

PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
INCOME STATEMENT (\$'000's)

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Rev - Con Ter	\$560,943	\$588,272	\$623,853	\$666,702	\$728,435
Rev - TB Ter	72,009	71,380	73,013	74,685	76,398
Rev - Bulk Ter	6,457	6,620	6,819	7,023	7,234
Rev - Lease Ter	12,273	12,885	13,529	14,204	14,913
Rev - Other Ter	22,051	22,166	22,715	23,261	23,830
Operating Revenue	673,733	701,324	739,929	785,875	850,809
Exp - Con Ter	227,098	240,663	259,357	273,356	289,650
Exp- TB Ter	24,850	22,652	22,849	23,163	23,514
Exp- Lease Ter	841	858	879	891	902
Exp - Bulk Ter	575	590	593	597	601
Exp- Other Ter	29,701	33,876	40,353	53,040	77,231
Exp- Pension and Retirement Benefits	7,092	7,136	7,173	7,224	7,277
Exp- Depreciation and Amortization	107,920	120,863	138,864	154,203	162,869
Total Operating Expenses	398,078	426,639	470,069	512,475	562,044
Gross Margin	275,655	274,685	269,860	273,400	288,766
% Revenue	40.9%	39.2%	36.5%	34.8%	33.9%
G&A Expenses	69,841	75,782	78,698	83,500	91,508
G&A Pension and Other Retirement Benefits	4,023	4,053	4,074	4,107	4,152
G&A Depreciation	1,824	9,996	11,202	11,530	12,787
General & Administrative Expenses	75,688	89,830	93,974	99,137	108,447
% Revenue	11.2%	12.8%	12.7%	12.6%	12.7%
Net Operating Income	\$199,967	\$184,854	\$175,886	\$174,263	\$180,319
% Revenue	29.7%	26.4%	23.8%	22.2%	21.2%
Net Operating Cash Flow	\$309,711	\$315,713	\$325,952	\$339,996	\$355,974
% Revenue	46.0%	45.0%	44.1%	43.3%	41.8%
Non-Operating Revenue	35,325	21,586	19,813	19,547	18,861
Non-Operating Expense	28,568	27,092	26,678	26,251	25,802
Non-Operating Income	6,757	(5,506)	(6,865)	(6,704)	(6,941)
Contributions from Federal/State Agencies	52,882	72,545	57,583	35,861	26,367
Contributions to Federal/State Agencies	2,527	10,791	5,803	4,683	527
Contributions To/From Federal/State Agencies	50,355	61,754	51,780	31,178	25,840
Non-Operating	57,112	56,248	44,915	24,474	18,899
Net Income	\$257,079	\$241,102	\$220,800	\$198,737	\$199,218
Net Operating Income	199,967	184,854	175,886	174,263	180,319
Add: Depreciation & Amortization	109,744	130,859	150,066	165,733	175,655
Cash Flow from Operating Activities	309,711	315,713	325,952	339,996	355,974
Add: Non-Operating	57,112	56,248	44,915	24,474	18,899
Loss - Fixed Assets Written Off	-	-	-	-	-
Bond Premium Amortization	(6,025)	(6,460)	(6,237)	(5,996)	(5,742)
Bond Issuance Cost	-	-	-	-	-
Gain/Loss on Investment	-	-	-	-	-
Principal Payment	(12,286)	(12,900)	(13,546)	(14,221)	(14,935)
Net Cash Flow (GAAP)	\$348,512	\$352,601	\$351,083	\$344,253	\$354,196
\$ Revenue	\$0.52	\$0.50	\$0.47	\$0.44	\$0.42

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
EXECUTIVE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$1,849,631	\$1,927,828	\$2,014,580	\$2,105,236	\$2,199,972
Benefits	726,448	742,689	765,539	789,417	814,369
Retirement Benefits	480,684	482,034	483,444	484,919	486,459
Insurance	26,586	26,586	26,586	26,586	26,586
Utilities and Fuel	600	600	600	600	600
Economic Development and Community Support	325,000	325,000	325,000	325,000	325,000
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	421,418	419,418	419,418	419,418	419,418
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	1,656	1,656	1,656	1,656	1,656
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$3,832,022	\$3,925,811	\$4,036,823	\$4,152,831	\$4,274,060

Note: Salaries exclude \$4.0M of headcount judgement for attrition and new hire timing for 2025.

