

2025 BUDGET



Approved by Commission on December 10, 2024

Forward Looking Statements

The information in this presentation contains “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Such statements may involve known and unknown risks, uncertainties, and other factors which may cause the actual results, performance and achievements to be different from future results, performance and achievements expressed or implied by such forward-looking statements. Readers are cautioned that the actual results could differ materially from those set forth in the forward-looking statements.



2025 Budget – Executive Summary

- 2024 Revenue Budget
 - Shipping Revenues -strong performance in crude exports. Drop in revenue dollars versus budget related to market share of Ingleside vs. Inner Harbor
 - Total Operating Revenues include recognition of \$8MM in Section 2106 funds from USACE funding that is only recognized upon completion of work. 2024 picked up both 2023 and 2024 previously reported unearned revenues
- 2024 Expenses lower than Budget
 - Running roughly 34 heads below budget; partly filling with Temps and OT
 - Lower spending on professional services
 - Dredging expenses are lagging expectations



2025 Budget – Executive Summary

- 2025 Revenue will increase from 2024 levels
 - Proposing 3.00 % PPI increase in 2025, based on calculation used annually since 2012
 - Pet Coke activity will decrease based on shift in business
- 2025 Spending will increase from 2024 levels
 - Maintenance costs primarily for needed maintenance on Port owned oil docks and cargo docks, and annual maintenance dredging
 - Increase in employee services for recommended 3.0% COLA, offset by headcount decrease
 - P&D capped at \$5.5 million
- 2025 Capital spending will be high
 - Continued infrastructure improvements at Bulk Terminal
 - Continued strategic positioning for land acquisitions



INCOME STATEMENT DETAIL



2025 BUDGET INCOME STATEMENT

	2023 Actual	Prior 12 Months	2024 Projected	2024 Budget	2025 Budget
Operating Revenues					
Wharfage	\$ 109,041,748	\$107,872,596	\$ 116,482,324	\$ 119,747,793	\$ 122,991,786
Dockage	31,995,536	30,267,051	31,124,641	33,264,177	31,665,621
Building and Land Rentals	26,191,019	27,359,672	27,849,167	25,256,235	23,718,710
Security	18,383,241	17,921,190	18,202,914	19,061,874	18,936,659
Material Handling	7,757,720	8,297,471	9,020,879	7,600,000	8,801,348
Freight Handling	3,040,569	3,265,212	4,105,298	3,255,182	3,432,826
Rail Charges	5,901,386	8,639,773	5,578,906	3,600,000	6,300,000
Conference Center Services	2,073,097	1,605,361	1,341,268	2,138,924	260,500
Dredging Revenue	7,257,336	6,967,065	55,918	103,314	2,393,763
All Other Revenue	4,882,785	5,300,080	4,527,283	3,828,142	2,175,243
Operating Revenues	216,524,437	217,495,471	218,288,598	217,855,641	220,676,456
Operating Expenses					
Employee Services	35,809,151	36,925,880	36,579,678	36,848,006	37,163,371
Maintenance	11,833,107	17,189,894	18,781,575	21,646,260	25,212,369
Professional Services	8,217,054	7,763,157	9,175,307	11,227,975	9,563,914
Legal Expenses	5,747,557	4,359,655	2,530,651	3,483,300	2,785,000
Contracted Services	4,474,644	4,656,950	4,943,350	5,230,504	5,465,100
Administrative Expenses	3,298,342	2,936,383	4,148,749	4,241,582	4,303,070
Promotion and Development	5,893,009	5,860,152	5,900,000	5,900,000	5,500,000
Insurance	5,189,318	6,178,381	5,944,722	5,864,672	6,766,806
Utilities	1,465,424	1,625,713	1,621,885	1,375,350	1,620,250
Operator and Event Expenses	1,413,733	1,274,606	1,215,112	1,368,644	505,593
Information Technology	3,257,225	3,632,714	4,217,895	5,365,333	5,254,782
Telecommunications Expense	365,089	383,265	363,191	485,901	364,274
Office and Equipment Rental	422,681	435,409	480,292	445,448	409,670
Safety/Environmental Expenses	326,086	414,695	454,096	585,156	499,940
Police Expenses	4,531,011	4,512,689	4,186,168	4,132,266	4,524,812
All Other Expenses	300,859	159,513	336,058	325,685	241,350
Operating Expenses	92,544,290	98,309,056	100,878,729	108,526,082	110,180,301
Operating Income, Excluding Depreciation	123,980,147	119,186,415	117,409,869	109,329,559	110,496,155
Depreciation	26,743,013	27,985,005	28,312,634	29,837,259	31,130,991
Operating Income	97,237,134	91,201,410	89,097,235	79,492,300	79,365,163
Non-Operating Revenue(Expenses)					
Interest Income	\$ 14,761,885	\$ 11,173,854	\$ 12,000,000	\$ 4,500,000	\$ 10,000,000
Other Income	9,107,038	9,424,168	4,458,141	21,205,818	16,500,000
Gain(Loss) Sale of Assets	(738,922)	(704,748)	(26,261)		
Interest/Bond Issuance Expenses	(12,270,622)	(12,171,582)	(12,102,739)	(12,591,651)	(12,135,651)
Non-Operating Revenue(Expenses)	10,859,379	7,721,692	4,329,141	13,114,167	14,364,349
Net Income (Loss)	\$ 108,096,513	\$ 98,923,102	\$ 93,426,376	\$ 92,606,467	\$ 93,729,512



Net Income



Net Income

	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>	<u>2022</u> <u>Budget</u>	<u>2023</u> <u>Budget</u>	<u>2024</u> <u>Budget</u>	<u>2025</u> <u>Budget</u>
Operating Revenue	137,251,498	139,266,019	162,281,052	196,864,439	217,855,641	220,676,456
Operating Expense	<u>86,123,831</u>	<u>95,697,629</u>	<u>99,534,267</u>	<u>118,767,611</u>	<u>138,363,341</u>	<u>141,311,292</u>
Net Operating Income (Loss)	51,127,667	43,568,390	62,746,785	78,096,828	79,492,300	79,365,164
Other Revenues (Expenses)	<u>(4,701,625)</u>	<u>(9,422,110)</u>	<u>(11,676,796)</u>	<u>(9,603,629)</u>	<u>(8,091,340)</u>	<u>14,364,349</u>
Net Income (Loss)	46,426,042	34,146,280	51,069,989	68,493,199	71,400,960	93,729,513

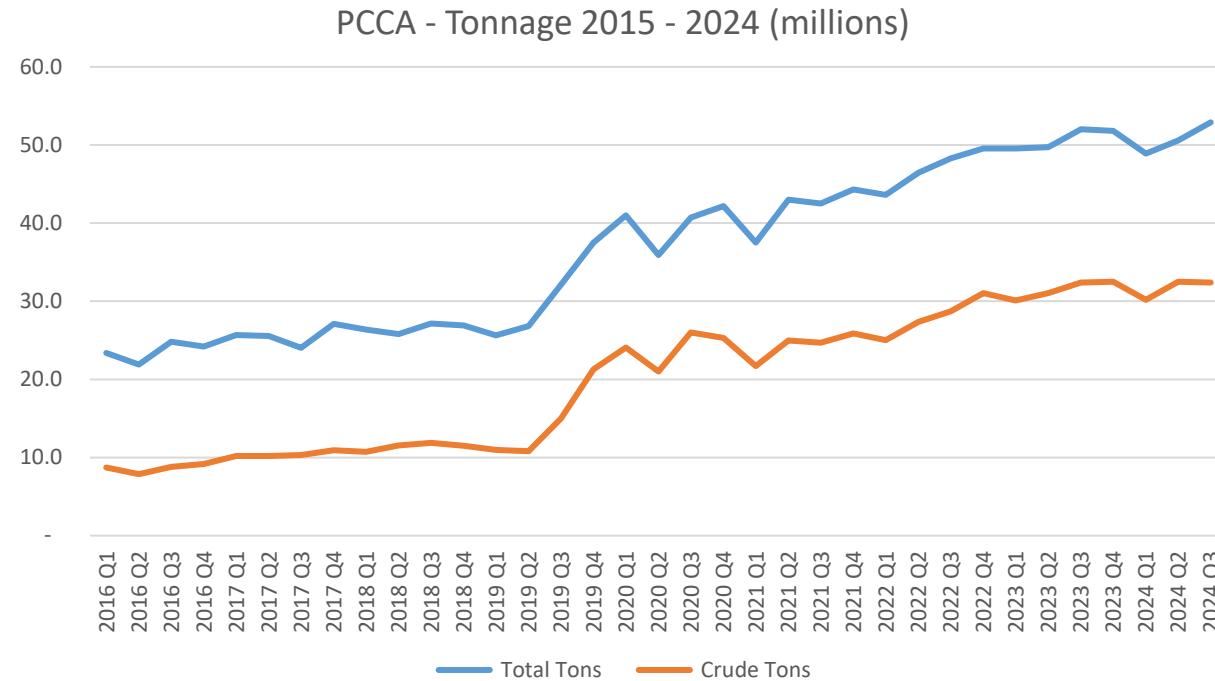
	<u>2020Actual</u>	<u>2021Actual</u>	<u>2022Actual</u>	<u>2023Actual</u>	<u>2024Projected</u>
Operating Revenue	160,135,601	153,152,991	190,913,717	216,524,437	218,288,598
Operating Expense	<u>84,327,020</u>	<u>84,031,097</u>	<u>102,983,194</u>	<u>119,287,303</u>	<u>129,191,363</u>
Net Operating Income (Loss)	75,808,581	69,121,894	87,930,523	97,237,134	89,097,235
Other Revenues (Expenses)	<u>(3,338,082)</u>	<u>(12,631,686)</u>	<u>34,986,446</u>	<u>10,859,379</u>	<u>4,329,141</u>
Net Income (Loss)	72,470,499	56,490,208	122,916,969	108,096,513	93,426,376

