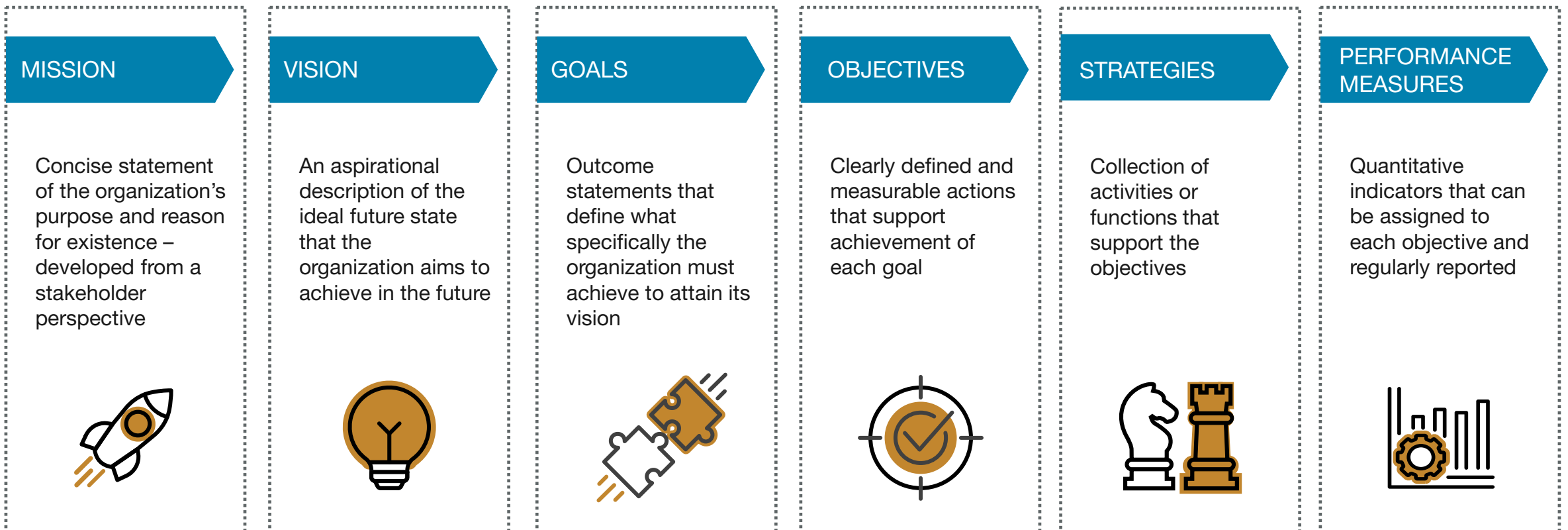
The Long-Range Strategic Plan includes the most significant goals, strategies, and priorities of Port Houston, and the means to evaluate its progress towards those goals. Port Houston completes a re-evaluation every five years and adopts the update prior to expiration of the previous plan.

Following the adoption of the Long-Range Strategic Plan and prior to the commencement of a fiscal year, the Port Commission publicly reviews a mid-range plan to help carry out the Long-Range Strategic Plan, which includes a five-year divisional financial forecast and five-year capital investment plan, and other detailed action plans necessary to implement and measure progress towards these goals.

Operating budgets and capital investment plan are prepared on an annual basis to support plan implementation. Annual strategic targets are set to monitor progress.

ELEMENTS OF THE STRATEGIC PLAN

The Strategic Plan is a comprehensive roadmap designed to guide Port Houston toward achieving its long-term goals. By aligning resources and efforts with its Mission and Vision, the Strategic Plan ensures a cohesive and focused approach to success.



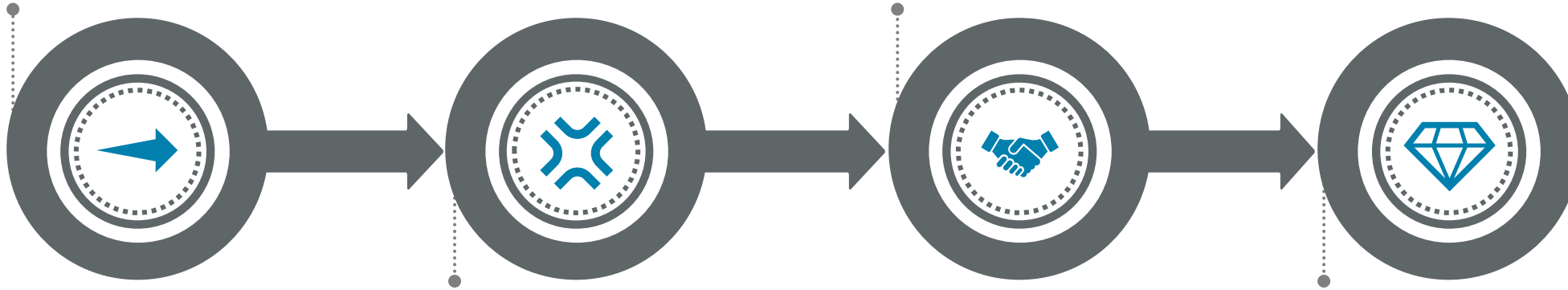
ONE TEAM, ONE FOCUS, ONE FUTURE

The Strategic Plan is bolstered by shared leadership, ownership, and accountability to deliver results for Port Houston and its stakeholders.

