

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
INCOME STATEMENT (\$'000's)**

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenues Container Terminals	\$337,731	\$354,399	\$367,941	\$395,407	\$412,588
Revenues Turning Basin Terminals	56,821	60,359	61,908	63,496	65,126
Revenues Lease	16,893	17,314	17,746	18,190	18,646
Revenues Harbor Fees	6,814	6,949	6,949	6,949	6,949
Revenues Channel Development	6,595	7,795	8,195	8,495	8,845
Revenues Other	25	25	25	25	25
<b>Operating Revenues</b>	<b>424,879</b>	<b>446,841</b>	<b>462,764</b>	<b>492,562</b>	<b>512,179</b>
Expenses Container Terminals	135,579	140,841	147,431	157,419	162,598
Expenses Turning Basin Terminals	17,613	15,688	15,885	17,267	16,258
Expenses Lease	1,043	570	576	583	589
Expenses Harbor Fees	7,755	8,049	8,247	8,444	8,635
Expenses Channel Development	2,669	2,674	2,723	2,770	2,833
Expenses Other	9,828	10,262	10,665	10,973	11,289
Expenses Pension and Other Retirement Benefits	7,297	7,359	7,410	7,485	7,563
Expenses Depreciation and Amortization	77,366	92,908	100,506	101,435	100,033
<b>Operating Expenses</b>	<b>259,149</b>	<b>278,350</b>	<b>293,443</b>	<b>306,376</b>	<b>309,799</b>
<b>Operating Income</b>	<b>165,730</b>	<b>168,491</b>	<b>169,321</b>	<b>186,186</b>	<b>202,381</b>
G&A Revenues	545	560	575	584	600
G&A Expenses	55,006	55,351	56,171	58,556	60,093
G&A Pension and Other Retirement Benefits	3,865	3,905	3,940	3,992	4,060
G&A Depreciation	2,542	2,500	1,641	2,526	3,527
<b>General &amp; Administrative Expenses</b>	<b>60,867</b>	<b>61,196</b>	<b>61,176</b>	<b>64,490</b>	<b>67,080</b>
<b>Net Operating Income</b>	<b>\$104,863</b>	<b>\$107,295</b>	<b>\$108,145</b>	<b>\$121,696</b>	<b>\$135,300</b>
Non-Operating Revenue	2,563	2,721	2,621	2,621	2,621
Non-Operating Expense	532	10,565	20,565	30,915	30,565
<b>Non-Operating Income</b>	<b>2,030</b>	<b>(7,844)</b>	<b>(17,944)</b>	<b>(28,294)</b>	<b>(27,944)</b>
Contributions from Federal/State Agencies	8,599	1,500	1,500	-	-
Contributions to Federal/State Agencies	12,271	4,150	60	503	1,510
<b>Contributions To/From Federal/State Agencies</b>	<b>(3,672)</b>	<b>(2,650)</b>	<b>1,440</b>	<b>(503)</b>	<b>(1,510)</b>
<b>Non-Operating</b>	<b>(1,641)</b>	<b>(10,494)</b>	<b>(16,504)</b>	<b>(28,797)</b>	<b>(29,453)</b>
<b>Net Income</b>	<b>\$103,222</b>	<b>\$96,801</b>	<b>\$91,641</b>	<b>\$92,899</b>	<b>\$105,847</b>
Net Operating Income	104,863	107,295	108,145	121,696	135,300
Add: Depreciation & Amortization	79,908	95,408	102,147	103,961	103,560
<b>Cash Flow from Operating Activities</b>	<b>184,771</b>	<b>202,703</b>	<b>210,292</b>	<b>225,657</b>	<b>238,861</b>
Add: Non-Operating	(1,641)	(10,494)	(16,504)	(28,797)	(29,453)
<b>Net Cash Flow (GAAP)</b>	<b>\$183,130</b>	<b>\$192,209</b>	<b>\$193,788</b>	<b>\$196,860</b>	<b>\$209,408</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
EXECUTIVE DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$1,464,618	\$1,523,792	\$1,584,744	\$1,648,134	\$1,714,059
Benefits	516,071	530,088	544,484	559,456	575,027
Retirement Benefits	303,570	299,000	299,996	301,626	304,063
Insurance	32,346	32,346	32,346	32,346	32,346
Utilities and Fuel	3,828	3,648	3,648	3,648	3,648
Economic Development and Community Support	10,000	10,000	10,000	10,000	10,000
Terminal and Asset Maintenance	-	-	-	-	-
Discretionary Expenses	512,109	494,305	499,366	502,732	496,703
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	5,196	5,634	5,716	5,801	5,887
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$2,847,739</b>	<b>\$2,898,814</b>	<b>\$2,980,300</b>	<b>\$3,063,744</b>	<b>\$3,141,733</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
GOVERNMENT & PUBLIC RELATIONS DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$658,397	\$684,997	\$712,397	\$740,893	\$770,529
Benefits	217,074	222,792	228,666	234,775	241,128
Retirement Benefits	113,377	118,617	119,547	120,050	120,526
Insurance	9,476	9,476	9,476	9,476	9,476
Utilities and Fuel	-	-	-	-	-
Economic Development and Community Support	156,500	156,500	156,500	156,500	156,500
Terminal and Asset Maintenance	-	-	-	-	-
Discretionary Expenses	787,341	996,895	798,295	998,645	796,895
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	-	-	-	-	-
