



2023 Strategic Budget November 15, 2022



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Budget Message

The Port of Bellingham (“Port”) is pleased to present its 2023 Budget. This budget reflects the Port’s dedication towards promoting sustainable economic development and creating jobs for Whatcom County residents. The Port plays an important role in the economic success of the region by optimizing transportation gateways like the Bellingham International Airport, rehabilitating underutilized assets like the Bellingham Shipping Terminal, and leading economic development initiatives such as the revitalization of Bellingham’s downtown waterfront. The Regional Economic Partnership (REP) is the Port’s economic development division. REP strives for a sustainable, resilient regional economy by creating programs and taskforces which support the recruitment, retention and expansion of Whatcom County businesses.

Introduction

The Port is a Washington State special purpose municipal corporation serving all of Whatcom County. It is a unique organization that makes significant contributions to the local community through leveraging its resources by directly participating in revenue-earning lines of business, as well as by capitalizing on its strategic assets through special public agency powers.

By using combined expertise in both the business and government sectors, the Port has a role in job preservation and job creation, as well as a role in the operation of transportation facilities for seaports and airports. This combination is distinct from that of either the private sector or other governmental entities.

Organization

The Port is comprised of a team of dedicated professionals who are committed to the organization's mission *to promote sustainable economic development, optimize transportation gateways, and manage publicly owned land and facilities to benefit Whatcom County.*

Board of Commissioners



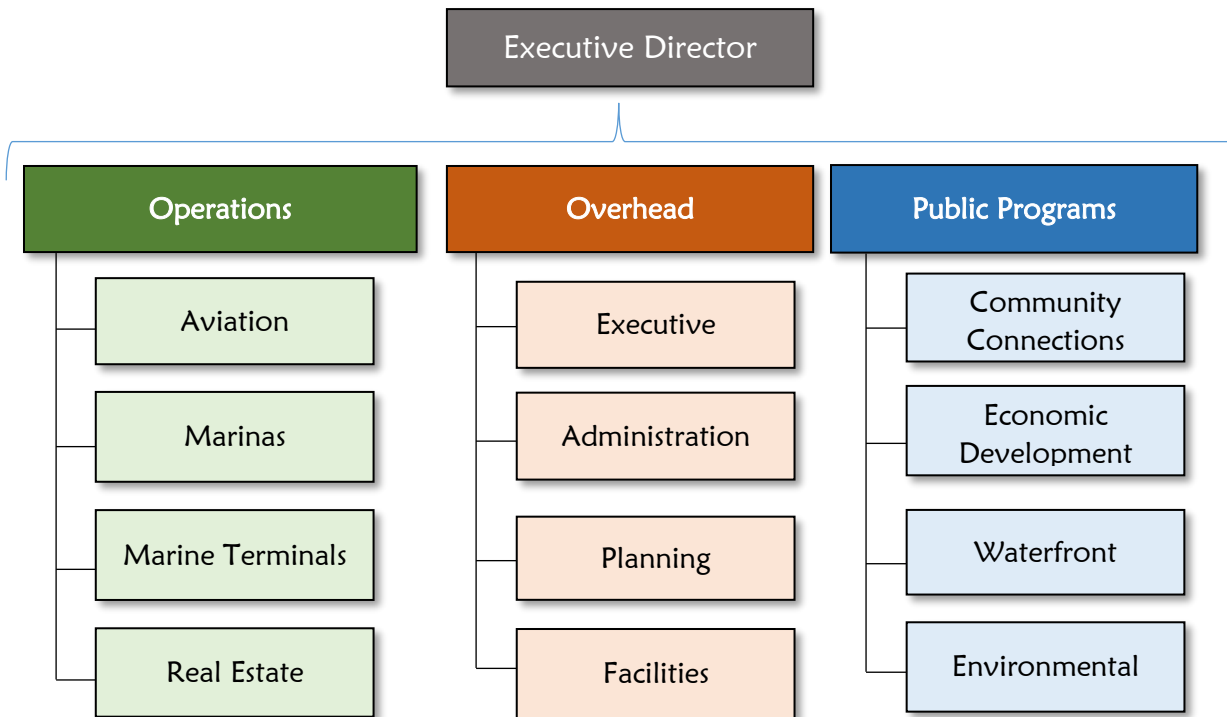
Bobby Briscoe

Ken Bell

Michael Shepard

The Port is governed by a non-partisan, three-person Board of Commissioners elected by the citizens of Whatcom County. The board oversees all Port operations by providing policy direction and decisions in public meetings.

Staff



Employees per Division	2021	2022	2023 projected
Aviation	18	18	22
Marinas	14	14	13
Marine Terminals	7	7	6
Real Estate	6	6	6
Environmental/Planning	7	7	7
Facilities	34	34	32
Administration	12	12	18
Executive	5	5	5
Economic Development	4	4	4
Public Priorities	7	7	8

The allocation of employees in the table above represents an approximation. Some employees' positions spans multiple divisions, but are only included in one division in the table. Seasonal employees are also included.

In 2020, several positions remained vacant due to decreased operations due to the COVID-19 global pandemic. By the end of 2022, most positions were filled as operations returned to normal.

The Economy

According to the Bureau of Economic Analysis (BEA) (2022), real gross domestic product (GDP) decreased overall in the 1st and 2nd quarter of 2022 (-.6 percent in Q1 and -1.6 percent in Q2). The decrease reflects decreases in private inventory investment, residential fixed investment, federal government spending, and state and local spending (BEA 2022, p. 2). Washington State experienced a -3.3 percent change in real GDP in Q1, which is above the national average of -1.6 percent in Q1.

According to Washington State Employment Security Department, the county's 2020 average per capita income was \$59,501; below the statewide annual average of \$67,126 but above the national average of \$52,787.

Local highlights:

- The average unemployment rate of Whatcom County is down to 4.8% as of August 2022, which is marginally higher than the statewide rate of 4.1% (Employment Security Department 2022). In comparison to 2021, which ranged from a high of 7.9% in January to a low of 4.4% in December, 2022 is holding consistently between 5.5% and 3.9%. While decreasing unemployment is generally seen as a good sign, the levels below 5% likely indicates a tightening labor market.
- While total nonfarm jobs have not fully recovered to pre-March 2020 numbers, they are close. Jobs increased from 85,700 total nonfarm jobs in August 2020 to 93,300 nonfarm jobs in August 2022, which is only short 800 jobs from August 2019. As for manufacturing, the number of jobs increased from 9100 in August 2021 to 9800 in August 2022.
- The number of Canadian shoppers is beginning to return to pre-pandemic levels as the border has re-opened and many COVID-19 restrictions have dropped. This has major impacts on sales tax revenue, lodging tax revenue, as well as revenue from gas, milk, and parcels. Whatcom County communities near the border such as Blaine, Birch Bay, Point Roberts, and Sumas continue to experienced significant added economic stress due to the closure throughout 2021. Working Washington Round 5 grant notifications will be sent out by the Washington State Department of Commerce by the end of October 2022 and will hopefully alleviate some of those ongoing losses.

As many sectors and industries within the American economy are starting to recover, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2021-2022, significant progress was made in the Waterfront District to support economic investment, including gaining approval for the development of the Millworks project, which will provide much-needed workforce housing to our community.

Port staff has administered a loan program on behalf of the Economic Development Administration since the mid-1980s. This Revolving Loan Fund (RLF), can be used by private businesses (primarily in the manufacturing sector) located in Whatcom County for the purchase of machinery and equipment, working capital and real estate acquisitions. As part of COVID-19 relief efforts, our team was awarded an additional RLF to make loans to businesses impacted by COVID-19. This fund is now fully loaned out working to help our local business community.

As the County's designated Associate Development Organization (ADO), we work county-wide to retain businesses and pursue new leads. The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2022-2023 by working with local companies wanting to expand or relocate to our region. For the remainder of 2022, the team will be focused on administering the state disaster relief grant to businesses impacted by the November 2021 Nooksack River Flood, and maintain a programmatic economic development program working with local and state partners.

Port of Bellingham Outlook

The Port of Bellingham's operating and capital budgets are based on the objective and priorities outlined in 2023 Key Corporate Goals.

The Port operates four lines of business - Aviation, Marinas, Marine Terminals and Real Estate. Each line of business is designed to work towards cash neutral after operating costs, capital expense and debt service. This strategy allows for 100% of the Port's tax revenue to be used for public priorities such as Economic Development, infrastructure preservation, cleanup of environmentally contaminated sites, and parks and open space. The success of the business lines is directly tied to the amount of resources available for public priorities. The Port has planned several capital projects for 2023, which will help continue to drive the local economy.

2023 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for future success. Work on these key corporate goals will likely span beyond 2023 into future years. Specific action steps relating to these goals can be found within each division's section of the Strategic Budget. The following issues have been identified as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District



2022 brought a few new container businesses to what is now named The Portal Container Village. The Dish Foundation opened up their business, Our Kitchen, in a Port container that also serves as

one side of the entry arch base. In 2023, they plan to build a miniature golf course behind their container. The Filling Station built a container that focuses on hamburgers called The Rain or Shine Riviera Club. Sunnyside Bikes opened a container specializing in bike rental and repair. Both the Selkie Scoop and Kulshan's Trackside beer garden remain going concerns and experienced a vibrant summer. The Port plans to add overhead lighting, 4 additional containers, and hookups for 2 additional rotating food trucks to help activate the site for the reopening of The Portal in the spring of 2023.

In 2018 Harcourt purchased property and began the permitting process for a second project: residential units on the Whatcom Waterway. Construction of these residential units commenced in 2020. However, construction stalled in 2020 and the Port notified Harcourt it was in default under the terms of the MDA. In 2021 the Port and Harcourt negotiated a settlement for the default that reduced Harcourt's developable property from 19 acres to 9 acres plus the option for another approximate 3 acres pending satisfactory performance on all previous projects. The Port immediately began planning for the property that was removed from the Harcourt MDA, an RFP for a hotel or other use in the Boardmill Building was issued. The Boardmill Group was selected and negotiations are underway for a real estate transaction that would sell just under four acres to be developed into mixed uses including a hotel, restaurants and residential. Those negotiations should be completed in early 2023.

The Whatcom Community Foundation proposed The Millworks Project for the former Lignin Building site. The Port is currently facilitating the cleanup, expected to conclude by year end. Mercy Housing will be building approximately 84 residential units and 7 early learning classrooms. Planning for the remainder of the Lignin Parcels is well underway with the Community Foundation.

2. Plan Necessary Environmental Cleanup



Charged with managing over a dozen environmental cleanup sites, the Port will focus on pursuing efficient and effective processes that ensure quality cleanup projects move ahead in a timely manner. Securing stable funding sources will be a priority and a necessity for any future cleanups. Ongoing cleanup planning will occur for the Whatcom Waterway, Fairhaven area, Blaine Industrial Area, I&J Waterway and on Bellingham's Central Waterfront. The environmental department will also continue to ensure compliance with stormwater and National Pollutant Discharge Elimination System

(NPDES) regulations to protect Puget Sound and prevent recontamination of environmental cleanup sites.

3. Expansion of Marine Trades



Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. Plans to expand marine trade areas include acquiring private property as it becomes available, converting the former GP Lagoon into a hub for ship and boat repair and upgrading and rebuilding infrastructure that has reached the end of its useful life.

Permitting continues to be a struggle and National Marine Fisheries Service continues to be at the bottleneck. The Port will work to address this with partners such as the Northwest Marine Trades Association, other ports and our federal delegation.

The Fisherman's Pavilion went through its first full season as a gear repair space and also completed a full season as event space. The Port will need to continue to adapt on how we use this space to ensure the most efficient use of the asset.

4. Strategic Management of the Airport



In late 2021 Southwest Airlines commenced daily service to Oakland and Las Vegas. This combined with reduced border restrictions has brought passenger counts back to pre-Covid levels. Large airport projects including rebuilding taxiways, construction of a building for snow removal equipment and expansion of the runway safety area are all underway and will be completed in the next couple of months.

In 2023, the Port will continue to recruit additional routes from our existing carriers and pursue new carriers as well.

5. Re-Development of the Bellingham Shipping Terminal and Log Pond Area



The Port continues to invest in the shipping terminal infrastructure. The terminal is currently transferring large rock that arrives by truck onto barges where it is delivered to the Columbia River and placed in the reconstruction of the jetty. ABC Recycling is moving scrap metal through the terminal: it is delivered to the terminal by truck and barge, sorted, stored until there is adequate quantity, and then loaded onto ships and exported.

The terminal has additional capacity and the Port will continue to pursue more business there.

6. Stimulate Economic Development and Job Creation



Increasing access to high speed internet remains an economic development priority. The Port was successful in obtaining approximately \$10M in funding to achieve this goal. An Indefeasible Right to Use (IRU) was negotiated with PogoZone for one phase of the project and other IRU negotiations are underway for the other phases. It is anticipated that multiple Internet Service Providers will participate in different phases. The Port continues to work closely with the PUD and Whatcom County to increase broadband access.

A significant focus has been and will continue to be on attracting clean, high-tech jobs to Whatcom County. As part of that work, the Port continues to work on examining potential opportunities at Cherry Point and other industrial parks in Whatcom County. A GIS land parcel, infrastructure, and utility database as well as parcel inventory and development analysis was managed and completed by REP on behalf of the Port, County, and Cities. There are plans to expand this database to be countywide, allowing for efficient use of our remaining buildable lands and improving access to worker and affordable housing.

7. Employee Retention



The Port of Bellingham is committed to being an employer of choice in Whatcom County. The Port recognizes that its ability to attract and retain top talent in Whatcom County is vital to our mission. A comprehensive retention program is key to attracting and retaining employees, as well as in reducing the high costs associated with employee turnover.

The Port will work strategically through partnerships and collaboration to attract, develop, and retain a high performing workforce and to foster a healthy, safe and productive work environment for the benefit of the public, our community partners, employees and their families.

Financial Overview

Long Term Financial Policies

The Port has adopted financial guidelines as a basic framework for the overall fiscal management of the Port. These guidelines include:

- Ensuring that operating revenues are sufficient to cover operating expenses and all bond covenants on an annual basis.
- Maintenance of facilities will be prioritized as follows: safety, preventative maintenance, and maintenance of facilities to maintain the usability and quality of the asset.
- Property taxes shall be used to pay general obligations first, then support public priorities.
- The Port will maintain a diverse and stable stream of operating revenues.
- All cash will be receipted, deposited and invested promptly.
- Cash reserves will be maintained as follows: \$1 million for emergencies, 3 months of operating expenses, and the legal reserve necessary to meet all debt covenants.
- Debt will not be issued to cover routine operations.
- When long term debt is considered for a capital investment, a written financial plan will be adopted to show the proposed cash flows sufficient to cover the debt payments.

2022 Budget Status Update

Through August 2022, the Port's overall revenues from all sources were over 25% higher than 2021 revenues for the same period and totaled \$33.9 million. Approximately \$3 million of this increase was due to increased operations due to recovery of the pandemic. The remaining increase was due to increase in grant funding.

Operating Divisions

Summary through August 31 (in thousands)	2022	2021
Revenues for Enterprise Activities	\$16,516	\$15,453
Expenses for Enterprise Activities	\$12,234	\$10,175
Net Income	\$4,282	\$5,278

The enterprise (operating) activities of the Port generated revenues of \$16.5 million through August 2021. These activities include Aviation, Marinas, Marine Terminals and Real Estate. The Port's financial policies expect these divisions to operate solely from revenues generated from within their respective divisions, with no operational subsidy from the levied property taxes. Additionally, each division is required to generate revenues sufficient to cover capital needs, debt service and corporate overhead.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas are included in the figures above, and totaled \$2.5 million through August 2022. This is just under a 7% increase from 2021. The increase is largely due to inflation.

Public Priorities

The Port engages in a number of activities for the benefit of the community. These activities are categorized as Public Priorities, are largely supported by property taxes, and are identified in the budget as follows:

Environmental: These activities provide environmental protection to Port property and are engaged in the investigation and remediation of environmentally compromised properties within the Port's ownership.

Economic Development: These county wide activities are focused on enhancing the economies of Whatcom County and the local municipalities.

Community Connections: These include the Port's open spaces and parks, meeting spaces, community outreach activities, management of Port records and the availability of those records to the public, the Marine Life Center, and the Commissioners' governance activities.

Public Infrastructure: Port-owned roads and other non-revenue generating infrastructure is included here.

For the eight months ending August 2022, the Port spent a net of approximately \$1,744,000 in direct costs for these activities.

Summary through August 31 (in thousands)	2022	2021
Revenues for Public Activities	\$229	\$193
Expenses for Public Activities	\$1,973	\$1,778
Net Income	(1,744)	(\$1,586)

Waterfront District

The Waterfront District includes acquired "Brownfield" sites in the Bellingham Bay area. These sites are in need of environmental remediation and redevelopment. For the eight months through August 2022, the district generated revenues of just over \$1 million from leasing building space. The operating expenses during the same time period totaled \$855 thousand.

Summary through August 31 (in thousands)	2022	2021
Waterfront District Operating Revenues	\$1,011	\$1,022
Waterfront District Operating Expenses	\$855	\$673
Net Income	\$156	\$349

Summary of the 2022 budget, through August 2022

Through the first eight months of the year, the Port's operating revenues were approximately \$2.2 million better than planned, and above the prior year by over 220%. Operating revenues are affected by aviation enplanements, marina occupancy, real estate leasing activity, and activity at both the Bellingham Shipping Terminal (BST) and the Bellingham Cruise Terminal (BCT). The majority of the current year's revenue increase can be attributed to the increased activity at the Bellingham International Airport, as the U.S./Canadian border was reopened, and air travel began to increase. As a result of focused expense management, the operating divisions' expenses came in under budget during this time period by nearly \$525 thousand, resulting in a net income of \$2.7 million.

2023 Budget Summary

The 2023 budget forecasts increases operating revenues from the 2022 budget, with total for the year projected at \$28.2 million. In response to increase revenues/activity and inflationary pressures, total operating expenses are projected to increase 16% from the 2022 budget.

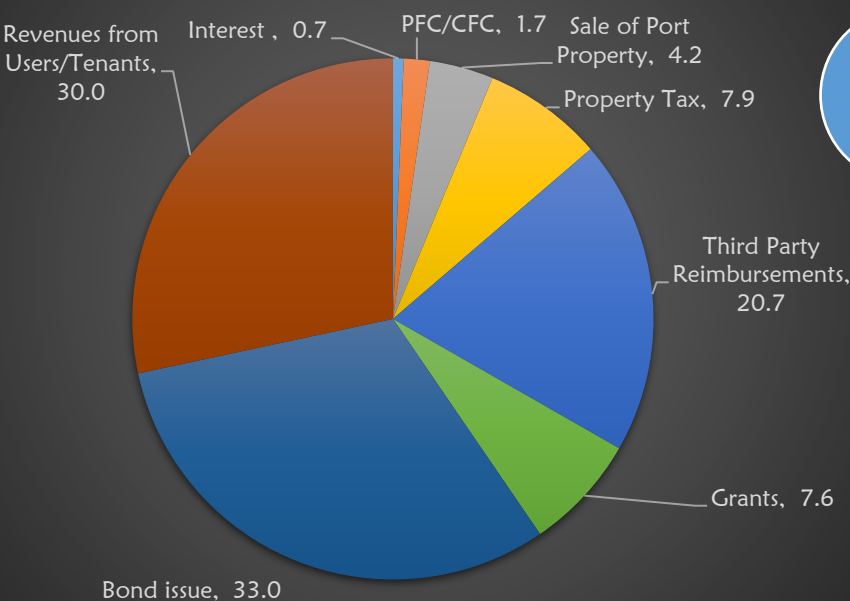
The Public Priorities divisions will generate revenues of approximately \$314 thousand and operating expenses of \$3.4 million for the development and promotion of economic development including the county wide expansion of broadband, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup efforts of sites outside of the Waterfront District is budgeted at \$3.7 million, net of grants and other reimbursements. The debt service in these areas for 2023, including both principal and interest is \$1.3 million. Capital spending related to the Public Priorities for 2023 totals \$7 million, with minimal grants expected.

The Waterfront District is budgeted for revenues of \$1.7 million in 2023, which is slightly above the level of activity as 2022. The Port will continue to market the leasing of the large warehouse and other properties in the district as they become available in 2023. Expenses, including cleaning up environmental contamination, are budgeted at over \$5.7 million and offset by nearly \$4 million in grants and other reimbursements. Capital projects are budgeted at \$11.7 million.

The 2023 budget reflects that overall, the Port is expected to generate negative cash flow of approximately \$9 million, as large capital projects get underway.