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Budgeted Net Income%	33.8%	24.5%	31.5%	34.8%	32.8%	42.5%
Actual/Projected Net Income%	<u>45.3%</u>	<u>36.9%</u>	<u>64.4%</u>	<u>49.9%</u>	<u>42.8%</u>	
Difference	11.4%	12.4%	32.9%	15.1%	10.0%	

Tonnage and Revenue



Tonnage History

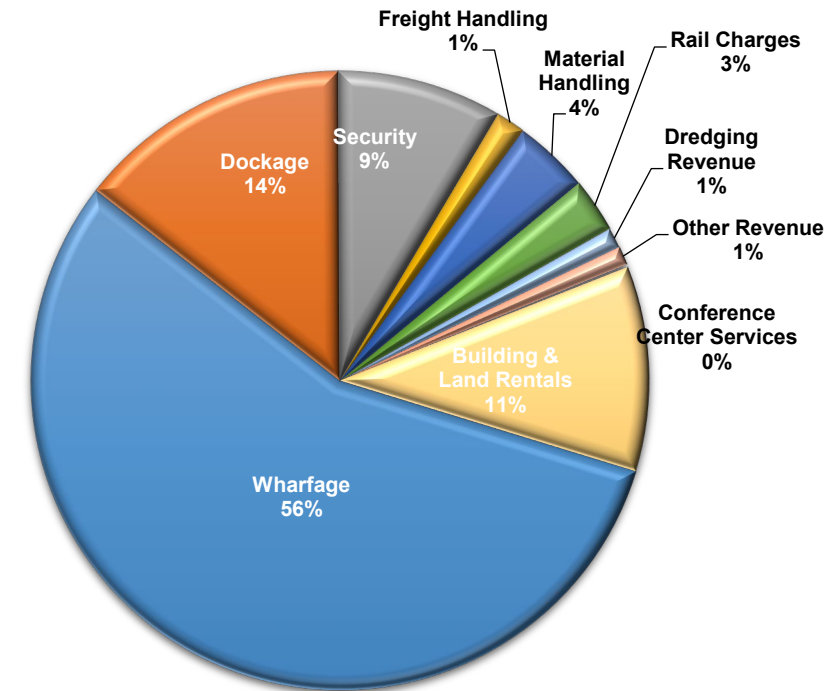


- 2024 tonnage rebounding second half from earlier interruption due to maintenance and production timing at customer facilities.
- Crude Oil exports remains a primary driver of PCCA growth
 - 2024 total exports increased, with PCCA retaining market share gained in 2021



2025 Revenue Detail

	2024B	2024P	2025B
Wharfage	\$ 119,747,793	\$ 116,482,324	\$ 122,991,786
Dockage	\$ 33,264,177	\$ 31,124,641	\$ 31,665,621
Building & Land Rentals	\$ 25,256,235	\$ 27,849,167	\$ 23,718,710
Security	\$ 19,061,874	\$ 18,202,914	\$ 18,936,659
Material Handling	\$ 7,600,000	\$ 9,020,879	\$ 8,801,348
Freight Handling	\$ 3,255,182	\$ 4,105,298	\$ 3,432,826
Rail Charges	\$ 3,600,000	\$ 5,578,906	\$ 6,300,000
Other Revenue	\$ 3,828,142	\$ 4,527,283	\$ 2,175,243
Conference Center Services	\$ 2,138,924	\$ 1,341,268	\$ 260,500
Dredging Revenue	\$ 103,314	\$ 55,918	\$ 2,393,763
Total Revenues	\$217,855,641	\$218,288,598	\$220,676,456

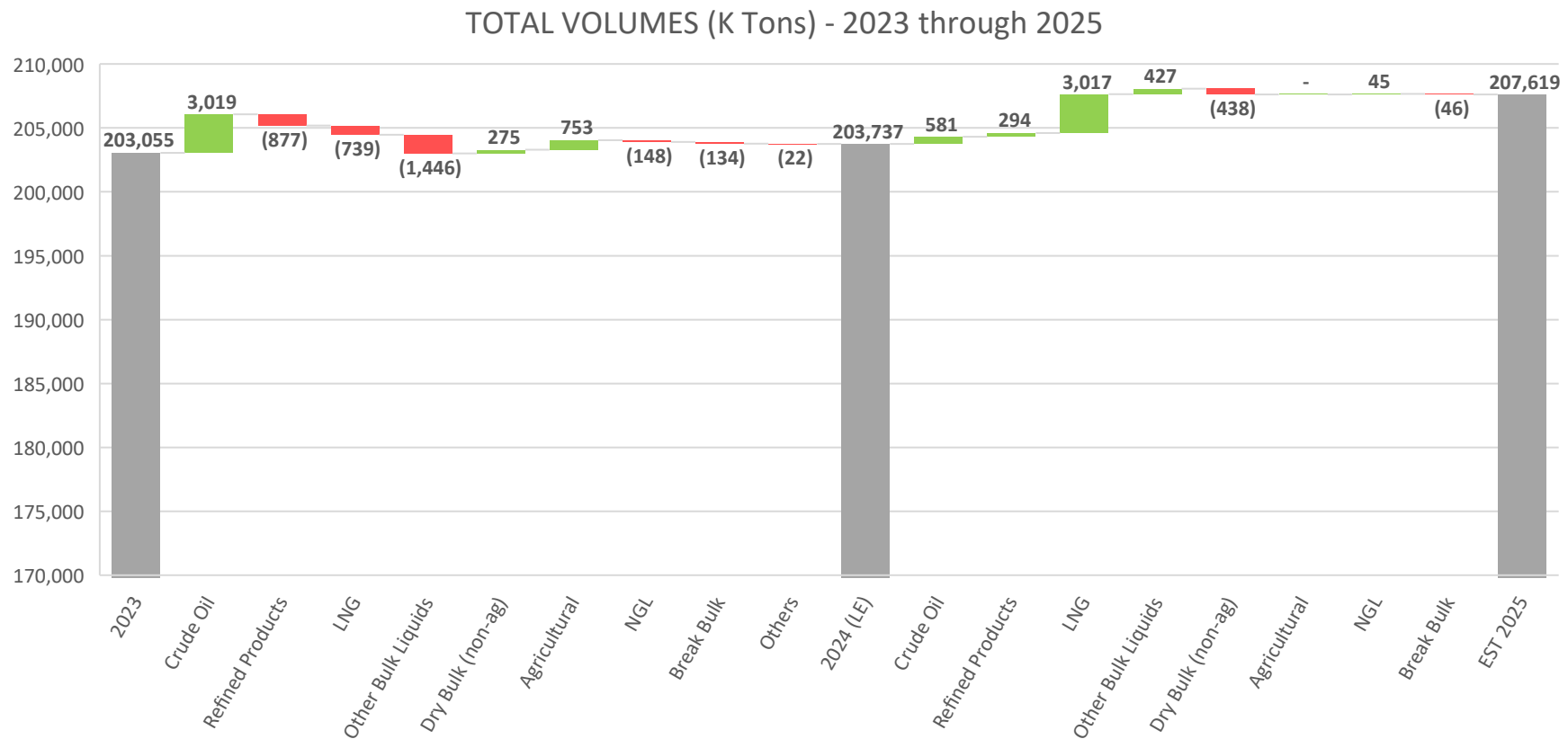


- 2025 includes 3.00% PPI
- Continue to see market share mix of Ingleside vs. Inner Harbor in 2025
- Building and land rentals include decrease in lease revenue related to Options for energy transition projects
- Conference Center Services reflect 11 month shut down due to renovations