DIRECTION

Defining the future

- Vision for the future over the next 25 years
- Assessment of competitive landscape to leverage advantages
- Evergreen plan for continuous improvement and evolution
- Catalyst to inspire and energize the organization



COMMITMENT

Turning strategy into action

- Informed, collaborative, and integrated decision-making
- Framework for implementation to deliver long-term results
- Strategic priorities translate to day-to-day activities
- Guidance for performance and reward programs

ALIGNMENT

Achieving the future together

- Common organizational direction and purpose
- Connects employees to success of Port Houston
- Goals, objectives, and strategies cascade through the organization
- Communication, cooperation, collaboration, and coordination with stakeholders

VALUE CREATION

Delivering results that make a difference

- Measures to track, monitor, and gauge progress
- Basis for ongoing performance monitoring, reporting, and plan evaluation
- Operational excellence while pursuing new horizons



THE PROCESS

A thorough and deliberative process involving Port Houston staff and stakeholders was employed to prepare this Strategic Plan.

DATA COLLECTION & SITUATION ANALYSIS

MARCH – APRIL 2024

Port Commission and Executive Leadership Interviews

IMPLEMENTATION FRAMEWORK

JULY – SEPTEMBER 2024

Design Team Workshop 3
Executive Leadership Workshop

STRATEGY FORMULATION

APRIL – JUNE 2024

Executive Leadership Workshops
Design Team Workshops 1 & 2
Internal Focus Groups
External Stakeholder Focus Groups
Port Commission Community Advisory Council (PCCAC) Meeting

PORT COMMISSION PLAN ADOPTION

NOVEMBER 2024

PLAN IMPLEMENTATION

JANUARY 2025

PARTICIPATION STATISTICS

35+ Engagement Activities
70+ Meetings
165+ Stakeholders Consulted
1,000+ Ideas Generated

An aerial photograph of a large cargo ship docked at a pier. The ship is dark-colored with a red funnel and the word "PAN" on it. The pier is filled with stacks of materials and several trucks. In the background, a city skyline is visible under a sunset sky. The text "SITUATIONAL ANALYSIS" is overlaid in the center of the image.

SITUATIONAL ANALYSIS

HINDSIGHT INSIGHT FORESIGHT

Port Houston's situational analysis examined the internal and external factors that could impact Port Houston's ability to achieve its goals.

Internally, the assessment focused on organizational structure, resources, capabilities, and culture to identify strengths and weaknesses. Externally, it evaluated market trends, competition, regulatory environment, economic conditions, and innovative developments to identify opportunities and threats. The analysis also reviewed the progress of Port Houston's Strategic Plan 2020 Update.

This comprehensive review offered valuable insights into Port Houston's current state and operating environment, guiding the development of strategies that capitalize on opportunities and minimize risks.



ACCOMPLISHMENTS & PROGRESS

An evaluation of Port Houston's recent achievements, projects, and operational performance offers important insights into its capability and capacity to successfully navigate future challenges. Key accomplishments from the past five years include:

- Recognized for 49 consecutive years of financial excellence by the Government Finance Officers Association
- Awarded \$1.65 million to 82 organizations since launching the Community Grants Program in 2020
- Allocated \$2 million for parks and green spaces since 2021
- Committed to Carbon Neutrality by 2050, with a more than 50% reduction in Port Houston's carbon footprint since 2016
- Invested \$1.26 billion in landside infrastructure over the past five years
- Secured 87% funding for the \$1.2 billion Houston Ship Channel Expansion (Project 11), with the remaining portion subject to federal appropriations
- Provided \$105.6 million in awards and commitments to firms participating in the Minority- and Women-Owned Business Enterprise Program since 2021
- Developed a Sustainability Action Plan, featuring 72 ongoing initiatives and 27 new initiatives
- Obtained a historic \$640 million through collaboration with the state legislature to fund infrastructure projects at Texas seaports
- Expanded the FTZ 84 program in Harris County to include Waller and Chambers Counties

OPPORTUNITIES & CHALLENGES

Port Houston stands at a critical juncture, poised for significant growth and evolution over the next two decades to solidify its position as a global leader in maritime commerce and a champion of regional economic development. As the world faces numerous challenges, changes, and geopolitical shifts, Port Houston understands the need to continuously monitor, evaluate, and address both internal and external factors to stay on course with its Strategic Plan.

Critical factors include ensuring financial sustainability, navigating market dynamics and competition, increasing terminal capacity and efficiency, delivering infrastructure improvements, adapting to cutting-edge advancements, and responding to workforce needs. These factors are essential to Port Houston's success today and will remain crucial in the future.

Despite these challenges, Port Houston has a unique opportunity to emerge as a resilient and adaptable player in the global supply chain, driven by its commitment to exceptional customer service, cost-effective and efficient freight mobility, regional prosperity, environmental stewardship, community engagement, and leadership excellence.