2023 Cash Flow Summary

Sources of Cash (in thousands)



Cash Flow

Sources: \$105.9M

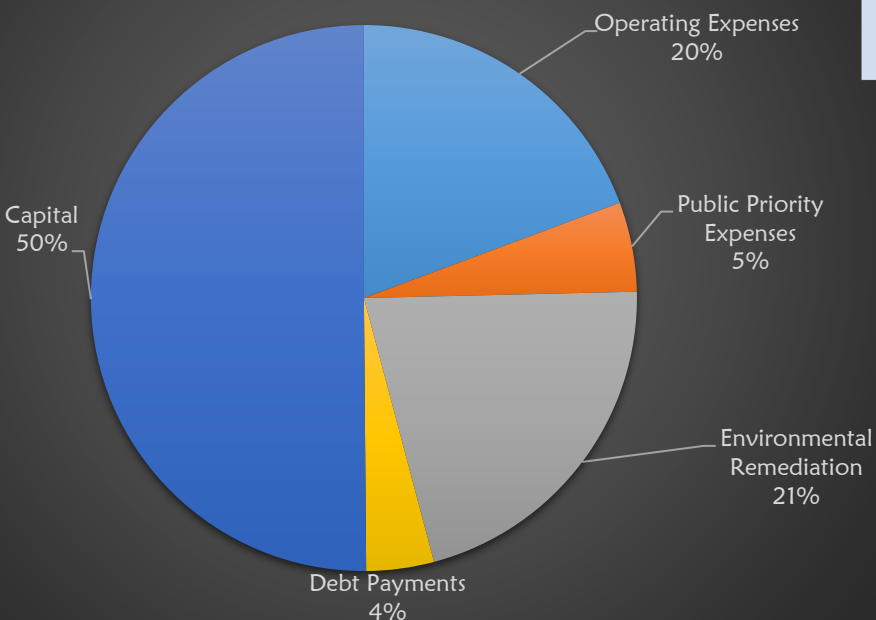
Uses: \$114.9M

Decrease in Cash: \$9M

Ending Cash: \$22.1M

Required Reserve: \$9.1M

Uses of Cash (in thousands)



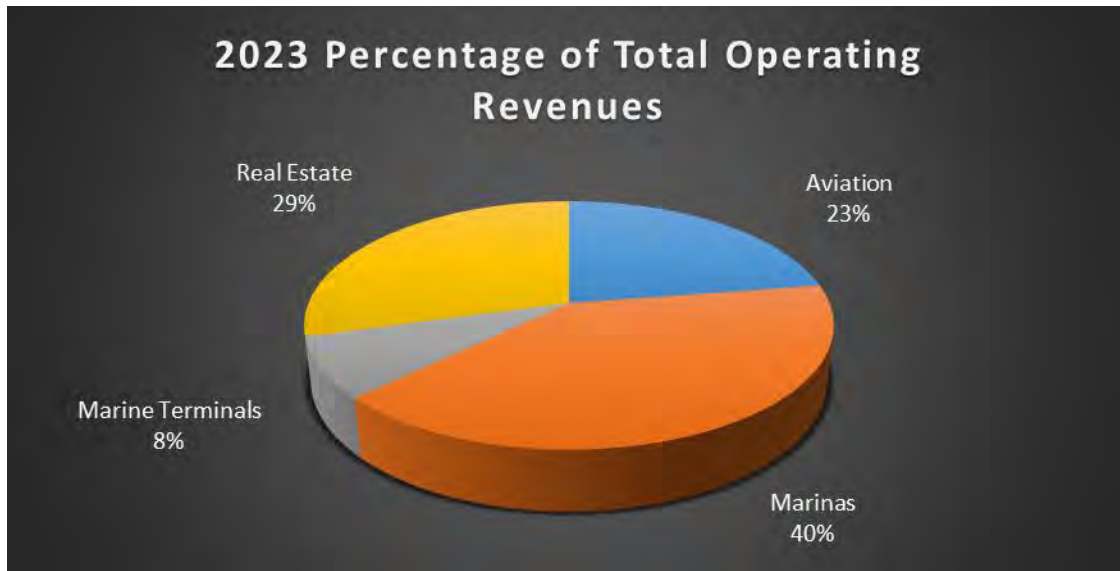
Cash Flow Summary – A 5-year look

While the Board of Commissioners approves an annual budget each year, a five year estimate is prepared, to ensure the longer-term needs of the Port are considered. Below is a summary of the five year plan.

In Millions	2023	2024	2025	2026	2027
Sources of Cash:					
Revenues from Operations	30.0	31.5	32.2	33.5	34.9
Property Tax	7.9	8.2	8.4	8.6	8.6
Sale of Property	4.2	.9	4.3	0	4.2
Bond Issue	33.0	0	0	0	0
Grants for Capital Projects	7.5	2.8	10.8	11.4	5.8
3 rd Party Reimbursements	20.7	25.0	22.6	8.3	0
Interest	.7	.7	.8	.8	.8
CFC/PFC	<u>1.7</u>	<u>1.7</u>	<u>1.7</u>	<u>1.8</u>	<u>1.9</u>
Total	105.8	70.8	80.8	64.4	56.2
Uses of Cash:					
Expenses from Operations/Public	28.3	28.3	29.1	29.9	30.9
Principal and Interest of Debt	4.6	7.1	6.8	5.9	5.9
Environmental Remediation	24.4	28.1	27.8	12.8	3.8
Capital Expenditures	<u>57.6</u>	<u>13.4</u>	<u>16.9</u>	<u>20.2</u>	<u>15.0</u>
Total	114.9	76.9	80.6	68.8	45.3
Increase/(Decrease) in Cash	(9.1)	(6.1)	.2	(4.4)	.6
Projected Cash at Year End	22.0	16.0	16.2	11.8	12.4
Required Cash Reserves	9.1	9.1	9.2	9.3	9.5

Revenues and Other Sources of Cash Flow

The 2023 budget anticipates Port operating revenues of \$28.1 million (operating revenue only, does not include revenue of \$1.9 million in the Waterfront District and Public Priorities). The COVID-19 pandemic largely only affected revenues at the airport over the past couple of years, due to travel restrictions and the Canadian/US border closure. However, with the re-opening of the border, the Aviation Division is projected to produce just over \$5.8 million in revenues, a 28% increase from the 2022 budget. The Marinas Division is expected to realize an increase in revenues of 8.6% to \$10.3 million. Real Estate revenues are expected increase from 2022 levels by nearly 5%, to \$7.5 million, as occupancy remains high in all Port-owned facilities. Marine Terminals budgeted revenue is projected to increase to \$4.6 million, an 11% increase from 2022. The significant increase at the Bellingham Shipping Terminal is due to increased industrial users in 2023 and beyond.



The Port expects to receive federal and state funding totaling \$28.3 million, of which \$7.5 million will support the Port’s capital programs, \$110 thousand toward the Economic Development division, and \$20.7 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$1.4 million to the Port and be used to pay debt service on revenue bonds issued for airport improvements. These fees are charged through airline tickets with the Port receiving \$4.39 per enplaned passenger.

Bellingham International Airport is also expected to generate over \$260 thousand in new Customer Facility Charges. This fee will be imposed through the rental car agencies and used for targeted capital improvements.

Property taxes will be levied at an estimated rate of \$.1793 per thousand of assessed value. The levy request will provide an estimated \$8 million, of which \$5 million will cover the operating costs, capital spending, and debt payments of the Public Priorities and Environmental divisions. The remaining \$3 million will be allocated to the continued development of the Waterfront District.

Expenses and Other Uses of Cash

Port operating expenses are budgeted at \$22 million (before inter-company transfers), which is the same as the 2022 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions as well as work on capital projects; these inter-company transfers are anticipated to be approximately \$3.5 million in 2023.

The Port is expecting to spend just over \$3.4 million to support the Economic Development, Community Connections, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup activities at the Waterfront District and other Port locations. Environmental cleanup at all locations

Portwide total \$24.4 million, offset by \$20.7 million in grants, insurance, and other potentially liable parties.

Historically, the Port has issued various forms of long-term debt, and the payments for both principal and interest on this debt totals \$4.6 million in 2023. The Port is also anticipating issuing General Obligation Debt in 2023 to fund several large infrastructure projects.

Tax Levy

Types and Limits of Levies

Regular Tax Levy

The County Treasurer acts as an agent to collect property taxes levied in the county for all taxing authorities. Taxes are levied annually on January 1 on property value listed as of the prior May 31. Assessed values are established by the County Assessor at 100% of fair market value. Taxes are due in two equal installments on April 30 and October 31. Collections are distributed monthly to the Port by the County Treasurer.

Industrial Development District (IDD) Tax Levy

The Port may also levy property taxes for Industrial Development Districts (under a comprehensive scheme of harbor improvements) for twelve years only, not to exceed \$0.45 per \$1,000 of assessed value of taxable property within the Port district. If a Port district intends to levy this tax for one or more years after the first six years, the Port must publish notice of intent to impose such a levy and if signatures of at least eight percent (8%) of the voters protest the levy, a special election must be held with majority approval required. The Port has fully utilized this levy with the last collection of IDD tax levies received by the Port in 1988. Since this is a one-time levy that has already been utilized by the Port, it is no longer available as a taxing option.

2023 Tax Levy

Since 1994, the Port's levy rate has decreased annually. In 1994, the levy rate per thousand of valuation was \$.4459, which was just under the legal limit of \$.45. In 2023, depending upon total assessed values, the levy rate is expected to decrease again, estimated at \$.1501 per thousand. The Port will submit a levy request of approximately \$7.9 million, which is approximately \$3.2 million less than the legal limit. The Port is requesting a 1% increase in the tax levy for existing property.

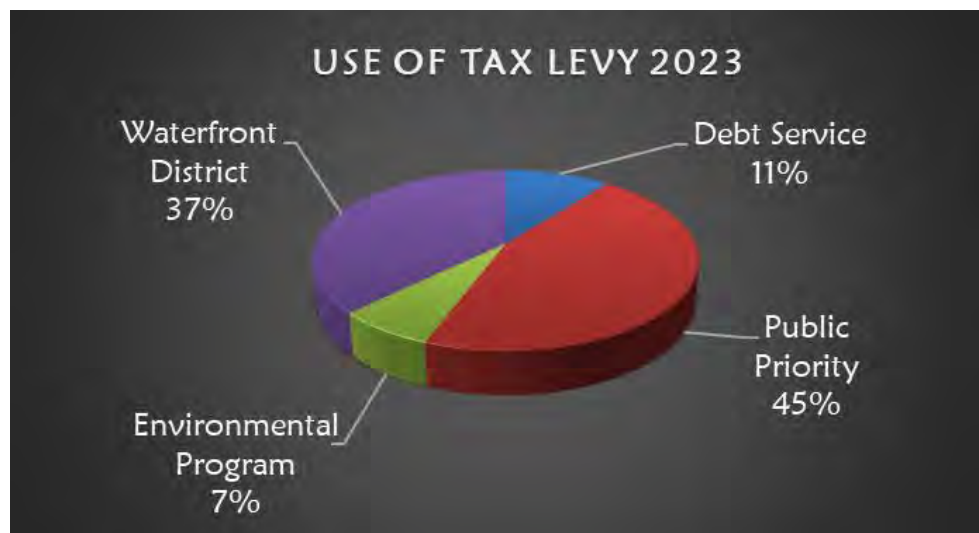


Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs' capital projects. It is also allocated to finance new capital projects and on-going operating costs in this category, specifically Environmental, Economic Development and Public Priorities. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2023 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

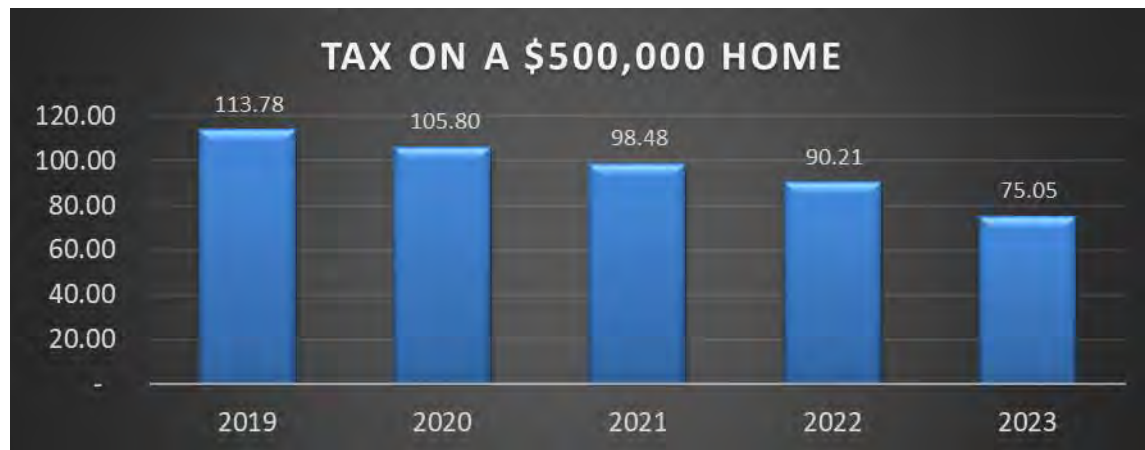
Sources:	2023	2022
General Obligation Bond Levy	\$838,600	\$842,400
Regular Levy	\$7,059,571	\$6,958,745
Total Sources of Tax Levy	\$7,898,171	\$7,801,145

Uses:	2023	2022
General Obligation Bond Payments	\$838,600	\$842,400
Environmental Program Costs	\$560,534	\$475,942
Available Public Purposes	\$3,600,866	\$3,681,658
Waterfront District	\$2,898,171	\$2,785,085
Total Sources of Tax Levy	\$7,898,171	\$7,785,085



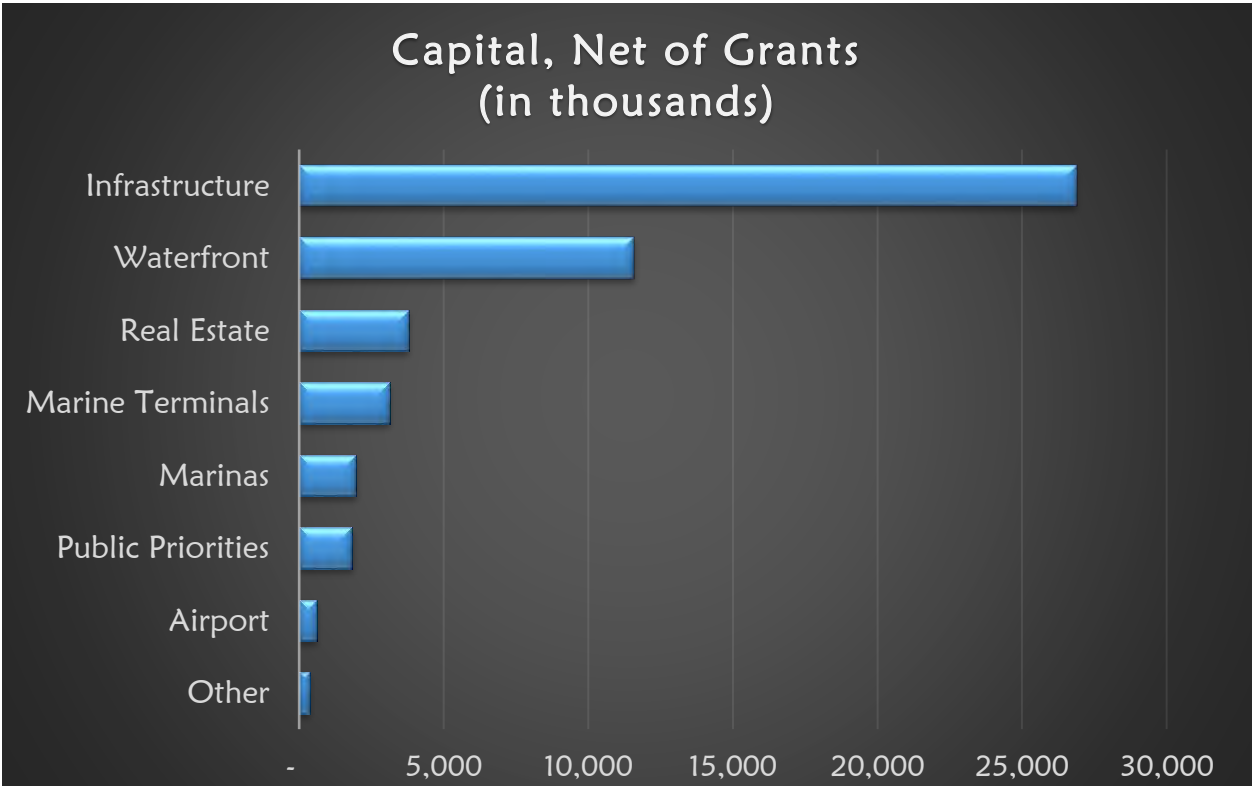
Taxpayer Effect

The following chart shows the effect of the change on a taxpayer with an assessed value of \$500,000, over the past five years. Estimated tax levy for the Port in 2023 is \$75.05.



Capital Expenditures

In 2023, the Port plans to spend approximately \$57.6 million on capital projects. These costs will be partially offset by a variety of grants in the amount of \$7.4 million.



In 2023, the largest new capital projects will focus on key improvements to industrial areas around Port property. 2 large industrial areas in Blaine will be improved after environmental cleanup activities occur at the sites. The improvements will preserve these important assets and allow better use of those properties by Port tenants. The Fairhaven Marine Industrial Park will receive major site and stormwater improvements, and a failing bulkhead will be replaced. These industrial area improvements are budgeted for nearly \$25 million, and will be managed by the Real Estate division.

The Marine Terminals has a capital budget of over \$9.7 million, offset by \$6.6 million in grants in 2023. Projects at the Bellingham Shipping Terminal include adding a portable barge ramp and crane pad. Repairing and replacing aging pier pilings at the Bellingham Cruise Terminal began in 2022 and will continue into 2023.

At the Marinas, the 2023 capital projects total nearly \$2 million. The majority of the projects will occur at the Squalicum Marina, and include work to upgrade and extend the life of the inner harbor floats. At Blaine Marina, design and engineering work will begin to extend M-dock, with the construction in a future year.

In 2023, the airport will focus on completing large projects that began in 2022. Smaller projects for 2023 include signage, converting the commercial terminal lighting to LED, and replacing gear at the ARFF station.

The Real Estate Division is responsible for various assets around the Port, and has budgeted \$3.7 million, net of grants for 2023. In addition to industrial area improvements mentioned above, several building demolitions are scheduled, as well as utility improvements under the Fairhaven pier and the MCI pier. Several smaller building improvements are also scheduled.

Projects located in the Waterfront District are budgeted at nearly \$11.6 million, net of grants and are intended to continue the development of that area. Major projects at this site include local road development, additional dredging, and habitat work at the head of Whatcom Waterway. Design work will begin for several projects including adaptive reuse of the Alcohol Plant and a Light Industrial Building. Additional interim-uses, such as expansion of the container village, are planned for a portion of the site.

Capital Budget 5-year Plan

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
1	Funded	101 - Aviation	001 - Av	BLI	Harman		101-752	AP - Maintain pavement - current year	225,000	75,000						300,000
2	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Maintain pavement 2024-2027 (add to 101-752)			75,000	75,000	75,000	75,000		300,000
3	Funded	101 - Aviation	001 - Av	BLI	Harman		101-833	Design: Runway Shoulders & Blast Pads	593,769							593,769
4	Funded	101 - Aviation	001 - Av	BLI	Harman			Design: Runway Shoulders & Blast Pads (FAA Grant 60)	(514,334)							(514,334)
5	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-824	AP - Rental Car QTA Facility - Design/Construction (CFC)	371,000		2,900,000					3,271,000
6	Funded	101 - Aviation	001 - Av	BLI	Harman	Strand	101-720	AP-Remove Obstructions	110,000	30,000	30,000	30,000	30,000	30,000		260,000
7	Funded	101 - Aviation	001 - Av	BLI	Harman	Strand	101-723	AP-Mitigate Tree Removal	130,000	20,000	20,000	20,000	20,000	20,000		230,000
8	Funded	101 - Aviation	001 - Av	BLI	Harman		101-771	AP-Conduct Environmental Study of Master Plan Projects	250,000							250,000
9	Funded	101 - Aviation	001 - Av	BLI	Harman			AP-Conduct Environmental Study of Master Plan Projects (FAA Grant)	(225,000)							(225,000)
10	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-819	AP-30% Design Runway Safety Area	150,000							150,000
11	Funded	101 - Aviation	001 - Av	BLI	Harman			AP-30% Design Runway Safety Area (FAA Grant 56)	(135,000)							(135,000)
12	Funded	101 - Aviation	001 - Av	BLI	Harman		101-825	AP - CBP Building Upgrades	155,489							155,489
13	Funded	101 - Aviation	001 - Av	BLI	Harman		101-828	AP - RSA Env/Design & land acq	910,000							910,000
14	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - RSA Env/Design & land acq (FAA GRANT #57)	(817,650)							(817,650)
15	Funded	101 - Aviation	001 - Av	BLI	Harman		101-941	RSA Construction	2,716,495							2,716,495
16	Funded	101 - Aviation	001 - Av	BLI	Harman			RSA Construction (FAA Grant 60)	(2,320,887)							(2,320,887)
17	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-897	Design: Taxiway Reconfiguration/Demo	921,649							921,649
18	Funded	101 - Aviation	001 - Av	BLI	Harman			Design: Taxiway Reconfiguration/Demo (FAA Grant 60)	(803,215)							(803,215)
19	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-430	AP - Construction Schedule 1: Taxiway F	5,304,848							5,304,848
20	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Construction Schedule 1: Taxiway F (FAA Grant)	(4,774,363)							(4,774,363)
21	Funded	101 - Aviation	001 - Av	BLI	Harman		101-945	Apron Lights to LED	121,076							121,076
22	Funded	101 - Aviation	001 - Av	BLI	Harman			Apron Lights to LED (FAA Grant 60)	(79,819)							(79,819)
23	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Design and Construct New Jet A Fuel Farm (Phase 1)						2,800,000		2,800,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
24	Funded	101 - Aviation	001 - Av	BLI	Gouran		101-830	AP-Airport Wetland Mitigation Phase 1 Buffer (split ratios)	200,000							200,000
25	Funded	101 - Aviation	001 - Av	BLI	Harman		101-808	AP - Design CBP Facility Improvements	147,745							147,745
26	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Construct CBP Facility Improvements						5,000,000		5,000,000
27	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Construct CBP Facility Improvements - Grant contingent						(5,000,000)		(5,000,000)
28	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-946	Design: Snow Removal Building	881,929							881,929
29	Funded	101 - Aviation	001 - Av	BLI	Harman			Design: Snow Removal Building (FAA Grant 60)	(768,220)							(768,220)
30	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-431	AP - Construct Snow Removal Equipment Facility	4,827,912							4,827,912
31	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Snow Removal Equipment Facility (FAA Grant)	(4,345,121)							(4,345,121)
32	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-432	AP - Construct Runway shoulders & blast pads	300,000							300,000
33	Funded	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Runway shoulders & blast pads (FAA Grant)	(300,000)							(300,000)
34	Funded	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-896	Taxiway Kilo Design & Construction	5,176,582							5,176,582
35	Funded	101 - Aviation	001 - Av	BLI	Harman			Taxiway Kilo Design & Construction (FAA Grant 60)	(4,317,840)							(4,317,840)
36	Funded	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Design				1,800,000				1,800,000
37	Funded	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Design (FAA Grant)				(1,620,000)				(1,620,000)
38	Funded	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Construction					12,220,000			12,220,000
39	Funded	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Construction (FAA Grant)					(10,998,000)			(10,998,000)
40	Funded	101 - Aviation	001 - Av		Harman	Nicoll	101-433	AP - Fuel Farm Rehab	200,000							200,000
41	Funded	101 - Aviation	001 - Av		Harman	Nicoll	101-434	AP - Survey & Stripe Airline Gates	115,000							115,000
42	Funded	101 - Aviation	001 - Av		Harman		101-446	AP - Parking Lot A Security Improvements	300,000							300,000
43	Funded	101 - Aviation	001 - Av		Harman			ARFF Restroom and Interior Renovations		155,500						155,500
44	Funded	101 - Aviation	001 - Av		Harman			Deicer Truck and ARFF Gear		500,000						500,000
45	NEW	101 - Aviation	001 - Av		Harman			Deicer Truck and ARFF Gear (FAA Grant)		(450,000)						(450,000)
46	Funded	101 - Aviation	001 - Av		Harman			ARFF Truck			1,500,000					1,500,000
47	NEW	101 - Aviation	001 - Av		Harman			ARFF Truck (FAA Grant)			(1,350,000)					(1,350,000)