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
BUSINESS EQUITY DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$1,344,863	\$1,402,949	\$1,466,081	\$1,532,055	\$1,600,997
Benefits	560,012	570,439	584,170	598,518	613,512
Retirement Benefits	127,920	128,931	130,941	132,765	135,692
Insurance	49,374	49,374	49,374	49,374	49,374
Utilities and Fuel	500	-	-	-	-
Economic Development and Community Support	372,300	372,300	372,500	372,500	372,600
Terminal Maintenance and Other Fees	74,050	74,050	74,050	74,050	74,050
Discretionary Expenses	496,101	497,238	497,238	497,238	497,238
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	3,639	3,785	3,963	4,070	4,165
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$3,028,758	\$3,099,065	\$3,178,317	\$3,260,570	\$3,347,629

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
GOVERNMENT & PUBLIC RELATIONS DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$1,058,057	\$1,105,670	\$1,155,425	\$1,207,419	\$1,261,753
Benefits	374,950	386,005	397,559	409,632	422,248
Retirement Benefits	150,745	152,832	153,473	153,507	153,507
Insurance	91,152	91,152	91,152	91,152	91,152
Utilities and Fuel	198,225	198,225	198,225	198,225	198,225
Economic Development and Community Support	192,000	192,000	192,000	192,000	192,000
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	1,258,530	1,258,930	1,258,930	1,258,930	1,258,930
Depreciation and Amortization	596,665	596,665	596,665	596,665	596,665
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$3,920,322	\$3,981,478	\$4,043,428	\$4,107,529	\$4,174,479

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
COMMERCIAL DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$2,556,573	\$2,671,619	\$2,791,842	\$2,917,475	\$3,048,761
Benefits	1,044,542	1,070,626	1,097,884	1,126,370	1,156,138
Retirement Benefits	404,578	406,101	406,901	407,367	410,623
Insurance	106,869	106,869	106,869	106,869	106,869
Utilities and Fuel	7,700	7,700	7,700	7,700	7,700
Economic Development and Community Support	946,535	987,949	1,031,435	1,077,093	1,125,035
Terminal Maintenance and Other Fees	38,200	38,405	38,620	38,846	39,084
Discretionary Expenses	2,876,236	3,061,225	3,594,403	3,379,846	3,474,102
Depreciation and Amortization	148,703	206,703	206,703	206,703	191,781
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	447,357	464,615	485,651	498,291	509,499
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$8,577,293	\$9,021,811	\$9,768,008	\$9,766,560	\$10,069,594

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
FINANCE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$6,293,866	\$6,557,513	\$6,852,601	\$7,160,968	\$7,483,212
Benefits	2,492,944	2,543,193	2,608,374	2,676,489	2,747,668
Retirement Benefits	703,506	707,398	711,427	719,511	727,229
Insurance	349,821	349,821	349,821	349,821	349,821
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	110,500	15,000	15,000	15,000	15,000
Discretionary Expenses	2,037,730	1,902,065	1,944,965	1,931,415	1,931,665
Depreciation and Amortization	22,491	15,927	12,653	12,000	12,000
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	4,742	4,889	5,067	5,174	5,269
Allocated Expenses to CIP	0	0	0	0	0
TOTAL EXPENSES	\$12,015,602	\$12,095,806	\$12,499,909	\$12,870,378	\$13,271,864

