PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
INCOME STATEMENT ($000's)

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Rev - Container Operations	$635,274	$664,228	$687,911	$713,789	$743,862
Rev - Multi Purpose Cargo Facilities	84,317	86,131	88,370	90,473	92,601
Rev - Commercial Leases	15,433	15,819	16,214	16,620	17,035
Rev - Other Operating	28,429	29,140	29,868	30,615	31,380
Operating Revenue	***763,453***	***795,318***	***822,364***	***851,496***	***884,879***
Exp - Container Operations	247,186	253,875	260,855	268,062	275,479
Exp - Multi Purpose Cargo Facilities	36,792	38,003	38,899	39,821	40,777
Exp - Commercial Leases	229	237	244	252	260
Exp - Other Operating	48,321	52,111	53,195	56,024	58,909
Exp- Depreciation and Amortization	128,015	141,930	155,051	168,942	182,239
Total Operating Expenses	***460,544***	***486,156***	***508,244***	***533,101***	***557,664***
Gross Margin	**302,909**	**309,163**	**314,120**	**318,395**	**327,216**
% Revenue	***39.7%***	***38.9%***	***36.6%***	***35.9%***	***37.0%***
G&A Expenses	104,095	105,862	108,431	112,036	115,281
% Revenue	*13.6%*	*13.3%*	*13.2%*	*13.2%*	*13.0%*
G&A Depreciation	4,537	6,004	8,275	9,354	9,401
General & Administrative Expenses	***108,632***	***111,867***	***116,706***	***121,390***	***124,681***
% Revenue	*14.2%*	*14.1%*	*14.2%*	*14.3%*	*14.1%*
Net Operating Income	**$194,277**	**$197,296**	**$197,414**	**$197,005**	**$202,534**
% Revenue	***25.4%***	***24.8%***	***24.0%***	***23.1%***	***22.9%***
Net Operating Cash Flow	**$326,830**	**$345,230**	**$360,740**	**$375,302**	**$394,174**
% Revenue	***42.8%***	***43.4%***	***43.9%***	***44.1%***	***44.5%***
Non-Operating Revenue	25,289	50,620	50,620	50,920	52,620
Non-Operating Expense	26,906	26,511	26,097	25,664	25,211
Non-Operating Income	***(1,617)***	***24,109***	***24,523***	***25,256***	***27,409***
Contributions from Federal/State Agencies	43,471	38,037	639	497	497
Contributions to Federal/State Agencies	130	134	139	142	146
Contributions To/From Federal/State Agencies	***43,341***	***37,903***	***500***	***355***	***351***
Non-Operating	**41,724**	**62,011**	**25,023**	**25,611**	**27,760**
Net Income	**$236,002**	**$259,307**	**$222,437**	**$222,616**	**$230,294**
Net Operating Income	194,277	197,296	197,414	197,005	202,534
Add: Depreciation & Amortization	132,553	147,934	163,326	178,296	191,639
Cash Flow from Operating Activities	***326,830***	***345,230***	***360,740***	***375,302***	***394,174***
Add: Non-Operating	41,724	62,011	25,023	25,611	27,760
Loss - Fixed Assets Written Off	-	-	-	-	-
Bond Premium Amortization	(6,237)	(5,996)	(5,742)	(5,474)	(5,189)
Bond Issuance Cost	-	-	-	-	-
Gain/Loss on Investment	-	-	-	-	-
Principal Payment	(13,546)	(14,221)	(14,935)	(15,683)	(16,463)
Net Cash Flow (GAAP)	**$348,771**	**$387,024**	**$365,085**	**$379,757**	**$400,282**
$ Revenue	***$0.46***	***$0.49***	***$0.44***	***$0.45***	***$0.45***

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
EXECUTIVE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$2,264,413	$2,332,429	$2,402,492	$2,474,665	$2,549,010
Benefits	710,128	718,363	725,929	732,553	741,761
Insurance	-	-	-	-	-
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	310,000	319,920	330,157	340,722	351,626
Terminal Maintenance and Other Fees	-	-	-	-	-
Discretionary Expenses	(5,275,515)	(6,091,841)	(5,605,491)	(4,416,376)	(3,224,411)
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**($1,990,974)**	**($2,721,130)**	**($2,146,912)**	**($868,436)**	**$417,985**

Note: Salaries exclude headcount judgment for attrition and new hire timing for 2027.

