



PORT HOUSTON™

STRATEGIC PLAN 2025 UPDATE

REVISION 1.0 – ADOPTED NOVEMBER 2025

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 and Houston's port. 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 coming 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.

Port Houston is committed to 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



CLYDE FITZGERALD
Commissioner



STEPHEN H. DONCARLOS
Commissioner



WENDY MONTOYA CLOONAN
Commissioner



ALAN A. ROBB
Commissioner



THOMAS JONES JR.
Commissioner



ROLAND GARCIA
Commissioner

WHO WE ARE

For over a century, the Port of Houston Authority, known as 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.

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.

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.

With unwavering commitment in a constant sea of change, Port Houston is on track in its support 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.

HOUSTON SHIP CHANNEL

- #1 port in the U.S. 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.

PORT HOUSTON PUBLIC TERMINALS

- 5th largest container port in the U.S. by total TEUs
- Largest Gulf Coast container port, handling 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



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PORT HOUSTON'S NEW ADMINISTRATION OFFICES AT EAST RIVER IN HOUSTON'S FIFTH WARD

STRATEGIC PLAN AT-A-GLANCE

Section 1

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), Port Houston's terminals, channel users, industries, and the Houston region's port communities. This plan aims to increase the number, diversity, and quality of jobs and business opportunities to boost regional prosperity. Additionally, it emphasizes building partnerships with a broad range of stakeholders to work together 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

VISION

The Nation's Premier Maritime Gateway for Sustainable Growth and Opportunity

GOALS



MARITIME ECONOMIC DEVELOPMENT

Facilitate safe navigation, maritime commerce, and job creation for the greater Houston port region and beyond.



LEADERSHIP & PARTNERSHIPS

Propel meaningful stakeholder engagement on shared goals and priorities.



PEOPLE & ORGANIZATION

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

OBJECTIVES

CHANNEL

CARGO

CHANGE

CONNECTION

COMMUNITY

CULTURE

CAPITAL

STRATEGIES

Channel Improvements

Containerized Cargo

Advocacy
Compliance

Industry Synergy
Interagency Partnerships

Business Opportunity
Community Relations

Leadership
Organization

Business Planning
Financial Stewardship

Channel Operations & Maintenance

Customer Experience

Innovation
Resilience

Outreach & Awareness
Strategic Catalyst

Environmental Stewardship
Maritime Workforce Development

Safety & Security
Team

Strategic Sourcing
Transparency

Waterway Stewardship

Industrial Real Estate

Multipurpose Cargo

Seaport Connectivity

PLAN OVERVIEW

Section 2

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 PORT, ONE TEAM, ONE FUTURE

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

DIRECTION

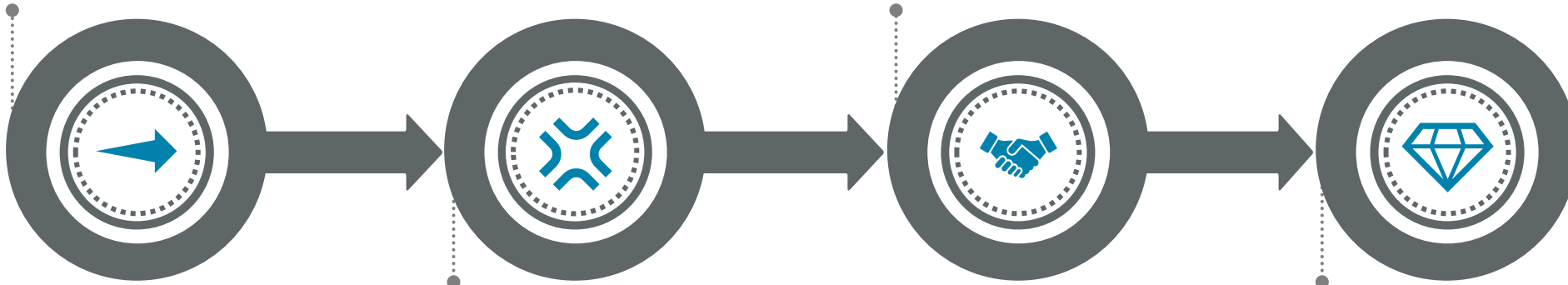
Defining the future

- 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 and the greater Houston port region
- 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

SITUATIONAL ANALYSIS

Section 3

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 and for the greater port region and how we lead as part of the bigger whole.