MISSION & VISION



WHY WE DO WHAT WE DO

Port Houston's Mission and Vision define its core purpose and the lasting contributions it will create for the future. Port Houston's commitment to delivering ongoing and sustainable results to its customers and stakeholders, while providing a great place to work for its employees extends beyond delivering day-to-day operational excellence. It also requires a pulse on national and global trends that impact Port Houston, the maritime economy, and the region.

These critical components of the Strategic Plan account for the competitive landscape, environmental factors, progressive improvements, and a changing workforce with a forward-looking approach to ensure that Port Houston continues to create value. This positions Port Houston to meet the evolving needs of its employees, customers, channel users, stakeholders, and neighbors.





MISSION

We move the world and drive regional prosperity

WE MOVE THE WORLD succinctly captures its role in facilitating safe navigation and enabling global maritime trade.

DRIVE reflects Port Houston's commitment to act with energy and initiative to achieve a high level of results.

REGIONAL emphasizes the connection with, and commitment to, the region Port Houston serves.

PROSPERITY defines Port Houston's primary purpose to deliver broad social and economic benefits.

VISION

The nation's premier maritime gateway for sustainable growth and opportunity

NATION'S PREMIER MARITIME GATEWAY embodies the ambition to be the leading port complex in accessible and efficient cargo connectivity between land and sea.

SUSTAINABLE GROWTH reflects the commitment to expand channel capacity and land infrastructure to meet market demands while advancing environmental quality.

OPPORTUNITY emphasizes the focus on job creation, building partnerships from the neighborhood to national levels, promoting diverse business participation, and investing in workforce development.



A large cargo ship is docked at a port. The ship's hull is visible, showing a dark upper section and a reddish-brown lower section. In the background, several large cranes are visible against a clear sky. The water in the foreground is dark blue.

GOALS
OBJECTIVES
STRATEGIES
PERFORMANCE MEASURES

WHAT WE DO

HOW WE DO IT

The elements of the Strategic Plan – Goals, Objectives, Strategies, and Performance Measures – establish a unified framework for articulating Port Houston’s priorities, guiding implementation efforts across the organization, and driving long-term, sustainable success.

Goals represent the overarching aspirations that provide direction and focus, aligning with the organization's long-term Vision.

Objectives break down the goals into specific, measurable outcomes that offer clarity and accountability. At Port Houston, these seven Objectives are referred to as the Seven Cs – Channel, Cargo, Change, Connection, Community, Culture, and Capital.

Strategies are the core functions and activities that support the Objectives, ensuring operational excellence and creating an adaptable framework for ongoing action and implementation.

Performance Measures serve as the key metrics used to track and monitor progress.



GOALS

Port Houston's Goals drive priority setting, resource allocation, capability development, and decision-making to create value for the region, state, and the nation.



MARITIME ECONOMIC DEVELOPMENT

Facilitate safe navigation and grow maritime commerce within the Houston Ship Channel complex.



PARTNERSHIPS

Expand regional maritime opportunities and enhance collaboration with stakeholders.



PEOPLE AND ORGANIZATION

Foster a collaborative, results-oriented organization and a culture of shared leadership.



MARITIME ECONOMIC DEVELOPMENT

Facilitate safe navigation and grow maritime commerce within the Houston Ship Channel complex.



Objectives

CHANNEL

Advocate for the Houston Ship Channel

Optimize capacity to support long-term economic growth and ensure safe navigation.

CARGO

Maximize Capacity and Regional Competitiveness

Deliver efficient, cost-effective facilities that seamlessly integrate with supply chains, enhancing customer experience and strengthening competitive advantage.

CHANGE

Enhance Enterprise Agility

Anticipate trends and adapt to evolving conditions, minimizing risks while driving strategic value creation.

For over a century, Port Houston has served as a strategic advocate and steward of progress for the Houston Ship Channel (HSC) and the region's international trade. Port Houston owns, operates, and manages eight public terminals along the 52-mile waterway, including the region's largest breakbulk facility and two of the most efficient container terminals in the country.



CHANNEL ADVOCATE FOR THE HOUSTON SHIP CHANNEL

Optimize capacity to support long-term economic growth and ensure safe navigation.

Strategies

CHANNEL IMPROVEMENTS

Enhance channel capacity to safely and efficiently accommodate changes in cargo volumes and vessel sizes.

CHANNEL OPERATIONS & MAINTENANCE

Maintain operating depth, ensure dredged material placement capacity availability, facilitate incident response, and steward submerged lands to enhance productivity within the HSC.

INDUSTRIAL DEVELOPMENT

Facilitate industrial development and job creation through new import- and export-related business opportunities.