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
EXTERNAL AFFAIRS DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$4,358,236	$4,488,991	$4,623,727	$4,762,642	$4,905,739
Benefits	1,633,373	1,652,609	1,669,246	1,688,308	1,707,635
Insurance	-	-	-	-	-
Utilities and Fuel	51,007	52,640	54,324	56,062	57,856
Economic Development and Community Support	2,047,000	1,937,064	1,999,050	2,063,020	2,129,036
Terminal Maintenance and Other Fees	29,125	9,644	10,071	10,517	10,984
Discretionary Expenses	6,029,891	6,382,017	6,471,420	6,708,814	6,671,624
Depreciation and Amortization	688,411	911,016	807,442	806,150	806,150
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$14,737,044**	**$15,433,981**	**$15,635,280**	**$16,095,512**	**$16,289,024**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
LEGAL DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$16,155,751	$16,641,814	$17,142,520	$17,658,433	$18,190,037
Benefits	6,203,574	6,270,664	6,336,750	6,415,955	6,497,438
Insurance	-	-	-	-	-
Utilities and Fuel	1,247,055	1,381,895	1,434,688	1,489,515	1,546,453
Economic Development and Community Support	42,708	44,075	45,485	46,941	48,443
Terminal Maintenance and Other Fees	10,148,791	11,255,813	11,568,772	11,999,218	12,378,478
Discretionary Expenses	9,204,015	12,246,152	12,613,778	13,004,529	13,408,784
Depreciation and Amortization	4,079,421	5,354,771	7,377,514	8,046,309	7,264,116
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	(291,882)	(158,073)	-	-	-
TOTAL EXPENSES	**$46,789,434**	**$53,037,110**	**$56,519,506**	**$58,660,900**	**$59,333,749**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
FINANCE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$11,111,465	$11,446,045	$11,790,870	$12,146,101	$12,512,175
Benefits	4,381,030	4,424,615	4,471,064	4,522,031	4,578,220
Insurance	938,906	968,951	999,957	1,031,956	1,064,979
Utilities and Fuel	6,242	6,442	6,648	6,861	7,080
Economic Development and Community Support	198,833	205,196	211,762	218,539	225,531
Terminal Maintenance and Other Fees	420,443	327,387	332,725	338,300	344,125
Discretionary Expenses	4,895,456	3,482,762	3,442,238	3,671,742	3,768,002
Depreciation and Amortization	29,150	28,520	21,762	16,942	13,980
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	0	0	0	0	0
TOTAL EXPENSES	**$21,981,525**	**$20,889,918**	**$21,277,026**	**$21,952,472**	**$22,514,092**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
STRATEGY DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$3,139,612	$3,234,117	$3,331,468	$3,431,749	$3,535,050
Benefits	1,120,549	1,132,003	1,144,544	1,159,592	1,174,693
Insurance	-	-	-	-	-
Utilities and Fuel	498,614	514,569	531,035	548,029	565,565
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	5,000	-	-	-	-
Discretionary Expenses	5,492,499	5,280,259	5,077,227	5,431,698	5,797,513
Depreciation and Amortization	596,651	596,651	596,651	594,412	591,278
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	0	0	0	0	0
TOTAL EXPENSES	**$10,852,924**	**$10,757,599**	**$10,680,926**	**$11,165,480**	**$11,664,099**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
TECHNOLOGY DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$8,499,161	$8,754,590	$9,017,698	$9,288,713	$9,567,875
Benefits	3,432,172	3,470,906	3,509,249	3,552,635	3,597,834
Insurance	-	-	-	-	-
Utilities and Fuel	963,029	1,088,780	1,132,194	1,177,340	1,224,289
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	9,875,360	10,973,632	11,277,561	11,698,689	12,068,332
Discretionary Expenses	3,243,473	6,247,056	6,434,161	6,638,614	6,850,610
Depreciation and Amortization	2,015,268	3,292,834	5,320,562	5,992,592	5,812,295
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	(291,882)	(158,073)	-	-	-
TOTAL EXPENSES	**$27,736,581**	**$33,669,726**	**$36,691,424**	**$38,348,584**	**$39,121,234**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
PEOPLE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$4,138,280	$4,262,540	$4,390,543	$4,522,522	$4,658,495
Benefits	1,675,367	1,690,934	1,707,933	1,730,346	1,751,812
Insurance	-	-	-	-	-
Utilities and Fuel	283,945	293,031	302,408	312,085	322,072
Economic Development and Community Support	42,708	44,075	45,485	46,941	48,443
Terminal Maintenance and Other Fees	273,431	282,181	291,211	300,529	310,146
Discretionary Expenses	2,677,298	2,611,236	2,683,345	2,757,763	2,834,561
Depreciation and Amortization	2,064,154	2,061,936	2,056,952	2,053,717	1,451,822
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$11,155,182**	**$11,245,932**	**$11,477,878**	**$11,723,903**	**$11,377,351**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