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
48	Funded	101 - Aviation	001 - Av		Harman			Commercial Terminal Relamp to LED		200,000						200,000
49	Funded	101 - Aviation	001 - Av		Harman			Taxiway Kilo Expansion- Phase 2 Design						800,000		800,000
50	NEW	101 - Aviation	001 - Av		Harman			Taxiway Kilo Expansion- Phase 2 Design (FAA Grant)						(720,000)		(720,000)
51	Funded	101 - Aviation	001 - Av		Harman			Waypoint Signage- Airport		75,000	75,000					150,000
52	Funded	101 - Aviation	001 - Av		Harman			TW Reconfiguration Phase 3 –Tw D&E					9,000,000			9,000,000
53	NEW	101 - Aviation	001 - Av		Harman			TW Reconfiguration Phase 3 –Tw D&E (FAA Grant)					(8,100,000)			(8,100,000)
54	Funded	101 - Aviation	001 - Av		Harman			Security System Upgrade - Access Control					700,000			700,000
55	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-947	BH - Retrofit Blaine Dock Lighting to LED (2021 - G3, 2022 - G2; 2023 - G1)	207,530	184,470						392,000
56	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-948	BH-Sawtooth Power, Water, and Lighting Upgrades	150,000							150,000
57	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-902	BH-Gate 3 Parking Seal Coat & Striping	15,500							15,500
58	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-949	BH-Gate 2 Parking Seal Coat & Striping	19,000							19,000
59	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-400	BH-Gate 1 Parking Seal Coat & Striping	10,400							10,400
60	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-950	BH-Moorage infrastructure mid-life extension projects	88,500							88,500
61	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 2 Power and Lighting Improvements						268,110		268,110
62	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 3 Power and Lighting Improvements						289,559		289,559
63	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Install EV Charging Station at G2 for Public						154,739		154,739
64	Funded	105 - Marinas	004- BI	Blaine	Peterson	Strand	105-401	BH - Install EV Charging Station at G2 for Port Vehicles	61,179							61,179
65	Funded	105 - Marinas	004- BI	Blaine	Peterson	Strand	105-402	BH - G 1-3 Crack Sealing and Asphalt Repair (split with Real Estate)	47,064							47,064
66	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH M-Dock Extension D & E		250,000		1,000,000				1,250,000
67	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH WH 2 & 3 Roof Analysis for Solar Installation		11,580						11,580
68	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH Boat Launch RR Sewer Shut-off Valve		9,422						9,422
69	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH Facility Cashless Vending Improvements		10,000						10,000
70	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson	Chapman	105-403	SH - G12 Visitor Kiosk	21,800							21,800
71	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-677	SH-Replace Gate 1 Float, Ramp, and Piling	408,120							408,120

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
72	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH-Replace Gate 1 Float, Ramp, and Piling (RCO Grant)	(261,000)							(261,000)
73	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-404	SH - Life Extension Gt. 5, A & B floats	100,000	250,000	250,000					600,000
74	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-951	SH - Refurbish Gate 3 Restroom & Comfort Station	335,000							335,000
75	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-778	SH - Level Gate 3 Main Walkway	70,000							70,000
76	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-780	SH - Anchor Pressure Line Gate 3	50,000							50,000
77	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-842	SH-Install Security Gate at Gate 5	25,000							25,000
78	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-903	SH-Life Extension Work for GNLZ Piers	115,000							115,000
79	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-851	SH- Connect Gillnet Loading Zone to Gate 4	225,000							225,000
80	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-904	SH-Inner Harbor Life Extension Projects	490,000	300,000	300,000					1,090,000
81	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-906	SH-Gate 5 Parking & Portion of Old Storage Yard Seal Coat & Striping	83,000							83,000
82	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-405	SH-Inner Harbor Upgrades/Renovation - (Analysis, Design, Permitting & Construction)	150,000	750,000	1,000,000	1,500,000	1,500,000	1,750,000		6,650,000
83	Funded	105 - Marinas	005- Sq		Bisson		105-954	SH - Squalicum assets seal & restripe	50,000	25,000	25,000	25,000	25,000			150,000
84	Funded	105 - Marinas	005- Sq		Bisson		105-981	SH - Security Gates	130,000							130,000
85	Funded	105 - Marinas	005- Sq		Bisson	Chapman		SH - Dumpster Enclosure Improvements		61,219						61,219
86	Funded	105 - Marinas	005- Sq		Bisson	Nicoll		SH - Dredge Outer Harbor and W Entrance					1,257,292			1,257,292
87	Funded	105 - Marinas	005- Sq		Bisson			SH - Visitor Dock Pay Station Kiosk		70,000						70,000
88	Funded	105 - Marinas	005- Sq		Bisson	Strand	105-407	SH - Install EV Charging Station at Harbor Office for Port Vehicles	61,179							61,179
89	Funded	105 - Marinas	005- Sq		Taft			SH - Two Pumpouts		30,000						30,000
90	NEW	105 - Marinas	005- Sq		Taft			SH - Two Pumpouts (Wa Parks & Rec grant)		(22,500)						(22,500)
91	Funded	105 - Marinas	005- Sq		Bisson			SH Facility Cashless Vending Improvements		45,000						45,000
92	Funded	105 - Marinas	005- Sq		Taft			SH Gate 9 Renovation Phase					2,978,858	2,978,858	2,978,858	5,957,716
93	Funded	107 - RE	007 - RE	Portwide	Smith		107-732	PW-Tenant Improvements- Current	354,981	120,000						474,981
94	Funded	107 - RE	007 - RE	Portwide	Smith			PW-Tenant Improvements 2024-2027			120,000	120,000	120,000	120,000		480,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
95	Funded	107 - RE	007 - RE	Bellwether	Harvey	Nicoll	107-610	BW-Replace HVAC BV Bldg 1st & partial 2nd floors	1,953,293							1,953,293
96	Funded	107 - RE	007 - RE	Portwide	Smith		107-733	PW - Short Platts, LLA & BSP's, & development agreements	187,026	50,000	50,000	25,000	25,000	25,000		362,026
97	Funded	107 - RE	007 - RE	Waterfront	Smith	Chapman	107-690	CW-Construct AAM Building - final list	200,000							200,000
98	Funded	107 - RE	007 - RE	Fairhaven	Fix		107-736	FH-Public improvements near boat launch	30,000							30,000
99	Funded	107 - RE	007 - RE	FMIP	Ilahi		107-737	FH-Replace Radiant Heaters FMIP 5-6	87,518							87,518
100	Funded	107 - RE	007 - RE	Waterfront	Ilahi		107-740	CW-Replace Monument Sign Hilton Ave	25,000							25,000
101	Funded	107 - RE	007 - RE	Portwide	Ilahi	Chapman	107-742	PW - Real estate assets seal & restripe	275,000	75,000	75,000	75,000	75,000	100,000		675,000
102	Funded	107 - RE	007 - RE	BLI	Bjorkman	Strand	107-955	Re-Roof ITB Building	486,000							486,000
103	Funded	107 - RE	007 - RE	BLI	Bjorkman			Re-Roof ITB Building (Tenant reimbursement)	(134,000)							(134,000)
104	Funded	107 - RE	007 - RE	Sq Harbor	Bjorkman		107-853	HCB Repair and repaint exterior window sills, soffits and doors, Repaint roof (60% Fac,	245,000							245,000
105	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-860	BW-Water penetration channeling and collection system in garage	52,000							52,000
106	Funded	107 - RE	007 - RE	Blaine	Carlson	Nicoll	107-863	Blaine Industrial Access improvements - (Design Only)	100,000							100,000
107	Funded	107 - RE	007 - RE	Sq Harbor	Carlson		107-865	Marina Square Paint	118,000							118,000
108	Funded	107 - RE	007 - RE	Airport	Bjorkman	Nicoll	107-943	Repl baseboards & carpet at Dept. of Homeland Security leasehold	201,809							201,809
109	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-911	Repair or replace pavers by building on Bellwether Way	72,000							72,000
110	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-956	Bellwether - Repair main interior stairs	20,000							20,000
111	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-916	Bellwether - New fire panel and detectors	176,500							176,500
112	Funded	107 - RE	007 - RE	Sq Harbor	Carlson			Sq. Esplanade - Stain exterior timbers		49,000						49,000
113	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-917	Bayview - New fire panel and detectors	150,300							150,300
114	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-957	Bellwether - Repair exterior stairs	30,700							30,700
115	Funded	107 - RE	007 - RE	FMIP	Ilahi		107-918	FMIP - Repair/replace sewer pump station	49,500							49,500
116	Funded	107 - RE	007 - RE		Harvey	Strand	107-960	Bellwether - convert to water conservation	37,000							37,000
117	Funded	107 - RE	007 - RE		Harvey		107-961	Bellwether underground garage - Repl fire suppression system	297,000							297,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
118	Funded	107 - RE	007 - RE		Carlson	Chapman	107-962	Harbor Mall - Reroof	430,000	133,000						563,000
119	Funded	107 - RE	007 - RE		Carlson	Strand	107-963	Marina Square - Replace HVAC	323,000							323,000
120	Funded	107 - RE	007 - RE		Ilahi		107-964	Install automated rolling gate by FMIP 1	123,000							123,000
121	Funded	107 - RE	007 - RE		Ilahi		107-965	Install automated rolling gate by FMIP 3	73,000							73,000
122	Funded	107 - RE	007 - RE		Ilahi	Nicoll	107-966	Design & permit FMIP stormwater improvements, including site improvements	620,000							620,000
123	Funded	107 - RE	007 - RE		Carlson		107-967	Blaine access & stormwater improvements	400,000							400,000
124	Funded	107 - RE	007 - RE	HCB	Carlson	Rawlins	107-409	Loft Restaurant HVAC	62,000							62,000
125	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-410	Bayview Center utility access	98,000	44,000						142,000
126	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-411	Bayview Center Insulation	93,000							93,000
127	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-412	Bellwether Patio Water Intrusion Repairs	113,000							113,000
128	Funded	107 - RE	007 - RE	FMIP	Ilahi	Strand	107-413	Demo FMIP 8	310,000							310,000
129	Funded	107 - RE	007 - RE	FMIP	Ilahi		107-448	FMIP 8 - Design & Const Mgmt	750,000							750,000
130	Funded	107 - RE	007 - RE	Sq	Ilahi	Strand	107-414	Sq Way Bulkhead assessment	550,000							550,000
131	Funded	107 - RE	007 - RE	FH	Ilahi	Chapman	107-415	Warehouse 9 - analysis	100,000							100,000
132	Funded	107 - RE	007 - RE	FH	Hogan/Ilahi		107-416	Fairhaven Infra & Site Improvements	268,000							268,000
133	Funded	107 - RE	007 - RE	FH	Ilahi		107-417	MCI Pier Fender Piles	1,400,000	887,000						2,287,000
134	Funded	107 - RE	007 - RE	SQ	Ilahi	Strand	107-418	BCS Fuel Station Study	75,000							75,000
135	Funded	107 - RE	007 - RE	BW	Harvey		107-447	Install Cameras - Bellwether Garage	22,000							22,000
136	Funded	107 - RE	007 - RE		Harvey		107-449	Due Diligence: Industrial Acquisition	250,000							250,000
137	Funded	107 - RE	007 - RE	Bellwether	Harvey			Update common area restrooms in Bayview Center Building			640,000					640,000
138	Funded	107 - RE	007 - RE	Bellwether	Harvey			Paint interior common areas of Bayview Center Building			90,000					90,000
139	Funded	107 - RE	007 - RE	Bellwether	Harvey			Paint interior common areas of 11 Bellwether Way			81,000					81,000
140	Funded	107 - RE	007 - RE	Bellwether	Harvey			Roof leak above Suite 230 of Bayview Center Building		\$ 58,000						58,000
141	Funded	107 - RE	007 - RE	Sq Harbor	Harvey			Roof leak above Bella Marina		\$ 125,000						125,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
142	Funded	107 - RE	007 - RE	Sq Harbor	Harvey			Marina Square Sidewalk repair at 734 Coho Way			33,000					33,000
143	Funded	107 - RE	007 - RE	Sq Harbor	Bjorkman			Real Estate Furniture		\$ 30,000						30,000
144	Funded	107 - RE	007 - RE	Waterfront	Bjorkman			701 Roeder - Demo		500,000						500,000
145	Funded	107 - RE	007 - RE	Airport	Bjorkman			ITB Building - Emergency Coordination Center New Generator		200,000						200,000
146	NEW	107 - RE	007 - RE	Airport	Bjorkman			ITB Building - Emergency Coordination Center New Generator Cost Share reimbursement (1/3 ea: POB, COB, WC)		(133,333)						(133,333)
147	Funded	107 - RE	007 - RE	FH	Ilahi			MCI Pier Repower		365,000						365,000
148	Funded	107 - RE	007 - RE	FH	Ilahi			Fairhaven Pier - Under pier utility improvements		200,000						200,000
149	Funded	107 - RE	007 - RE	FH	Ilahi			Warehouse 9 Demo		690,000						690,000
150	Funded	107 - RE	007 - RE	FH	Ilahi			Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail				\$ 31,000	514,000			545,000
151	NEW	107 - RE	007 - RE	FH	Ilahi			Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail (MTCA Grant)				\$ (15,500)	(257,000)			(272,500)
152	Funded	107 - RE	007 - RE	Blaine	Carlson			Building Demo Fund		\$ 350,000						350,000
153	Funded	108 - Planning	008 - Planning	HCB	McHenry/Crocheron		108-419	GIS Server	11,600							11,600
154	Funded	109 - MT	009- BCT	BCT	Warter		109-745	FH - TI - Current	20,000	10,000						30,000
155	Funded	109 - MT	009- BCT	BCT	Warter			FH - TI 2024-2027			10,000	10,000	10,000	10,000		40,000
156	Funded	109 - MT	009- BCT	BCT	Warter			FH - Replace signage: Passenger Terminals and Boat Launch			64,000					64,000
157	Funded	109 - MT	009- BCT	BCT	Warter	Strand	109-867	BCT Repair to steel piling & supports	3,526,401							3,526,401
158	Funded	109 - MT	009- BCT	BCT	Warter	Strand	109-968	BCT Pier Piling Project	50,000	1,953,232						2,003,232
159	Funded	109 - MT	009- BCT	BCT	Warter	Kasko	109-925	BCT Under Pier Fire Sprinkler Repairs	872,223							872,223
160	Funded	109 - MT	009- BCT	BCT	Warter	Chapman	109-926	BCT Generator Storage Area Roof	64,027							64,027
161	Funded	109 - MT	009- BCT	BCT	Warter	Strand	109-969	Repl fuel lines under BCT pier	220,122							220,122
162	Funded	109 - MT	009- BCT	BCT	Warter	Rawlins	109-970	PA System Replacement - BCT & Fairhaven Station	55,716							55,716
163	Funded	109 - MT	009- BCT	BCT	Warter	Kasko	109-971	BCT roof cap repairs	35,245							35,245

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
164	Funded	109 - MT	009- BCT	BCT	Warter			BCT - Replace entry sliding doors		46,000						46,000
165	Funded	109 - MT	010 - BST	BST	Warter	Scholten	109-760	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines; Internet 625 Cornwall & WH 2	2,657,668							2,657,668
166	Funded	109 - MT	010 - BST		Warter	Scholten		ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines EDI GRANT	(1,125,000)							(1,125,000)
167	Funded	109 - MT	010 - BST	BST	Warter		109-928	ST - Condition Survey (5 year cycle)				120,000				120,000
168	Funded	109 - MT	010 - BST	BST	Warter	Scholten	109-980	BST Main Pier Repairs - Phase III	7,418,474							7,418,474
169	Funded	109 - MT	010 - BST		Warter	Scholten	100-178-111	McAmis damage to deck	619,635							619,635
170	Funded	109 - MT	010 - BST		Warter	Scholten		McAmis payment for damage	(619,635)							(619,635)
171	Funded	109 - MT	010 - BST	BST	Clark			BST - Pier Dredging - Grant Contingent	4,182,600							4,182,600
172	Funded	109 - MT	010 - BST	BST	Clark			Dept. of Transportation/MARAD - PIDP Grant (applied toward BST main pier repairs (2020) & BST pier dredging (2020))	(6,854,770)							(6,854,770)
173	Funded	109 - MT	010 - BST	BST	Clark			Structural Upgrades to Rail Span & Stub Pier CONTINGENT ON GRANT	5,701,114	199,886						5,901,000
174	Funded	109 - MT	010 - BST	BST	Clark			Dept. of Transportation /MARAD- PIDP/RAISE Grant (80%): Rail Span & Stub Pier	(4,141,000)	(579,800)						(4,720,800)
175	Funded	109 - MT	010 - BST		Clark		109-984	LHM 420 Crane - add'l repairs	247,432							247,432
176	Funded	109 - MT	010 - BST		Warter			BST Portable Barge Ramp		1,703,000						1,703,000
177	Funded	109 - MT	010 - BST		Warter			BST Portable Barge Ramp - MARAD 80% Grant		(1,362,400)						(1,362,400)
178	Funded	109 - MT	010 - BST		Warter			BST Crane Pad		5,800,000						5,800,000
179	Funded	109 - MT	010 - BST		Warter			Dept. of Transportation/MARAD - PIDP/RAISE Grants (80%): BST Crane Pad		(4,640,000)						(4,640,000)
180	Funded	110 - Fac	018- Maint	Portwide	Hildreth		110-422	Purchase vaccum recovery unit for pressure washing	20,000							20,000
181	Funded	110 - Fac	018- Maint	Maint	Hildreth			Purchase Breaker for Excavator		17,000						17,000
182	Funded	110 - Fac	018- Maint	Maint	Hildreth			Wash Bay Improvements		198,100						198,100
183	Funded	110 - Fac	018- Maint	Maint	Hildreth			Purchase New Utility Locate Equipment		12,000						12,000
184	Funded	110 - Fac	018- Maint	Maint	Hildreth			Purchase GPS for mapping and design		12,000						12,000
185	Funded	110 - Fac	018- Maint	Maint	Hildreth			Purchase ITL Key Machine		11,500						11,500