Performance Measures

- ◆ Economic impact of HSC cargo (State & National in \$)
 - Economic value
 - Jobs
 - Tax revenue
- ◆ Tonnage handled in HSC
- ◆ Number of vessel calls in HSC

- ◆ HSC draft restrictions from sedimentation (number and duration)
- ◆ Cubic yards removed
- ◆ Dredged Material Placement Area (DMPA) capacity used
- ◆ Number of groundings
- ◆ Number of channel closures

- ◆ Number of FTZ activations and jobs contributed
- ◆ Average number of jobs/acre from Port Houston real estate



CARGO

MAXIMIZE CAPACITY AND REGIONAL COMPETITIVENESS

Deliver efficient, cost-effective facilities that seamlessly integrate with supply chains, enhancing customer experience and strengthening competitive advantage.

Strategies

ASSET INTEGRITY

Advance asset management maturity to maximize asset value and provide high quality services to internal and external customers.

CONTAINERS

Increase capacity and optimize container terminal operations.

CUSTOMER RELATIONSHIPS

Provide world-class service that supports customers' business objectives and expands the customer base.

MULTIPURPOSE

Revitalize assets, optimize operations, and improve multipurpose cargo facilities at the Turning Basin Terminal.

REAL ESTATE

Expand land portfolio to support Port Houston operations and pursue highest and best use.

Performance Measures

- ◆ Maturity of asset management program

- ◆ Port Houston cargo value (State and National, in \$)
 - Economic value
 - Jobs
 - Tax revenue
- ◆ Actual vs. planned throughput capacity (TEUs)
- ◆ Total TEUs handled

- ◆ Customer satisfaction/loyalty
- ◆ Average truck turn time (Minutes)
- ◆ Vessel anchorage delay (Hours)
- ◆ Moves/hour – Wharf
- ◆ Average dwell time – Yard
- ◆ Transactions/day – Gate

- ◆ Port Houston cargo value (State and National, in \$)
 - Economic value
 - Jobs
 - Tax revenue
- ◆ Planned vs. revitalized assets (acreage)
- ◆ Total freight handled (tons)

- ◆ Leased acres vs. unleased acres
- ◆ Undeveloped acres vs developed acres
- ◆ Average annual lease per acre (\$/acre)



CHANGE ENHANCE ENTERPRISE AGILITY

Anticipate trends and adapt to evolving conditions, minimizing risks while driving strategic value creation.

Strategies

ENTERPRISE RISK

Harness risk intelligence and optimize strategy execution to shape overall risk position, navigate uncertainties, and enhance decision-making.

INNOVATION

Leverage advanced solutions, agile business practices, and data-driven solutions to improve productivity and efficiency.

MARKET DYNAMICS

Regularly monitor the evolution of global and regional market conditions to assess potential changes in the maritime economy, identify key drivers of change, and anticipate impacts to adapt strategy.

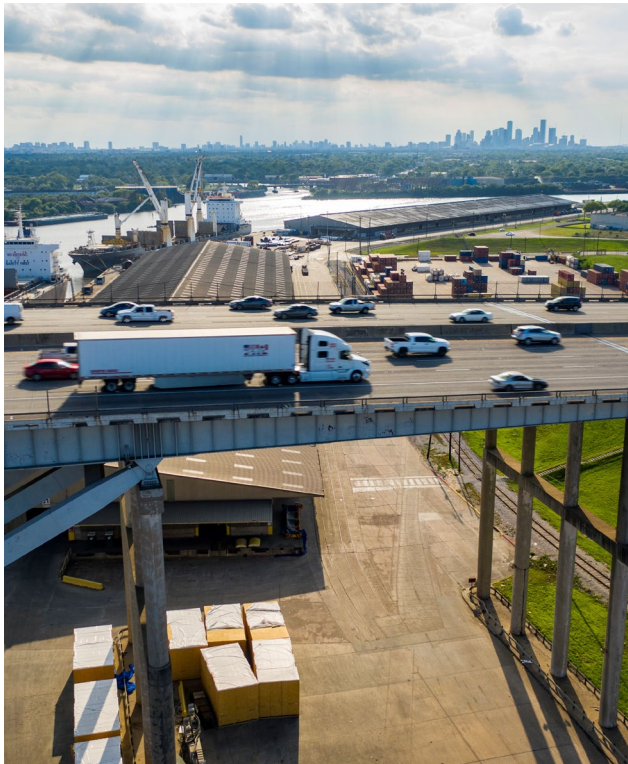
Performance Measures

- ◆ Risk intelligence score
- ◆ Percent of key risks monitored and mitigated
- ◆ Availability and usage of data-driven solutions to improve decision quality
- ◆ Revenue concentration (business lines, imports vs exports, across commodities, non-operating)
- ◆ Market share growth/market penetration percentage (in business areas that do not compete with regional industry)
- ◆ Demand forecast for the capacity of Port Houston's public terminals
- ◆ Demand forecast for HSC capacity



PARTNERSHIPS

Expand regional maritime opportunities and enhance collaboration with stakeholders.



Objectives

CONNECTION

Drive Regional Impact Projects

Lead, partner, and support initiatives that deliver regional benefits and position Port Houston as a critical strategic asset.

COMMUNITY

Champion Local Opportunities

Foster strong partnerships to be a good neighbor and create meaningful opportunities for communities along the Houston Ship Channel.