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'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. As such, periodically over the course of Strategic Plan implementation, select strategies are 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.

MISSION & VISION

Section 4

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.



GOALS

OBJECTIVES

STRATEGIES

Section 5

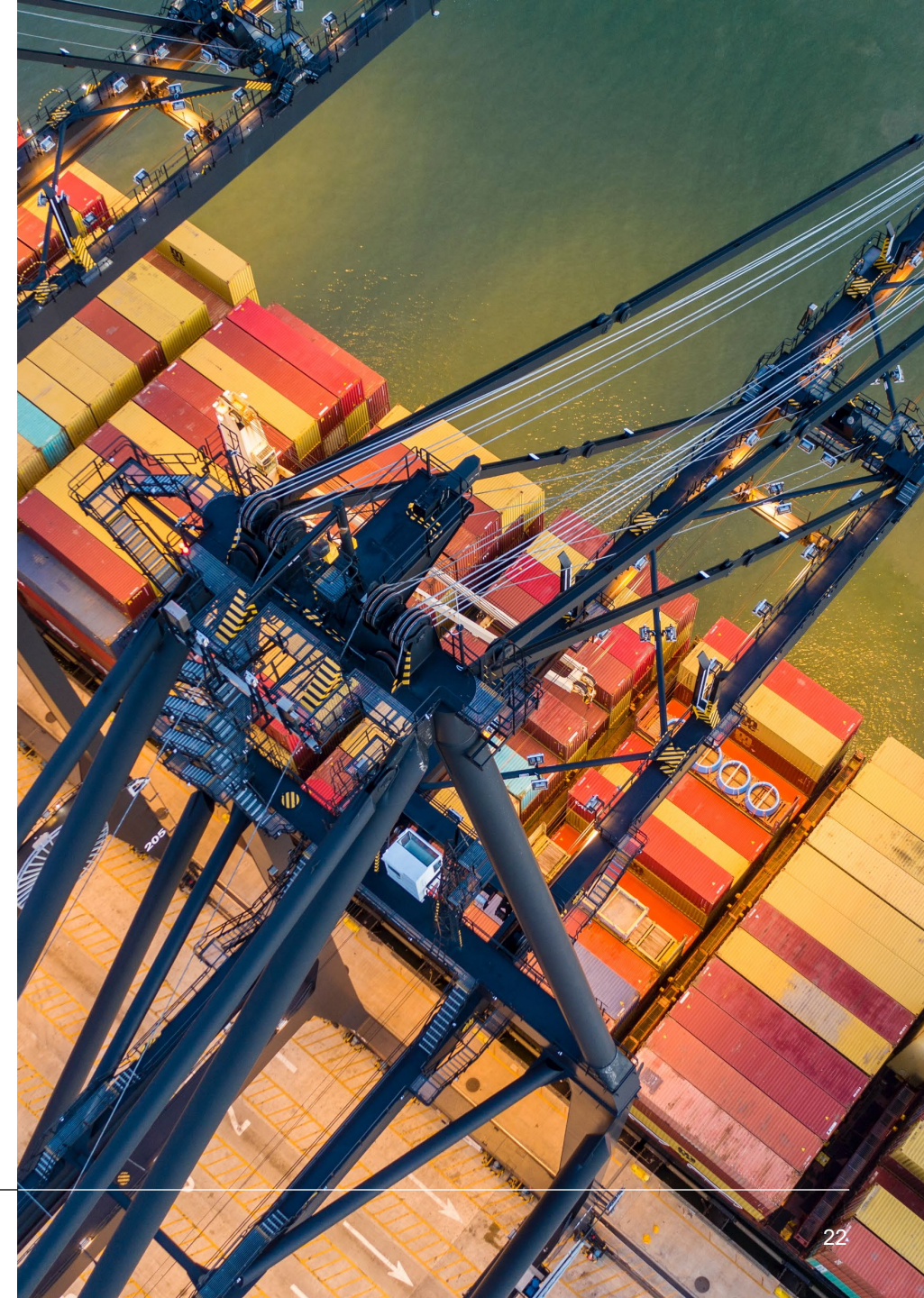
WHAT WE DO HOW WE DO IT

The elements of the Strategic Plan – Goals, Objectives, and Strategies – 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.



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, maritime commerce, and job creation for the greater Houston port region and beyond.



LEADERSHIP & PARTNERSHIPS

Propel meaningful stakeholder engagement on shared goals and priorities.



PEOPLE & ORGANIZATION

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



MARITIME ECONOMIC DEVELOPMENT

Facilitate safe navigation, maritime commerce, and job creation for the greater Houston port region and beyond.



Objectives

CHANNEL

Sponsor the Houston Ship Channel

Optimize capacity to support long-term economic growth and 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 Agility & Adaptability

Anticipate trends and adapt to evolving conditions to leverage new opportunities, minimize risks, and drive strategic value creation.

For over a century, Port Houston has served as a strategic leader 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 SPONSOR THE HOUSTON SHIP CHANNEL

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

Strategies

CHANNEL IMPROVEMENTS