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
186	Funded	110 - Fac	018- Maint	Maint	Hildreth			Purchase Used 1 ton Service Truck		70,000						70,000
187	Funded	111 - Admin	113-IS	Portwide	Crocheron		111-931	Phone system/phones replacement - Portwide	93,000	36,000						129,000
188	Funded	111 - Admin	113-IS	BLI	Crocheron			Phone system/phones replacement - BLI (Customs)			16,000					16,000
189	Funded	213- Env	030- Env		Baumgarten		213-549	Little Squalicum Beach Restoration	1,500,000							1,500,000
190	Funded	213- Env	030- Env		Baumgarten			Little Squalicum Beach Restoration (100% DOE Grant)	(1,500,000)							(1,500,000)
191	Funded	213- Env	030- Env		Hegedus			SH - Electric Vehicle Charging Station (Squalicum Harbor Office)		55,500						55,500
192	Funded	213- Env	030- Env		Hegedus			SH - Electric Vehicle Charging Station (Squalicum Boathouse)		57,500						57,500
193	Funded	213- Env	030- Env		Hegedus			HCB - Electric Vehicle Charging Station (Admin Office)		78,500						78,500
194	Funded	213- Env	030- Env		Hegedus			BH - Electric Vehicle Charging Station (Blaine Harbor Office)		66,500						66,500
195	Funded	215 - BWAS	031- BWAS	Waterfront	McHenry		215-566	Short Plats, LLA & BSP's	119,995							119,995
196	Funded	215 - BWAS	031- BWAS	Waterfront	Smith		215-567	WF - Appraisals	50,000	25,000	25,000	25,000	25,000	25,000		175,000
197	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran/DeSi	Scholten	215-973	WF - Design & Engineering Visitor Moorage	227,000							227,000
198	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-630	WF- GP Wharf: Condition Survey	142,982							142,982
199	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-803	WF - GP Wharf: Improvements/Safety	200,000	100,000						300,000
200	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll			WF - GP Wharf: Marine Use Repairs		300,000						300,000
201	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-699	WF-Prep Site	1,036,609	150,000	100,000	100,000	100,000	100,000		1,586,609
202	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-700	WF-Install Public Safety Elements	327,000	50,000						377,000
203	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Kasko	215-764	WF-Franchise Utilities	1,383,000	500,000						1,883,000
204	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-765	WF-District Utilies ECO	1,617,173							1,617,173
205	Funded	215 - BWAS	031- BWAS	Waterfront	Bjorkman	Nicoll	215-804	CW - 801 Roeder Ave Improvements	150,000		430,000					580,000
206	Funded	215 - BWAS	031- BWAS	Waterfront	Howard	Scholten	215-805	WF - GP Dockside Pump Replacement & ASB Outfall Repair	190,000							190,000
207	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Strand	215-878	CW - Demo Compressor Bldg	500,000							500,000
208	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-880	CW-Land Use Programming ASB/Marine Trades	225,000	100,000						325,000
209	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-932	WF-Tile Tank Repair (\$80k Design, \$600k Construction)	680,000							680,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
210	Funded	215 - BWAS	031- BWAS		Gouran	Nicoll		WF-Tile Tank Repair (COB cost share)			(340,000)					(340,000)
211	Funded	215 - BWAS	031- BWAS	Waterfront	Hogan		215-933	WF-Maintenance of District Energy Infrastructure	90,000							90,000
212	Funded	215 - BWAS	031- BWAS	Waterfront	McHenry	Chapman	215-934	WF-900 Cornwall Ave Construct Curb Cut	54,000							54,000
213	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-935	WF-Community Outreach Interim Uses	524,265	100,000	100,000					724,265
214	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi		215-882	WF- Tenant Improvements	225,000	75,000	75,000	75,000	75,000	75,000		600,000
215	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-875	WF - Plan Healthy Housing Project at Lignin Site	200,000							200,000
216	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Plan Healthy Housing Project at Lignin Site (Grant)	(200,000)							(200,000)
217	Funded	215 - BWAS	031- BWAS		Ilahi	Strand	215-974	CW-F St WH replace 77 skylights and other repairs	149,500							149,500
218	Funded	215 - BWAS	031- BWAS		Hogan	Nicoll	215-879	WF - Pump Track/Interim Use	150,000	75,000	75,000	75,000	75,000	75,000		525,000
219	Funded	215 - BWAS	031- BWAS		Bjorkman	Kasko	215-975	CW-C St Phase III Design	137,500							137,500
220	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-423	WF - Interior Block Development Plan	25,000							25,000
221	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-424	WF - Western Crossing/Log Pond Traffic Study/Urban Plan	75,000	75,000						150,000
222	Funded	215 - BWAS	031- BWAS	Waterfront	Hogan		215-425	WF - Master Plan Exhibit	10,000							10,000
223	Funded	215 - BWAS	031- BWAS	Waterfront	Clark		215-426	WF - Rail Plan Design	15,000	10,000						25,000
224	Funded	215 - BWAS	031- BWAS	Waterfront	Smith	Scholten	215-427	WF - Alcohol Plant Development Prep	200,000							200,000
225	Funded	215 - BWAS	031- BWAS	Waterfront	Smith		215-428	WF - Boardmill Bldg Development Prep	200,000							200,000
226	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-429	WF - Stormwater Mgmt Master Plan, Design, Permitting	200,000	300,000						500,000
227	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-435	WF - Digester Tanks Abatement/Structural Improvements (assessment only)	250,000							250,000
228	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-436	WF - Lignin Site Stormwater Connection	80,000							80,000
229	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi	Kasko	215-437	CW - 1000 F St Fire Suppression Conversion and other improvements	1,400,000							1,400,000
230	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi		215-438	CW - 1000 F St Fire Line Repair	34,000							34,000
231	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	remediation	CW - C St Soil Berm Removal	200,000							200,000
232	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Granary Parking Landscaping		50,000						50,000
233	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Alcohol Plant Adaptive Reuse - Preliminary Design		500,000						500,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
234	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran / E.Smith			WF - Light Industrial Building - Preliminary Design		250,000						250,000
235	Funded	215 - BWAS	031- BWAS	Waterfront	Bjorkman			LCW - Design only Two Fingers and Piling -		100,000						100,000
236	Funded	215 - BWAS	031- BWAS	Waterfront	Fix/Jones			WF – Container Village Phase 2A (Interim Use)		300,000						300,000
237	Funded	215 - BWAS	031- BWAS	Waterfront	Fix/Jones			WF - Container Village Garbage Enclosure (Interim Use)		30,000						30,000
238	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF – Waterfront Art Installations		75,000	75,000					150,000
239	Funded	215 - BWAS	031- BWAS	Waterfront	Carlson			CW - Central Waterfront Cleanup Incremental Cost - Paving and Stormwater Improvements		165,000	1,780,000	1,665,000				3,610,000
240	NEW	215 - BWAS	031- BWAS	Waterfront	Gouran			CW - Central Waterfront Cleanup Incremental Cost (Grant Funding)		(82,500)	(890,000)	(832,500)				(1,805,000)
241	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost - Design (with funding)		45,000	180,000	185,000	50,000			460,000
242	NEW	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost (Grant Funding)		(22,500)	(90,000)	(92,500)	(25,000)			(230,000)
243	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost for unfunded projects - Design only		1,175,000	905,000	315,000				2,395,000
244	Funded	215 - BWAS	031- BWAS	Waterfront	Jones			WF - Container Village dump station for mobile restrooms		8,600						8,600
245	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Local Road Development (Design)		250,000	250,000					500,000
246	Debt	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Local Road Development (Construction)		3,000,000						3,000,000
247	Debt	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost - Dredging		2,230,000						2,230,000
248	Debt	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost - Habitat Work @ Head of Waterway		1,440,000						1,440,000
249	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark		216-936	Rural Broadband - Construction	10,038,196							10,038,196
250	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (EDI Grant)	(2,750,000)							(2,750,000)
251	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB Loan)	(584,391)							(584,391)
252	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB Grant)	(2,584,390)							(2,584,390)
253	Funded	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (ARPA Grant)	(2,000,000)							(2,000,000)
254	Funded	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (Public Works Board)	(2,000,000)							(2,000,000)
255	Funded	220 - Pub	034 - Open	Sq Harbor	Fix	Nicoll	220-813	Design & Const. Fisherman's Pavilion (remaining items)	198,700							198,700
256	Funded	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-937	Repair/Replace asphalt promenade gate 5 thru gate 6	615,000							615,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
257	Funded	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-884	Repair/recoat promenade light pole bases	35,000							35,000
258	Funded	220 - Pub	034 - Open	Sq Harbor	Bisson		220-885	Zuanich Point Park interpretive signs	12,000							12,000
259	Funded	220 - Pub	034 - Open	Blaine	Peterson	Hildreth	220-887	Blaine Trail interpretive signs	17,000							17,000
260	Funded	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-889	HCB - Boardwalk replacement	200,000		100,000	100,000				400,000
261	Funded	220 - Pub	034 - Open	Fairhaven	Hildreth		220-890	Kayak washdown facility	52,150							52,150
262	Funded	220 - Pub	034 - Open	BLI	Baumgarten		220-439	Marine Drive Trail Phase 1	65,000							65,000
263	Funded	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-977	Paint Squalicum Boathouse Exterior/Repair siding	107,000							107,000
264	Funded	220 - Pub	034 - Open	BCT	Hogan	Chapman	220-978	Hand Launch Vessel Dock - Fairhaven	350,000	1,541,837						1,891,837
265	Funded	220 - Pub	034 - Open	BCT	Warter	Chapman		Hand Launch Vessel Dock - Fairhaven (RCO/ALEA Grant)	(350,000)	(150,000)						(500,000)
266	Funded	220 - Pub	034 - Open	Blaine	Peterson	Allen		BH - Install Self-Pay Station at Boat Launch (split with Marinas)		81,246						81,246
267	Funded	220 - Pub	034 - Open	Blaine	Peterson	Chapman		BH - Seal/Repair Asphalt at Boat Launch Parking (split with Marinas)		52,552						52,552
268	Funded	220 - Pub	034 - Open	Blaine	Peterson	Chapman		BH - Repl walkway at Boat Launch Restroom (split with Marinas)		38,227						38,227
269	Funded	220 - Pub	034 - Open	Bellwether	Hildreth			Tom Glen Commons - Replace pavers with stamped concrete			519,620					519,620
270	Funded	220 - Pub	034 - Open	ZPP	Hildreth			Replace Telescope		15,000						15,000
271	Funded	215 - BWAS	031- BWAS	Waterfront	Jones			Hand launch ZPP		216,473						216,473
272	Funded	220 - Pub	036 - M&E		Wiley		220-441	Tables for Squalicum Boathouse and BCT	14,000							14,000
273	Funded	220 - Pub	040 - MLC	Squalicum	Wiley			MLC - Replace observation tank				214,550				214,550
274	Funded	228-Infr	046 - Infra	Waterfront	Ilahi	Gibson	228-640	CW-Fit-up Float & I&J Waterway	1,251,000							1,251,000
275	Funded	228-Infr	046 - Infra	Blaine	Smith		228-704	BH-Repair Bulkheads (incl D&E, Permit & Construction)	2,575,000							2,575,000
276	Funded	228-Infr	046 - Infra	Bellwether	Nicoll	Nicoll	228-808	BW-Repair Bellwether Way crosswalk	35,000							35,000
277	Funded	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-810	RR Crossing - Harris Ave	48,431							48,431
278	Funded	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-811	RR Crossing - AK Ferry, by boat launch	1,700,000							1,700,000
279	Funded	228-Infr	046 - Infra	Waterfront	Ilahi	Gibson	228-891	Hilton Ave Improvements	375,000							375,000
280	Funded	228-Infr	046 - Infra		Nicoll		228-979	Programmatic Federal Shoreline Permitting	300,000							300,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
281	Funded	228-Infr	046 - Infra		Nicoll		228-986	Repair Squalicum Harbor Bulkhead	100,000		600,000					700,000
282	Funded	228-Infr	046 - Infra		Nicoll		228-443	Schultz Drive grind and overlay	120,000							120,000
283	Funded	228-Infr	046 - Infra		Nicoll		228-444	Coho Way grind and overlay	95,000							95,000
284	Funded	228-Infr	046 - Infra	Blaine	Peterson			BH WH 1 Solar Installation (design)		50,000						50,000
285	Funded	228-Infr	046 - Infra		Bisson		105-406	SH-Webhouses roof repairs & assessment for solar installation	50,000	67,760						117,760
286	Funded	228-Infr	046 - Infra	Airport	Bjorkman			ITB Building - Assess Roof for Solar Panel Installation		30,000						30,000
287	Funded	228-Infr	046 - Infra		Smith			HCB Solar (Design only)		50,000						50,000
288	Funded	107 - RE	007 - RE	Sq Harbor	Carlson			Marina Square Solar (Design)		50,000						50,000
289	Funded	228-Infr	046 - Infra		Hogan			Port Contribution to Meridian/Birchwood Roundabout.			75,000	75,000				150,000
290	Funded	228-Infr	046 - Infra		Bjorkman			HCB new split unit for Econ Devp Suite 116 (4-ton unit and 1 indoor head)		25,000						25,000
291	Funded	228-Infr	046 - Infra		Hegedus			Climate Action Strategies Implementation			250,000	100,000	250,000	100,000		700,000
292	Funded	228-Infr	046 - Infra		Ilahi			Design only: Squalicum Way redevelopment (incl G1 pumpout realign, moorage & access)		500,000	450,000					950,000
293	Funded	228-Infr	046 - Infra		Smith			Marine Drive Road and Bulkhead Replacement (Design only)		390,000						390,000
294	Funded	228-Infr	046 - Infra		Smith			Bitter End Boatworks Bulkhead Replacement (Design only)		250,000						250,000
295	Funded	228-Infr	046 - Infra		Smith			HCB Operable Windows		150,000						150,000
296	Funded	228-Infr	046 - Infra		Smith		228-450	HCB Chiller Replacement	20,000	405,000						425,000
297	Funded	228-Infr	046 - Infra		Smith			HCB Architectural Improvements		50,000						50,000
298	Funded	228-Infr	046 - Infra		Smith			HCB Econ Dev Mini-split AC		50,000						50,000
299	Debt	228-Infr	046 - Infra	Blaine	Smith			Industrial Area - improvements following cleanup -Sea K		\$ 3,350,000						3,350,000
300	Debt	228-Infr	046 - Infra	Blaine	Smith			Industrial Area - improvements following cleanup -Westman		\$ 9,250,000						9,250,000
301	Debt	228-Infr	046 - Infra	FMIP	Smith			FMIP Site and Stormwater Improvements - (final design and construction)		\$ 9,000,000						9,000,000
302	Debt	228-Infr	046 - Infra	Hilton	Smith			Bitter End Boatworks Bulkhead Replacement (construction)		3,150,000						3,150,000
303	Funded	228-Infr	046 - Infra		Nicoll	Nicoll		On-Call Electrical Engineering - technical assistance (CIP or operating)	9,062	10,000	10,000	10,000	10,000	10,000		59,062

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2022	2023	2024	2025	2026	2027	2028	TOTAL BUDGET
304	Funded	228-Infr	046 - Infra		Nicoll	Nicoll		On-Call Structural Engineering - technical assistance (CIP or operating)	10,000	10,000	10,000	10,000	10,000	10,000		60,000
305	Funded	228-Infr	046 - Infra	Portwide	Nicoll			Infrastructure capital improvements (to be determined)	101,534	100,000	100,000	100,000	100,000	100,000		

UNFUNDED CAPITAL						\$	219,187,380	
Priority: Pending financing						\$	31,420,000	
Line	Division	Program	Location	Sponsor	Description	Estimate	Notes	
	107	007	BL		Industrial Area - improvements following cleanup -Sea K	\$ 3,350,000		
	107	007	BL		Industrial Area - improvements following cleanup -Westman	\$ 9,250,000		
	107	007	RE		FMIP Site and Stormwater Improvements - (final design and construction)		costs may be higher due to Geo-technical data	
						\$ 9,000,000		
	228	046	Hilton		Bitter End Boatworks Bulkhead Replacement (construction)	\$ 3,150,000		
	215	031	WF		WF - Local Road Development	\$ 3,000,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Dredging	\$ 2,230,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Habitat Work @ Head of Waterway	\$ 1,440,000		
Priority: Grant dependent						\$	13,734,295	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	109	010	BST		Purchase & Install Portal X-Ray System	\$ 4,667,000		
	109	010	BST		BST - Railroad Siding & Spur	\$ 10,197,118		
	109	010	BST		BST - Railroad Siding & Spur - CRISI Grant Funding (80/20)	\$ (8,157,694)		
	109	010	BST		Dredging N. end BST (log pond) + Rail Span (combined w. WW Cleanup)	\$ 2,090,742		
	109	010	BST		Dredging N. end BST (log pond) + Rail Span (combined w. WW Cleanup) - 50% Ecology Grant Funding	\$ (1,045,371)		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Remove GP Dock	\$ 4,585,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Cut Slope Under GP Dock	\$ 1,050,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - 50% Ecology Grant Funding	\$ (4,652,500)		
	105	004	BL		Blaine Marine Drive	\$ 1,500,000		
	105	004	BL		Blaine Marine Drive - City of Blaine	\$ (500,000)		
	228	046	BL		BL - Marine Drive Bulkhead Replacement (accessing Jorgensen Pier) (construction)	\$ 4,000,000		
Priority: Consideration after completion of current phase						\$	4,298,080	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	109	010	BST	Warter	BST Main Pier Repairs - Phase III (add'l work)	\$ 1,098,080		
	101	001	BLI		AP - Design and Construct New Jet A Fuel Farm (Phase 2)	\$ 3,200,000		
Priority: Partnership opportunities						\$	17,689,107	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	107	007	RE		New Building 8 FMIP	pending cost estimate	pending cost estimate	
	105	004	BL		BH - Design & Construct Marine Fuel Facility	\$ 3,489,107		
	215	031	WF	Gouran /	WF - Shared Parking Structure	\$ 7,500,000		
	215	031	WF	Gouran	WF - Alcohol Plant Adaptive Reuse	\$ 6,700,000		
Priority: High - Future consideration						\$	15,729,927	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	105	004	BL		BH - Gate 1 & 2 Parking Lot Upgrades (50/50 cost RE/Mar)	\$ 106,067		
	105	005	Sq		SH-Gate 5 Electrical Upgrades	\$ 939,360		
	105	005	Sq		SH-Install Crane & Pier Improvements	\$ 150,000		
	105	005	Sq		SH Dredge Inner Harbor	\$ 9,800,000		
	215	031	WF	Nicoll	WF - Digester tanks abatement/structural improvements	\$ 2,000,000		
	220	031	WF	Baumgart	Airport Trail Phase 2	\$ 250,000		
	228	046	Blaine		BH WH 1 Solar Installation (construction)	\$ 407,000		
	228	046	Sq		SH - Webhouses roof repairs & solar installation (construction)	\$ 962,500		
	228	046	BLI		BLI - install solar on ITB	\$ 250,000		
	228	046	HCB		HCB Solar (construction)	\$ 425,000		
	228	046	Sq		Marina Square Solar (construction)	\$ 440,000		
Priority: Medium - Future consideration						\$	75,745,000	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	101	001	BLI		GA Washpad	\$ 200,000		
	107	007	RE	Smith	Demo & Repl Wharf D and rebuild Sq Way Bulkhead	\$ 10,450,000		
	109	010	BST	Clark	Rebuild Shipping Terminal Decking and Pilings	\$ 3,000,000	Options range from \$3M - \$15M	
	109	010	BST		BST - South Pier Replacement	\$ 43,000,000		
	215	031	WF		WF-GP Wharf Improvements	\$ 8,230,000		
	215	031	WF	Gouran/D	Waterfront District Visitor Moorage	\$ 1,300,000		
	215	031	WF		WF-Install New Mooring Dolphins C St Terminal	\$ 1,150,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Upgrade ASB Dolphins	\$ 2,440,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - ASB Retaining Structure Additions (Fenders, Bollards, HMA Top)	\$ 5,975,000		
Priority: Low - Future consideration						\$	60,570,971	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes	
	105	004	BL		Blaine new loading pier (sawtooth) construction	\$ 9,832,080		
	109	010	BST		BST Pier Replacement - Phase 1-1a (combined w/ WW Cleanup)	\$ 10,898,492		
	109	010	BST		BST Pier Replacement - Phase 1b (combined w/ WW Cleanup)	\$ 23,974,301		
	109	010	BST		BST Pier Replacement - Phase 2 (combined w/ WW Cleanup)	\$ 5,117,363		
	105	005	Sq		SH - Pier for Commercial Storage behind Mt Baker Plywood	\$ 2,300,000		
	105	005	Sq		SH-Relocate/Rebuild Commercial Gear Storage Behind Mt Baker Plywood	\$ 1,000,000		
	110	018	BLI	Hildreth	Storage Facility and Site Development - Alderwood	\$ 5,048,735		
	215	031	WF	Gouran	Cornwall Bridge Sidewalk	\$ 1,550,000		
	215	031	WF	Gouran	WF - Log Pond Stormwater Utility Construction		(2026) costs currently unknown	
	215	031	WF	Bjorkman	CW - C St Phase III Construction		costs currently unknown	
	215	031	WF	Jones	WF - Ice rink	\$ 150,000		
	215	031	WF		WF - Container Village Phase 2A (Interim Use)	\$ 700,000		

Asset Replacement

The Port maintains a list of assets that are replaced on a rotating basis. These items include shop equipment, computer equipment, trucks and other vehicles, and miscellaneous other items. The replacement of assets generally occurs on a regular schedule, but each item is evaluated individually to determine the most appropriate time of replacement.

This schedule also tracks the addition of small computer purchases or emergency replacements of unscheduled items.

In 2023, the Port's asset replacement schedule is budgeted just under \$200 thousand, and consists mainly of computer equipment, vehicles and shop equipment.

These assets will be replaced over the course of the year.

In addition to existing assets, the Port expects to purchase additional computer and/or network equipment in 2023. With the added use of remote work, additional computers are required to supplement existing equipment. In 2023, the Port expect to add several new positions, which will require additional computer/network equipment. This list of new equipment totals approximately \$91 thousand.

