

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
INCOME STATEMENT (\$'000's)**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Rev - Container Operations	\$603,923	\$635,922	\$670,678	\$708,253	\$742,972
Rev - Multi Purpose Cargo Facilities	85,144	87,435	89,386	92,031	94,258
Rev - Commercial Leases	11,663	12,013	12,374	12,807	13,319
Rev - Other Operating	25,208	24,871	25,456	26,058	26,672
Operating Revenue	725,938	760,241	797,893	839,148	877,222
Exp - Container Operations	236,929	229,855	236,500	245,338	246,984
Exp - Multi Purpose Cargo Facilities	30,934	24,936	25,365	25,816	26,283
Exp - Commercial Leases	355	372	389	408	428
Exp - Other Operating	34,780	49,544	53,565	58,759	52,036
Exp- Depreciation and Amortization	117,874	136,325	142,884	144,802	168,638
Total Operating Expenses	420,872	441,032	458,704	475,123	494,368
Gross Margin	305,066	319,210	339,189	364,025	382,854
% Revenue	42.0%	42.0%	42.5%	43.4%	43.6%
G&A Expenses	84,145	88,606	94,953	100,357	105,914
% Revenue	11.6%	11.7%	11.9%	12.0%	12.1%
G&A Depreciation	5,843	8,844	9,653	11,073	11,988
General & Administrative Expenses	89,988	97,451	104,606	111,430	117,902
% Revenue	12.4%	12.8%	13.1%	13.3%	13.4%
Net Operating Income	\$215,078	\$221,759	\$234,583	\$252,595	\$264,952
% Revenue	29.6%	29.2%	29.4%	30.1%	30.2%
Net Operating Cash Flow	\$338,795	\$366,929	\$387,119	\$408,470	\$445,577
% Revenue	46.7%	48.3%	48.5%	48.7%	50.8%
Non-Operating Revenue	30,219	27,953	27,953	27,953	27,953
Non-Operating Expense	28,461	28,056	28,056	28,056	28,056
Non-Operating Income	1,759	(103)	(103)	(103)	(103)
Contributions from Federal/State Agencies	39,329	40,847	28,995	48,857	26,343
Contributions to Federal/State Agencies	633	785	790	794	798
Contributions To/From Federal/State Agencies	38,696	40,062	28,205	48,062	25,545
Non-Operating	40,455	39,959	28,102	47,959	25,442
Net Income	\$255,533	\$261,717	\$262,685	\$300,554	\$290,394
Net Operating Income	215,078	221,759	234,583	252,595	264,952
Add: Depreciation & Amortization	123,717	145,170	152,537	155,875	180,625
Cash Flow from Operating Activities	338,795	366,929	387,119	408,470	445,577
Add: Non-Operating	40,455	39,959	28,102	47,959	25,442
Loss - Fixed Assets Written Off	-	-	-	-	-
Bond Premium Amortization	(6,025)	(6,025)	(6,025)	(6,025)	(6,025)
Bond Issuance Cost	-	-	-	-	-
Gain/Loss on Investment	-	-	-	-	-
Principal Payment	(12,900)	(13,546)	(14,221)	(14,935)	(15,683)
Net Cash Flow (GAAP)	\$360,325	\$387,317	\$394,976	\$435,470	\$449,312
\$ Revenue	\$0.50	\$0.51	\$0.50	\$0.52	\$0.51

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
EXECUTIVE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$1,996,127	\$2,121,466	\$2,206,325	\$2,294,578	\$2,386,361
Benefits	763,463	795,942	815,931	836,719	858,339
Retirement Benefits	240,087	247,382	251,003	254,769	258,685
Insurance	-	-	-	-	-
Utilities and Fuel	1,002	450	450	450	450
Economic Development and Community Support	355,000	355,000	355,000	355,000	355,000
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	1,988,459	1,983,659	1,983,659	1,983,659	1,983,659
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$5,344,138	\$5,503,900	\$5,612,368	\$5,725,175	\$5,842,494

Note: Salaries exclude \$8.0M of headcount judgement for attrition and new hire timing for 2026.