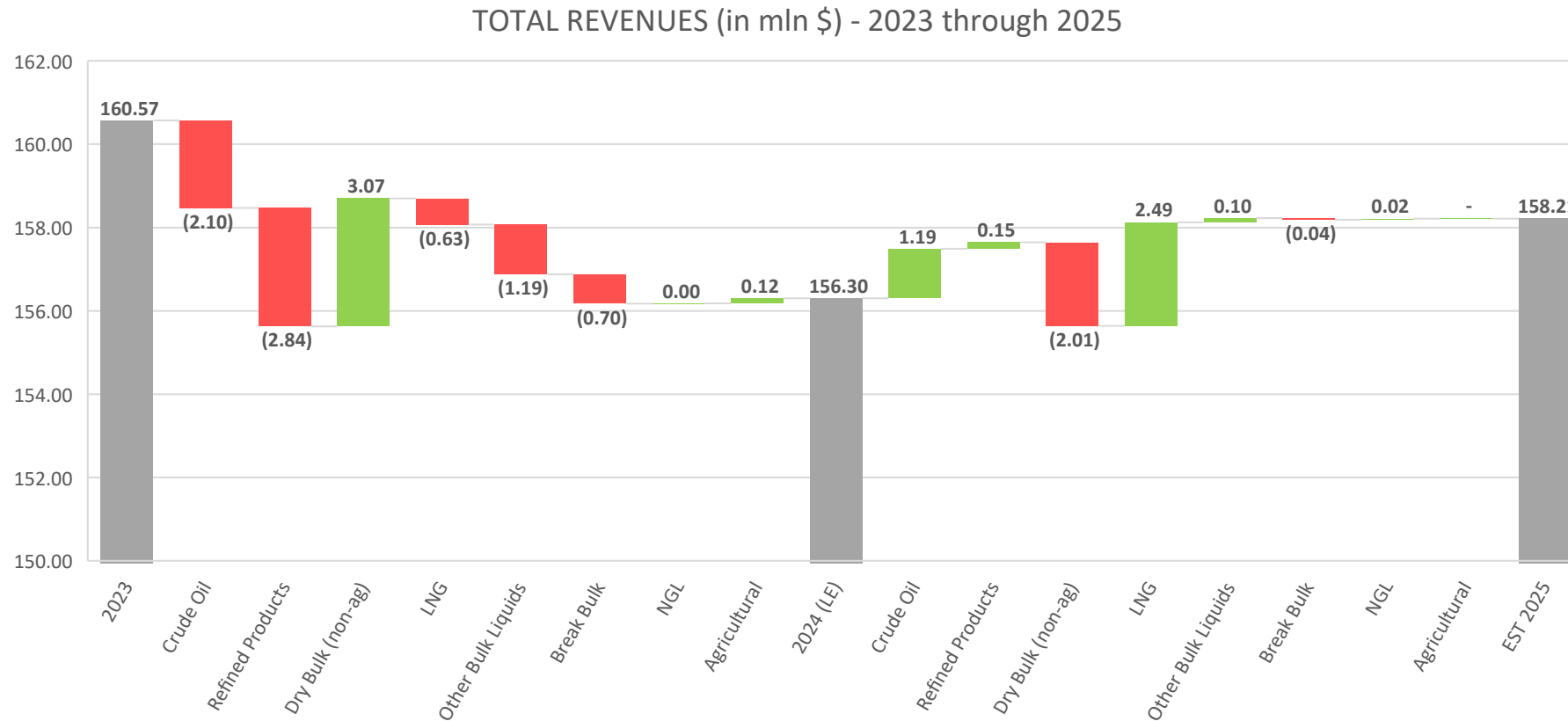
» Throughput: 207.6 mln tons in 2025

Total throughput is expected to increase in 2025 to 207 mln tons after a slightly increase of T-Put in . The growth in 2025 is driven by Cheniere expansion, crude oil exports, recovery from the refineries after a busy year of maintenances and dry bulk.



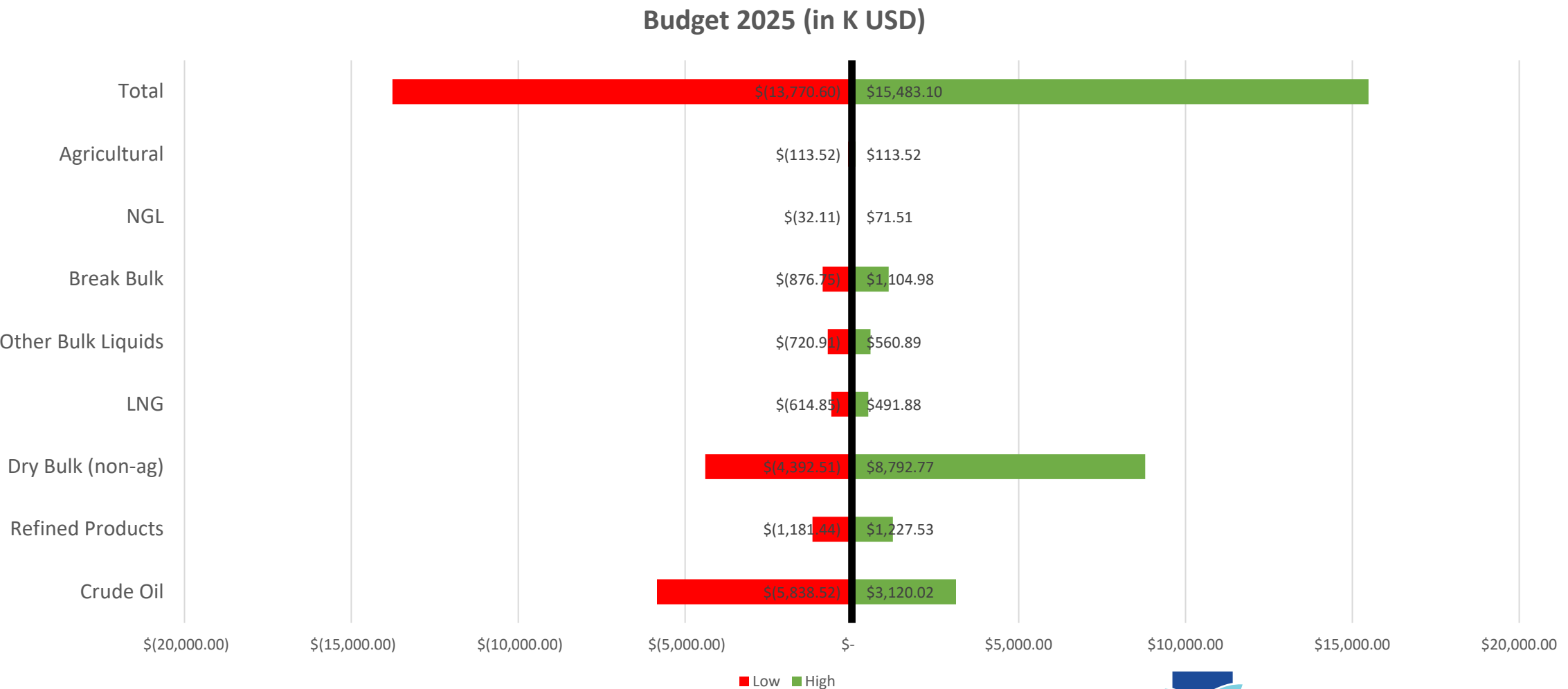
» Shipping Revenues: \$ 158.2 mln in 2025

Total revenues in 2025 are expected to recover after a 2.7% drop in 2024. The drop in 2024 is related to a growing market share of Ingleside vs. Inner Harbor, which is expected to continue in 2025, + several maintenance occurred at the refineries. The growth in 2025 will be driven by additional capacity.



» Shipping Revenue Scenarios

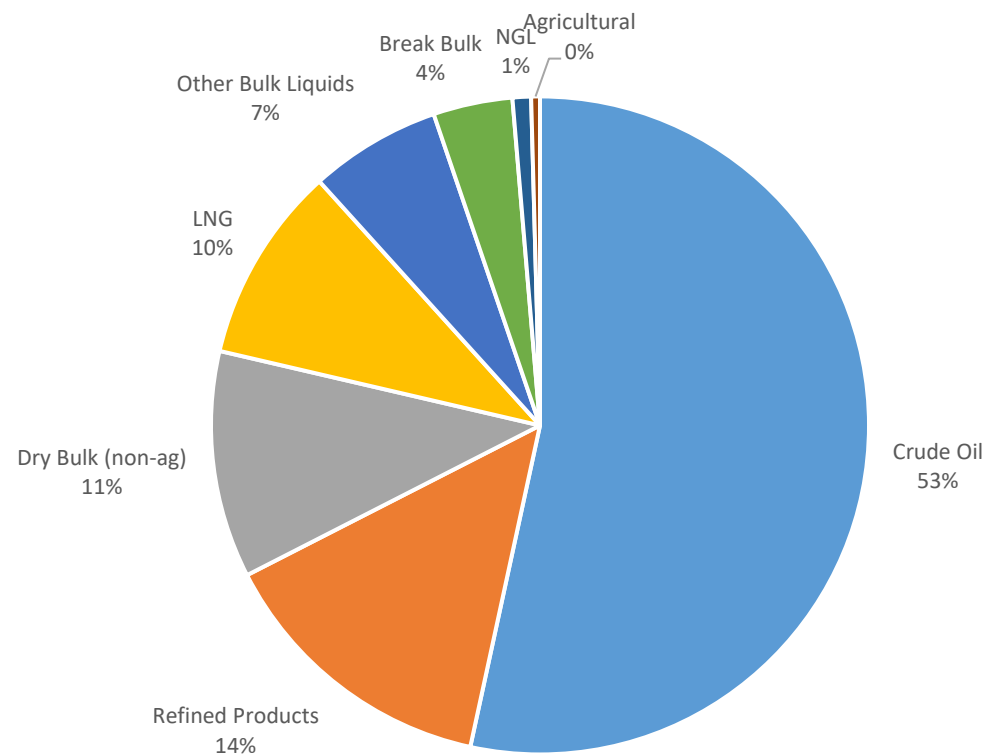
The scenarios are well balanced this year. Main opportunities are related to Pet Coke and main risks are related to lower crude oil exports after the election’s outcome.