Asset Replacement Schedule 2023	Acquisition Cost	Replacement Cost
101		
95557-1		
SIDA Badge Printer		
	3,255	3,000
95560-1		
Suprema Real Scan - Fingerprint Scanner		
Fingerprint Scanner	4,948	5,000
95613-1		
Optiplex 7050 - BLI Parking		
SP Plus Parking PC	1,845	2,200
95640-1		
OptiPlex 7050 - Aaron Collins		
Collins	1,956	2,200
95641-1		
Dell Optiplex 7050 - Aldhahi		
BLI Manager	1,956	2,200
95642-1		
Dell Optiplex 7050 - BLI Reception		
BLI Reception	1,956	2,200
95646-1		
Optiplex 7050 - BLI Training		
BLI Training	1,630	2,200
95663-1		
Rev Parking Lot Inventory System		
	10,218	12,000
101 Total		31,000

105		
95624-1		
Optiplex 7060 Desktop - Erb		
Erb	1,681	2,200
95625-1		
Optiplex 7060 Desktop - Tripp		
Tripp	1,681	2,200
95626-1		
Optiplex 7060 - Blaine1		
Blaine1	1,681	2,200
95633-1		
PowerEdge R430 Server-Squalicum		
Squalicum Harbor	6,585	8,000
95645-1		
Latitude 5491 - Peterson		
Peterson	2,537	2,500
105 Total		17,100
107		
95602-1		
Latitude 7480 - Brady Scott		
Brady Scott	2,285	2,300
95618-1		
Optiplex desktop computer - Ilahi		
Ilahi	1,681	2,200
95619-1		
Optiplex desktop computer - McFearin		
McFearin	1,681	2,200
107 Total		6,700
108		
95610-1		
Precision 5810 - McHenry		
McHenry	3,084	3,100
95611-1		
Precision 5810 - Baumgarten		
Baumgarten	3,084	3,100
108 Total		6,200

109**44430-1**

Video Surveillance Equipment - DOT Grant

105,522 40,000

95609-1

Latitude 7480 - Warter

Warter

2,712 2,712

95621-1

Optiplex 7060 desktop - Tritz

Tritz

1,677 2,200

95622-1

Optiplex 7060 Desktop BCT Terminal Agent

BCT Terminal Agents

1,677 2,200

109 Total**47,112****110****95603-1**

Surface Pro - Gibson

Gibson

2,119 2,300

95604-1

Surface Pro - Nicoll

Nicoll

2,119 2,300

95605-1

Precision T5810 - Jon G

Gibson

2,688 2,700

95608-1

Optiplex 7050 - Maint HVAC

Maint. HVAC PC

2,517 2,600

95628-1

Optiplex 7060 - Wilson

Wilson

1,685 2,200

95629-1

Optiplex 7060 - MNT Lunchroom4

Maint Lunchroom

1,610 2,200

95630-1

MNT Lunchroom5

Maint Lunchroom

1,610 2,200

95631-1

Optiplex 7060 - MNT Lunchroom6

Maint Lunchroom

1,610 2,200

95632-1

Optiplex 7060 - MNT Lunchroom7		
Maint Lunchroom	1,610	2,200
95634-1		
Dell OptiPlex 7050 - MNT Key Shop		
Maint Key Shop	1,629	2,200
95635-1		
Dell OptiPlex 7050 - Mnt Carol W		
Carol Williams	1,629	2,200
95637-1		
Dell OptiPlex 7050 - Ian Gray		
Ian Gray	1,629	2,200
95638-1		
Dell OptiPlex 7050 - Gottier MNT		
Gottier	1,629	2,200
95639-1		
OptiPlex 7050 - Patterson		
Patterson	1,629	2,200
95643-1		
Latitude 3490 - Mnt Shop Laptop		
Maintenance Shop	1,710	2,200
95647-1		
Dell Latitude 3490 - MNT Electrician		
Maint Electrician	1,710	2,200
110 Total		36,300

111

95601-1		
Optiplex 7050 -Crocheron		
Crocheron	2,468	2,500
95606-1		
Precision Tower - Reid		
	2,501	2,500
95607-1		
Precision T3620 - Flink		
Flink	3,179	2,500
95617-1		
Optiplex desktop computer - Markowicz		
Markowicz	1,691	2,200
95644-1		
Dell Latitude 5491 - ADM Loaner 2 Laptop		
Admin Loaner2 laptop	2,380	2,500
95648-1		
Dell PowerEdge R740-GP Server		
POB ACT Host	15,447	15,500
95667-1		
Microsoft Surface Pro 6 ADM Tamara's Tablet		
Tamara Sobjack	1,966	2,200
111 Total		29,900

114

95599-1		
Surface Pro Tablet - Fix		
Fix	1,775	2,200
95615-1		
Optiplex Desktop - Hammond		
Monahan	1,673	2,200
114 Total		4,400

213

95600-1		
Surface Tablet - ADM Brian GMBL		
Brian Gouran	1,755	2,200
95623-1		
Optiplex 7060 - Birdsall		
Birdsall	1,681	2,200
213 Total		4,400

216		
95612-1		
Latitude 7480- Michener		
Michener	2,698	2,500
95616-1		
Latitude 7480 tablet - Econ Dev		
Economic Development	2,609	2,500
216 Total		5,000
220		
95594-1		
MacBook Air 13 - Bell		
Bell	1,140	2,000
95595-1		
MacBook Air 13 - Shepard		
Shepard	1,140	2,000
95620-1		
Optiplex 7060 mini tower - McGarity		
McGarity	1,772	2,200
220 Total		6,200
Grand Total		194,312

New_Proposed Computer/Network Equipment - 2023			
	<u>Div/Prog</u>	<u>Description</u>	<u>Estimated Cost</u>
101-001	BLI	Baggage Server 1	7,500
101-001	BLI	Baggage Server 2	7,500
101-001	BLI	Baggage Thin Clients x 12	10,800
101-001	BLI	Parking Server	2,500
107-007	Real Estate	Desktop/Laptop for new position	5,000
107-007	Real Estate	Desktop for Annika	2,500
107-007	Real Estate	Laptop for Judy	2,500
107-007	Real Estate	Laptop for Terry	2,500
108-008	Planning / Dev	GIS Data Storage	5,000
109-010	Shipping Terminal	Desktop/Laptop for new position	5,000
110-016	Engineering	Desktop/Laptop for new position	6,000
111-011	Accounting	Laptop for new position	2,500
111-012	Admin - Security	Desktop for new positions (2)	5,000
111-013	IT	Audio/Video upgrades for Mt Baker	4,500
111-013	IT	Network infrastructure Upgrades (switches)	10,000
216-032	Econ Dev	Laptop for new position	2,500
		<i>Unexpected/Emergency equipment</i>	<i>10,000</i>
Grand Total			91,300



	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Beginning Cash Balance	31,103,350	21,975,079	15,888,423	16,117,126	11,750,181
Revenues from Operations	30,043,021	31,486,310	32,159,055	33,512,761	34,929,285
Deferred Revenue Payments					
Operating Expenses	(27,851,971)	(28,034,073)	(28,630,961)	(29,528,238)	(30,564,068)
Net Operating Revenues	2,191,050	3,452,237	3,528,094	3,984,523	4,365,217
Interest Income	750,000	750,000	750,000	750,000	750,000
Operating Grants	124,627	124,627	124,627	124,647	124,647
Bank Fees	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Asset Replacement Costs	(285,612)	(285,612)	(285,612)	(285,612)	(285,612)
Election Expense	(150,000)	-	(150,000)	-	(150,000)
Property Tax Revenues	7,898,171	8,156,602	8,363,168	8,571,800	8,571,800
Net Cash Flow - Operations	10,508,236	12,177,854	12,310,277	13,125,358	13,356,052
Proceeds from Sale of Rev Bonds/Loans	-	-	-	-	-
Revenue Bond Payments	(3,022,501)	(3,015,000)	(3,012,750)	(3,010,250)	(3,007,250)
2010B Revenue Bond - IRS Interest Refund	-	-	-	-	-
Proceeds from Sale of GO Bonds/Loans	33,000,000	-	-	-	-
Future bond pmts, estimated	-	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
General Obligation Bond Payments	(838,600)	(843,800)	(847,600)	-	-
Proceeds from Long Term Loans	-	-	-	-	-
Other Long Term Loan Payments	(733,046)	(733,049)	(398,318)	(398,318)	(398,318)
Net Cash Flow - Debt	28,405,853	(7,091,849)	(6,758,668)	(5,908,568)	(5,905,568)
New Capital Projects	(57,616,604)	(13,463,620)	(16,880,550)	(20,245,150)	(14,916,266)
Capital Grants	7,443,033	2,670,000	10,660,500	11,280,000	5,720,000
Customer Facility Charges	262,000	269,860	277,956	289,074	300,637
Passenger Facility Charges	1,400,000	1,442,000	1,485,260	1,544,670	1,606,457
Net Cash Flow - Capital	(48,511,571)	(9,081,760)	(4,456,834)	(7,131,406)	(7,289,172)
Sale/Acquisition of Port property	4,150,500	980,100	4,337,152	-	4,214,744
Credit (to) from other divisions	-	-	-	-	-
Environmental Remediation	(24,401,593)	(28,064,577)	(27,783,620)	(12,766,729)	(3,795,203)
Environmental Remediation - Outside Funding	20,720,304	24,993,576	22,580,397	8,314,399	-
Environmental Remediation - Grants	-	-	-	-	-
Environmental Remediation - Chartis Reimb	-	-	-	-	-
Environmental Remediation - PLP Reimb	-	-	-	-	-
Net Cash Flow - Other	469,211	(2,090,901)	(866,071)	(4,452,330)	419,541
Cash Flow All Sources	(9,128,271)	(6,086,656)	228,703	(4,366,946)	580,853
Cumulative Cash Flow	21,975,079	15,888,423	16,117,126	11,750,181	12,331,034
Reserved	(9,089,853)	(9,085,718)	(9,162,201)	(9,317,487)	(9,479,843)
Available Cash	12,885,226	6,802,705	6,954,926	2,432,694	2,851,190

Aviation



Description of Services

Bellingham International Airport (BLI) is a Federal Aviation (FAA) Regulation Part 139 primary non-hub commercial air service airport with daily originating direct and connecting flights to destinations throughout the United States and abroad. BLI is located approximately 100 miles north of Seattle and 40 miles south of Vancouver, Canada. Service at BLI has historically been provided by Low-Cost Carriers (LCC) to leisure destinations and regional/commuter carriers. Allegiant Travel Company, Southwest Airlines, and Alaska Air Group with commuter service by Horizon Airlines to SEA provided a majority of scheduled service in 2022. Southwest Airlines a low-cost legacy carrier operated three daily flights with two to Oakland and one to Las Vegas. A small portion of enplanements is also served by San Juan Air, an air-taxi operator and charter carrier.

BLI is located on a site of approximately 1,018 acres, four miles north of downtown Bellingham and has facilities for commercial airlines, air cargo, general aviation, and maintenance. The airfield consists of a single all-weather precision Instrument Landing System (ILS) Runway 16-34 controlled by an FAA contracted Air Traffic Control Tower, with a full-length parallel taxiway and connectors. BLI provides a 16.5-hour air traffic control tower and weather service, storage hangars, domestic and international terminal for air carrier use, and serves as an International Port of Entry with U.S. Customs and Border Protection facility for non-scheduled corporate and general aviation aircraft.

The scheduled air service business component consists of a 105,000 sq. ft. commercial air passenger and cargo terminal with related support facilities, including an eight aircraft parking apron, six boarding gates, revenue parking lots, airport safety and security facilities, and food,

beverage, and retail concessions. Ground transportation services are also provided at the terminal including rental cars, inter-city, and local bus and shuttle transportation services as well as on-demand taxi and transportation network operators to meet the travel needs of the region.

Currently, there are year-round non-stop commercial air flights between Bellingham and: Seattle, Las Vegas, Oakland, Los Angeles, Palm Springs, Phoenix, San Diego, and the San Juan Islands.

Additionally, there is a seasonal charter service operated by several charter carriers including Sun Country, Elite, and a couple of regional carriers. The Port's Air Service and Cargo program provide dedicated land and facilities for the development and expansion of existing and new passenger and cargo airlines.

The general aviation center and fixed-base operation facilities are available for a variety of corporate and general aviation users. The general aviation terminal is owned by the Port and leased to the fixed base operator ("FBO") and is equipped with a corporate meeting room and pilot lounge with a flight planning facility. General aviation facilities include one FBO, one aircraft maintenance facility, three flight schools, an avionics repair facility, 23 corporate hangars, and seven T-hangar units (124 total hangars), as well as 69 aircraft tie-down spaces. A private company provides FBO services including fueling. Aviation 100LL gasoline and Jet-A fuel are both available at the Airport. The existing fuel farm and self-serve tanks, owned by the Port and operated by the FBO, have a storage capacity of 124,000 gallons. General aviation and corporate business aviation activities enhance tourism, business, and transportation to Whatcom County and the region.

Physical Assets



BLI is an FAA Class 1, Part 139 airport, located on 1,018 acres just north and west of the City of Bellingham. It's equipped with a 6,701 x 150-foot all-weather precision Instrument Landing System (ILS) Runway 16-34 controlled by an FAA contract Air Traffic Control Tower. There are visual approach landing aids to both the 16 and 34 runway approaches.

BLI has dedicated terminals serving Commercial and General Aviation and is a designated International Port of Entry with Customs and Immigration inspection services.

2023 Objectives

1. Continue efficiencies implemented to manage costs through the COVID-19 pandemic.
2. Restore, retain, and increase airline service with target markets in Denver, Chicago, Dallas, Albuquerque, Reno, and leisure markets in Mexico and Hawaii.
3. Complete the construction of capital projects funded with FAA and the Bipartisan Infrastructure Bill to fully fund the projects.
4. Identify new aeronautical and non-aeronautical revenue sources.
5. Manage the operating budget without increasing rates and charges to maintain the Airline Cost Per Enplanement to < \$4.00.

The Operating Budget

Funding sources include operating aeronautical and non-aeronautical revenues, user fees (Passenger Facility Charges and Customer Facility Charges), and federal grants.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$4,256,171	\$4,132,777	\$5,782,382
Operating Expenses	\$4,929,356	\$6,048,071	\$6,705,731
Net	(\$673,185)	(\$1,915,294)	(\$923,349)

2023 New Major Capital Items

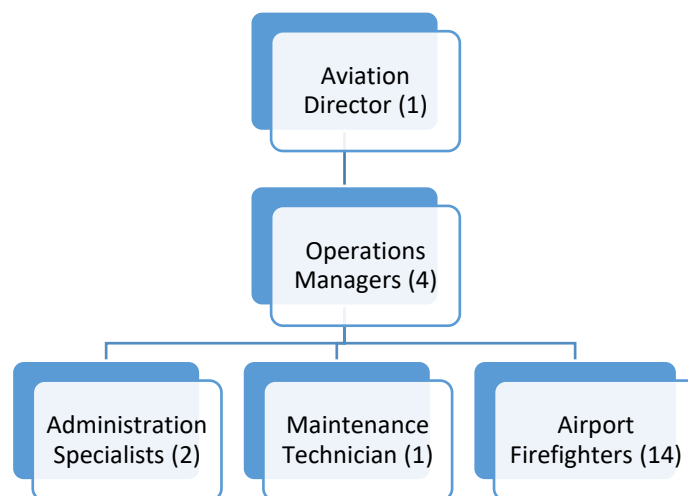


De-Icer Truck and ARFF Gear

- Purchase
- Funded with 90% Federal Aviation Administration Grant

\$500,000
(\$450,000)

Staffing



In 2022, the airport employed 11 full-time Airport Firefighters who staff the Aircraft Rescue Fire Fighting (ARFF) station, performing safety and security duties, and maintain runways, taxiways, and terminals in compliance with the FAA and the Transportation Security Administration (TSA) standards. The ARFF Index is expected to change from a B to a C, therefore the planned number of Airport Firefighters in 2023 is 14.

Aviation

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Space/Land Rental	1-101-001-6305-0000	338,299	414,142	432,778	456,581	481,693	508,186	Alpha Airpark, Steamworks, RAC parking
Fuel Flowage Commercial	1-101-001-6353-0000	96,540	120,000	125,400	132,297	139,573	147,250	Air-service post pandemic recovery incentive waiver for SWA
External Revenue Transfer	1-101-001-6356-0000	71,000	86,000	89,870	94,813	100,028	105,529	
Miscellaneous Revenue	1-101-001-6360-0000	47,500	28,000	29,260	30,869	32,567	34,358	
Security SIDA violation	1-101-001-6362-0000	200	200	209	220	233	245	
Employee Parking Permits	1-101-001-6363-0000	14,000	16,000	16,720	17,640	18,610	19,633	
Airline Landing Fees	1-101-001-6410-0000	240,000	270,000	282,150	297,668	314,040	331,312	Air-service post pandemic recovery incentive waiver for SWA
Based Aircraft RON Parking	1-101-001-6415-0000	31,000	45,000	47,025	49,611	52,340	55,219	Air-service post pandemic recovery incentive waiver for SWA
Airline Passenger Fees	1-101-001-6420-0000	500,000	320,000	334,400	352,792	372,196	392,666	Air-service post pandemic recovery incentive waiver for SWA
Concession Fees	1-101-001-6440-0000	400,000	770,000	804,650	848,906	895,596	944,853	Air-service post pandemic recovery
Additional Revenue	1-101-001-6445-0000	61,000	65,580	68,531	72,300	76,277	80,472	
Advertising Program Revenue	1-101-001-6450-0000	5,000	12,000	12,540	13,230	13,957	14,725	
Parking Fees	1-101-001-6455-0000	1,489,000	2,772,000	2,896,740	3,056,061	3,224,144	3,401,472	Airline demand post pandemic recovery
Space and Land Rental - GA	1-101-001-6460-0000	689,538	729,405	762,228	804,151	848,379	895,040	New GA Alpha-Air Park
Fuel Flowage Fees - GA	1-101-001-6461-0000	70,000	73,150	76,442	80,646	85,082	89,761	New GA Alpha-Air Park
Miscellaneous Revenue - GA	1-101-001-6462-0000	6,200	4,000	4,180	4,410	4,652	4,908	New GA Alpha-Air Park
Additional Revenue - GA	1-101-001-6463-0000	9,000	9,405	9,828	10,369	10,939	11,541	
Aircraft Tie Down Fees - GA	1-101-001-6464-0000	20,000	12,000	12,540	13,230	13,957	14,725	
Transient Landing/Parking - GA	1-101-001-6465-0000	44,000	35,000	36,575	38,587	40,709	42,948	
Derelict Aircraft Fine GA	1-101-001-6466-0000	500	500	500	500	500	500	
	Operating Revenue	4,132,777	5,782,382	6,042,567	6,374,880	6,725,471	7,095,345	
	Operating Expense							
Salaries/Wages	1-101-001-7001-0000	1,848,832	2,165,423	2,230,386	2,297,297	2,366,216	2,437,203	
Salaries/Benefits Recovered	1-101-001-7002-0000	72,248	68,116	70,159	72,264	74,432	76,665	
Employee Benefits	1-101-001-7003-0000	861,269	864,233	890,160	916,865	944,371	972,702	
Employee Training/Development	1-101-001-7006-0000	32,000	50,000	51,500	53,045	54,636	56,275	
Travel	1-101-001-7050-0000	25,000	30,000	30,900	31,827	32,782	33,765	
Natural Gas	1-101-001-7101-0000	37,191	55,400	57,062	58,774	60,537	62,353	
Water	1-101-001-7102-0000	35,000	36,050	37,132	38,245	39,393	40,575	

Aviation

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Electricity	1-101-001-7103-0000	229,116	235,989	243,069	250,361	257,872	265,608	
Gasoline/Diesel	1-101-001-7104-0000	31,500	130,000	133,900	137,917	142,055	146,316	
Gasoline/Diesel (Resold)	1-101-001-7105-0000	(21,400)	(70,000)	(72,100)	(74,263)	(76,491)	(78,786)	
Electricity Resale	1-101-001-7110-0000	5,800	5,974	6,153	6,338	6,528	6,724	
Electricity Resold (Contra)	1-101-001-7111-0000	(4,800)	(4,944)	(5,092)	(5,245)	(5,402)	(5,565)	
Garbage	1-101-001-7114-0000	40,800	55,250	56,908	58,615	60,373	62,184	
Telephone/Communication	1-101-001-7115-0000	32,800	41,000	42,230	43,497	44,802	46,146	
Equipment Rental	1-101-001-7203-0000	2,700	2,781	2,864	2,950	3,039	3,130	
Small Tools/Equipment	1-101-001-7204-0000	1,200	1,236	1,273	1,311	1,351	1,391	
Operating Supplies	1-101-001-7205-0000	80,000	90,000	92,700	95,481	98,345	101,296	
Office Supplies	1-101-001-7207-0000	1,400	2,200	2,266	2,334	2,404	2,476	
Signage	1-101-001-7208-0000	400	900	927	955	983	1,013	
Postage	1-101-001-7210-0000	400	600	618	637	656	675	
Janitorial	1-101-001-7211-0000	378,928	407,000	419,210	431,786	444,740	458,082	
Subscriptions	1-101-001-7213-0000	3,400	3,502	3,607	3,715	3,827	3,942	
Legal Expense	1-101-001-7301-0000	4,000	4,500	4,635	4,774	4,917	5,065	
Membership Dues/Fees	1-101-001-7303-0000	11,350	12,000	12,360	12,731	13,113	13,506	
Parking Services	1-101-001-7305-0000	520,000	546,000	562,380	579,251	596,629	614,528	Restoring staffing for post pandemic services
Security	1-101-001-7306-0000	500	515	530	546	563	580	
External Operational Expense - LEO	1-101-001-7307-0000	308,000	340,000	350,200	360,706	371,527	382,673	Airline schedule requiring 12-14 hr. coverage
Outside Services	1-101-001-7308-0000	160,000	130,000	133,900	137,917	142,055	146,316	
Advertising/Promotion	1-101-001-7313-0000	12,000	12,360	12,731	13,113	13,506	13,911	
Promotional Hosting	1-101-001-7316-0000	15,000	7,000	7,210	7,426	7,649	7,879	
Incidental Meeting Expense	1-101-001-7317-0000	500	515	530	546	563	580	
General Aviation Services	1-101-001-7318-0000	19,000	20,000	20,600	21,218	21,855	22,510	
Air Service Development/Marketing	1-101-001-7320-0000	450,000	450,000					
Insurance/Claims	1-101-001-7401-0000	318,000	455,541	501,095	551,205	606,325	666,958	
Taxes	1-101-001-7402-0000	29,000	45,000	46,350	47,741	49,173	50,648	
Environmental Costs	1-101-001-7403-0000	15,000	9,500	9,785	10,079	10,381	10,692	
Uncollectible Revenue	1-101-001-7405-0000	5,000	5,150	5,305	5,464	5,628	5,796	
Miscellaneous	1-101-001-7406-0000	6,500	6,695	6,896	7,103	7,316	7,535	
Repair/Maintenance	1-101-001-7501-0000	273,557	281,764	290,217	298,923	307,891	317,128	Restoring downturn cutbacks
Groundskeeping	1-101-001-7502-0000	85,127	87,681	90,311	93,021	95,811	98,686	

Aviation

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Preventative Maintenance	1-101-001-7503-0000	110,000	113,300	116,699	120,200	123,806	127,520	New automated system
Equipment	1-101-001-7504-0000	15,000	7,500	7,725	7,957	8,195	8,441	
	Operating Expense	6,051,318	6,705,731	6,475,291	6,704,626	6,944,349	7,195,123	
Aviation Net Income (Loss)		(1,918,541)	(923,349)	(432,724)	(329,746)	(218,878)	(99,778)	

Marinas



Description of Services

The Marinas Division provides management for the operation and development of several marine-related facilities owned by the Port of Bellingham. This division includes Blaine Harbor and Squalicum Harbor.