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$1,942,164</b>	<b>\$2,189,277</b>	<b>\$2,024,881</b>	<b>\$2,260,339</b>	<b>\$2,095,054</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
COMMERCIAL DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$2,099,244	\$2,184,059	\$2,271,421	\$2,362,278	\$2,456,769
Benefits	816,302	834,456	853,104	872,499	892,670
Retirement Benefits	434,854	426,563	428,336	431,245	435,868
Insurance	247,365	247,365	247,365	247,365	247,365
Utilities and Fuel	188,460	188,757	189,064	189,382	189,711
Economic Development and Community Support	223,400	253,993	263,593	273,671	284,255
Terminal and Asset Maintenance	1,953,000	663,000	18,000	18,000	18,000
Discretionary Expenses	3,070,153	3,087,180	3,113,445	3,236,655	3,136,477
Depreciation and Amortization	951,686	494,892	549,810	533,784	1,425,862
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	1,200,262	956,665	970,497	985,055	999,657
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$11,184,727</b>	<b>\$9,336,930</b>	<b>\$8,904,635</b>	<b>\$9,149,934</b>	<b>\$10,086,634</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
FINANCE DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$5,037,952	\$5,241,498	\$5,451,158	\$5,669,204	\$5,895,972
Benefits	1,963,282	2,007,593	2,053,111	2,100,449	2,149,681
Retirement Benefits	941,387	948,968	957,487	970,245	986,708
Insurance	113,566	113,566	113,566	113,566	113,566
Utilities and Fuel	3,188	2,100	2,100	2,100	2,100
Economic Development and Community Support	525,650	525,650	525,650	525,650	526,150
Terminal and Asset Maintenance	-	-	-	-	-
Discretionary Expenses	1,603,419	1,428,662	1,362,962	1,410,852	1,351,402
Depreciation and Amortization	1,500	7,500	13,500	18,000	24,000
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	17,483	19,017	19,303	19,603	19,904
Allocated Expenses to CIP	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$10,207,429</b>	<b>\$10,294,554</b>	<b>\$10,498,836</b>	<b>\$10,829,669</b>	<b>\$11,069,483</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
PSEO DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$9,311,577	\$9,671,078	\$10,008,721	\$10,359,870	\$10,725,064
Benefits	4,173,218	4,261,223	4,335,848	4,413,457	4,494,171
Retirement Benefits	1,913,751	1,921,337	1,931,732	1,948,533	1,964,033
Insurance	351,472	351,472	351,472	351,472	351,472
Utilities and Fuel	166,300	166,300	166,300	166,300	166,300
Economic Development and Community Support	-	-	-	-	-
Terminal and Asset Maintenance	404,550	401,050	399,550	401,050	399,550
Discretionary Expenses	8,273,744	8,358,797	8,436,197	8,404,597	8,344,197
Depreciation and Amortization	2,913,191	3,053,586	2,977,287	2,974,511	3,090,805
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(9,889,588)	(9,831,512)	(9,820,715)	(9,809,352)	(9,797,954)
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$17,618,216</b>	<b>\$18,353,331</b>	<b>\$18,786,391</b>	<b>\$19,210,438</b>	<b>\$19,737,638</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
INFRASTRUCTURE DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$6,166,642	\$6,461,821	\$6,720,294	\$6,989,106	\$7,268,670
Benefits	2,328,516	2,398,687	2,452,554	2,508,574	2,566,836
Retirement Benefits	1,014,314	1,027,716	1,041,258	1,055,271	1,074,045
Insurance	170,089	170,089	170,089	170,089	170,089
Utilities and Fuel	28,648	20,448	20,448	20,448	20,448
Economic Development and Community Support	7,500	2,500	5,500	2,500	5,500
Terminal and Asset Maintenance	583,000	583,000	583,000	585,000	585,000
Discretionary Expenses	6,133,319	5,165,141	5,161,001	5,227,076	5,197,061
Depreciation and Amortization	2,692,694	4,119,141	3,561,582	1,152,420	2,328,363
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(467,262)	(112,318)	(110,098)	(107,761)	(105,417)
Allocated Expenses to CIP	(483,469)	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$18,173,990</b>	<b>\$19,836,225</b>	<b>\$19,605,628</b>	<b>\$17,602,723</b>	<b>\$19,110,595</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
OPERATIONS DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$76,879,920	\$80,944,476	\$85,673,298	\$92,347,438	\$96,288,835
Benefits	29,161,142	30,368,575	31,866,472	34,084,067	35,245,951
Retirement Benefits	5,189,008	5,246,530	5,283,691	5,339,821	5,398,263
Insurance	3,774,317	3,774,317	3,774,317	3,774,317	3,774,317