» Shipping Revenue Portfolio

Crude, Refined Fuels and LNG represents 76% of total revenues, down 4pp from 2024 Budget

2025 - Revenues - Market Share Segments



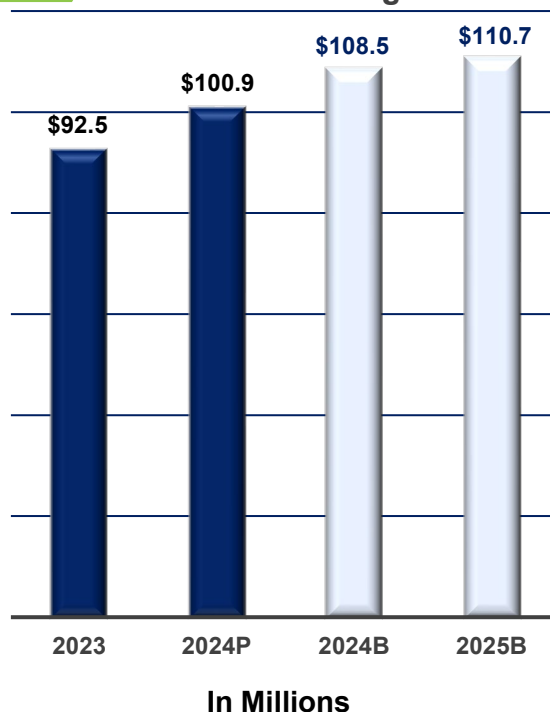
EXPENSES



Operating Expense Projections

Operating Expenses

■ Actual ■ Budget



Walk 2024P to 2025B- Operating Expenses

2024 Projected Operating Expenses	\$ 100.9
Maintenance	\$ 6.4
Information Technology	\$ 1.0
Insurance	\$ 0.8
Employee Services	\$ 0.6
Contracted Services	\$ 0.5
Professional Serves	\$ 0.4
Legal Expenses	\$ 0.3
All Other	\$ (0.7)
2025 Operating Expense Budget	\$ 110.2

- 2024 Expenses, excluding depreciation, expected to be 7% below budget
 - Lower than expected maintenance expenses and professional services
- 2025 Expenses expected to increase over prior budget
 - Heavy increase in maintenance load, focus on execution of projects
 - Increase in Software costs relating to system improvements (detailed slide next page)
 - Increased Insurance costs based on property value and market uncertainty
 - Net Increase in Employee Services
 - 3.0% COLA
 - Decrease of 2 Headcount for 2025
 - Decrease in Professional Services
 - Decrease in Legal Expenses



Information Technology Software

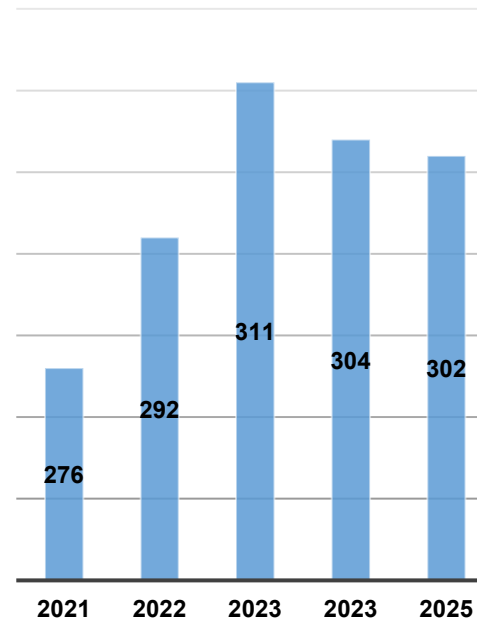
2024 Annualized		\$ 1,898,226						
2025 Additions				Already In Place	Add	Annual License	One Time Cost*	Additional Comments
		195,000	PortXchange-PilotTracker, Shiptracker & Enviro		x	x		2024 Add - Operations/HMO
		175,000	CoastAware - wake sensors		x	x		2024 Add - Operations
		77,205	Origami Risk Solution	x		x		Risk Management Solution
		80,000	Origami Risk Solution- implementation				x	Risk Management Solution
		48,000	NeoGov additional modules - payroll/HR core		x	x		Timekeeping & attendance/payroll
		77,000	NeoGov additional modules - implementation				x	Timekeeping & attendance/payroll
		40,000	Denovo - NeoGov Payroll Interface		x		x	2025 Add - Payroll interface with JDE/NeoGov Payroll implementation
		100,000	Denovo - Automatics (interface)		x		x	2024 Add - Accounting
		87,000	TeqPlay - Port Reporter, Term. Planner		x	x		2024 Add - Corporate software (HMO)
		70,000	Digital Twin - Integrations - MISC		x	x		Funds in the event additional integrations are identified post go live.
		70,000	Tenable Security Center	x				New addition 2024 Cyber Security - Vulnerability Management
		65,000	OpenGov procurement software		x	x		Procurement - Corporate Software
		65,000	Veeam Security Update - securing backups		x	x		New 2025 IT, secure system backups for cyber resilience
		48,000	Digital Twin - TAA Maint		x		x	Digital Twin Maintenance
		35,000	Denovo - AS400 Cloud hosting		x	x		2025 Add - Migrate from physical hardware to Denovo Cloud.
		29,000	KPA Safety Software		x	x		NEW 2025 - safety team
		28,000	TeqPlay - Port Turnaround Dashboard		x	x		HMO
		9,000	Samsara 2025 addtl gateways for maint.					Add 2025 drive cams
		9,500	Samsara 2025 - activation		x		x	1x activation fees
		\$ 1,307,705	Subtotal Additions 2025 Software Budget					
		\$ 3,205,931	Total Software Budget 2025					
		*2025 expense includes \$354,500 of one time non-recurring costs.						

Headcount

	Budget				
	2021	2022	2023	2024	2025
CEO	3	4	4	2	2
General Counsel	1	1	1	0	0
COO	2	2	2	3	2
CFO	3	3	3	1	1
CEAO	3	2	2	2	2
CSSO	1	1	2	1	1
CTO	0	1	1	1	1
Planning	5	8	8	8	7
Commercial Business Development	3	4	5	5	5
Finance & Accounting	20	19	20	20	17
Risk Management	4	4	3	3	2
Procurement	4	5	6	6	6
Facilities Mgmt	0	0	0	0	1
Real Estate	5	5	5	4	4
FTZ	1	1	1	1	1
IT	15	16	20	19	19
Human Resources	7	6	7	8	9
Engineering	21	20	19	20	19
Channel Development	4	4	5	5	5
Environmental	10	11	13	12	11
Communications	5	7	7	7	7
Community Relations	3	4	6	6	6
Government Affairs	2	2	4	3	2
Operations	5	6	7	9	9
Safety	4	4	4	3	4
Harbormaster	10	10	10	10	10
Bulk Terminal	20	20	15	15	16
Maintenance	55	56	56	52	53
Emergency Mgmt	3	3	3	3	3
Security	57	63	72	75	77
	276	292	311	304	302
	2021	2022	2023	2024	2025
Budget	276	292	311	304	302
Actual	242	255	271	268*	

*As of 09.30.2024

Budgeted Headcount



- Positions vacant for more than 6 months heavily scrutinized
- Reduction in headcount budget since 2023



Maintenance Expenses

Maintenance				
		2023A	2024B	2025B
	Maintenance Projects	\$ 4,119,005	\$ 10,103,635	\$ 14,280,000
	Dredging and DMPA	\$ 3,118,363	\$ 6,135,000	\$ 4,200,000
	Machinery	\$ 1,022,427	\$ 1,023,285	\$ 1,882,000
	Environmental Projects	\$ 450,620	\$ 1,162,500	\$ 1,566,000
	Operations/Facilities/Maint	\$ 724,532	\$ 505,928	\$ 1,990,839
	Fuels & Lubricants	\$ 353,454	\$ 265,000	\$ 368,350
	Marine Assets	\$ 366,974	\$ 439,000	\$ 340,000
	Autos and Trucks	\$ 324,583	\$ 537,760	\$ 267,580
	Waste Disposal/Janitorial	\$ 166,323	\$ 301,000	\$ 213,100
	Computer/Office Equipment	\$ 888,389	\$ 737,652	\$ 104,500
	All Other	\$ 298,437	\$ 435,500	\$ 272,739
	Total	\$ 11,833,107	\$ 21,646,260	\$ 25,212,369

- Maintenance costs dominated by maintenance project list, primarily for needed maintenance on Port owned oil docks and cargo docks, and annual maintenance dredging
- Machinery costs mainly focused on Bulk Terminal equipment maintenance
- Environmental maintenance projects mainly waste disposal services