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
PSEO DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$13,900,763	\$14,407,786	\$14,948,936	\$15,515,361	\$16,108,191
Benefits	6,161,561	6,271,415	6,395,535	6,525,326	6,661,044
Retirement Benefits	1,857,042	1,865,828	1,871,562	1,883,630	1,893,611
Insurance	749,896	749,896	749,896	749,896	749,896
Utilities and Fuel	171,300	171,300	171,300	171,300	171,300
Economic Development and Community Support	5,000	5,700	6,500	6,700	7,000
Terminal Maintenance and Other Fees	8,538,694	8,577,244	9,113,844	9,789,444	11,766,544
Discretionary Expenses	2,473,416	2,497,320	2,620,945	2,594,495	2,728,120
Depreciation and Amortization	3,109,850	4,131,379	4,869,003	5,344,218	5,348,192
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(11,258,061)	(11,225,592)	(11,186,015)	(11,162,236)	(11,141,149)
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$25,709,460	\$27,452,276	\$29,561,505	\$31,418,134	\$34,292,750

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
PORT INFRASTRUCTURE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$6,817,854	\$7,188,937	\$7,512,439	\$7,850,499	\$8,203,771
Benefits	2,810,446	2,906,294	2,978,142	3,053,224	3,131,685
Retirement Benefits	839,292	851,529	856,946	864,639	876,216
Insurance	262,062	262,062	262,062	262,062	262,062
Utilities and Fuel	14,108	108	108	108	108
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	139,956	5,000	5,000	5,000	5,000
Discretionary Expenses	4,475,543	4,478,898	4,478,898	4,978,898	6,478,898
Depreciation and Amortization	141,073	236,655	350,491	470,491	574,603
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(167,447)	(162,106)	(155,599)	(151,689)	(148,222)
Allocated Expenses to CIP	(1,995,282)	-	-	-	-
TOTAL EXPENSES	\$13,337,604	\$15,767,377	\$16,288,488	\$17,333,232	\$19,384,121

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
CHANNEL INFRASTRUCTURE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$2,369,519	\$2,508,383	\$2,621,260	\$2,739,217	\$2,862,481
Benefits	883,244	915,513	940,325	966,254	993,350
Retirement Benefits	254,273	257,739	260,841	263,654	267,590
Insurance	127,543	127,543	127,543	127,543	127,543
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	7,500	7,500	7,500	7,500	7,500
Terminal Maintenance and Other Fees	614,815	745,000	701,000	702,000	703,000
Discretionary Expenses	2,879,892	3,585,750	3,461,750	3,487,650	3,513,450
Depreciation and Amortization	2,400	49,900	109,900	122,400	122,400
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	47,290	48,391	49,728	50,531	51,243
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$7,186,476	\$8,245,718	\$8,279,846	\$8,466,749	\$8,648,558

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
OPERATIONS DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$89,574,454	\$101,479,177	\$114,311,114	\$128,762,500	\$150,285,718
Benefits	31,618,182	33,449,342	35,894,710	39,201,073	44,710,111
Retirement Benefits	1,355,800	1,369,030	1,375,947	1,385,404	1,393,262
Insurance	4,313,983	4,313,983	4,813,983	5,313,983	6,313,983
Utilities and Fuel	11,519,765	8,488,372	12,250,075	12,607,115	13,615,207
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	7,821,272	6,181,446	6,181,575	6,181,707	6,181,841
Discretionary Expenses	8,233,204	7,454,699	7,473,316	7,992,367	8,511,863
Depreciation and Amortization	95,935,636	105,216,332	121,305,367	135,624,115	144,777,911
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	108,799,594	114,409,587	118,251,251	121,942,251	124,533,277
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$359,171,890	\$382,361,968	\$421,857,339	\$459,010,515	\$500,323,174

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
PORT MAINTENANCE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$44,111,933	\$45,914,414	\$47,824,253	\$49,876,056	\$52,113,503
Benefits	14,491,759	14,794,505	15,115,598	15,455,215	15,783,234
Retirement Benefits	3,566,987	3,585,604	3,606,887	3,633,388	3,664,016
Insurance	1,912,218	1,912,218	1,912,218	1,912,218	1,912,218
Utilities and Fuel	310,000	310,000	310,000	310,000	310,000
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	25,215,351	25,927,216	28,157,385	31,501,137	36,538,002
Discretionary Expenses	4,494,798	4,993,749	5,123,496	5,776,791	6,463,671
Depreciation and Amortization	8,185,650	10,779,440	11,893,613	12,426,010	11,933,947
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(96,665,576)	(102,387,174)	(106,364,862)	(110,137,589)	(112,801,091)
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$5,623,121	\$5,829,974	\$7,578,587	\$10,753,226	\$15,917,500