OPERATING DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$188,958,541	$194,468,204	$200,158,169	$206,021,285	$212,062,813
Benefits	73,315,426	74,716,282	76,176,247	77,706,883	79,291,972
Insurance	7,743,691	7,987,914	8,239,952	8,500,055	8,768,482
Utilities and Fuel	4,817,461	4,964,906	5,116,869	5,273,487	5,434,903
Economic Development and Community Support	10,650	10,991	11,343	11,706	12,080
Terminal Maintenance and Other Fees	34,419,813	35,221,512	36,330,433	37,474,140	38,653,743
Discretionary Expenses	48,772,691	50,925,808	51,355,829	52,816,040	54,321,792
Depreciation and Amortization	122,566,438	136,882,494	150,493,116	164,715,759	178,757,775
Non-Operating Expenses	4,147	4,280	4,417	4,558	4,704
Allocated Expenses to CIP	(5,129,394)	(5,271,240)	(5,401,500)	(5,538,120)	(5,681,101)
TOTAL EXPENSES	**$475,479,464**	**$499,911,152**	**$522,484,875**	**$546,985,792**	**$571,627,164**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
PSEO DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$20,034,938	$20,638,786	$21,263,079	$21,906,772	$22,570,537
Benefits	8,747,432	8,829,185	8,913,730	9,007,651	9,106,003
Insurance	823,854	850,217	877,424	905,502	934,478
Utilities and Fuel	52,579	54,261	55,998	57,790	59,639
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	1,854,771	1,758,811	1,828,528	1,899,995	1,973,275
Discretionary Expenses	(585,691)	(109,233)	418,299	868,280	1,330,797
Depreciation and Amortization	4,186,713	4,749,184	4,853,629	4,769,944	4,498,251
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$35,114,596**	**$36,771,212**	**$38,210,687**	**$39,415,933**	**$40,472,980**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
CHANNEL INFRASTRUCTURE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$2,727,320	$2,809,375	$2,893,900	$2,980,968	$3,070,656
Benefits	909,712	919,185	929,867	942,529	956,760
Insurance	-	-	-	-	-
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	740,010	758,334	758,334	758,334	758,334
Discretionary Expenses	6,414,027	7,999,654	6,959,440	6,996,209	7,036,741
Depreciation and Amortization	616,667	1,775,000	3,958,333	5,850,000	6,075,000
Non-Operating Expenses	0	0	0	0	0
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$11,407,735**	**$14,261,549**	**$15,499,875**	**$17,528,039**	**$17,897,491**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
PORT MAINTENANCE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$55,819,041	$57,339,385	$58,907,246	$60,523,183	$62,188,670
Benefits	17,887,426	18,060,528	18,244,751	18,442,674	18,645,836
Insurance	1,737,618	1,793,222	1,850,605	1,909,824	1,970,939
Utilities and Fuel	100,494	103,710	107,028	110,453	113,988
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	25,938,318	26,541,304	27,390,626	28,267,126	29,171,674
Discretionary Expenses	5,300,310	5,471,031	5,646,009	5,826,598	6,012,958
Depreciation and Amortization	10,769,097	12,463,655	14,116,004	14,105,404	14,611,667
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$117,552,305**	**$121,772,835**	**$126,262,270**	**$129,185,263**	**$132,715,732**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
COMMERCIAL DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$2,788,609	$2,872,555	$2,959,028	$3,048,104	$3,139,863
Benefits	1,080,239	1,090,089	1,100,741	1,112,044	1,126,419
Insurance	37,242	38,434	39,664	40,933	42,243
Utilities and Fuel	5,658	5,839	6,026	6,219	6,418
Economic Development and Community Support	10,650	10,991	11,343	11,706	12,080
Terminal Maintenance and Other Fees	200	206	213	220	227
Discretionary Expenses	2,786,478	2,868,208	2,952,557	3,039,506	3,129,127
Depreciation and Amortization	38,510	38,510	29,705	14,655	2,851
Non-Operating Expenses	0	0	0	0	0
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$6,747,586**	**$6,924,832**	**$7,099,277**	**$7,273,387**	**$7,459,229**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
OPERATIONS DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$97,831,584	$100,766,544	$103,790,191	$106,905,210	$110,114,283
Benefits	41,262,799	42,360,921	43,493,899	44,664,995	45,866,564
Insurance	5,144,977	5,306,041	5,472,259	5,643,796	5,820,822
Utilities and Fuel	4,650,474	4,792,576	4,939,024	5,089,951	5,245,495
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	5,669,672	6,343,981	6,539,653	6,741,366	6,949,308
Discretionary Expenses	30,738,971	31,311,029	31,899,953	32,508,401	33,134,530
Depreciation and Amortization	106,656,546	117,433,178	127,009,110	139,388,084	152,954,097
Non-Operating Expenses	4,147	4,280	4,417	4,558	4,704
Allocated Expenses to CIP	-	-	-	-	-
TOTAL EXPENSES	**$291,959,170**	**$308,318,548**	**$323,148,505**	**$340,946,362**	**$360,089,803**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
PORT INFRASTRUCTURE DIVISION