Key Maintenance Projects - 2025

Maintenance Project Title	2025	DEPT PM
Oil Docks 6, 10, General Maintenance		ENG
Oil Dock 2 Maint - dolphin repair (pending permit)		ENG
Oil Dock 9 Maintenance (routine)		ENG
Oil Dock 14 Barge Fender Panel Repairs		ENG
Oil Dock 4 Maintenance (major)		ENG
Oil Dock 8 Maintenance (routine)		ENG
Oil Dock Maintenance IDIQ		ENG
Total Public Oil Docks	\$ 4,120,000	
Cargo Docks 3, 4 & 5 Demo		ENG
Cargo Docks 14 and 15 Maintenance		ENG
General Maintenance of Cargo Docks (CD1&2)		ENG
Warehouse Overhead Door Replacement		OPS
Cargo Dock 8 Maintenance		ENG
Total Public Cargo Docks	\$ 2,025,000	
Bulk Dock 1 Maintenance		ENG
BMT Building Exterior Panel Maintenance		ENG
BD1 Crane - General Parts and Labor		MAINT
BD1 - LPS 550 Hydraulic Line Replacement		MAINT
BD1 - Dock Surface Maintenance		ENG
Total Bulk Terminal	\$ 4,250,000	
Laydown Yard Surface Maintenance		OPS
Total Storage Yards	\$ 575,000	
Demolition of 6 wind turbines		FAC
New Security Command - HVAC System		ENG
JFITC Surface Maintenance		ENG
Hillcrest Demolition		ENG
Painting Projects- misc		FAC
Sandblasting and Painting Port wide		OPS
Repairs and Maintenance Projects- misc		FAC
Lighting Projects- misc		FAC
IDIQ for Fence Repair and Replacement Port Wide		OPS
Exterior Signage Replacements	75,000	FAC
Total Property & Bldgs	\$ 3,310,000	
Total Maintenance Projects	\$ 14,280,000	



Environmental & Ops Maintenance Projects - 2025

Project Description	2025	Comments
Abatement		Asbestos abatement activities, asbestos & waste inspections
Waste Handling and Transport		Metal recycling, on call spill mgmt/waste mgmt, stockpile mgmt, used oil recycling services
Landfill Fees		Waste disposal class I and haz wastes, class II wastes
Stormwater System		Stormwater system maintenance
All Other		SSMC, Maintenance trash skimmers
Total Environmental Maintenance	\$1,566,000	
OD Public- fender repairs		Operations
CD Public- fenders		Operations
OD Public- Mooring it integrity		Operations
Ops-other misc repairs		Operations
Prop & Bldgs- routine repairs		Operations
Facil-other misc repairs		Facilities
Annex- routine landscape, windows, elevator, HVAC		Facilities
BT- routine repairs		Facilities
EAB- routine sweep, windows, landscape, carpets, etc		Facilities
Maintenance Building- routine repairs		Facilities
OD Public- cathodic protection, routine		Facilities
Prop & Bldgs- routine repairs		Facilities
RR- new TCBR office, NRRY maint		Facilities
SCC-routine landscape, windows, elevator, HVAC		Facilities
SSMC- tools for new space		Facilities
Storage Yards- routine surface repairs		Facilities
Total Operations / Facilities Maintenance	\$1,990,839	



Professional Services

Professional Services					
		2023A	2024P	2024B	2025B
	Legal Services	\$ 5,747,557	\$ 2,530,651	\$ 3,483,300	\$ 2,785,000
	Other Consulting Services	\$ 4,191,559	\$ 3,200,000	\$ 3,235,224	\$ 3,199,544
	Engineering Services	\$ 1,227,327	\$ 1,450,000	\$ 2,127,000	\$ 915,000
	Dredging Services	\$ 787,004	\$ 2,500,000	\$ 2,121,300	\$ 2,648,870
	Environmental Services	\$ 1,395,538	\$ 1,482,000	\$ 2,958,924	\$ 2,240,000
	Accounting Services	\$ 313,345	\$ 325,000	\$ 447,000	\$ 233,000
	Real Estate Services	\$ 299,708	\$ 125,000	\$ 250,000	\$ 225,000
	All Other Professional Services	\$ 2,573	\$ 93,307	\$ 88,527	\$ 102,500
	Total	\$ 13,964,611	\$ 11,705,958	\$ 14,711,275	\$ 12,348,914

- Professional Services budgeted to decrease by \$2.4 million from prior year budget
 - Legal Services continue to come down from prior year levels
 - Environmental professional services are focused on compliance and regulatory work



Professional Services – Engineering

Project Title	2025
AEP Interconnection of Inner Harbor to ERCOT grid	
Portwide Fender Optimization - Phase 2 (BD1) - continue with fender optimization implementation (mooring at BD1)	
LWG- Consulting Services	
Routine Engineering Services - services as needed for non-specific projects	
Technical Specification Modernization (Civil specs)	
Technical Specification Modernization (Marine specs)	
Total Engineering Professional Services	\$915,000



Professional Services – Channel Development

Project Title	2025
La Quinta Expansion Feasibility Study	
Hydrographic Survey Program (BD/AD Survey & Soundings); DMPA Surveys	
Annual BD/AD Dredging Underwater Inspections	
Annual sediment testing	
DMPA Planning & Support Services	
USACE Easement Realignment & Disposal	
Engineering Services for Shoaling Analyses & Passing Vessel & Hydrodynamic Studies	
USACE REIN Admin Fees	
Total Channel Development Professional Services- Dredging	\$2,648,870



Professional Services – Environmental

Functional Area	Scope Description	2025
Compliance	Air Monitoring Network O&M	
Compliance	Groundwater sampling / remediation at La Quinta	
Compliance	Consulting Service Contract - Stevedore Scorecard	
Compliance	Water quality monitoring for BT stormwater ponds	
Compliance	Utility Locate/OD-4 investigation	
Compliance	BD-3 VCU Compliance	
Compliance	Develop contaminated soil management plan for amending a deed recorded area	
Compliance	Update manuals - BD-3, BT, MF	
COMPLIANCE PROFESSIONAL SERVICES- TOTAL		\$ 675,000
Regulatory Support	Beneficial Use Permit & Design - Nueces Bay Phase II, Support on Dagger Island, PA9-S	
Regulatory Support	Environmental Surveys	
Regulatory Support	General Permitting Services	
REGULATORY SUPPORT PROFESSIONAL SERVICES- TOTAL		\$1,205,000
Strategic Enviro Initiatives	Develop climate related baseline tool	
Strategic Enviro Initiatives	2023 Air Emissions Inventory	
Strategic Enviro Initiatives	Develop scope of noise audit for Port area for Green Marine	
Strategic Enviro Initiatives	Develop zinc reduction plan for metal roofs	
STRATEGY ENVIRO INITIATIVE PROFESSIONAL SERVICES-TOTAL		\$ 360,000
Total Environmental Professional Services		\$2,240,000



Other Consulting Services- CBD, Comms

Cost Element	Department	Consultant Name (if known) or scope of work	2025 Budget
5169- Other	Commercial Business Dev	Cross-National Advisory Partners	
5169- Other	Commercial Business Dev	Acretio, LLC.	
5169- Other	Commercial Business Dev	Texas A&M Agribusiness	
		Total CBD	\$ 195,044
5169- Other	Communications	Morehead Dotts Rybak (MDR)	
5169- Other	Communications	Burson Cohn & Wolfe (BCW)	
5169- Other	Communications	Legend Labs	
5169- Other	Communications	Altitude Media	
		Total Communications	\$ 395,000



Other Consulting Services- GA

Cost Element	Department	Consultant Name (if known) or scope of work	2025 Budget
5169- Other	Govt Affairs	Berlanga Business Consultants	
5169- Other	Govt Affairs	Cassidy & Associates	
5169- Other	Govt Affairs	Erben & Yarbrough & Associates	
5169- Other	Govt Affairs	Gateway Partners	
5169- Other	Govt Affairs	Hance Scarborough, LLP	
5169- Other	Govt Affairs	HillCo Partners	
5169- Other	Govt Affairs	Pathfinder Public Affairs	
5169- Other	Govt Affairs	Valiant Strategies	
		Total Government Affairs	\$ 1,069,500



Other Consulting Services- Strategy

Cost Element	Department	Consultant Name (if known) or scope of work	2025 Budget
5169- Other	CSSO	Port-wide Vulnerability Assessment	
5169- Other	CSSO	NREL (LCA)	
5169- Other	CSSO	Technical assistance with energy transition (H2) strategy development	
5169- Other	Planning	JFC Truck Scheduling System Development	
5169- Other	Planning	Surveying & Analytical Tech Integration; Hyperlocal Fog Prediction	
5169- Other	Planning	Task Order: Port Optimization through AI	
5169- Other	Planning	Technical advising on EAM/CityWorks	
		Total Strategy and Sustainability	\$ 1,190,000



Other Consulting Services- Security, Misc

Cost Element	Department	Consultant Name (if known) or scope of work	2025 Budget
5169- Other	Port Security	Del Carmen Consulting	
5169- Other	Port Security	Transportation Tech. Associates (Jeff Brown)	
		Total Security Services	\$ 47,000
4159- Other (Direct)	HMO	Maritime Investigative Services (Mike Usher)	
5169- Other	Port Ops	Riben Marine (Jay Rivera)	
5169- Other	Port Ops	Kershaw (Mike)	
5169- Other	Port Ops	Thomas Engineering (Bill Thomas)	
5169- Other	CEAO	Marlin Blue	
5169- Other	CEAO	Kelly Hart & Hallman LLP	
5169- Other	Facilities	Weingarten Art	
		Total Miscellaneous	\$ 303,000