Advance channel capacity to safely and efficiently accommodate changes in vessel sizes and traffic.

CHANNEL OPERATIONS & MAINTENANCE

Maintain operating depth and dredged material placement capacity availability to support productivity within the HSC.

WATERWAY STEWARDSHIP

Manage utilization of submerged lands and respond to critical safety incidents to support reliable navigation and industrial activities on regional waterways.



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

CONTAINERIZED CARGO

Increase capacity and optimize container terminal operations.

CUSTOMER EXPERIENCE

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

INDUSTRIAL REAL ESTATE

Pursue optimal use of Port Houston property and expand land portfolio to facilitate economic activity and business opportunity.

MULTIPURPOSE CARGO

Support asset integrity and maximize land utilization at the Turning Basin Terminal and other multi-purpose facilities.

SEAPORT CONNECTIVITY

Promote freight transportation projects to improve network efficiency and connectivity.



CHANGE ENHANCE AGILITY AND ADAPTABILITY

Anticipate trends and adapt to evolving conditions to leverage new opportunities, minimize risks, and drive strategic value creation.

Strategies

ADVOCACY

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

COMPLIANCE

Maintain compliance with laws and regulations while driving continuous improvement to strengthen operational reliability and stakeholder trust.

INNOVATION

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

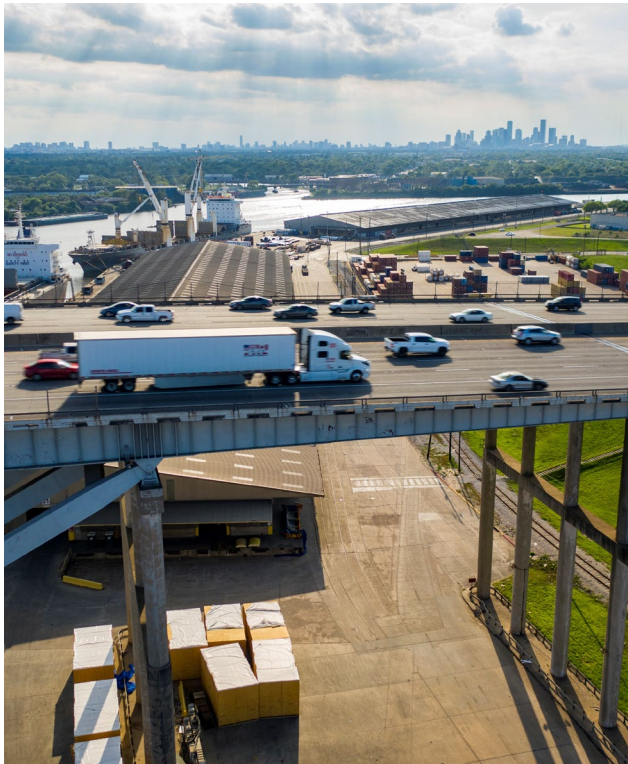
RESILIENCE

Harness business and risk intelligence to leverage opportunity, mitigate risk, and strengthen adaptability.