Physical Assets

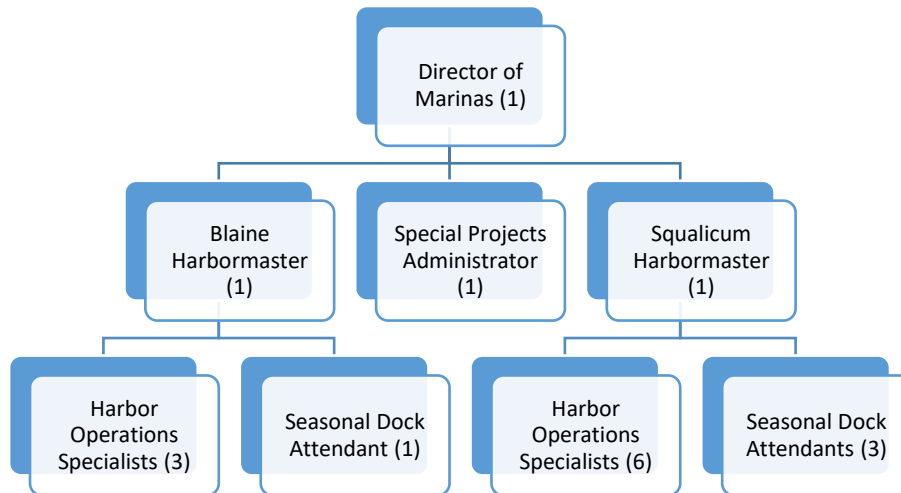
At Blaine and Squalicum Harbors combined, the Port maintains 2,015 permanent moorage slips for recreational, commercial fishing, and charter vessels. In addition, there are 1,800 lineal feet of visitor moorage, three piers for transferring commercial fishing gear, 248 web lockers for gear storage, dedicated storage areas for commercial fishing gear, and a boat launch at each harbor.

2023 Objectives

1. Continue working to improve the safety and security of the marinas. This will include continued customer outreach, including Marine Advisory Committee and newsletter columns intended to educate and encourage safe behavior in the facilities.
2. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
3. Work with consultant on the coordination and development of a dredging plan for the Inner & Outer Harbors.
4. In preparation for the planning/design phase of the Inner Harbor Renovation Project, analyze moorage demand and occupancy to determine optimal slip mix.

5. Promote environmental stewardship and Best Management Practices to customers, tenants, and harbor users through newsletter columns, educational displays, and other forms of customer outreach.
6. Continue development of life extension planning to extend useful life of aging moorage infrastructure.

Staffing



Marinas

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Revenue						
Commercial Berth/Moorage	394,050	491,528	506,601	521,674	535,646	549,616
Pleasure Berth/Moorage	8,032,046	8,644,395	9,158,737	9,696,387	10,258,907	10,850,703
Pleasure Transient Moorage	144,348	152,530	152,530	152,530	152,530	152,530
Commercial Transient Moorage	19,667	24,750	24,750	24,750	24,750	24,750
Work Dock Revenue	21,450	30,250	30,855	31,472	32,102	32,744
Boat Launch Fees	72,181	64,950	66,249	67,574	68,925	70,304
ACF Support 2	122,304	120,000	120,000	120,000	120,000	120,000
ACF Support	65,200	190,825	216,379	243,845	273,113	303,945
Equipment Rentals	31,752	38,370	39,137	39,920	40,719	41,533
Pavilion Rental	-	520	530	541	552	563
Space/Land Rental	37,333	39,400	39,400	39,400	39,400	39,400
Weblocker Rental	292,057	288,600	288,600	288,600	288,600	288,600
Dry Storage Area	31,363	36,950	36,950	36,950	36,950	36,950
Fuel Flowage Fees	21,997	20,820	20,820	20,820	20,820	20,820
Miscellaneous Revenue	92,700	120,400	122,808	124,399	126,022	127,678
Stores Item	260	225	125	125	125	125
Concession Fees	450	250	150	150	150	150
Additional Revenue	2,908	3,100	3,100	3,100	3,100	3,100
Operating Revenue	9,382,066	10,267,863	10,827,722	11,412,237	12,022,411	12,663,510
Operating Expense						
Salaries/Wages	883,042	948,552	977,009	1,006,319	1,036,508	1,067,604
Salaries/Benefits Recovered	-	597,323	615,243	633,700	652,711	672,292
Employee Benefits	439,176	439,374	452,555	466,132	480,116	494,519
Employee Training/Development	4,050	11,100	11,433	11,776	12,129	12,493
Travel	11,500	11,400	11,742	12,094	12,457	12,831
Natural Gas	14,315	18,250	18,798	19,361	19,942	20,541
Water	144,186	172,500	177,675	183,005	188,495	194,150
Electricity	608,942	733,220	755,217	777,873	801,209	825,246

Marinas

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Gasoline/Diesel	7,300	7,350	7,571	7,798	8,032	8,272
Electricity Resold (Contra)	(418,722)	(473,330)	(520,663)	(546,672)	(574,500)	(604,305)
Garbage	269,851	283,000	291,490	300,235	309,242	318,519
Telephone/Communication	28,763	33,470	34,474	35,508	36,574	37,671
Equipment Rental	11,650	12,500	12,875	13,261	13,659	14,069
Small Tools/Equipment	2,000	2,000	2,060	2,122	2,185	2,251
Operating Supplies	43,150	49,450	50,934	52,462	54,035	55,656
Office Supplies	10,100	11,050	11,382	11,723	12,075	12,437
Signage	2,800	2,800	2,884	2,971	3,060	3,151
Postage	10,500	10,600	10,918	11,246	11,583	11,930
Janitorial	118,950	122,900	126,587	130,385	134,296	138,325
Publications/Tariffs	1,800	2,200	2,266	2,334	2,404	2,476
Legal Expense	12,500	22,500	23,175	23,870	24,586	25,324
Membership Dues/Fees	2,450	2,600	2,678	2,758	2,841	2,926
Security	320,210	122,000	125,660	129,430	133,313	137,312
Outside Services	243,466	285,070	293,622	302,431	311,504	320,849
Interfund Transfer	48,843	48,843	50,308	51,818	53,372	54,973
Advertising/Promotion	27,862	25,650	26,420	27,212	28,028	28,869
Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	1,500	1,500	1,545	1,591	1,639	1,688
Insurance/Claims	316,679	384,576	423,034	465,337	511,871	563,058
Taxes	8,550	8,800	9,064	9,336	9,616	9,904
Disposal Costs	103,139	103,000	106,090	109,273	112,551	115,927
Uncollectible Revenue	45,000	45,000	46,350	47,741	49,173	50,648
Miscellaneous	1,760	2,020	2,081	2,143	2,207	2,274
Repair/Maintenance	396,192	533,000	548,990	565,460	582,423	599,896
Groundskeeping	81,217	87,600	90,228	92,935	95,723	98,595
Preventative Maintenance	106,812	111,050	114,382	117,813	121,347	124,988
Operating Expense	3,910,533	4,779,918	4,917,103	5,083,839	5,257,500	5,438,486
Marinas Net Income (Loss)	5,471,533	5,487,945	5,910,619	6,328,398	6,764,910	7,225,024

Blaine Marina



Description of Services

At Blaine Harbor, the Port operates a 629-slip small boat harbor. Harbor facilities include 62 webblockers, dedicated commercial fishing gear storage yard, 1 pier for gear transfer, visitor moorage, a two-lane boat launch, and restroom, shower and laundry facilities.

The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$2,729,000	\$2,550,758	\$2,908,560
Operating Expenses	\$1,290,795	\$1,388,458	\$1,775,063
Net	\$1,438,204	\$1,162,300	\$1,133,497

2023 New Major Capital Items



M-Dock

- Design & Engineering Extension

\$250,000

Blaine Harbor

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-004-6150-0000	95,691	103,611	108,880	114,149	119,419	124,688	
Pleasure Berth/Moorage	1-105-004-6151-0000	2,229,100	2,517,721	2,696,621	2,886,734	3,082,312	3,285,479	
Pleasure Transient Moorage	1-105-004-6152-0000	19,348	27,530	27,530	27,530	27,530	27,530	Visitor moorage
Commercial Transient Moorage	1-105-004-6153-0000	8,167	11,250	11,250	11,250	11,250	11,250	ACF visitor moorage
Work Dock Revenue	1-105-004-6154-0000	250	250	255	260	265	271	ACF moorage at work docks
Boat Launch Fees	1-105-004-6157-0000	21,931	19,700	20,094	20,496	20,906	21,324	Boat launch daily and annual pass
ACF Support 2	1-105-004-6160-0000	43,200	43,200	43,200	43,200	43,200	43,200	Lummi Nation moorage
ACF Support	1-105-004-6170-0000	17,000	49,728	57,213	65,328	73,923	83,127	
Equipment Rentals	1-105-004-6200-0000	6,352	5,970	6,089	6,211	6,335	6,462	Forklift, crane and net reel rentals
Space/Land Rental	1-105-004-6305-0000	3,628	4,400	4,400	4,400	4,400	4,400	
Weblocker Rental	1-105-004-6330-0000	75,831	72,100	72,100	72,100	72,100	72,100	
Dry Storage Area	1-105-004-6332-0000	7,263	8,900	8,900	8,900	8,900	8,900	Fenced storage yard
Fuel Flowage Fees	1-105-004-6353-0000	1,897	1,600	1,600	1,600	1,600	1,600	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-004-6360-0000	20,800	42,400	43,248	43,248	43,248	43,248	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-004-6361-0000	100	100					
Concession Fees	1-105-004-6440-0000	200	100					Vending machine revenue
	Operating Revenue	2,550,758	2,908,560	3,101,380	3,305,406	3,515,389	3,733,579	
	Operating Expense							
Salaries/Wages	1-105-004-7001-0000	380,390	375,944	387,222	398,839	410,804	423,128	
Salaries/Benefits Recovered	1-105-004-7002-0000	-	316,974	326,483	336,278	346,366	356,757	From Security department
Employee Benefits	1-105-004-7003-0000	200,782	192,069	197,831	203,766	209,879	216,175	
Employee Training/Development	1-105-004-7006-0000	1,950	3,600	3,708	3,819	3,934	4,052	First Aid/CPR, forklift certification, hazmat training, marina safety, University of AK, office development skills
Travel	1-105-004-7050-0000	3,600	3,500	3,605	3,713	3,825	3,939	Attend Pacific Coast Congress of Harbormaster and 2023 Seattle Boat Show
Natural Gas	1-105-004-7101-0000	3,065	3,800	3,914	4,031	4,152	4,277	
Water	1-105-004-7102-0000	46,386	54,900	56,547	58,243	59,991	61,790	
Electricity	1-105-004-7103-0000	166,742	186,000	191,580	197,327	203,247	209,345	
Gasoline/Diesel	1-105-004-7104-0000	2,800	3,100	3,193	3,289	3,387	3,489	Fuel for work vehicles, forklift, and harbor skiffs
Electricity Resold (Contra)	1-105-004-7111-0000	(129,722)	(134,920)	(148,412)	(163,253)	(179,579)	(197,536)	Revenues generated from metered vessel electrical usage

Blaine Harbor

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Garbage	1-105-004-7114-0000	44,351	50,500	52,015	53,575	55,183	56,838	
Telephone/Communication	1-105-004-7115-0000	18,563	16,700	17,201	17,717	18,249	18,796	Network fiber lease, office telephone and dockside payphones
Equipment Rental	1-105-004-7203-0000	4,650	5,500	5,665	5,835	6,010	6,190	Laundry and copier leasing costs
Small Tools/Equipment	1-105-004-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-004-7205-0000	16,950	19,700	20,291	20,900	21,527	22,173	Dock carts, uniforms, hazmat materials, boatlaunch envelopes, visitor envelopes, key fobs for ACS, chlor-detect kits, boatlaunch passes, safety and medical supplies, misc. parts and supplies, oil recycling supplies, dockcart cleaning supplies
Office Supplies	1-105-004-7207-0000	3,900	4,300	4,429	4,562	4,699	4,840	
Signage	1-105-004-7208-0000	2,000	2,000	2,060	2,122	2,185	2,251	Harbor signage replacement
Postage	1-105-004-7210-0000	2,500	2,600	2,678	2,758	2,841	2,926	
Janitorial	1-105-004-7211-0000	41,700	43,300	44,599	45,937	47,315	48,735	
Publications/Tariffs	1-105-004-7214-0000	200	200	206	212	219	225	Printing fees for special mailings
Legal Expense	1-105-004-7301-0000	5,000	15,000	15,450	15,914	16,391	16,883	
Membership Dues/Fees	1-105-004-7303-0000	1,000	1,150	1,185	1,220	1,257	1,294	NMTA, PCC, Amazon Prime, BC Marine Trade Association, Vancouver Boat Show
Security	1-105-004-7306-0000	125,838	62,000	63,860	65,776	67,749	69,782	
Outside Services	1-105-004-7308-0000	68,466	80,070	82,472	84,946	87,495	90,119	Alarm monitoring, pest control, USPS PO box, marina software contract, credit card fees, carwash, printing, website hosting, legal notice, access control hosting, towing, boatlaunch porta-potty, newsletter design
Advertising/Promotion	1-105-004-7313-0000	19,062	16,850	17,356	17,876	18,412	18,965	NW Travel Guide, Waggoner Cruising Guide, Waterside Magazine, Suncruiser Magazine, Semiahmoo Yearbook, Drayton Harbor Days, Print Ads in Northern Light, Seattle Boat Show booth
Promotional Hosting	1-105-004-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-004-7317-0000	800	800	824	849	874	900	MAC meeting expenses
Insurance/Claims	1-105-004-7401-0000	118,215	137,206	150,927	166,019	182,621	200,883	
Taxes	1-105-004-7402-0000	1,700	1,950	2,009	2,069	2,131	2,195	

Blaine Harbor

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Disposal Costs	1-105-004-7404-0000	53,139	53,000	54,590	56,228	57,915	59,652	Disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-004-7405-0000	10,000	10,000	10,300	10,609	10,927	11,255	Account write-offs
Miscellaneous	1-105-004-7406-0000	610	770	793	817	841	867	
Repair/Maintenance	1-105-004-7501-0000	100,392	169,500	174,585	179,823	185,217	190,774	Restoration of flower basket irrigation on main floats and pressure washing all floats
Groundskeeping	1-105-004-7502-0000	34,117	37,600	38,728	39,890	41,087	42,319	
Preventative Maintenance	1-105-004-7503-0000	37,812	37,900	39,037	40,208	41,414	42,657	
	Operating Expense	1,388,458	1,775,063	1,828,475	1,883,505	1,940,204	1,998,623	
Blaine Harbor Net Income (Loss)		1,162,300	1,133,497	1,272,905	1,421,901	1,575,185	1,734,956	

Squalicum Marina



Description of Services

At Squalicum Harbor, the Port operates a 1,386-slip small boat harbor. Harbor facilities include 186 web lockers, dedicated commercial fishing gear storage areas, two piers for gear transfer, multiple visitor moorage locations, a three-lane boat launch, and multiple restroom, shower and laundry facilities.

The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$6,758,398	\$6,831,308	\$7,359,303
Operating Expenses	\$2,317,568	\$2,522,075	\$3,004,855
Net	\$4,440,829	\$4,309,233	\$4,354,448

2023 New Major Capital Items



Life Extension work; Inner Harbor & Gate 5 A & B docks	\$250,000
Begin planning and design of Inner Harbor upgrades	\$750,000

Squalicum Harbor

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-005-6150-0000	298,359	387,917	397,721	407,525	416,227	424,928	
Pleasure Berth/Moorage	1-105-005-6151-0000	5,802,946	6,126,674	6,462,116	6,809,653	7,176,595	7,565,224	
Pleasure Transient Moorage	1-105-005-6152-0000	125,000	125,000	125,000	125,000	125,000	125,000	
Commercial Transient Moorage	1-105-005-6153-0000	11,500	13,500	13,500	13,500	13,500	13,500	
Work Dock Revenue	1-105-005-6154-0000	21,200	30,000	30,600	31,212	31,836	32,473	
Boat Launch Fees	1-105-005-6157-0000	50,250	45,250	46,155	47,078	48,020	48,980	
ACF Support 2	1-105-005-6160-0000	79,104	76,800	76,800	76,800	76,800	76,800	
ACF Support	1-105-005-6170-0000	48,200	141,097	159,166	178,517	199,190	220,818	
Equipment Rentals	1-105-005-6200-0000	25,400	32,400	33,048	33,709	34,383	35,071	
Pavilion Rental	1-105-005-6210-0000	-	520	530	541	552	563	
Space/Land Rental	1-105-005-6305-0000	33,705	35,000	35,000	35,000	35,000	35,000	
Weblocker Rental	1-105-005-6330-0000	216,226	216,500	216,500	216,500	216,500	216,500	
Dry Storage Area	1-105-005-6332-0000	24,100	28,050	28,050	28,050	28,050	28,050	
Fuel Flowage Fees	1-105-005-6353-0000	20,100	19,220	19,220	19,220	19,220	19,220	
Miscellaneous Revenue	1-105-005-6360-0000	71,900	78,000	79,560	81,151	82,774	84,430	
Stores Item	1-105-005-6361-0000	160	125	125	125	125	125	
Concession Fees	1-105-005-6440-0000	250	150	150	150	150	150	
Additional Revenue	1-105-005-6445-0000	2,908	3,100	3,100	3,100	3,100	3,100	
	Operating Revenue	6,831,308	7,359,303	7,726,341	8,106,831	8,507,022	8,929,931	
	Operating Expense							
Salaries/Wages	1-105-005-7001-0000	502,652	572,608	589,786	607,480	625,704	644,475	
Salaries/Benefits Recovered	1-105-005-7002-0000		280,349	288,759	297,422	306,345	315,535	From Security department
Employee Benefits	1-105-005-7003-0000	238,394	247,305	254,724	262,366	270,237	278,344	
Employee Training/Development	1-105-005-7006-0000	2,100	7,500	7,725	7,957	8,195	8,441	Tuition assistance program
Travel	1-105-005-7050-0000	7,900	7,900	8,137	8,381	8,633	8,892	
Natural Gas	1-105-005-7101-0000	11,250	14,450	14,884	15,330	15,790	16,264	
Water	1-105-005-7102-0000	97,800	117,600	121,128	124,762	128,505	132,360	
Electricity	1-105-005-7103-0000	442,200	547,220	563,637	580,546	597,962	615,901	
Gasoline/Diesel	1-105-005-7104-0000	4,500	4,250	4,378	4,509	4,644	4,783	
Electricity Resold (Contra)	1-105-005-7111-0000	(289,000)	(338,410)	(372,251)	(383,419)	(394,921)	(406,769)	
Garbage	1-105-005-7114-0000	225,500	232,500	239,475	246,659	254,059	261,681	
Telephone/Communication	1-105-005-7115-0000	10,200	16,770	17,273	17,791	18,325	18,875	Port telephones and radio lease
Equipment Rental	1-105-005-7203-0000	7,000	7,000	7,210	7,426	7,649	7,879	
Small Tools/Equipment	1-105-005-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	

Squalicum Harbor

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Operating Supplies	1-105-005-7205-0000	26,200	29,750	30,643	31,562	32,509	33,484	Dock carts, uniforms, life jackets, safety equipment, permits/tags, repair materials/parts, hazmat response materials, barricades/cones, inspection tags, no parking/moorage signs, foul weather equip., fob replacement
Office Supplies	1-105-005-7207-0000	6,200	6,750	6,953	7,161	7,376	7,597	
Signage	1-105-005-7208-0000	800	800	824	849	874	900	
Postage	1-105-005-7210-0000	8,000	8,000	8,240	8,487	8,742	9,004	
Janitorial	1-105-005-7211-0000	77,250	79,600	81,988	84,448	86,981	89,591	
Publications/Tariffs	1-105-005-7214-0000	1,600	2,000	2,060	2,122	2,185	2,251	
Legal Expense	1-105-005-7301-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Membership Dues/Fees	1-105-005-7303-0000	1,450	1,450	1,494	1,538	1,584	1,632	
Security	1-105-005-7306-0000	194,372	60,000	61,800	63,654	65,564	67,531	Security, contract through May 2023
Outside Services	1-105-005-7308-0000	175,000	205,000	211,150	217,485	224,009	230,729	Credit card fees, pest control, alarm monitoring, website hosting, boat launch credit card services, harbor newsletter services, emergency dive services, legal notices, TMP software fees, planning/assessment contractor fees, updating parks (RCO Grant)
Interfund Transfer	1-105-005-7312-0000	48,843	48,843	50,308	51,818	53,372	54,973	
Advertising/Promotion	1-105-005-7313-0000	8,800	8,800	9,064	9,336	9,616	9,904	
Promotional Hosting	1-105-005-7316-0000	500	500	515	530	546	563	
Incidental Meeting Expense	1-105-005-7317-0000	700	700	721	743	765	788	
Insurance/Claims	1-105-005-7401-0000	198,464	247,370	272,107	299,318	329,249	362,174	
Taxes	1-105-005-7402-0000	6,850	6,850	7,056	7,267	7,485	7,710	
Disposal Costs	1-105-005-7404-0000	50,000	50,000	51,500	53,045	54,636	56,275	
Uncollectible Revenue	1-105-005-7405-0000	35,000	35,000	36,050	37,132	38,245	39,393	
Miscellaneous	1-105-005-7406-0000	1,150	1,250	1,288	1,326	1,366	1,407	
Repair/Maintenance	1-105-005-7501-0000	295,800	363,500	374,405	385,637	397,206	409,122	Contracted pressure washing company
Groundskeeping	1-105-005-7502-0000	47,100	50,000	51,500	53,045	54,636	56,275	
Preventative Maintenance	1-105-005-7503-0000	69,000	73,150	75,345	77,605	79,933	82,331	
	Operating Expense	2,522,075	3,004,855	3,088,628	3,200,334	3,317,296	3,439,863	
Squalicum Harbor Net Income (Loss)		4,309,233	4,354,448	4,637,714	4,906,497	5,189,726	5,490,069	

Real Estate



Description of Services

The Real Estate Division manages and develops the Port of Bellingham's real estate portfolio and leads in the strategic acquisition of real properties for the Port of Bellingham. The division markets available land and buildings and negotiates the leases, rentals or sales through all Port divisions including Aviation, Marinas, Marine Terminals and the Waterfront District.