P&D – Already Committed

2025 Commitments	Status	Amount
Bob Hall Pier (year 2 of 2)	non-recurring	\$ 250,000
South Texas Military Housing LLP- CNATRA	non-recurring	\$ 250,000
Texas State Aquarium	non-recurring	\$ 250,000
Ecosystem Mitigation Program (year 2 of 2- JAG)	non-recurring	\$ 150,000
Friends of the Museum	non-recurring	\$ 150,000
Valero Texas Open	non-recurring	\$ 115,000
AAPA	recurring	\$ 82,639
Adopt a Schools	recurring	\$ 200,000
CC Hooks	recurring	\$ 45,000
Coastal Bend Air Quality Partnership	recurring	\$ 90,000
Coastal Bend Bays Estuaries	recurring	\$ 90,000
Commercial Business Development	recurring	\$ 250,000
Corpus Christi Downtown Management District	recurring	\$ 50,000
Corpus Christi Regional Economic Development Corporation	recurring	\$ 320,000
Del Mar College- San Patricio Scholarship	recurring	\$ 100,000
Learning Undefeated	recurring	\$ 350,000
Livestock Shows	recurring	\$ 150,000
Port- Tree-For-All	recurring	\$ 75,000
Robstown Area Development Corporation	recurring	\$ 100,000
Robstown Improvement Development Corporation	recurring	\$ 25,000
San Patricio Economic Development Corporation	recurring	\$ 145,000
South Texas Military Task Force	recurring	\$ 75,000
Texas A&M Pollution Prevention	recurring	\$ 101,000
Texas Association of Business	recurring	\$ 40,000
Texas Ports Association	recurring	\$ 25,000
United Corpus Christi Chamber of Commerce	recurring	\$ 70,000
Total		\$ 3,548,639



Administrative Expenses

Administrative Expenses					
		2023A	2024B	2024P	2025B
	Training	\$ 592,221	\$ 771,035	\$ 670,242	\$ 914,000
	Travel	\$ 493,655	\$ 692,085	\$ 709,808	\$ 790,366
	Other Employment Expenses	\$ 284,578	\$ 429,578	\$ 485,141	\$ 760,385
	Public Relations	\$ 155,136	\$ 151,772	\$ 252,645	\$ 456,950
	Dues & Subscriptions	\$ 489,808	\$ 521,725	\$ 453,575	\$ 465,020
	Business Communications	\$ 497,232	\$ 577,615	\$ 491,213	\$ 463,150
	Supplies	\$ 192,611	\$ 431,156	\$ 269,784	\$ 229,600
	All Other Administrative Expenses	\$ 593,101	\$ 666,616	\$ 566,341	\$ 223,600
	Total	\$ 3,298,342	\$ 4,241,582	\$ 3,898,749	\$ 4,303,070

- Training costs are HR related items for employees and tuition reimbursements and include increase to coaching/workshops in 2025
- Other Employment Expenses are HR related items for employees, recruitment, workforce credentials and screenings
- Public Relations are business and community related costs for Emergency Mgmt full scale exercises, community outreach events, boat tours, annual customer holiday event, annual customer golf tournament, and all other non-sales public relations.
- All Other includes customer entertainment and promotional items, postage and bank fees