Utilities and Fuel	8,428,832	8,719,495	9,061,948	9,679,442	10,078,427
Economic Development and Community Support	-	-	-	-	-
Terminal and Asset Maintenance	19,029,794	17,042,714	17,166,749	18,841,286	17,895,871
Discretionary Expenses	7,790,975	7,834,316	8,057,169	8,342,847	8,065,820
Depreciation and Amortization	71,807,149	85,854,188	94,076,585	97,420,735	94,727,620
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	10,213,196	10,007,176	9,973,523	9,938,103	9,902,575
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$232,274,333</b>	<b>\$249,791,786</b>	<b>\$264,933,752</b>	<b>\$279,768,055</b>	<b>\$281,377,679</b>



**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
PEOPLE DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$4,644,635	\$4,842,418	\$5,035,035	\$5,235,356	\$5,443,690
Benefits	1,426,474	1,449,060	1,472,262	1,496,393	1,521,488
Retirement Benefits	2,556,649	2,560,495	2,565,378	2,566,563	2,583,237
Insurance	91,830	91,830	91,830	91,830	91,830
Utilities and Fuel	51,600	50,400	50,400	50,400	50,400
Economic Development and Community Support	844,925	824,175	824,175	824,175	824,175
Terminal and Asset Maintenance	500	80,000	500	80,000	500
Discretionary Expenses	1,243,927	1,228,137	1,228,537	1,238,437	1,312,737
Depreciation and Amortization	50,891	48,917	44,315	44,315	44,315
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	225,576	247,162	251,176	255,399	259,636
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$11,137,007</b>	<b>\$11,422,595</b>	<b>\$11,563,608</b>	<b>\$11,882,868</b>	<b>\$12,132,008</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
TECHNOLOGY DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$3,137,308	\$3,346,285	\$3,480,137	\$3,619,342	\$3,764,116
Benefits	1,220,470	1,277,082	1,303,821	1,331,630	1,360,551
Retirement Benefits	461,301	479,532	484,735	494,884	509,876
Insurance	84,964	84,964	84,964	84,964	84,964
Utilities and Fuel	499,056	504,000	504,000	504,000	504,000
Economic Development and Community Support	-	-	-	-	-
Terminal and Asset Maintenance	541,000	641,640	758,382	893,804	1,050,892
Discretionary Expenses	5,024,761	4,668,544	5,099,988	5,579,586	6,082,258
Depreciation and Amortization	1,491,047	1,829,203	1,777,775	1,817,449	1,919,347
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	(1,307,612)	(1,294,791)	(1,292,408)	(1,289,899)	(1,287,383)
Allocated Expenses to CIP	(281,487)	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$10,870,807</b>	<b>\$11,536,460</b>	<b>\$12,201,394</b>	<b>\$13,035,760</b>	<b>\$13,988,619</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
LEGAL DIVISION**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Salaries	\$1,737,118	\$1,815,653	\$1,887,599	\$1,962,423	\$2,040,240
Benefits	658,192	678,699	694,844	711,635	729,097
Retirement Benefits	331,631	333,069	335,996	339,963	343,895
Insurance	35,364	35,364	35,364	35,364	35,364
Utilities and Fuel	2,364	2,364	2,364	2,364	2,364
Economic Development and Community Support	-	-	-	-	-
Terminal and Asset Maintenance	-	-	-	-	-
Discretionary Expenses	1,537,129	1,577,059	1,590,052	1,591,515	1,585,302
Depreciation and Amortization	-	-	-	-	-
Non-Operating Expenses	-	-	-	-	-
Allocation to Others	2,748	2,967	3,008	3,051	3,094
Allocated Expenses to CIP	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$4,304,546</b>	<b>\$4,445,176</b>	<b>\$4,549,228</b>	<b>\$4,646,315</b>	<b>\$4,739,357</b>

**PORT OF HOUSTON AUTHORITY  
2020-2024 FIVE YEAR PLAN  
CAPITAL**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Barbours Cut	\$51,680,880	\$290,000	\$21,250,000	\$26,012,000	\$102,101,000
Bayport Terminal	83,831,136	129,482,335	300,000	8,378,000	156,533,000
Turning Basin Terminals	24,490,329	12,975,000	7,300,000	12,010,000	13,525,000
Bayport Railroad	4,600,000	-	-	-	-
Channel Development	28,812,500	300,003,739	7,782,000	150,412,500	19,755,000
Real Estate	21,445,207	14,185,000	5,000,000	17,000,000	5,036,000
Maintenance	10,996,600	9,630,000	2,983,000	4,495,000	16,705,000
PSEO	2,188,000	3,283,000	1,113,000	6,105,000	830,000
Other	3,458,000	7,523,000	9,356,905	8,374,405	9,525,000
<b>TOTAL CAPITAL</b>	<b>\$231,502,652</b>	<b>\$477,372,074</b>	<b>\$55,084,905</b>	<b>\$232,786,905</b>	<b>\$324,010,000</b>