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
GOVERNMENT & PUBLIC RELATIONS DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$2,778,021	\$2,914,803	\$3,017,875	\$3,138,590	\$3,264,134
Benefits	1,079,301	1,110,795	1,136,422	1,164,111	1,192,909
Retirement Benefits	263,549	272,544	280,931	290,165	300,841
Insurance	-	-	-	-	-
Utilities and Fuel	40,552	40,552	40,552	40,552	40,552
Economic Development and Community Support	3,294,127	3,311,150	3,354,568	3,500,156	3,548,024
Terminal Maintenance and Other Fees	24,209	24,475	74,754	25,048	25,355
Discretionary Expenses	2,520,393	2,706,994	2,866,848	2,905,140	3,264,811
Depreciation and Amortization	370,934	710,162	709,412	637,332	637,332
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$10,371,085	\$11,091,475	\$11,481,362	\$11,701,094	\$12,273,958

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
LEGAL DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$2,086,871	\$2,169,721	\$2,256,410	\$2,346,566	\$2,440,329
Benefits	739,807	757,643	776,874	796,874	817,674
Retirement Benefits	200,450	205,971	212,455	220,910	228,455
Insurance	-	-	-	-	-
Utilities and Fuel	552	-	-	-	-
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	2,508,175	2,683,780	2,983,780	3,136,780	3,583,780
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$5,535,855	\$5,817,115	\$6,229,518	\$6,501,130	\$7,070,238

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
FINANCE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$7,726,850	\$8,044,334	\$8,366,107	\$8,700,752	\$9,048,782
Benefits	3,213,118	3,145,263	3,215,328	3,290,584	3,368,849
Retirement Benefits	736,058	761,022	787,866	816,779	848,883
Insurance	696,359	696,359	696,359	696,359	696,359
Utilities and Fuel	1,902	750	750	750	750
Economic Development and Community Support	330,850	339,000	339,000	339,000	342,000
Terminal Maintenance and Other Fees	416,037	488,580	493,310	498,093	503,928
Discretionary Expenses	1,930,307	1,945,111	1,920,465	1,925,980	2,028,877
Depreciation and Amortization	15,555	12,281	11,628	4,845	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$15,067,035	\$15,432,700	\$15,830,814	\$16,273,141	\$16,838,428

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
ADMINISTRATIVE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$24,723,843	\$25,712,179	\$26,726,704	\$27,781,391	\$28,877,835
Benefits	14,291,389	14,450,779	14,766,693	15,094,923	15,435,372
Retirement Benefits	2,577,749	2,640,146	2,717,839	2,801,758	2,894,274
Insurance	497,147	497,147	497,147	497,147	497,147
Utilities and Fuel	1,334,816	1,613,055	1,693,709	1,743,527	1,755,514
Economic Development and Community Support	59,500	65,000	60,000	66,500	60,500
Terminal Maintenance and Other Fees	18,735,022	17,961,833	20,459,134	23,102,728	20,645,858
Discretionary Expenses	13,399,049	15,350,089	17,896,294	19,624,689	20,873,132
Depreciation and Amortization	8,715,593	13,216,118	14,315,381	15,822,187	16,571,985
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(12,391,007)	(12,391,007)	(12,391,007)	(12,391,007)	(12,391,007)
Allocated Expenses to CIP	(646,282)	-	-	-	-
TOTAL EXPENSES	\$71,296,818	\$79,115,340	\$86,741,895	\$94,143,843	\$95,220,611

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
STRATEGY DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$2,139,543	\$2,220,283	\$2,309,094	\$2,401,458	\$2,497,516
Benefits	1,168,724	1,181,965	1,202,002	1,222,841	1,244,513
Retirement Benefits	212,323	217,950	223,707	230,062	238,702
Insurance	-	-	-	-	-
Utilities and Fuel	202,188	202,188	202,188	202,188	202,188
Economic Development and Community Support	30,000	30,000	30,000	30,000	30,000
Terminal Maintenance and Other Fees	5,000	5,000	5,000	5,000	5,000
Discretionary Expenses	5,147,817	7,581,581	9,984,581	11,681,581	13,381,581
Depreciation and Amortization	596,665	596,665	596,665	596,665	594,426
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$9,502,259	\$12,035,631	\$14,553,237	\$16,369,794	\$18,193,926

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
TECHNOLOGY DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$4,796,676	\$5,013,456	\$5,213,994	\$5,422,554	\$5,639,456
Benefits	2,095,395	2,093,901	2,146,041	2,200,267	2,256,662
Retirement Benefits	542,271	561,151	582,450	608,678	636,228
Insurance	-	-	-	-	-
Utilities and Fuel	953,622	1,229,050	1,304,250	1,354,450	1,404,650
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	9,743,134	9,355,683	10,585,683	11,935,683	12,185,683
Discretionary Expenses	1,623,917	1,464,402	1,503,902	1,537,552	1,676,812
Depreciation and Amortization	2,740,780	5,119,864	5,814,882	7,224,140	8,093,266
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	(646,282)	-	-	-	-
TOTAL EXPENSES	\$21,849,513	\$24,837,507	\$27,151,202	\$30,283,324	\$31,892,758