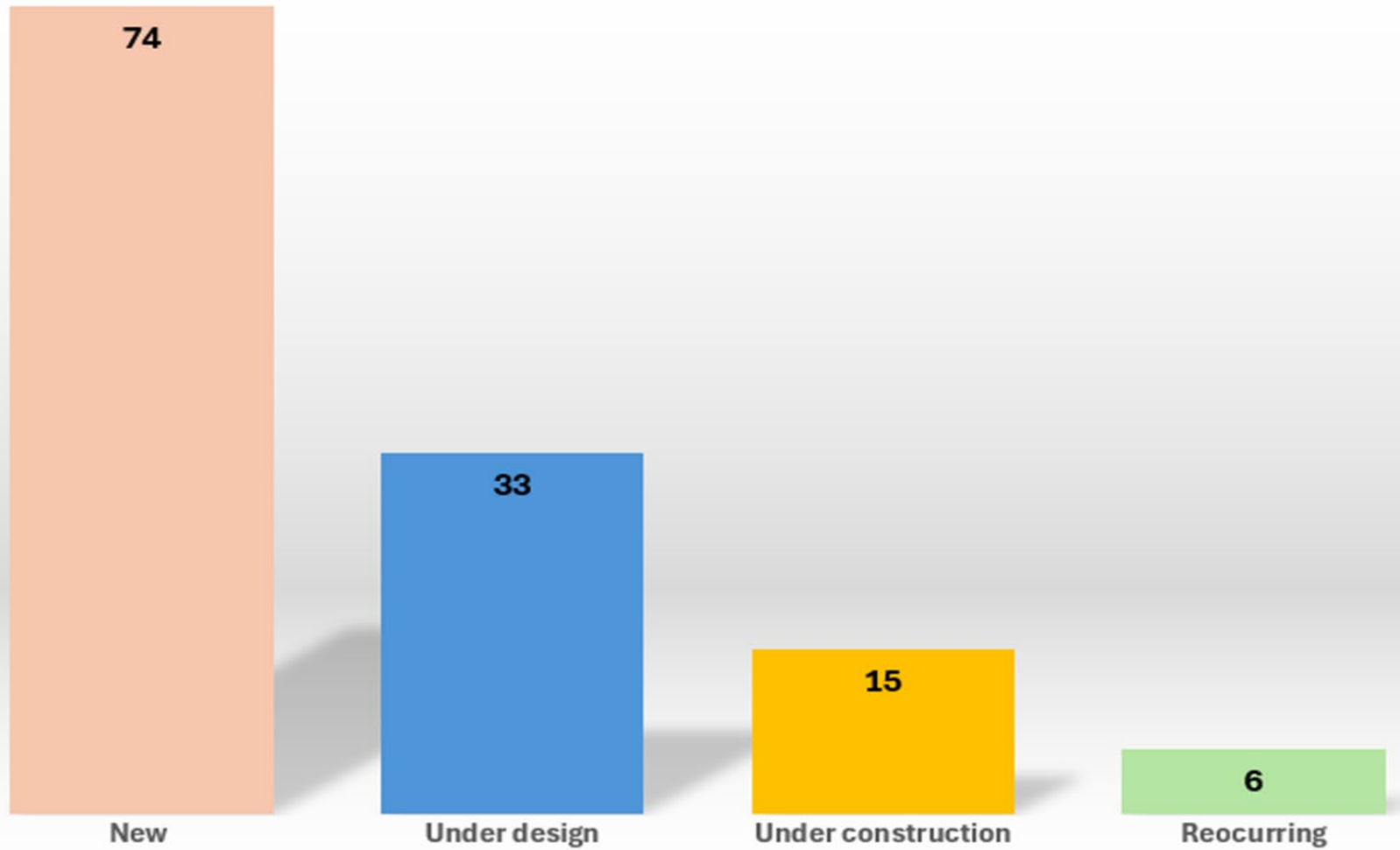


CAPITAL SPENDING



2025 Capital Budget

Capital Breakdown by Project Status

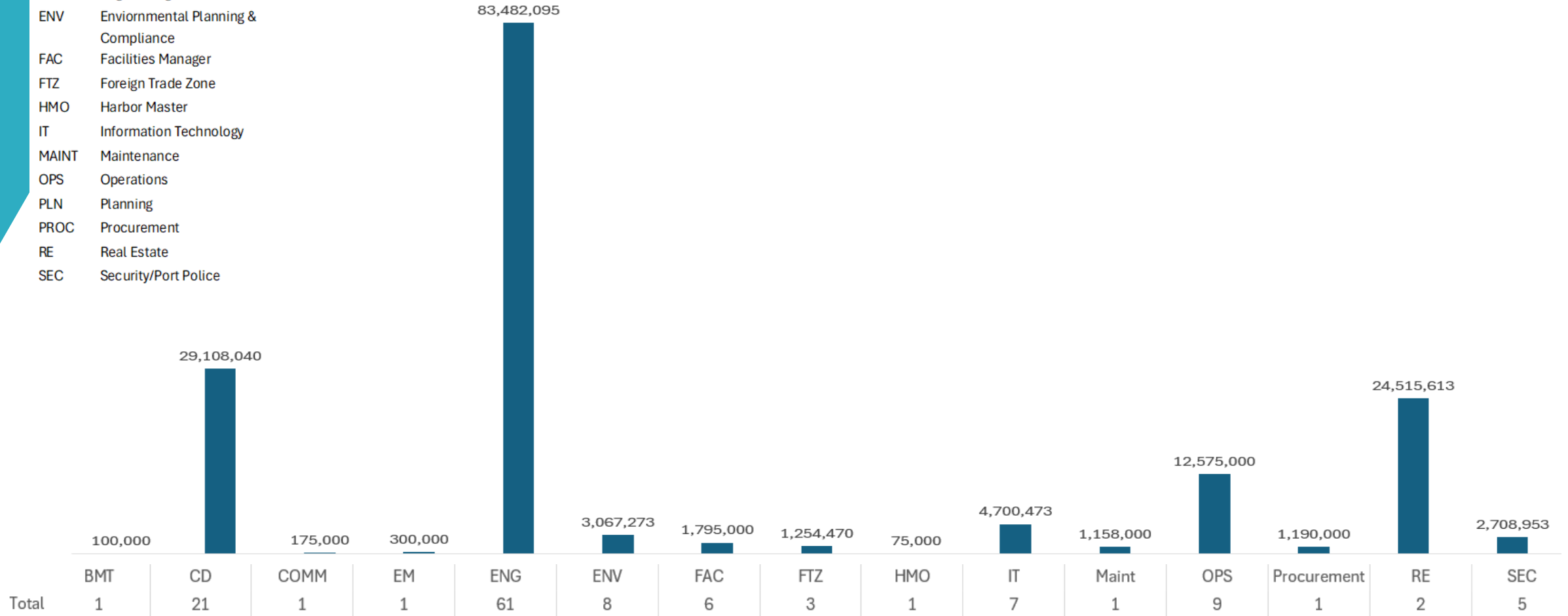


2025 Capital Budget

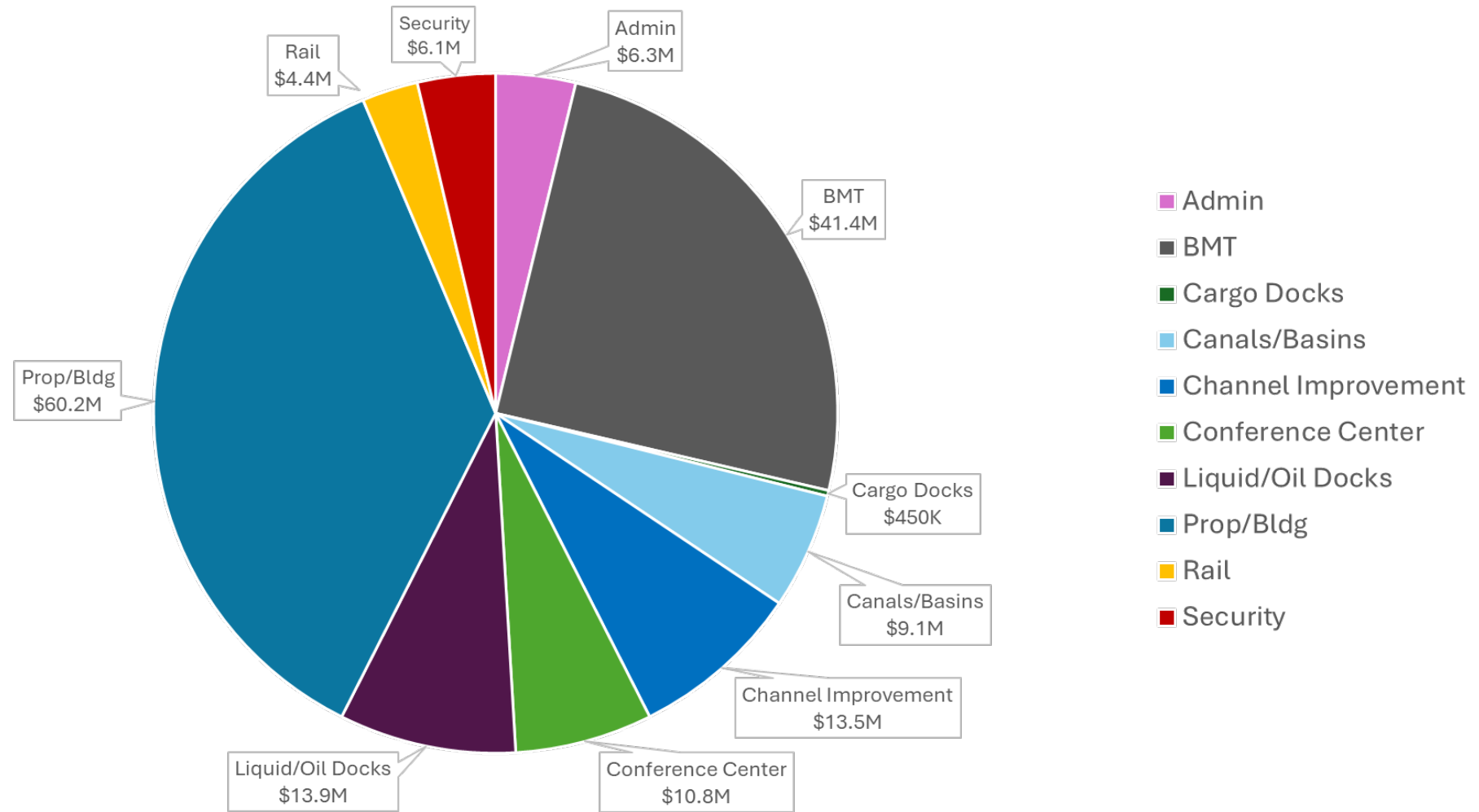
Total Capital Budget- \$166,204,917 (128 projects)

Budget Breakdown – by Responsible Department / Number of Projects

BMT	Bulk Materials Terminal
CD	Channel & DMPA Development
COMM	Communications
EM	Emergency Management
ENG	Engineering Services
ENV	Enviornmental Planning & Compliance
FAC	Facilities Manager
FTZ	Foreign Trade Zone
HMO	Harbor Master
IT	Information Technology
MAINT	Maintenance
OPS	Operations
PLN	Planning
PROC	Procurement
RE	Real Estate
SEC	Security/Port Police



2025 Capital Budget Breakdown by Location



Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Security											
1	UC	Southside Marine Center - Dredging, Phase 1 & Phase II											
2	UD	Southside Marine Center Generator & Paving Phase III											
3	UD	Southside Marine Center -Building Foundation & Utiliites Ph IV											
4	N	Southside Marine Center Boat Slip & Site Impr Phase V											
5	N	Southside Marine Center Oyster Mitigation											
6	UC	Mobile access control guard house - (purchase 2)											
7	N	Waterside Docks & Critical Infrastructure cameras/lighting											
8	UC	Port Security 44' boat - FY23 grant											
9	N	Security Command Center AV											
10	N	Security Command Center HVAC Equipment Screen											
11	N	Security Command Site Improvements											
12	N	Upgraded L3Harris portable police radios											
13	N	Al Speight Laydown Yard - Security Lighting/Cameras											
14	N	Rincon west laydown yard - lighting and cameras											
15	N	San Pat Security Center											
Total Security			29,909,879	16,613,853	7,696,026	6,126,086	11,087,767	5,000,000	-	24,309,879	4,416,666	3,312,500	1,104,166
		Cargo Docks											
16	N	Cargo Dock 8 - Increase Structural Capacity (Design)											
17	N	Cargo Dock 8 Increase Structural Capacity - Construction*											
18	N	Cargo Dock 10 Assessment											
Total Cargo Docks			15,900,000	15,900,000	0	450,000	5,950,000	9,500,000	-	15,900,000	-	-	-

*No 2025 budgeted dollars included for project, just outyears

STATUS LEGEND	N	New Project / Not Started
	UD	Under Design
	UC	Under Contract / Construction
	R	Reoccurring project

Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Oil Docks											
19	UD	Oil Dock 3 South - Marine Loading Arms <i>(remaining grant \$\$)</i>											
20	UD	Oil Dock 3 South - Dock Crane <i>(remaining grant funding)</i>											
21	UD	Oil Dock 3 North - Improvements <i>(remaining grant funding)</i>											
22	UD	Avery Fire Suppression System Improvements <i>(remaining funds)</i>											
23	UD	Avery Back-up Generators <i>(remaining grant funding)</i>											
24	UD	Avery Sump Basin											
25	UC	Oil Dock 4 Berthing Aid System Installation											
26	N	Oil Dock 2 Improvements											
27	N	Oil Dock 8 Upgrades											
28	UC	Oil Dock 4 Gangway Landside Access											
29	UC	Oil Dock 8 Gangway Landside Access											
30	UD	Oil Dock 4 Improvements*											
31	UD	LD 17 - Northbank Dock - <i>(dock only)</i>											
32	UD	LD 17 - Northbank Liquid Dock <i>(dredging)</i> *											
33	N	LD 17 Mitigation Plan											
34	UD	OD 14 Deepening Phase 1 (Dock)											
35	UD	OD 14 Deepening Phase 1 (Dredging)											
36	N	Oil Dock 15 Deepening <i>(dock only)</i>											
37	N	Oil Dock 15 Deepening <i>(dredging)</i> *											
Total Oil Docks			106,731,273	104,971,273	1,760,000	13,917,378	56,169,000	28,000,000	6,684,895	106,531,273	9,700,000	-	-