As a key gateway for international trade, Port Houston is committed to building strong relationships with communities surrounding the Houston Ship Channel and serving as a valuable resource.

Recognizing the importance of enhancing local quality of life, Port Houston balances its business objectives with its role as a good neighbor. Port Houston actively invests in partnerships that create positive, lasting impacts across the region.



CONNECTION DRIVE REGIONAL IMPACT PROJECTS

Lead, partner, and support initiatives that deliver regional benefits and position Port Houston as a critical strategic asset.

Strategies

AWARENESS & OUTREACH

Build public awareness of value created by Port Houston and the Houston Ship Channel complex to strengthen collaboration with stakeholders.

FREIGHT MOBILITY

Lead, partner, and support freight mobility initiatives that cost-effectively, efficiently, safely, and sustainably move goods in the region.

SUSTAINABILITY

Advance sustainable business practices and resilience measures to mitigate impacts and support maritime commerce.

Performance Measures

- ◆ Score on public awareness survey of key stakeholders
- ◆ Website and social media analytics

- ◆ Number of priority freight projects identified
- ◆ Number of projects proposed for planning
- ◆ Number of projects advanced for design and/or construction funding

- ◆ Impact of regional sustainability efforts led, partnered, and supported (number of jobs, economic impact in \$)
- ◆ Carbon emission intensity of:
 - Procurement spending (ton CO₂-e/\$)
 - Operations (kg CO₂-e/ton cargo handled)
- ◆ Material waste generated vs. recycled



COMMUNITY CHAMPION LOCAL OPPORTUNITIES

Foster strong partnerships to be a good neighbor and create meaningful opportunities for communities along the Houston Ship Channel.

Strategies

COMMUNITY ENGAGEMENT

Promote partnerships and investments that support local priorities and bring a positive impact to communities surrounding the Houston Ship Channel.

MARITIME WORKFORCE

Develop a pipeline of future employees with the skills and tools to participate in the maritime workforce at Port Houston and throughout the industry.

SUPPLIER DIVERSITY

Create strategic pathways for small, minority, and women-owned business enterprises (S/MWBEs) to participate in high-value contracts by optimizing procurement processes.

Performance Measures

- ◆ Community perception survey score to evaluate the effectiveness and reach of engagement efforts
- ◆ Participation rates for community events
- ◆ Number of community stakeholders engaged

- ◆ Number of regional partners, schools, and students engaged through engagement efforts
- ◆ Number of students that gained employment in maritime industry along the HSC

- ◆ Participation levels in goal-oriented contracts
- ◆ Percentage of contracts awarded to S/MWBEs
- ◆ Number of new S/MWBEs engaged/registered with Port Houston
- ◆ Number of S/MWBEs participating in procurement opportunities



PEOPLE AND ORGANIZATION

Foster a collaborative, results-oriented organization and a culture of shared leadership.



Objectives

CULTURE

Elevate the Employee Experience

Build a dynamic and rewarding work environment by enhancing organizational capacity, capability, and engagement.

CAPITAL

Ensure Fiscal Responsibility

Maintain strong financial health through prudent fiscal management, ensuring stability, transparency, and accountability.

Port Houston has a rich history as a mission-driven organization grounded in fiscal responsibility and built on a foundation of trust, respect, and inclusion. Port Houston consistently delivers outstanding results through its dedicated employees, disciplined processes, and safe, efficient operations. Recognized as a Best-in-Class Workplace by Gallagher & Co, Port Houston prioritizes having the right people in the right roles.

Port Houston's workforce serves as the foundation for building a dynamic and promising future.



CULTURE

ELEVATE THE EMPLOYEE EXPERIENCE

Build a dynamic and rewarding work environment by enhancing organizational capacity, capability, and engagement.

Strategies

LEADERSHIP

Cultivate purpose-driven and inclusive leadership to align strategy, promote belonging, and deliver value.

ORGANIZATION

Streamline systems and processes to enhance collaboration, efficacy, and accountability.

TEAM

Attract and retain top talent, empower high-performing collaborative teams, and foster creative problem-solving and a growth mindset.

SAFETY & SECURITY

Strengthen capacity to detect, prevent, mitigate, and respond to physical and cyber threats, incidents, and emergencies to safeguard people, commerce, and navigation.

Performance Measures

- ◆ Employee experience (GPTW or other engagement survey)
- ◆ Talent retention rate
- ◆ Effectiveness of internal communication across the organization
- ◆ Maturity of Strategic Plan implementation
- ◆ Planned vs. delivered division and department annual targets met
- ◆ Employee productivity (revenue/employee, G&A spend/employee)
- ◆ Percentage of actionable employee feedback that has been implemented
- ◆ Open communication engagement opportunities provided to employees at all levels
- ◆ Employee participation in professional development opportunities

- ◆ Thoroughness and timeliness of post-incident analysis
- ◆ Frequency and effectiveness of mutual aid agreements with neighboring fire departments
- ◆ PSEO educational sessions conducted for employees and tenants
- ◆ Participation rate and performance in emergency drills and exercises



CAPITAL ENSURE FISCAL RESPONSIBILITY

Maintain strong financial health through prudent fiscal management ensuring stability, transparency, and accountability.