LEADERSHIP & PARTNERSHIPS

Propel meaningful stakeholder engagement on shared goals and priorities.



Objectives

CONNECTION

Drive Regional Impact

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.

Port Houston is committed to building strong relationships with stakeholders and communities across the greater Houston port region, balancing business objectives with being a good neighbor. Through collaboration and coordinated action, Port Houston fosters partnerships that create lasting value and positive impact for the region.



CONNECTION DRIVE REGIONAL IMPACT

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

Strategies

INDUSTRY SYNERGY

Foster cross-sector collaboration to strengthen industry partnerships and promote regional economic growth.

INTERAGENCY PARTNERSHIPS

Foster interagency partnerships to enhance coordination and resourcing.

STRATEGIC CATALYST

Facilitate initiatives that support regional priorities through shared problem-solving and coordinated action.

OUTREACH & AWARENESS

Enhance public awareness and support for the port and maritime economy.



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 RELATIONS

Promote partnerships and investments that support local priorities and bring benefits to port communities.

MARITIME WORKFORCE DEVELOPMENT

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

ENVIRONMENTAL STEWARDSHIP

Implement positive, scalable solutions to provide environmental benefits and offset the impact of Port Houston operations and growth.

BUSINESS OPPORTUNITY

Foster access to business opportunities in the regional economy for small, minority, and women-owned businesses.



PEOPLE & ORGANIZATION

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



Objectives

CULTURE

Elevate the Team Experience

Build a dynamic, rewarding, and safe 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 team members, 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.



CULTURE

ELEVATE THE TEAM EXPERIENCE

Build a dynamic, rewarding, and safe 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 processes and improve systems to enhance collaboration, accountability, and sustainable business practices.

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.



CAPITAL ENSURE FISCAL RESPONSIBILITY

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

Strategies

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.

IMPLEMENTATION

Section 6

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 sustainably. 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.