*No 2025 budgeted dollars included for project, just outyears

STATUS LEGEND	N	New Project / Not Started
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Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Bulk Materials											
38	UC	BMT Drainage and Public Pad Improvements											
39	N	BMT vehicle wash bay											
40	N	BMT Drainage & Dust Control-Phase 1											
41	N	BMT Fuel Island Improvements											
42	N	BMT 10-acre site fill add project (citgo 10 acre site fill)*											
43	N	BMT - New rail dump (feasibility/engineering)											
44	N	BMT Petcoke Pads Remediation Design											
45	UD	Bulk Dock 4 Landside Improvements											
46	UD	BMT Material Handling Equipment Installation											
47	UD	BMT Conveyance and Shiploader Repairs											
48	UD	BMT Material Handling Equipment											
49	N	Bulk Dock 4 Dredging*											
Total Bulk Materials			112,647,000	109,447,000	3,200,000	41,350,000	52,247,000	15,850,000	-	112,647,000	27,000,000	20,818,119	6,181,881
		Canals & Basins											
50	UD	Tule Lake DMPA Levee Raise											
51	UD	Good Hope DMPA Cell I Levee Raise											
52	UD	CC Bay Barge Canal AIS Aton Transmitter											
53	UD	Ingleside Terminal DMPA Expansion											
54	N	Industrial DMPA											
55	N	La Quinta Upland Buffer / DMPA 14											
56	N	USACE DMPA Levee											
57	N	Suntide DMPA Levee Raise*											
58	N	DMPA 6 (outer Harbor) Levee Raise*											
59	N	Harbor Island BU sites											
Total Canals & Basins			39,613,402	37,015,052	1,348,350	9,172,176	12,215,376	16,877,500	-	39,613,402	-	-	-

*No 2025 budgeted dollars included for project, just outyears

STATUS LEGEND	N	New Project / Not Started
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	R	Reoccurring project

Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Property & Buildings											
60	R	Sustaining Project Property Acquisitions											
61	N	Greenfield Laydown Yard-rail connection/yard (22 acre site)											
62	UC	AI Speight Yard Rail and Drainage Modifications											
63	UC	JFITC improvements (at ADM exit)											
64	N	Sam Rankin Reconstruction											
65	N	EAB Backup Gas Line*											
66	UD	Storm Water Capital Improvements (Southside Drainage Impvts)											
67	UD	Nueces Bay Shoreline -Phase II (Grant)											
68	UD	New Maintenance Facility											
69	N	New Maintenance Facility (IT/Security needs) *											
70	N	New Maintenance Facility FFE											
71	UD	Viola Access Control Point											
72	UD	Avery/Stroman security station canopy											
73	N	Portwide generators - Avery, Viola, BMT east, Ave F (HMGP)											
74	UD	Annex Building window replacement											
75	N	Annex Bldg. Exterior HVAC Equipment Screen											
76	N	Viola Basin Pavement Improvements											
77	N	Vulcan-CC Polymer Road Improvement											
78	N	Avery Point Pavement Improvements											
79	N	Harbor Point West w/Supplemental Parking (under Harbor Bridge)											
80	UD	Harbor Point East construction*											

*No 2025 budgeted dollars included for project, just outyears

STATUS LEGEND	N	New Project / Not Started
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	R	Reoccurring project

Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Property & Buildings- cont'd											
81	UD	Rincon A Bulkhead											
82	UD	Harbor Island VTIS Replacement (tower/foundation only)											
83	N	Port Transfer Shed Roof Replacement (1136 E Port Ave)											
84	UC	Cargo Dock 8 Stormwater Grates											
85	N	Southside Laydown - structural capacity improvements (design) *											
86	N	Southside Laydown structural capacity improvements - (construction) *											
87	N	Southside Marine Center - Building remodel											
88	N	Cargo Dock 15 Remodel of Crows Nest											
89	N	Purchase of two additional stormwater samplers											
90	N	Installation of four stormwater samplers											
91	N	Purchase of two trash skimmers											
92	N	Installation of two additional trash skimmers											
93	N	EAB Roof Top Lighting											
94	UD	Harbor Island Fence Replacement											
95	UD	Security Fence Improvements for Rincon and Viola											
96	N	Terma Radar Equipment											
97	R	Strategic Property Acquisitions											
98	UC	Rincon West Laydown Yard (GLO property)											
99	N	New Warehouse / Transit Shed											
100	N	Inland Port Warehouse/Transload facility *											
101	N	Port Historical Display											
Total Property & Buildings			226,447,145	223,420,613	3,026,532	60,205,613	43,015,000	50,950,000	69,250,000	226,447,145	12,880,000	9,512,125	3,367,875

*No 2025 budgeted dollars included for project, just outyears

STATUS LEGEND

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R	Reoccurring project

Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Railroads											
102	N	Southside rail upgrades											
103	N	Rail Improvermnts at Stroman Bridge and Flood Gate											
104	UD	PCCA Inland Rail Terminal (aka Mega Railyard)											
105	N	Rincon West Property (GLO) - Rail line Extension											
106	N	Rincon East Rail Upgrades											
107	N	Rincon East Transload Track											
Total Railroads			95,400,000	94,700,000	700,000	4,410,000	21,490,000	68,800,000	-	95,400,000	-	-	-
		Conference Center											
108	UC	Ortiz - Interior Improvements											
109	N	Conference Center - ADA stage <i>(purchase)</i>											
110	N	Conference Center banquet tables/chairs <i>(purchase)</i>											
111	N	Ortiz Center New Partition Walls											
112	N	Ortiz Center Fire Suppression - Dry system											
113	N	Ortiz Center Dumpster											
Total Conference Center			12,398,865	9,615,065	1,596,905	10,801,960	-	-	-	12,398,865	-	-	-

STATUS LEGEND

N	New Project / Not Started
UD	Under Design
UC	Under Contract / Construction
R	Reoccurring project

Capital Budget Projects

	Status	Project Title	Total Project Cost Estimate	Estimated Cost to Complete	Prior Year Costs	2025	2026	2027	Outyears	Total Project Cost	Grant Project Total	Grant Award Amt	PCCA Match
		Administration											
114	R	IT Capital Projects											
115	R	Software Upgrades											
116	R	Vehicles and other Mobile Equipment											
117	R	Maintenance/BMT Equipment											
118	N	Public Port Facilities Integrated Emergency Notification System											
119	N	Drone purchase (Engineering - 1)											
120	N	Drone purchase (Security - 3)											
121	N	Private 5G Cellular Network											
122	N	OPTICS Expansion - PCCA's Active 3D Digital Twin											
123	N	Sensor upgrade in conjunction with USCG											
124	N	PortofCC Website Design and Development											
125	N	Dagger Island BU Wier Box											
Total Administration			9,220,163	7,457,473	1,712,690	6,267,473	320,000	320,000	600,000	9,220,163	3,020,473	2,000,000	1,020,473
		Channel Projects											
126	UC	CCSC CIP - Deepening, Widening & Barge Lanes											
127	UC	CCSC CIP - Utility Relocation											
Total Channel Projects			219,288,309	13,504,231	205,784,078	13,504,231	-	-	-	219,288,309	-	-	-
TOTAL CAPITAL PROJECTS			\$ 867,556,036	\$ 632,644,560	\$ 226,824,581	\$ 166,204,917	\$ 202,494,143	\$ 195,297,500	\$ 76,534,895	\$ 861,756,036	\$ 57,017,139	\$ 35,642,744	\$ 11,674,395

STATUS LEGEND	N	New Project / Not Started
	UD	Under Design
	UC	Under Contract / Construction
	R	Reoccurring project

CASH POSITION



Cash Position – 2025-27

	2025	2026	2027
Total Cash Reserve Funds Available, Beginning of Period	\$ 327,728,431	\$ 276,519,017	\$ 247,688,952
Less Non-discretionary Funds:			
Operating Reserve	(69,231,438)	(69,360,662)	(70,110,375)
Contingency Reserve	(10,000,000)	(10,000,000)	(10,000,000)
2015 Bond Early Repayment Reserve	(60,000,000)	(60,000,000)	(60,000,000)
Self Insurance Reserve	(5,000,000)	(5,000,000)	(5,000,000)
Debt Service Reserve	(15,314,816)	(15,314,816)	(11,064,816)
Total Non-discretionary Funds	(159,546,254)	(159,675,478)	(156,175,191)
Discretionary Reserves Available, Beginning of Period	\$ 168,182,177	\$ 116,843,539	\$ 91,513,761
Sources:			
Net Income	77,229,512	85,414,812	94,277,181
Add: Depreciation	31,130,991	33,959,266	35,658,451
Operating Cashflow	108,360,503	119,374,078	129,935,633
Awarded Grant Proceeds	16,500,000	14,000,000	12,500,000
Capital Recovery - Customers	-	-	-
Total Sources	124,860,503	133,374,078	142,435,633
Total Available Resources	293,042,680	250,217,617	233,949,394
Uses:			
Channel Projects	(13,504,231)	-	-
All Other Capital Projects	(152,700,686)	(151,964,143)	(140,297,500)
	-	-	-
Total Capital Projects	(166,204,917)	(151,964,143)	(140,297,500)
2015 Debt Repayment			
Principal Debt Service	(9,865,000)	(10,240,000)	(10,645,000)
Total Uses	(176,069,917)	(162,204,143)	(150,942,500)
Net Source(Use) of Discretionary Reserves	(51,209,414)	(28,830,065)	(8,506,867)
Discretionary Reserves Available, End of Period	\$ 116,972,763	\$ 88,013,474	\$ 83,006,894
Total Cash Reserve Funds Available, End of Period	\$ 276,519,017	\$ 247,688,952	\$ 239,182,085

- Strong cash position going into 2025
- Capital spending variability weighs heavily on final cash outcome
- Frost LOC of \$50M could provide short term cushion