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Salaries	$9,034,087	$9,296,836	$9,577,585	$9,866,816	$10,164,785
Benefits	3,258,845	3,285,426	3,320,284	3,360,966	3,410,241
Insurance	-	-	-	-	-
Utilities and Fuel	8,160	8,421	8,691	8,969	9,256
Economic Development and Community Support	-	-	-	-	-
Terminal Maintenance and Other Fees	216,842	(181,124)	(186,920)	(192,902)	(199,075)
Discretionary Expenses	4,049,229	3,313,532	3,405,693	3,500,803	3,598,957
Depreciation and Amortization	298,906	422,968	526,334	587,673	615,909
Non-Operating Expenses	-	-	-	-	-
Allocated Expenses to CIP	(5,129,394)	(5,271,240)	(5,401,500)	(5,538,120)	(5,681,101)
TOTAL EXPENSES	**$11,736,674**	**$10,874,818**	**$11,250,166**	**$11,594,206**	**$11,918,971**

PORT OF HOUSTON AUTHORITY
2027-2031 FIVE YEAR PLAN
CAPITAL

	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Barbours Cut	$60,205,000	$157,080,000	$105,300,000	$85,200,000	$88,000,000
Bayport Terminal	169,825,000	203,100,000	50,000,000	50,000,000	500,500,000
Multi-Purpose Facilities	35,475,000	21,997,800	18,815,050	20,138,741	17,744,110
Channel Development	68,616,350	61,773,700	22,700,261	74,835,325	21,961,050
Real Estate	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Maintenance	9,750,000	10,260,000	4,180,000	5,665,000	5,900,000
Port Security	11,624,500	9,392,500	9,435,000	3,430,000	1,615,000
Information Technology	14,126,230	4,170,000	2,950,000	1,850,000	1,970,000
Other	6,665,000	6,080,000	6,080,000	6,080,000	6,080,000
TOTAL CAPITAL	**$379,287,080**	**$476,854,000**	**$222,460,311**	**$250,199,066**	**$646,770,160**