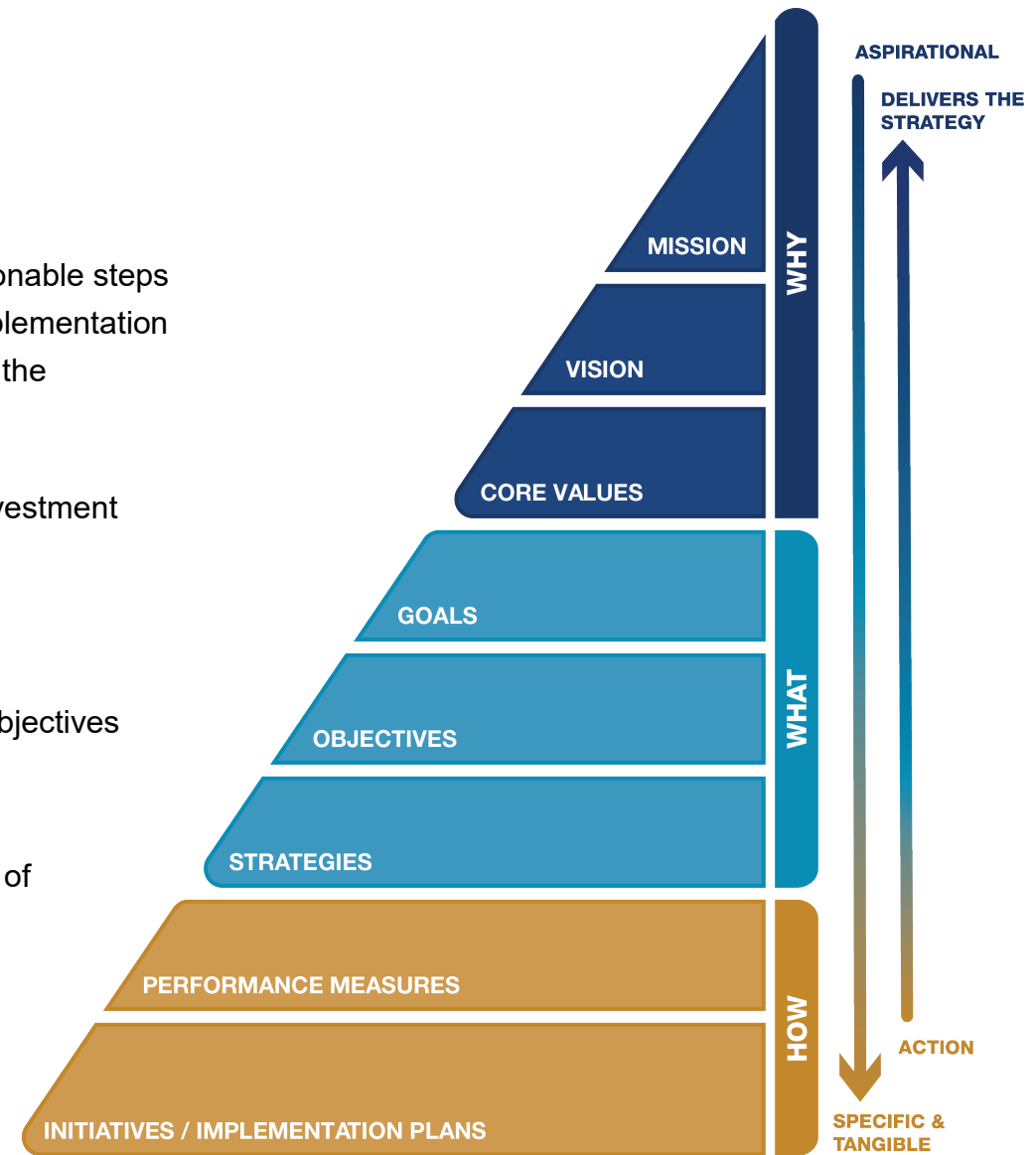
IMPLEMENTATION FRAMEWORK

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 and associated performance measures
- 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.

- LEADERSHIP** Management 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 and technology 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.

As such, periodically over the course of Strategic Plan implementation, select strategies are prioritized 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.