The Real Estate Division manages the long-term physical condition of its assets while ensuring the asset's financial viability and continued increase in value. The Port's assets range from Marine Infrastructure to Class "A" office buildings to warehouses and developable lands in Whatcom County.

The Real Estate Division provides expertise and guidance to Port divisions in the strategic long-range analysis and marketing of undeveloped Port real estate assets located in Whatcom County, i.e., the Waterfront District, Bellingham Shipping Terminal, Blaine Harbor, Fairhaven and the Airport Industrial Park.

The Real Estate division sets the legal and insurance requirements for environmental issues within our leasehold properties and cooperates with the Environmental division's Environmental Compliance Assessment Program to ensure that both Port and tenant operations are performed within those parameters.

Physical Assets



The Port of Bellingham owns a portfolio of approximately 1,690 acres of land and improvements in seven distinct districts. Of this portfolio, the Real Estate Division manages approximately 300 acres in the Airport Industrial Park, Squaticum Harbor, Bellwether on the Bay®, Hilton Harbor, Fairhaven, Blaine Harbor and Sumas, and is strategically planning for additional acreage in the Waterfront District. Improved property totals approximately 1.4 million square feet of office, commercial, and industrial building space. Within these holdings are approximately 250 tenants holding 300 leases or other agreements (rentals, permits, or licenses).

2023 Objectives

1. In support of the Corporate Goals for economic development and new job creation, continue to manage Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community.
2. Given high occupancy levels in Port assets, acquire and/or develop additional leasable inventory.
3. Continue to provide exceptional customer service and transparency in all aspects of business.
4. Provide opportunities for existing tenants to expand within current locations, and recruit new businesses to Port properties, including water reliant commercial marine businesses in order to maximize Marine Trades occupancy on Port-owned harbor buildings and properties.
5. Develop and lease real estate assets in accordance with the Comprehensive Scheme of Harbor Improvements including the Marine Trade Land Use Policy as adopted by the Port Commission.
6. Identify Port investment opportunities to enhance revenues and business development, including identifying locations for new development, attracting new tenants, and supporting job creation in Whatcom County.
7. Stimulate private investment by offering opportunities to develop vacant land at the Airport Industrial Park and redevelop the Boardmill and Alcohol Buildings.
8. Evaluate and prioritize the replacement and upgrades of Port infrastructure for enhanced long-term physical condition of its assets.
9. Encourage efficient energy options for Port tenants and Port's real estate assets where operational savings can be realized.
10. Continue to market the underutilized assets to secure new tenants and develop new business.
11. In light of continued changing economies and markets caused by the Covid-19 Pandemic, consider, adjust and adapt management strategies, strategic plans, marketing and development of real estate assets at the Port to ensure financial viability over time.
12. Rebalance the Port's real estate's portfolio by identifying non-strategic properties for potential sale with proceeds reinvested in areas closer to the Port's core mission of economic development and job creation.
 - Target marine battery and fuel cell manufacturing, supply and implementation.
 - Heavy Industrial opportunities.

The Operating Budget

Funding sources include operating revenues from leases and other agreements.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$6,899,587	\$7,152,023	\$7,486,021
Operating Expenses	\$2,115,134	\$2,488,603	\$2,929,866
Net	\$4,784,453	\$4,663,420	\$4,556,155

2023 New Major Capital Projects



Fairhaven Marine Industrial Park

- Site and stormwater improvements

\$9,000,000



Blaine Industrial Area

- Improvements following cleanup
- Sea-K site
- Westman site

\$3,350,000

\$9,250,000



Bulkhead Replacement

- Near Bitter End Boatworks
- Marine Drive Road Bulkhead (design only)

\$3,400,000

\$390,000



MCI Pier

- Fender Piles (continued from 2022)
- Repower

\$887,000

\$365,000



Demo Buildings

- 701 Roeder
- Warehouse 9 Shipyard

\$500,000

\$690,000

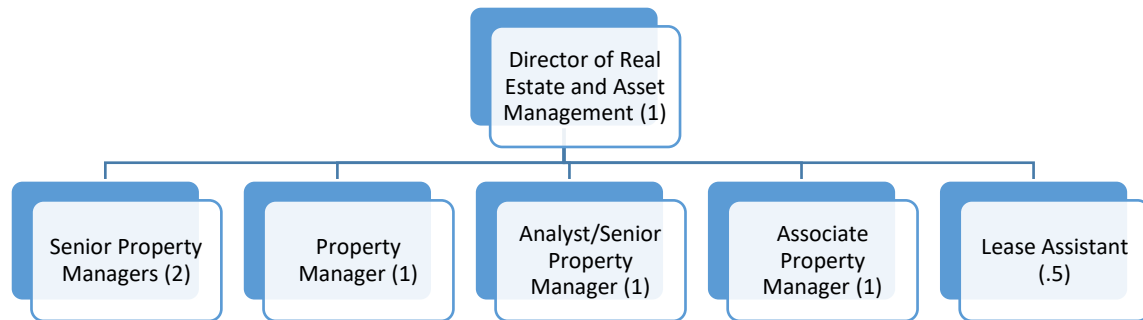


Squalicum Way

- Redevelopment including realign pumpout, moorage, and access

\$500,000

Staffing



Real Estate

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Space and Land Rental	1-107-007-6305-0000	6,970,061	7,302,350	7,507,218	7,718,236	7,931,834	8,151,840	
Miscellaneous Revenue	1-107-007-6360-0000	600	600	600	600	600	600	Bellwether sign
Concession Fees	1-107-007-6440-0000	103,000	87,800	90,125	92,829	95,614	98,482	
Additional Revenue	1-107-007-6445-0000	78,362	95,271	98,129	101,073	104,105	107,228	
Donations Revenue	1-107-007-6600-0000	-	-	-	-	-	-	
	Operating Revenue	7,152,023	7,486,021	7,696,072	7,912,738	8,132,153	8,358,150	
	Operating Expense							
Salaries and Wages	1-107-007-7001-0000	548,224	698,403	719,355	740,936	763,164	786,059	
Salaries & Benefits Recovered	1-107-007-7002-0000	(277,915)	(297,869)	(306,805)	(316,009)	(325,489)	(335,254)	
Employee Benefits	1-107-007-7003-0000	217,834	261,599	269,447	277,530	285,856	294,432	
Employee Training	1-107-007-7006-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Travel	1-107-007-7050-0000	4,000	4,000	4,120	4,244	4,371	4,502	
Natural Gas	1-107-007-7101-0000	46,800	96,802	99,706	102,697	105,778	108,952	
Water	1-107-007-7102-0000	92,455	117,001	120,511	124,126	127,850	131,686	
Electricity	1-107-007-7103-0000	339,248	304,506	313,641	323,050	332,742	342,724	
Natural Gas Resold (Contra)	1-107-007-7107-0000	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	
Water Resold (Contra)	1-107-007-7109-0000	(3,000)	(8,000)	(8,240)	(8,487)	(8,742)	(9,004)	
Electricity Resold (Contra)	1-107-007-7111-0000	(222,711)	(150,656)	(155,176)	(159,831)	(164,626)	(169,565)	
Garbage Resold (Contra)	1-107-007-7113-0000	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	Hearthfire rebill
Garbage	1-107-007-7114-0000	60,808	77,368	79,689	82,080	84,542	87,078	
Telephone and Communication	1-107-007-7115-0000	12,000	12,000	12,360	12,731	13,113	13,506	
Equipment Rental	1-107-007-7203-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Office Supplies	1-107-007-7207-0000	4,000	5,000	5,150	5,305	5,464	5,628	Including copier lease
Signage	1-107-007-7208-0000	6,000	10,000	10,300	10,609	10,927	11,255	
Postage	1-107-007-7210-0000	3,000	3,000	3,090	3,183	3,278	3,377	
Janitorial	1-107-007-7211-0000	146,122	159,500	164,285	169,214	174,290	179,519	
Subscriptions	1-107-007-7213-0000	150	950	979	1,008	1,038	1,069	Adobe Acrobat
Janitorial Resold	1-107-007-7215-0000	-	(9,442)	(9,725)	(10,017)	(10,318)	(10,627)	Bellwether Building reimbursement
Legal Expense	1-107-007-7301-0000	50,000	50,000	51,500	53,045	54,636	56,275	
Membership Dues and Fees	1-107-007-7303-0000	3,953	4,349	4,479	4,614	4,752	4,895	WC realtor, CBA, broker licenses, notary real estate business license
Security	1-107-007-7306-0000	39,800	39,800	40,994	42,224	43,491	44,795	
Outside Services	1-107-007-7308-0000	254,775	221,154	177,789	183,122	188,616	194,274	Credit reports, AIP fire, appraisals, website and Property Site Management maintenance, credit card fees, broker fee
Lease Payments to Others	1-107-007-7311-0000	1,616	4,969	5,118	5,272	5,430	5,593	Port Management Agreement payment to Department of Natural Resources
Interfund Transfer	1-107-007-7312-0000	(63,432)	(62,553)	(90,185)	(91,988)	(93,828)	(95,705)	Gate 2 habitat bench restoration
Advertising and Promotion	1-107-007-7313-0000	25,000	25,000	25,750	26,523	27,318	28,138	
Promotional Hosting	1-107-007-7316-0000	5,000	8,000	8,240	8,487	8,742	9,004	Broker meetings, tenant mixer
Incidental Meeting Expense	1-107-007-7317-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Insurance and Claims	1-107-007-7401-0000	373,472	477,943	525,737	578,311	636,142	699,756	

Real Estate

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Taxes	1-107-007-7402-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Uncollectible Revenue	1-107-007-7405-0000	20,000	20,000	20,600	21,218	21,855	22,510	
Miscellaneous	1-107-007-7406-0000	1,500	1,500	1,545	1,591	1,639	1,688	Allocated share of Harbor Center Building; Culligan Water, Walton Beverage, Zee Medical
Repair and Maintenance	1-107-007-7501-0000	474,628	528,607	550,438	566,951	583,960	601,478	
Groundskeeping	1-107-007-7502-0000	166,118	176,500	181,790	187,244	192,861	198,647	
Preventative Maintenance	1-107-007-7503-0000	165,823	157,100	166,526	171,522	176,667	181,967	
Equipment	1-107-007-7504-0000	-	-					
	Operating Expense	2,488,603	2,929,866	2,986,143	3,113,432	3,248,236	3,391,151	
	Real Estate Net Income (Loss)	4,663,420	4,556,155	4,709,929	4,799,306	4,883,917	4,966,999	

Marine Terminals



Description of Services

The Marine Terminals Division operates passenger and freight facilities at the Bellingham Shipping Terminal (BST) and the Bellingham Cruise Terminal (BCT), with the goal of providing first-class facilities to meet the needs of the traveling public, and furnish industrial properties and resources to promote domestic and international cargo operations.

Total Marine Terminals

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Revenue						
Handling Fees	444,990	514,395	549,378	132,400	136,372	140,463
Man Hour Service/Other	307,660	302,825	311,910	321,267	330,905	340,832
Commercial Berth/Moorage	62,965	51,705	53,256	54,854	56,499	58,194
Pleasure Transient Moorage	1,841	2,500	2,575	2,652	2,732	2,814
Boat Launch Fees	4,815	3,600	3,708	3,819	3,934	4,052
Space/Land Rental	1,118,230	1,236,653	1,263,679	1,288,479	1,327,133	1,366,947
Fuel Flowage Fees	57,958	50,000	51,500	53,045	54,636	56,275
Miscellaneous Revenue	32,993	2,873	2,959	3,048	3,139	3,233
Passenger Tariff Fees	12,375	12,375	12,746	13,129	13,522	13,928
Concession Fees	6,388	4,780	4,923	5,071	5,223	5,380
Additional Revenue	426,249	455,834	468,943	482,446	496,354	510,678
Parking Fees	54,590	55,000	56,650	58,350	60,100	61,903
Dockage	231,743	345,221	362,482	380,606	399,636	419,618
Wharfage	927,000	1,107,500	1,057,500	907,500	907,500	907,500
Service and Facilities Charges	288,000	297,500	292,500	247,500	247,500	247,500
Cargo Security Fees	88,800	159,216	163,992	168,912	173,980	179,199
Operating Revenue	4,066,597	4,601,977	4,658,702	4,123,078	4,219,167	4,318,519
Operating Expense						
Salaries/Wages	371,210	543,219	559,516	576,301	593,590	611,398
Salaries/Benefits Recovered	78,791	88,923	91,591	94,338	97,169	100,084
Employee Benefits	151,321	247,367	254,788	262,432	270,305	278,414
Longshore Labor	326,413	355,698	379,782	94,004	96,824	99,729
Employee Training/Development	4,150	4,400	4,517	4,638	4,762	4,889
Travel	23,900	28,980	29,849	30,745	31,667	32,617
Natural Gas	19,418	24,474	25,208	25,964	26,743	27,546
Water	55,893	54,261	55,889	57,565	59,292	61,071
Electricity	146,380	139,899	144,096	148,419	152,871	157,458
Gasoline/Diesel	10,376	2,984	3,074	3,166	3,261	3,359
Natural Gas Resold (Contra)	(293)	(453)	(467)	(481)	(495)	(510)
Water Resold (Contra)	(825)	(782)	(805)	(830)	(855)	(880)

Total Marine Terminals

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Electricity Resold (Contra)	(23,314)	(18,416)	(18,968)	(19,538)	(20,124)	(20,727)
Garbage	46,342	72,718	74,900	77,147	79,461	81,845
Telephone/Communication	10,344	10,975	11,304	11,643	11,993	12,352
Equipment Rental	850	2,850	859	885	911	939
Operating Supplies	2,775	3,533	3,620	3,585	3,678	3,898
Office Supplies	1,866	2,376	2,447	2,521	2,596	2,674
Signage	3,000	3,000	3,075	3,152	3,232	3,314
Postage	150	150	150	150	150	150
Janitorial	70,008	77,136	79,450	81,834	84,289	86,817
Subscriptions	850	850	852	853	855	856
Legal Expense	6,305	21,500	6,500	6,500	6,500	6,500
Membership Dues/Fees	4,677	6,052	6,052	6,052	6,052	6,052
Security	100,306	250,323	257,833	265,568	273,535	281,741
Outside Services	89,625	192,450	146,724	151,125	155,659	160,329
Lease Payments/Others	17,217	22,409	23,081	23,774	24,487	25,222
Interfund Transfer	(24,655)	(29,770)	(30,663)	(31,583)	(32,530)	(33,506)
Advertising/Promotion	30,250	35,250	36,008	36,788	37,591	38,419
Promotional Hosting	3,000	3,500	3,500	3,500	3,500	3,500
Incidental Meeting Expense	2,000	2,000	2,000	2,000	2,000	2,000
Insurance/Claims	216,585	274,311	282,540	291,017	299,747	308,739
Taxes	5,399	5,168	5,323	5,483	5,647	5,817
Uncollectible Revenue	500	500	500	500	500	500
Miscellaneous	730	730	730	730	730	730
Repair/Maintenance	271,654	287,601	296,229	305,116	314,269	323,697
Groundskeeping	89,744	84,004	86,524	89,120	91,793	94,547
Preventative Maintenance	103,646	88,410	91,062	93,794	96,608	99,506
Operating Expense	2,216,588	2,888,580	2,918,668	2,707,976	2,788,264	2,871,085
Marine Terminals Net Income (Loss)	1,850,009	1,713,397	1,740,034	1,415,102	1,430,903	1,447,434

Bellingham Shipping Terminal (Marine Cargo)



Description of Services

The Bellingham Shipping Terminal (BST) serves as the primary industrial facility for the movement of bulk & breakbulk cargoes in Whatcom County.

Physical Assets

The BST, located at 625 Cornwall Avenue, includes two large warehouses, paved and unpaved lay-down acreage, cargo-handling equipment and three operating piers with nearly 1,800 linear feet. There is no direct rail access at this time.

2023 Objectives

1. Maintain strong relationships with the current customer base and ensure maximum efforts on the part of the Port to fulfill their domestic and international cargo movement needs & goals, both commercially and operationally.
2. Work closely with the Port Engineering Department to implement the MARAD FY20 PIDP grant awarded in late 2020. Continue to identify and apply for Federal & State port infrastructure improvement and repair grants applicable to the BST and Log Pond locations.
3. Take necessary steps to implement the America's Marine Highway Project goal of a viable barge service between the BST and the Port of San Diego. Provide project partners with assistance in identifying a reliable and long-term route operator and quantifying necessary base shippers.
4. Collaborate with the Real Estate department in providing potential customers with flexible BST and Log Pond use options that will contribute to new import/export and domestic cargo movements.

5. Continue to work with the BNSF towards a mutually agreeable plan of restored rail service to the BST. Once consensus on specifics of sidings & spurs is attained, make application for 80% federal financing under the Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant program.
6. Assist the Engineering & Environmental Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Log Pond and along the Whatcom Waterway. Continue to provide support on the land use planning efforts for the Aeration Stabilization Basin (ASB).