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
PEOPLE DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$5,014,371	\$5,220,058	\$5,436,837	\$5,662,829	\$5,898,429
Benefits	1,939,666	1,673,953	1,714,541	1,756,955	1,801,279
Retirement Benefits	506,026	508,010	510,904	515,741	520,715
Insurance	172,737	172,737	172,737	172,737	172,737
Utilities and Fuel	200,252	49,292	49,292	49,292	49,292
Economic Development and Community Support	1,283,300	1,533,300	1,533,300	1,533,300	1,533,300
Terminal Maintenance and Other Fees	56,221	56,221	56,221	56,221	56,221
Discretionary Expenses	2,383,301	1,756,818	1,737,668	1,737,668	1,721,258
Depreciation and Amortization	199,770	2,483,015	2,867,986	2,865,015	2,861,094
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	1,262,568	1,309,960	1,367,721	1,402,426	1,433,202
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$13,018,213	\$14,763,364	\$15,447,208	\$15,752,184	\$16,047,526

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
TECHNOLOGY DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$5,425,549	\$5,680,962	\$5,936,605	\$6,203,752	\$6,482,921
Benefits	2,254,794	2,310,429	2,366,939	2,425,991	2,487,700
Retirement Benefits	546,681	551,734	554,472	561,176	571,940
Insurance	214,126	214,126	214,126	214,126	214,126
Utilities and Fuel	495,416	519,229	543,998	569,758	596,549
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	7,619,978	6,948,864	7,226,818	8,515,891	10,816,527
Discretionary Expenses	3,124,291	3,246,460	3,376,317	4,111,372	4,651,826
Depreciation and Amortization	1,401,459	7,142,746	7,853,637	8,065,655	9,236,684
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(2,476,313)	(2,468,561)	(2,459,113)	(2,453,436)	(2,448,401)
Allocated Expenses to CIP	(1,939,628)	-	-	-	-
TOTAL EXPENSES	\$16,666,354	\$24,145,990	\$25,613,800	\$28,214,286	\$32,609,872

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
LEGAL DIVISION**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Salaries	\$1,913,895	\$1,997,945	\$2,087,763	\$2,181,622	\$2,279,705
Benefits	668,459	686,155	706,391	727,538	749,636
Retirement Benefits	321,464	322,630	323,657	325,314	328,063
Insurance	79,758	79,758	79,758	79,758	79,758
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	2,694,380	2,691,580	2,691,580	3,191,580	4,691,580
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	552	552	552	552	552
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$5,678,508	\$5,778,621	\$5,889,701	\$6,506,365	\$8,129,294

**PORT OF HOUSTON AUTHORITY
2025-2029 FIVE YEAR PLAN
CAPITAL**

	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Barbours Cut	\$128,800,000	\$153,400,000	\$41,994,667	\$200,700,000	\$40,550,000
Bayport Terminal	145,124,000	127,531,000	170,300,000	208,290,000	366,213,720
Turning Basin Terminals	19,270,000	18,933,900	16,507,800	13,058,300	16,799,800
Bayport Railroad	5,300,000	1,000,000	21,000,000	-	9,231,000
Channel Development	20,696,617	11,042,331	701,250	18,371,831	18,975,650
Real Estate	6,665,000	6,462,000	5,000,000	5,000,000	5,000,000
Maintenance	29,085,000	4,616,000	3,965,000	2,155,000	2,275,000
Port Security	18,947,500	9,520,000	2,305,000	1,625,000	1,455,000
Other	16,703,500	9,845,000	7,220,000	7,340,000	7,902,500
TOTAL PHA CAPITAL	\$390,591,617	\$342,350,231	\$268,993,717	\$456,540,131	\$468,402,670