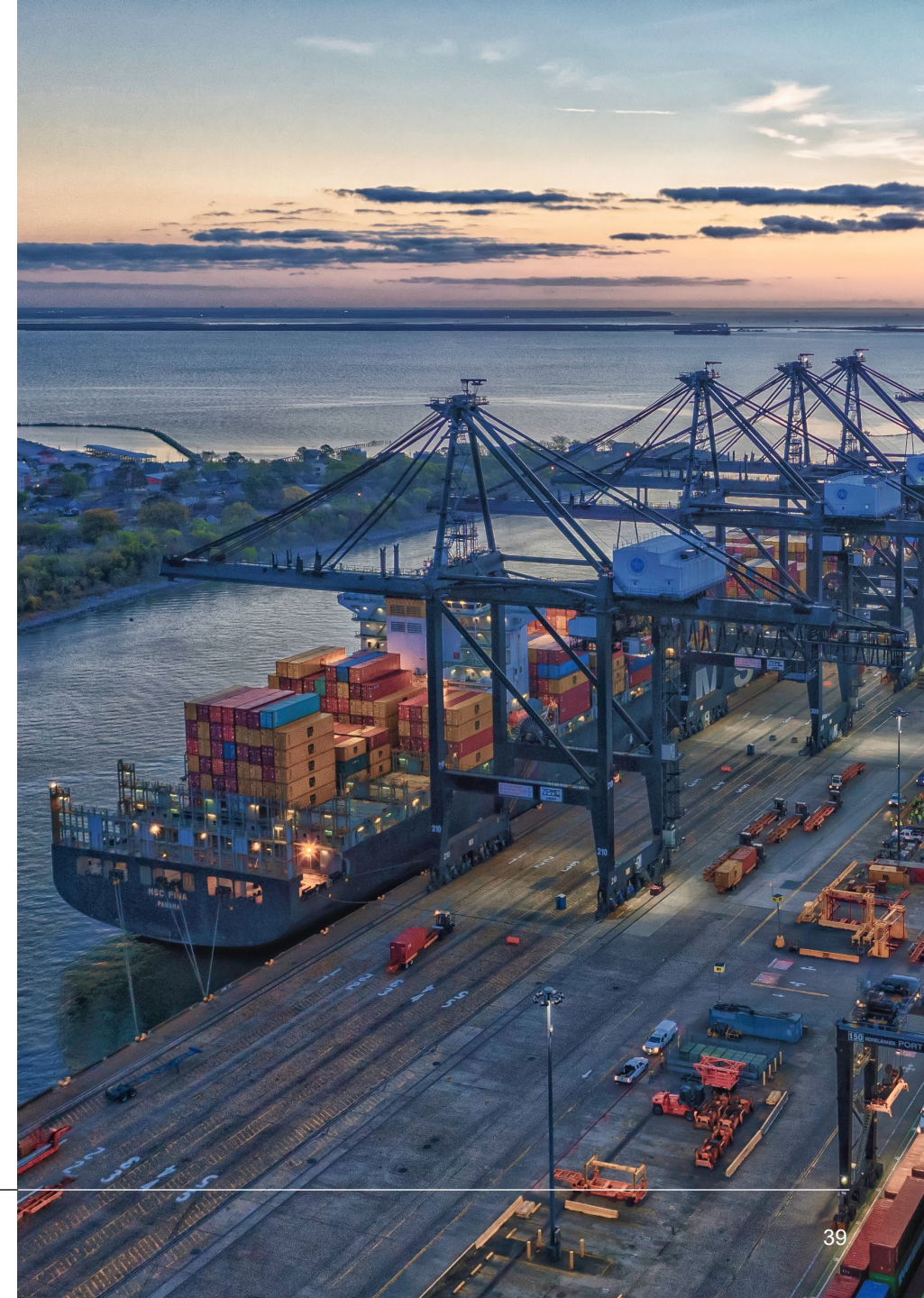
ACKNOWLEDGEMENTS

Section 7

ACKNOWLEDGEMENTS

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.





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

NOVEMBER 2025 (Revision 1.0)

PLAN IMPLEMENTATION

JANUARY 2025

JANUARY 2026

PARTICIPATION STATISTICS

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



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
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PROJECT MANAGEMENT TEAM

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WORKGROUP

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 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
 AccuTrans Inc.
 Agricultural Texas Coalition
 Air Alliance
 American Commercial Barge Line
 Bahri
 Bay Houston Towing Company
 Bayou Land Conservancy
 Bayou Preservation Association
 Baytown Area Community Advisory Panel
 Baytown Chamber of Commerce
 Baytown-West Chambers Economic Development Foundation
 Baytran
 Buffalo Bayou Partnership
 Buffalo Marine
 BWC Terminals
 Canal Barge
 Cámara de Empresarios Latinos de Houston
 Channelview & East Harris County Empowerment Council
 Chevron
 CMA/CGM
 Community Advisory Panel to Lyondell and Equistar (North Channel Area)
 Community Family Centers
 Cooper-Ports America
 Core Trucking
 COSCO/O.O.C.L.
 Deer Park Chamber
 Deer Park Community Advisory Council
 Dow Chemical