Strategies

ADVOCACY

Secure public and private sector participation in projects, policies, and legislation that support the maritime sector.

BUSINESS PLANNING

Align annual budgets and capital plans with Strategic Plan Objectives and communicate with stakeholders.

FINANCIAL STEWARDSHIP

Increase and diversify revenue streams and financing mechanisms to support public maritime infrastructure and community initiatives.

TRANSPARENCY

Assess comprehensive quantitative and qualitative considerations to maintain or improve compliance monitoring and reporting.

STRATEGIC SOURCING

Optimize procurement partnerships to create enterprise value.

Performance Measures

- ◆ Grant awards received from State and Federal Agencies

- ◆ Capital plan attainment (Budget vs. Actual)
- ◆ Operating plan attainment (Budget vs. Actual)
- ◆ Operating cost per TEU

- ◆ Cash flow
- ◆ Revenue growth
- ◆ Debt capacity

- ◆ Financial transparency awards
- ◆ Number of external audit findings

- ◆ Quality of goods and services provided by vendors

IMPLEMENTATION



PUTTING PLANS INTO ACTION

Implementation is the process that transforms Port Houston's Strategic Plan into tangible actions, ensuring that its Mission, Vision, Goals, and Objectives are achieved. The success of this effort relies on collaboration between all stakeholders—both internal and external—who must understand the organization's direction and how it intends to reach its desired future state. The Strategic Plan outlines how strategy is communicated from the organization level to all stakeholders and individual employees.

This involves moving from high-level strategy to detailed action planning, aligning resources and efforts across every level of the organization. This ensures that all parts of Port Houston contribute effectively to advancing its Vision for the future.