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
PEOPLE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$2,957,254	\$3,078,415	\$3,201,552	\$3,329,614	\$3,462,799
Benefits	1,532,451	1,514,808	1,541,911	1,570,663	1,600,565
Retirement Benefits	265,878	273,895	284,797	296,776	308,855
Insurance	-	-	-	-	-
Utilities and Fuel	1,656	-	-	-	-
Economic Development and Community Support	27,000	27,000	27,000	27,000	27,000
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	2,914,699	2,420,346	2,499,242	2,391,582	2,672,842
Depreciation and Amortization	2,298,065	2,454,067	2,451,846	2,450,735	2,446,849
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	84,739	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$10,081,743	\$9,768,531	\$10,006,347	\$10,066,370	\$10,518,909

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
PSEO DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$14,453,922	\$15,008,519	\$15,594,898	\$16,204,313	\$16,837,674
Benefits	7,345,675	7,463,665	7,614,470	7,771,040	7,933,598
Retirement Benefits	1,480,957	1,510,830	1,550,565	1,589,922	1,634,168
Insurance	497,147	497,147	497,147	497,147	497,147
Utilities and Fuel	177,350	181,817	187,271	186,889	148,676
Economic Development and Community Support	2,500	8,000	3,000	9,500	3,500
Terminal Maintenance and Other Fees	8,986,887	8,601,150	9,868,451	11,162,045	8,455,175
Discretionary Expenses	3,697,616	3,858,760	3,883,569	3,988,974	3,116,897
Depreciation and Amortization	3,080,082	5,045,523	5,451,989	5,550,647	5,437,444
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(12,475,746)	(12,391,007)	(12,391,007)	(12,391,007)	(12,391,007)
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$27,246,390	\$29,784,405	\$32,260,353	\$34,569,470	\$31,673,273

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
OPERATING DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$148,049,839	\$151,513,157	\$156,191,476	\$162,752,986	\$166,009,572
Benefits	59,764,449	60,368,135	60,777,233	61,261,281	61,836,144
Retirement Benefits	4,866,183	5,023,102	5,169,463	5,333,439	5,505,203
Insurance	8,965,506	8,965,506	8,965,506	8,965,506	8,965,506
Utilities and Fuel	9,739,160	10,138,120	10,514,921	11,096,852	11,523,741
Economic Development and Community Support	228,450	169,988	178,112	186,642	195,599
Terminal Maintenance and Other Fees	35,361,413	34,012,398	34,844,036	36,166,041	37,752,541
Discretionary Expenses	20,484,439	18,929,582	22,102,505	25,864,702	18,649,465
Depreciation and Amortization	114,614,913	131,231,274	137,500,377	139,410,819	163,416,012
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	12,391,007	12,391,007	12,391,007	12,391,007	12,391,007
Allocated Expenses to CIP	(3,170,364)	(3,170,364)	(3,170,364)	(3,170,364)	(3,170,364)
TOTAL EXPENSES	\$411,294,995	\$429,571,905	\$445,464,273	\$460,258,911	\$483,074,426

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
CHANNEL INFRASTRUCTURE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$1,780,282	\$1,900,485	\$1,976,504	\$2,055,564	\$2,137,787
Benefits	627,230	657,455	674,519	692,265	710,721
Retirement Benefits	158,831	167,641	173,784	180,376	188,017
Insurance	-	-	-	-	-
Utilities and Fuel	12,000	13,200	14,520	15,972	17,570
Economic Development and Community Support	12,500	7,500	7,500	7,500	7,500
Terminal Maintenance and Other Fees	927,805	1,512,800	1,664,081	1,830,488	2,013,538
Discretionary Expenses	4,003,538	4,582,679	5,996,175	8,448,998	3,947,285
Depreciation and Amortization	35,605	571,210	535,605	-	500,000
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$7,557,791	\$9,412,969	\$11,042,687	\$13,231,163	\$9,522,418