East End Chamber
 Energy Transfer
 Enstructure
 Enterprise Products
 Environmental Defense Fund
 Evergreen
 Exporters Competitive Maritime Council
 ExxonMobil
 Florida Marine
 G&H Towing
 G2 Ocean
 Galveston Bay Foundation
 Armand Bayou Nature Center
 Greater Houston Black Chamber of Commerce
 Greater Houston Partnership
 Greater Houston Port Bureau
 Greentown Labs
 Gulf Winds International
 Gulfstream Marine
 Hapag Lloyd (America), Inc.
 Harris County Precinct 1
 Harris County Precinct 2
 Houston Area Urban League
 Houston East End Chamber of Commerce
 Houston Hispanic Chamber of Commerce
 Houston Independent School District
 Houston International Seafarers' Center
 Houston Minority Supplier Development Council
 Houston Mooring
 Houston Pilots
 Houston Terminals-Bayport
 Houston Yacht Club

Houston Terminals
 International Longshoremen's Association
 IMC Logistics, LLC
 International Terminals Company
 International Transportation Management Association
 Kinder Morgan
 Kirby Corp
 La Porte
 La Porte - Bayshore Chamber of Commerce
 La Porte Citizen Advisory Council
 LBC
 Louis Dreyfus Cotton
 LPBC & LP Board of Education
 LyondellBasell
 MACS
 Maersk/APMT
 Manchester Terminal
 Mediterranean Shipping Co.
 National Retailers Federation
 Neighbors in Action
 Odffjell
 Pasadena Chamber of Commerce
 Pasadena Citizens' Advisory Council
 Pasadena ISD
 Pleasantville & City of Houston Super Neighborhood
 PMI CIM
 Port Terminal Railroad Association
 Public Citizen
 San Jacinto College
 Schroder Marine

Seaboard Marine
 SER Jobs
 Shell
 Shoreacres
 SSA/Ceres
 State Representative Mary Ann Perez
 Suderman & Young Towing Company
 Sunburst Truck Lines
 Targa Resources
 Target
 Texas Cotton Association
 Texas Department of Agriculture
 Texas Economic Development Corporation
 Texas Economic Development Council
 Texas Governor's Office for Economic Development
 Texas Southern University
 Terminal Link Texas
 TPC Group
 Transportation Advocacy Group
 U.S. Coast Guard Sector Houston-Galveston
 U.S. Customs and Border Protection
 U.S. Small Business Administration
 University of Houston
 Vitol
 Vopak
 Wal-Mart
 Watco
 Women's Business Enterprise Alliance
 ZIM

120+
 Stakeholder Organizations
 invited to participate

APPENDIX

Performance Measures



CHANNEL SPONSOR THE HOUSTON SHIP CHANNEL

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

Strategies

CHANNEL IMPROVEMENTS

Advance channel capacity to safely and efficiently accommodate changes in vessel sizes and traffic.

CHANNEL OPERATIONS & MAINTENANCE

Maintain operating depth and dredged material placement capacity availability to support productivity within the HSC.

WATERWAY STEWARDSHIP

Manage utilization of submerged lands and respond to critical safety incidents to support reliable navigation and industrial activities on regional waterways.

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
- ◆ Total channel closures (type)
- ◆ Dredging projects (location, volume, dredged material placement area)

- ◆ Waterway safety incidents (number, location, response time, and cause)
- ◆ Submerged land licenses, permits, leases, or agreements applications or renewals (number received and approved or declined; revenue)
- ◆ Level of engagement in regional waterway initiatives (number of organizational memberships; type(s) of participation)



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

CONTAINERIZED CARGO

Increase capacity and optimize container terminal operations.

CUSTOMER EXPERIENCE

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

INDUSTRIAL REAL ESTATE

Pursue optimal use of Port Houston property and expand land portfolio to facilitate economic activity and business opportunity.

MULTIPURPOSE CARGO

Support asset integrity and maximize land utilization at the Turning Basin Terminal and other multipurpose facilities.

SEAPORT CONNECTIVITY

Promote freight transportation projects to improve network efficiency and connectivity.