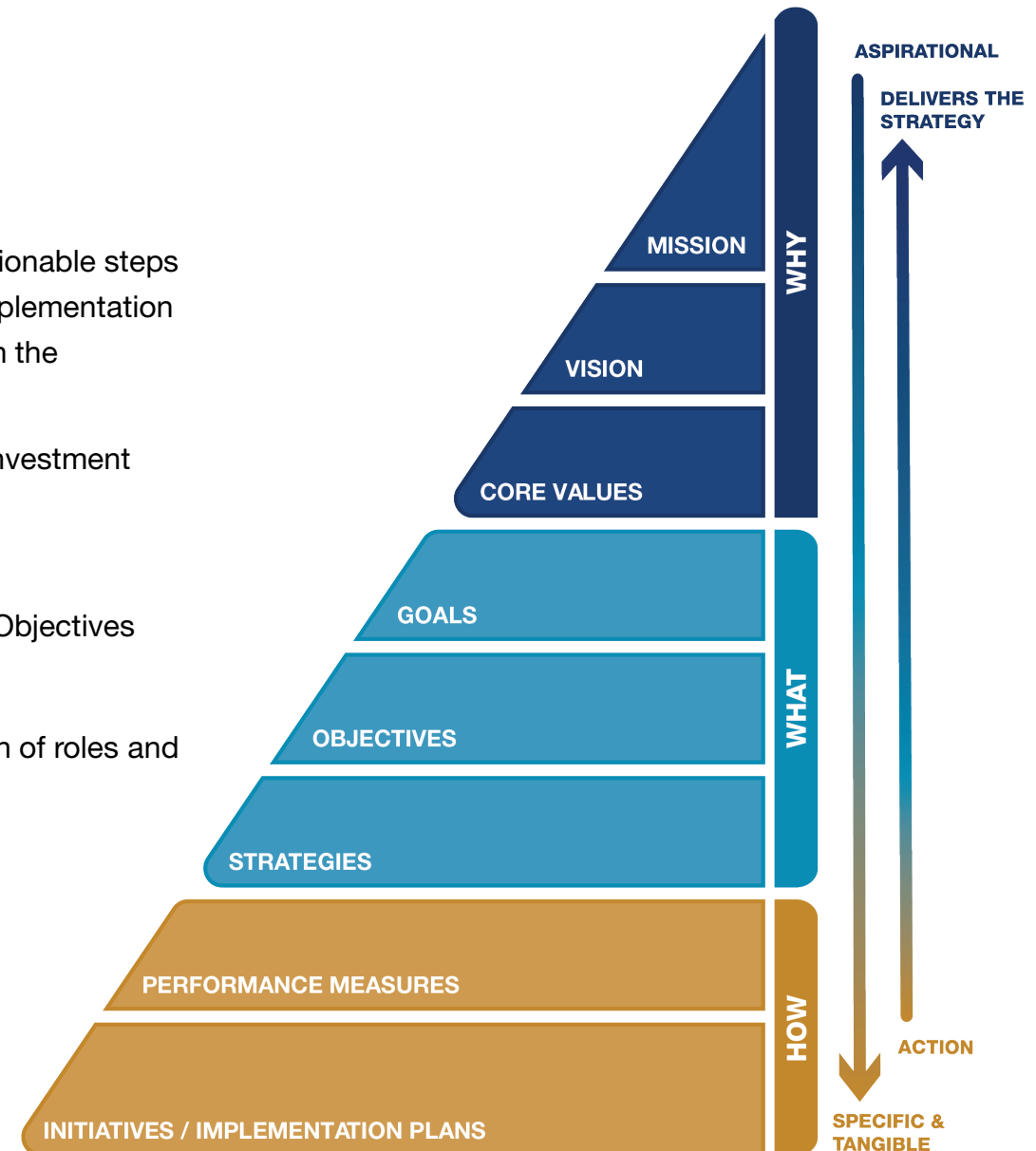
IMPLEMENTATION FRAMEWORK

Implementing the Strategic Plan is a critical process that transforms strategies into actionable steps to help Port Houston achieve its Mission, Vision, Goals, and Objectives. Successful implementation will not only deliver results and operational excellence but also continuously strengthen the organization's capability and capacity.

Implementation is an ongoing process that involves developing project plans, capital investment strategies, operating budgets, human resource planning, and other essential activities.

The key elements of the implementation framework include:

- Development and prioritization of activities that support Strategies to accomplish Objectives
- Identification of annual strategic targets
- Allocation of resources, assignment of decision-making authority, and identification of roles and responsibilities
- Ongoing monitoring, evaluation, and communication of progress



CROSS-CUTTING COMPETENCIES

In terms of its implementation, there are a series of core functions or competencies that are integral to the entire Strategic Plan. The following list outlines the key tools that support the execution of the Strategies. These competencies are not the end goal, but rather the means to achieve the desired outcomes, and will be utilized across all areas of Strategic Plan implementation.

- MANAGEMENT** Leadership that effectively guides teams and initiatives, fostering collaboration and driving success.
- RESOURCES** A skilled and diverse workforce, strong capital sourcing structure, and other assets that provide a competitive advantage.
- KNOWLEDGE** Relevant information, expertise, data, and analytics needed for informed decision-making.
- PROCESSES** Streamlined and structured procedures that ensure safe, secure, efficient, and effective execution of initiatives.
- INNOVATION** Effective use of modern advancements to enhance efficiency and facilitate knowledge sharing.
- INFRASTRUCTURE** Modern, resilient infrastructure designed to meet market demands at Port Houston facilities and throughout the region.
- ENGAGEMENT** Strong relationships and effective two-way communication with public, private, civic, and community partners and Port Houston staff to support initiatives.

PRIORITY STRATEGIES

Port Houston's Strategic Goals, Objectives, and Strategies are critical to delivering the organization's Mission, covering its full range of roles and responsibilities. While the entire Strategic Plan supports ongoing operational excellence, certain elements demand significant internal focus, resources, and strong external partnerships to ensure long-term success and value creation for Port Houston's core business, stakeholders, partners, and surrounding communities.

During the Strategic Plan 2025 Update, consensus was reached on identifying Priority Strategies within each Goal. These priorities were determined based on their potential to create long-term value for Port Houston and the broader community, as well as the need for immediate action to seize opportunities or mitigate risks.

The eight Priority Strategies that will guide action planning and implementation over the next five years include:

- Channel Improvements
- Containers
- Market Dynamics
- Freight Mobility
- Community Engagement
- Organization
- Team
- Financial Stewardship

A group of white pelicans is gathered on a rocky shore. The birds are standing on dark, mossy rocks that protrude from the water. In the background, a large body of water stretches towards a distant shore where several port cranes are visible under a clear sky. The overall scene is captured in a slightly desaturated, blue-toned aesthetic.

ACKNOWLEDGEMENTS

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Port Houston extends its gratitude to everyone who contributed to the development of this Strategic Plan. The collective wisdom, expertise, and dedication of the Design Team, staff, stakeholders, and partners have been fundamental in shaping this blueprint for the future.

Port Houston deeply appreciates the spirit of collaboration that has guided this process. It is anticipated that the same teamwork that shaped the plan will also propel its successful implementation. Together, Port Houston and its stakeholders are not just planning for the future—they are actively creating it.





100+ Staff participated in the planning process

30+ Interviews and Internal Focus Groups



STAFF DRIVEN PROCESS

The Design Team served as an internal advisory group, leading the development of both the Strategic Plan 2025 Update and the 2050 Comprehensive Long-Range Plan, with support from Port Houston’s leadership and staff.