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
PORT MAINTENANCE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$44,833,840	\$46,267,214	\$47,749,328	\$49,326,776	\$50,960,745
Benefits	14,866,726	15,180,879	15,458,630	15,749,924	16,052,398
Retirement Benefits	2,770,337	2,854,334	2,938,199	3,031,223	3,127,343
Insurance	1,325,044	1,325,044	1,325,044	1,325,044	1,325,044
Utilities and Fuel	147,739	144,224	144,224	144,224	144,224
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	27,437,593	28,795,312	29,467,075	30,613,743	32,007,915
Discretionary Expenses	3,362,923	3,414,779	3,451,568	3,581,583	3,678,494
Depreciation and Amortization	13,569,541	15,968,326	16,889,880	16,923,462	15,856,390
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(9,063,707)	(9,910,798)	(10,281,066)	(10,582,713)	(10,845,141)
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$99,250,037	\$104,039,314	\$107,142,882	\$110,113,266	\$112,307,411

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
COMMERCIAL DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$2,196,232	\$2,340,609	\$2,434,233	\$2,531,603	\$2,632,867
Benefits	898,726	936,741	957,875	979,855	1,002,714
Retirement Benefits	242,999	251,773	256,259	262,031	269,309
Insurance	15,397	15,397	15,397	15,397	15,397
Utilities and Fuel	7,800	10,710	11,246	11,807	12,398
Economic Development and Community Support	215,950	162,488	170,612	179,142	188,099
Terminal Maintenance and Other Fees	18,200	19,110	20,066	21,069	22,122
Discretionary Expenses	1,823,795	2,051,258	2,192,861	2,301,850	2,416,292
Depreciation and Amortization	38,113	38,113	38,113	29,309	15,439
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$5,457,213	\$5,826,199	\$6,096,662	\$6,332,063	\$6,574,638

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
OPERATIONS DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$92,569,025	\$93,959,531	\$96,704,280	\$101,218,826	\$102,353,148
Benefits	40,722,124	40,839,523	40,868,979	40,955,764	41,117,944
Retirement Benefits	1,080,144	1,108,817	1,140,079	1,171,987	1,207,524
Insurance	7,625,065	7,625,065	7,625,065	7,625,065	7,625,065
Utilities and Fuel	9,548,911	9,947,828	10,322,773	10,902,691	11,327,391
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	6,727,265	3,431,843	3,436,560	3,441,419	3,446,423
Discretionary Expenses	8,481,922	6,112,546	7,644,537	8,677,554	5,713,456
Depreciation and Amortization	100,608,433	114,175,815	119,441,916	121,763,571	146,284,416
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	21,454,714	22,301,805	22,672,073	22,973,720	23,236,148
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	\$288,817,602	\$299,502,773	\$309,856,261	\$318,730,597	\$342,311,516

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
PORT INFRASTRUCTURE DIVISION**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Salaries	\$6,149,402	\$6,503,417	\$6,763,554	\$7,034,096	\$7,315,460
Benefits	2,458,176	2,557,073	2,615,567	2,676,402	2,739,674
Retirement Benefits	564,770	590,276	609,675	635,098	658,274
Insurance	-	-	-	-	-
Utilities and Fuel	22,158	22,158	22,158	22,158	22,158
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	250,550	253,333	256,254	259,322	262,543
Discretionary Expenses	2,788,361	2,744,020	2,793,064	2,830,417	2,869,638
Depreciation and Amortization	363,220	477,810	594,863	694,477	759,767
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	(3,170,364)	(3,170,364)	(3,170,364)	(3,170,364)	(3,170,364)
TOTAL EXPENSES	\$9,426,273	\$9,977,722	\$10,484,771	\$10,981,607	\$11,457,149

**PORT OF HOUSTON AUTHORITY
2026-2030 FIVE YEAR PLAN
CAPITAL**

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Barbours Cut	\$173,635,000	\$29,320,000	\$255,200,000	\$66,300,000	\$50,200,000
Bayport Terminal	229,785,000	104,300,000	273,540,000	386,750,000	137,000,000
Multi-Purpose Facilities	40,766,300	20,712,800	18,273,300	29,864,800	20,061,375
Channel Development	34,120,823	38,253,226	1,276,000	23,184,301	322,500
Real Estate	7,000,000	9,300,000	26,000,000	5,000,000	5,000,000
Maintenance	10,646,000	6,005,000	4,080,000	2,130,000	3,240,000
Port Security	16,215,000	2,830,000	2,015,000	1,895,000	3,680,000
Information Technology	13,131,000	6,095,000	2,650,000	2,200,000	1,730,000
Other	8,950,000	6,100,000	6,100,000	6,100,000	6,100,000
TOTAL PHA CAPITAL	\$534,249,123	\$222,916,026	\$589,134,300	\$523,424,101	\$227,333,875