Performance Measures

- ◆ 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

- ◆ Leased acres vs. unleased acres
- ◆ Undeveloped acres vs. developed acres
- ◆ Average annual lease per acre (\$/acre)
- ◆ Number of FTZ activations and jobs contributed

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

- ◆ Priority freight transportation projects (number identified and number included in plans)
- ◆ Number of projects advanced for design and/or construction
- ◆ Grant awards received (number, duration, total value, estimated annual value)



CHANGE

ENHANCE AGILITY AND ADAPTABILITY

Anticipate trends and adapt to evolving conditions to leverage new opportunities, minimize risks, and drive strategic value creation.

Strategies

ADVOCACY

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

COMPLIANCE

Maintain compliance with laws and regulations while driving continuous improvement to strengthen operational reliability and stakeholder trust

INNOVATION

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

RESILIENCE

Harness business and risk intelligence to leverage opportunity, mitigate risk, and strengthen adaptability.

Performance Measures

- ◆ Grant awards received from State and Federal Agencies (number, duration, total value, estimated annual value)
- ◆ Legislative priorities (number; percent advanced or supported at local, state, or federal level)

- ◆ Percent of regulatory audits passed with no major findings
- ◆ Percent of compliance obligations met on or before due date
- ◆ Percent of business units with current compliance certifications or training completed

- ◆ Enterprise systems, platforms, or technologies available to aggregate and analyze data (number of systems; departments and number of employees with access to each system)

- ◆ Risk intelligence scores
- ◆ Percent of Strategic Plan strategies with documented risk and opportunity assessments



CONNECTION DRIVE REGIONAL IMPACT

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

Strategies

INDUSTRY SYNERGY

Foster cross-sector collaboration to strengthen industry partnerships and promote regional economic growth.

INTERAGENCY PARTNERSHIPS

Foster interagency partnerships to enhance coordination and resourcing.

STRATEGIC CATALYST

Facilitate initiatives that support regional priorities through shared problem-solving and coordinated action.

OUTREACH & AWARENESS

Enhance public awareness and support for the port and maritime economy.

Performance Measures

- ◆ Level of engagement in target industry organizations (number; type(s) of participation)
- ◆ Forums, roundtables, or working groups with industry hosted by Port Houston (number; type)

- ◆ Partnership agreements or arrangements (number (new and ongoing), duration, partner type)

- ◆ Level of engagement in multi-stakeholder initiatives (number; type(s) of participation; sectors)
- ◆ Multi-stakeholder initiatives facilitated by Port Houston (number; type(s); sector; number of participating stakeholders)

- ◆ Website and social media analytics



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 RELATIONS

Promote partnerships and investments that support local priorities and bring benefits to port communities.

MARITIME WORKFORCE DEVELOPMENT

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

ENVIRONMENTAL STEWARDSHIP

Implement positive, scalable solutions to provide environmental benefits and offset the impact of Port Houston operations and growth.

BUSINESS OPPORTUNITY

Foster access to business opportunities in the regional economy for small, minority, and women-owned businesses.

Performance Measures

- ◆ Participation in community events (number, communities engaged, participation rates)
- ◆ Number of community stakeholders engaged

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

- ◆ Total emissions intensity (carbon intensity per TEU)
- ◆ Percentage of container handling equipment (CHE) procured, replaced, or retrofitted with cleaner technology
- ◆ Port Houston material waste generated versus recycled
- ◆ Habitat areas created or rehabilitated (in acres)

- ◆ 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



CULTURE

ELEVATE THE TEAM EXPERIENCE

Build a dynamic, rewarding, and safe 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 processes and improve systems to enhance collaboration, accountability, and sustainable business practices.

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
- ◆ Educational sessions conducted for employees and tenants
- ◆ Participation rate and performance in emergency drills and exercises
- ◆ Frequency and effectiveness of mutual aid agreements with neighboring fire departments



CAPITAL ENSURE FISCAL RESPONSIBILITY

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

Strategies

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

- ◆ 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



PORT HOUSTON™

STRATEGIC PLAN 2025 UPDATE

REVISION 1.0

For more information visit www.porthouston.com



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