ADVISORY TEAM

Jessica Shaver, Chief People Officer
 Rich Byrnes, Chief Port Infrastructure Officer
 Tim Finley, Chief Finance Officer

DESIGN TEAM

Charlie Jenkins, CEO
 Roger Guenther, Executive Director Emeritus
 Amy Seymour, Chief, Port Security & Emergency Operations
 Cameron Spencer, Director, Government Relations
 Candice Armenoff, Director, Operations Planning
 Cody Young, Assistant Maintenance Manager, Bayport
 Courtney Sullivan-Ward, IT Manager, Projects
 Ilana Harris, Lead, Environmental Compliance Coordinator
 Fatima De Leon, Manager, Marketing & External Communications
 Jessica Nguyen, Manager, Trade Development
 Jessica Thomas, Director, Security
 Jordan Frisby, Director, Technical & Business Analytics
 Lori Brownell, Chief, Channel Infrastructure
 Maria Aguirre, Director, Community Relations
 Mayra Ruiz, Sr Manager, Terminal Operating Systems
 Natalie Rossorelli, Manager, Claims
 Sabeeta Bidasie-Singh, Director, Business Equity

PROJECT MANAGEMENT TEAM

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 Jackie Muñoz, Manager, Long-Range Planning
 Rohit Saxena, Director, Facility Planning

WORKGROUP

Andrew Halata, Research & Forecasting
 James Atteberry, Port Planner, Facility Planning
 Megan Farias, Graphic Designer, Marketing & Branding
 Marco Peña, Business Process Analyst, Facility Planning
 Ryan Dixon, Program Manager, Facility Planning

CONSULTANT TEAM

Jennifer Lindbom, AICP, CAS Group
 Majid Yavary, P.Eng., CAS Group
 Jenny McCauley, CAS Group
 Rosa Brand, CAS Group
 Natalia Beard, SWA
 Ashton Williams, SWA
 Carmen Barfield, SWA
 Joseph Scarborough, Jacobs



ENGAGED STAKEHOLDERS

Port Houston values the important relationships it has with its stakeholders in industry, the community, and partner agencies. Included below are the stakeholders that were invited to participate in the process.

INVITED STAKEHOLDERS

- | | | | |
|--|---|---|--|
| Academy Sports | Energy Transfer | Houston Terminals | SER Jobs |
| AccuTrans Inc. | Enstructure | International Longshoremen's Association | Shell |
| Agricultural Texas Coalition | Enterprise Products | IMC Logistics, LLC | Shoreacres |
| Air Alliance | Environmental Defense Fund | International Terminals Company | SSA/Ceres |
| American Commercial Barge Line | Evergreen | International Transportation Management Association | State Representative Mary Ann Perez |
| Bahri | Exporters Competitive Maritime Council | Kinder Morgan | Suderman & Young Towing Company |
| Bay Houston Towing Company | ExxonMobil | Kirby Corp | Sunburst Truck Lines |
| Bayou Land Conservancy | Florida Marine | La Porte | Targa Resources |
| Bayou Preservation Association | G&H Towing | La Porte - Bayshore Chamber of Commerce | Target |
| Baytown Area Community Advisory Panel | G2 Ocean | La Porte Citizen Advisory Council | Texas Cotton Association |
| Baytown Chamber of Commerce | Galveston Bay Foundation | LBC | Texas Department of Agriculture |
| Baytown-West Chambers Economic Development Foundation | Armand Bayou Nature Center | Louis Dreyfus Cotton | Texas Economic Development Corporation |
| Baytran | Greater Houston Black Chamber of Commerce | LPBC & LP Board of Education | Texas Economic Development Council |
| Buffalo Bayou Partnership | Greater Houston Partnership | LyondellBasell | Texas Governor's Office for Economic Development |
| Buffalo Marine | Greater Houston Port Bureau | MACS | Texas Southern University |
| BWC Terminals | Greentown Labs | Maersk/APMT | Terminal Link Texas |
| Canal Barge | Gulf Winds International | Manchester Terminal | TPC Group |
| Cámara de Empresarios Latinos de Houston | Gulfstream Marine | Mediterranean Shipping Co. | Transportation Advocacy Group |
| Channelview & East Harris County Empowerment Council | Hapag Lloyd (America), Inc. | National Retailers Federation | U.S. Coast Guard Sector Houston-Galveston |
| Chevron | Harris County Precinct 1 | Neighbors in Action | U.S. Customs and Border Protection |
| CMA/CGM | Harris County Precinct 2 | Odfjell | U.S. Small Business Administration |
| Community Advisory Panel to Lyondell and Equistar (North Channel Area) | Houston Area Urban League | Pasadena Chamber of Commerce | University of Houston |
| Community Family Centers | Houston East End Chamber of Commerce | Pasadena Citizens' Advisory Council | Vitol |
| Cooper-Ports America | Houston Hispanic Chamber of Commerce | Pasadena ISD | Vopak |
| Core Trucking | Houston Independent School District | Pleasantville & City of Houston Super Neighborhood | Wal-Mart |
| COSCO/O.O.C.L. | Houston International Seafarers' Center | PMI CIM | Watco |
| Deer Park Chamber | Houston Minority Supplier Development Council | Port Terminal Railroad Association | Women's Business Enterprise Alliance |
| Deer Park Community Advisory Council | Houston Mooring | Public Citizen | ZIM |
| Dow Chemical | Houston Pilots | San Jacinto College | |
| East End Chamber | Houston Terminals-Bayport | Schroder Marine | |
| | Houston Yacht Club | Seaboard Marine | |

120+ Stakeholder Organizations invited to participate



PORT HOUSTON™

STRATEGIC PLAN

2025 UPDATE

Email: plans@porthouston.com



CASGROUP
CITY AND SEA GROUP LLC

swa

Jacobs