The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$846,698	\$2,100,088	\$2,566,777
Operating Expenses	\$781,098	\$1,027,810	\$1,532,799
Net	\$65,600	\$1,072,277	\$1,033,978

2023 New Major Capital Items



Crane Pad

- Structural crane loading pad (2023 only)
- Grant contingent

\$5,800,000



Rail Span and Stub Pier

- Structural Upgrades (2023 only)
- Grant contingent

\$199,886

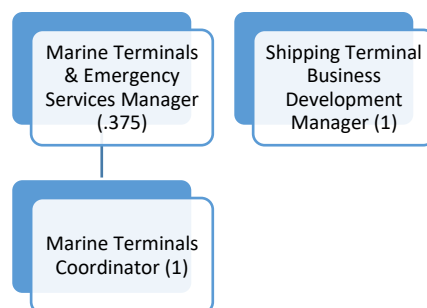


Portable Barge Ramp

- Barge access from terminal
- Grant contingent

\$1,703,000

Staffing



Marine Cargo

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Dockage	1-109-010-6010-0000	231,743	345,221	362,482	380,606	399,636	419,618	Cargo, layberth & Foss dockage
Wharfage	1-109-010-6020-0000	927,000	1,107,500	1,057,500	907,500	907,500	907,500	McAmis cargo through Sept. 2024
Service and Facilities Charges	1-109-010-6030-0000	288,000	297,500	292,500	247,500	247,500	247,500	McAmis cargo through Sept. 2024
Cargo Security Fees	1-109-010-6050-0000	88,800	159,216	163,992	168,912	173,980	179,199	
Handling Fees	1-109-010-6060-0000	309,290	389,595	420,834	-	-	-	McAmis cargo through Sept. 2024
Space/Land Rental	1-109-010-6305-0000	214,731	248,888	246,281	240,559	247,776	255,209	ABC, JE McAmis, Opp. Council, Foss, NRC
Miscellaneous Revenue	1-109-010-6360-0000	30,000	-	-	-	-	-	
Additional Revenue	1-109-010-6445-0000	10,524	18,857	18,857	18,857	18,857	18,857	Opp. Council & Bham Yacht Sales
	Operating Revenue	2,100,088	2,566,777	2,562,447	1,963,934	1,995,249	2,027,883	
	Operating Expense							
Salaries/Wages	1-109-010-7001-0000	138,824	225,093	231,846	238,801	245,965	253,344	
Salaries/Benefits Recovered	1-109-010-7002-0000	47,256	51,913	53,470	55,075	56,727	58,429	
Employee Benefits	1-109-010-7003-0000	58,624	99,440	102,423	105,496	108,661	111,921	
Longshore Labor	1-109-010-7004-0000	221,592	267,090	288,516	-	-	-	Payments to Pacific Maritime Association for Longshore labor
Employee Training/Development	1-109-010-7006-0000	250	500	500	500	500	500	CPR/first-aid; hazmat, etc.
Travel	1-109-010-7050-0000	14,900	19,980	20,579	21,197	21,833	22,488	Sales travel, conferences, mileage reimb.
Natural Gas	1-109-010-7101-0000	4,326	5,734	5,906	6,083	6,266	6,454	
Water	1-109-010-7102-0000	37,080	37,761	38,894	40,061	41,262	42,500	
Electricity	1-109-010-7103-0000	42,667	34,364	35,395	36,457	37,550	38,677	
Gasoline/Diesel	1-109-010-7104-0000	9,926	2,384	2,456	2,529	2,605	2,683	
Electricity Resold (Contra)	1-109-010-7111-0000	(10,794)	(6,900)	(7,107)	(7,320)	(7,540)	(7,766)	Power billed to customers (Foss)
Garbage	1-109-010-7114-0000	979	19,158	19,733	20,325	20,934	21,562	625 Cornwall service; BST garbage
Telephone/Communication	1-109-010-7115-0000	4,014	3,928	4,046	4,167	4,292	4,421	BST Phone lines; cell stipends
Equipment Rental	1-109-010-7203-0000	550	2,550	550	567	583	601	
Operating Supplies	1-109-010-7205-0000	225	625	625	500	500	625	Supplies for BST; New TWIC card
Office Supplies	1-109-010-7207-0000	550	1,140	1,174	1,209	1,246	1,283	
Signage	1-109-010-7208-0000	500	500	500	500	500	500	

Marine Cargo

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Postage	1-109-010-7210-0000	50	50	50	50	50	50	
Janitorial	1-109-010-7211-0000	8,908	14,136	14,560	14,997	15,447	15,910	Janitorial contract & supplies
Subscriptions	1-109-010-7213-0000	800	800	800	800	800	800	
Legal Expense	1-109-010-7301-0000	5,000	20,000	5,000	5,000	5,000	5,000	
Membership Dues/Fees	1-109-010-7303-0000	3,827	5,102	5,102	5,102	5,102	5,102	NWMTA membership, NWMTA reg. fees, FTZ Assoc. membership, Inland Ports Assoc.
Security	1-109-010-7306-0000	59,159	212,991	219,381	225,962	232,741	239,723	Cargo security, front gate, event security
Outside Services	1-109-010-7308-0000	40,700	140,000	92,700	95,481	98,345	101,296	Lieherr service agreement, structural engineering, grant consultant, scale, Dtech, stormwater, Bio-Bug, COB
Lease Payments/Others	1-109-010-7311-0000	9,499	15,110	15,563	16,030	16,511	17,006	WW Permit, Department of Natural Resources lease
Advertising/Promotion	1-109-010-7313-0000	5,000	10,000	10,000	10,000	10,000	10,000	Shipping promo, marketing materials
Promotional Hosting	1-109-010-7316-0000	1,000	1,500	1,500	1,500	1,500	1,500	
Incidental Meeting Expense	1-109-010-7317-0000	1,500	1,500	1,500	1,500	1,500	1,500	
Insurance/Claims	1-109-010-7401-0000	119,643	151,978	156,537	161,233	166,070	171,053	
Taxes	1-109-010-7402-0000	1,514	1,167	1,202	1,238	1,275	1,313	
Miscellaneous	1-109-010-7406-0000	230	230	230	230	230	230	
Repair/Maintenance	1-109-010-7501-0000	138,699	150,000	154,500	159,135	163,909	168,826	
Groundskeeping	1-109-010-7502-0000	15,970	13,200	13,596	14,004	14,424	14,857	
Preventative Maintenance	1-109-010-7503-0000	44,842	29,775	30,668	31,588	32,536	33,512	
	Operating Expense	1,027,810	1,532,799	1,522,396	1,269,997	1,307,326	1,345,901	
Marine Cargo Net Income (Loss)		1,072,278	1,033,978	1,040,051	693,938	687,923	681,983	

Bellingham Cruise Terminal (including Fairhaven Station)



Description of Services

Located in the Historic Fairhaven District the Bellingham Cruise Terminal (BCT) is the southern connection for the Alaska Marine Highway System (AMHS). Seasonal charter vessels provide connections to the San Juan Islands. BCT and nearby Fairhaven Station provide safe and convenient passenger facilities for more than 200,000 passengers each year.

Physical Assets

The fairhaven facilities include the BCT building, Fairhaven Station and a large warehouse for storage needs. A 100,000-gallon fuel tank farm supplies diesel fuel to several large vessels that call on Bellingham regularly. A small boat launch and seasonal moorage for small vessels, and open-water moorings are also maintained at this location. Fairhaven Station includes a multi-use transportation facility for bus, rail, and taxi, along with several thousand square feet of office space.

2023 Objectives

1. Maintain close coordination with Alaska State lobbyists to ensure continued ferry services to Bellingham in 2023/24.

2. Support the AMHS in maximizing vessel occupancy given reduced ferry service schedules system-wide, by coordinating with AMHS and the Southeast Alaska Conference to encourage ridership out of Bellingham.
3. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal & Warehouse #4 to market vacant lease areas.

The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$1,928,682	\$1,966,509	\$2,035,200
Operating Expenses	\$1,123,184	\$1,188,778	\$1,355,781
Net	\$805,498	\$777,731	\$679,419

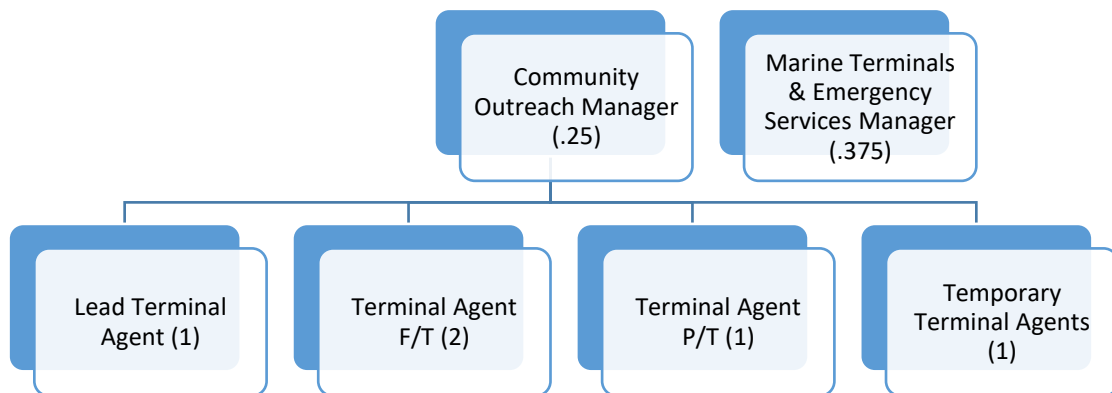
2023 New Major Capital Items



Pier piling project (phase II)

- Major repairs to the ferry pier's supports (2023 only) \$1,953,232
- Multi-year project, scheduled to be completed in 2023/24

Staffing



Ferry, Bus, Rail

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Handling Fees	1-109-009-6060-0000	135,700	124,800	128,544	132,400	136,372	140,463	Longshore labor provided to Alaska Marine Highway System
Man Hour Service/Other	1-109-009-6115-0000	307,660	302,825	311,910	321,267	330,905	340,832	Per Amend. #6 of AMHS TS Agreement
Commercial Berth/Moorage	1-109-009-6150-0000	62,965	51,705	53,256	54,854	56,499	58,194	Charter vessel & US Coast Guard moorage
Pleasure Transient Moorage	1-109-009-6152-0000	1,841	2,500	2,575	2,652	2,732	2,814	Linear & buoy visitor moorage
Boat Launch Fees	1-109-009-6157-0000	4,815	3,600	3,708	3,819	3,934	4,052	
Space/Land Rental	1-109-009-6305-0000	903,499	987,765	1,017,398	1,047,920	1,079,357	1,111,738	
Fuel Flowage Fees	1-109-009-6353-0000	57,958	50,000	51,500	53,045	54,636	56,275	
Miscellaneous Revenue	1-109-009-6360-0000	2,993	2,873	2,959	3,048	3,139	3,233	
Passenger Tariff Fees	1-109-009-6430-0000	12,375	12,375	12,746	13,129	13,522	13,928	Per passenger fees for charter vessel operators
Concession Fees	1-109-009-6440-0000	6,388	4,780	4,923	5,071	5,223	5,380	Fees from vending machines, taxi services, etc.
Additional Revenue	1-109-009-6445-0000	415,725	436,977	450,086	463,589	477,497	491,821	
Parking Fees	1-109-009-6455-0000	54,590	55,000	56,650	58,350	60,100	61,903	
	Operating Revenue	1,966,509	2,035,200	2,096,256	2,159,143	2,223,918	2,290,635	
	Operating Expense							
Salaries/Wages	1-109-009-7001-0000	232,386	318,126	327,670	337,500	347,625	358,054	
Salaries/Benefits Recovered	1-109-009-7002-0000	31,535	37,010	38,120	39,264	40,442	41,655	To Real Estate and Security departments
Employee Benefits	1-109-009-7003-0000	92,697	147,927	152,365	156,936	161,644	166,493	
Longshore Labor	1-109-009-7004-0000	104,821	88,608	91,266	94,004	96,824	99,729	Pacific Maritime Association payments for ILWU longshoremen
Employee Training/Development	1-109-009-7006-0000	3,900	3,900	4,017	4,138	4,262	4,389	CPR/first-aid, hazmat training, misc. tuition
Travel	1-109-009-7050-0000	9,000	9,000	9,270	9,548	9,835	10,130	3 trips to AK, employee training, fuel reimb..
Natural Gas	1-109-009-7101-0000	15,092	18,740	19,302	19,881	20,478	21,092	
Water	1-109-009-7102-0000	18,813	16,500	16,995	17,505	18,030	18,571	
Electricity	1-109-009-7103-0000	103,713	105,535	108,701	111,962	115,321	118,781	
Gasoline/Diesel	1-109-009-7104-0000	450	600	618	637	656	675	POB truck & equip. fuel

Ferry, Bus, Rail

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Natural Gas Resold (Contra)	1-109-009-7107-0000	(293)	(453)	(467)	(481)	(495)	(510)	NG resold to café
Water Resold (Contra)	1-109-009-7109-0000	(825)	(782)	(805)	(830)	(855)	(880)	US Coast Guard water billings
Electricity Resold (Contra)	1-109-009-7111-0000	(12,520)	(11,516)	(11,861)	(12,217)	(12,584)	(12,961)	Elec. billed to tenants & moorage customers
Garbage	1-109-009-7114-0000	45,363	53,560	55,167	56,822	58,526	60,282	
Telephone/Communication	1-109-009-7115-0000	6,330	7,047	7,258	7,476	7,700	7,931	COB tower rent, COB freq. lease, phone lines, fiber lease, program upgrades, cell phone stipends, POB cell phone plans
Equipment Rental	1-109-009-7203-0000	300	300	309	318	328	338	
Operating Supplies	1-109-009-7205-0000	2,550	2,908	2,995	3,085	3,178	3,273	Uniforms, flags, B/L envelopes, spill supplies, 2-TWIC cards
Office Supplies	1-109-009-7207-0000	1,316	1,236	1,273	1,311	1,351	1,391	Paper, storage boxes, misc. office supplies
Signage	1-109-009-7208-0000	2,500	2,500	2,575	2,652	2,732	2,814	Tenant signage updates; misc. security signs
Postage	1-109-009-7210-0000	100	100	100	100	100	100	Certified letters, marketing materials, etc.
Janitorial	1-109-009-7211-0000	61,100	63,000	64,890	66,837	68,842	70,907	Janitorial contract, supplies, rug cleaning
Subscriptions	1-109-009-7213-0000	50	50	52	53	55	56	
Legal Expense	1-109-009-7301-0000	1,305	1,500	1,500	1,500	1,500	1,500	
Membership Dues/Fees	1-109-009-7303-0000	850	950	950	950	950	950	SEC; AK Chamber of Commerce
Security	1-109-009-7306-0000	41,147	37,332	38,452	39,606	40,794	42,017	Contract security services & OT
Outside Services	1-109-009-7308-0000	48,925	52,450	54,024	55,644	57,314	59,033	R. Stoops, diving services, elevator inspections, copier lease, VenTek admin, alarm monitoring, NW parking, Bio-Bug, stormwater consultants, Liberty Plugin admin, Heart Health, Crystal Springs, website admin.
Lease Payments/Others	1-109-009-7311-0000	7,718	7,299	7,518	7,744	7,976	8,215	Lease payment to Department of Natural Resources

Ferry, Bus, Rail

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Interfund Transfer	1-109-009-7312-0000	(24,655)	(29,770)	(30,663)	(31,583)	(32,530)	(33,506)	From M&E
Advertising/Promotion	1-109-009-7313-0000	25,250	25,250	26,008	26,788	27,591	28,419	KTOO-TV sponsorship AMHS video, visitors bureau - tourism ambassador, tenant promo ad's, maps
Promotional Hosting	1-109-009-7316-0000	2,000	2,000	2,000	2,000	2,000	2,000	SEC sponsorship, misc. promo. Items
Incidental Meeting Expense	1-109-009-7317-0000	500	500	500	500	500	500	
Insurance/Claims	1-109-009-7401-0000	96,942	122,333	126,003	129,783	133,677	137,687	
Taxes	1-109-009-7402-0000	3,885	4,001	4,121	4,245	4,372	4,503	
Uncollectible Revenue	1-109-009-7405-0000	500	500	500	500	500	500	
Miscellaneous	1-109-009-7406-0000	500	500	500	500	500	500	
Repair/Maintenance	1-109-009-7501-0000	132,955	137,601	141,729	145,981	150,360	154,871	
Groundskeeping	1-109-009-7502-0000	73,774	70,804	72,928	75,116	77,369	79,691	
Preventative Maintenance	1-109-009-7503-0000	58,804	58,635	60,394	62,206	64,072	65,994	
	Operating Expense	1,188,778	1,355,781	1,396,273	1,437,980	1,480,938	1,525,184	
Ferry, Bus, Rail Net Income (Loss)		777,731	679,419	699,983	721,164	742,980	765,451	

Facilities



Description of Services

The Facilities Division provides engineering, maintenance, and contract administration services to all Port divisions. This division also manages the Port's Open Space Program (parks and trails) and the Infrastructure and Federal Waterways Division.

Physical Assets

The physical assets include a maintenance shop and numerous vehicles and pieces of equipment.



2023 Objectives

1. Continue to enhance coordination between the various divisional programs within the Facilities Division to maintain a high level of service to other Port divisions.
2. Continue to complete small capital projects with Port crews and evaluate opportunities to expand the Port's capacity to complete capital projects in-house.

Total Facilities

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Expense						
Salaries/Wages	2,378,519	2,898,208	2,985,154	3,074,709	3,166,950	3,261,959
Salaries/Benefits Recovered	(534,847)	(745,461)	(767,825)	(790,860)	(814,585)	(839,023)
Employee Benefits	1,149,608	1,410,645	1,452,964	1,496,553	1,541,450	1,587,693
Employee Training/Development	76,000	82,000	84,460	86,994	89,604	92,292
Travel	5,200	6,200	6,386	6,578	6,775	6,978
Telephone/Communication	26,230	27,600	28,428	29,281	30,159	31,064
Equipment Rental	5,900	5,330	5,490	5,655	5,824	5,999
Office Supplies	6,500	7,000	7,210	7,426	7,649	7,879
Postage	350	350	361	371	382	394
Janitorial	69,500	62,300	64,169	66,094	68,077	70,119
Subscriptions	17,602	17,752	18,285	18,833	19,398	19,980
Membership Dues/Fees	1,400	300	1,209	318	1,628	638
Outside Services	37,619	49,500	50,985	52,515	54,090	55,713
Interfund Transfer	(276)	(250)	(258)	(265)	(273)	(281)
Incidental Meeting Expense	750	750	773	796	820	844
Insurance/Claims	49,427	67,860	74,646	82,111	90,322	99,354
Miscellaneous	2,720	3,150	3,245	3,342	3,442	3,545
Repair/Maintenance	88,380	113,600	112,888	116,275	119,763	123,356
Preventative Maintenance	64,000	61,700	63,551	65,458	67,421	69,444
Equipment	40,260	40,300	41,509	42,754	44,037	45,358
Natural Gas	13,200	14,500	14,935	15,383	15,845	16,320
Water	5,740	6,000	6,180	6,365	6,556	6,753
Electricity	51,133	51,280	52,818	54,403	56,035	57,716
Garbage	11,200	11,965	12,324	12,694	13,074	13,467
Legal Expense	4,500	4,500	4,635	4,774	4,917	5,065
Groundskeeping	29,040	27,000	27,810	28,644	29,504	30,389
Gasoline/Diesel	45,000	67,500	69,525	71,611	73,759	75,972
Small Tools/Equipment	32,000	35,000	36,050	37,132	38,245	39,393
Operating Supplies	15,000	16,500	16,995	17,505	18,030	18,571

Total Facilities

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Supplies - Internal	4,000	4,400	4,532	4,668	4,808	4,952
Outside Services - Internal	2,500	2,500	2,575	2,652	2,732	2,814
Lease Payments/Others	4,500	2,908	2,995	3,085	3,178	3,273
Taxes	200	200	206	212	219	225
Capital Interfund Transfer	(300,000)	(350,000)	(360,500)	(371,315)	(382,454)	(393,928)
Interdepartmental Transfer	(3,212,310)	(3,291,944)	(3,390,702)	(3,492,423)	(3,597,196)	(3,705,112)
Operating Expense	190,544	711,143	734,007	760,326	790,183	819,172
Facilities Net Income (Loss)	(190,544)	(711,143)	(734,007)	(760,326)	(790,183)	(819,172)

Engineering

Description of Services

The Engineering Program supports the Port's operating and public purpose functions by designing, permitting, and constructing capital improvements and major maintenance and repair projects. It also provides technical support to all of the operating divisions.

2023 Objectives

1. Efficient, timely and cost effective completion of Commission-approved capital improvement projects.
2. Develop and implement a project closeout procedure to ensure critical documents such as record drawings, O&M Manuals, etc. are filed for future reference.
3. Increase project inspection of construction projects to improve quality and coordination through expanded utilization of in-house resources.

The Operating Budget

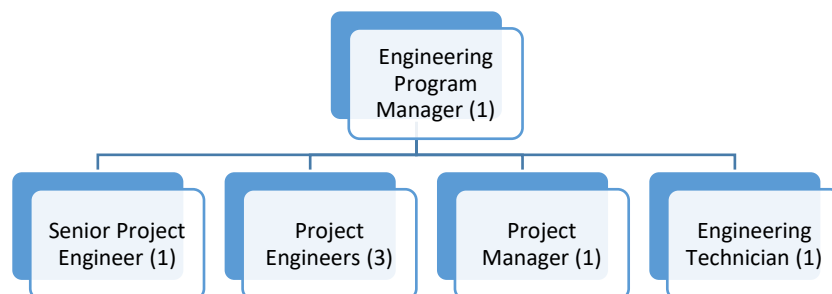
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$288,067	\$536,903	\$393,800
Net	(\$288,067)	(\$536,903)	(\$393,800)

2023 New Major Capital Projects

None.

Staffing



Engineering

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-016-7001-0000	513,786	696,834	717,739	739,271	761,449	784,293	
Salaries/Benefits Recovered	1-110-016-7002-0000	(459,579)	(656,212)	(675,898)	(696,175)	(717,061)	(738,572)	
Employee Benefits	1-110-016-7003-0000	192,742	297,700	306,631	315,830	325,305	335,064	
Employee Training/Development	1-110-016-7006-0000	10,000	7,500	7,725	7,957	8,195	8,441	
Travel	1-110-016-7050-0000	100	100	103	106	109	113	
Telephone/Communication	1-110-016-7115-0000	7,030	6,900	7,107	7,320	7,540	7,766	Cell phone/admin, fire alarm/share of admin phone & long distance
Equipment Rental	1-110-016-7203-0000	2,400	1,830	1,885	1,941	2,000	2,060	ProP Series, share of postage machine lease, Image RUNNER ADV6265 rent, upstairs copier lease - admin bldg.
Office Supplies	1-110-016-7207-0000	2,500	2,500	2,575	2,652	2,732	2,814	General office supplies (including Eng. share of admin supplies); Bluebeam license maint. fee
Postage	1-110-016-7210-0000	50	50	52	53	55	56	
Subscriptions	1-110-016-7213-0000	15,252	15,252	15,710	16,181	16,666	17,166	
Membership Dues/Fees	1-110-016-7303-0000	1,100	-	900	-	1,300	300	PE license renewal (even yrs.), PE exam (2024), and TWIC renewal (2026 & 2027)
Outside Services	1-110-016-7308-0000	10,000	10,000	10,300	10,609	10,927	11,255	ROM Assistance, licenses for Pictometry, Zoom, and Adobe Acrobat
Interfund Transfer	1-110-016-7312-0000	500	500	515	530	546	563	GIS
Incidental Meeting Expense	1-110-016-7317-0000	250	250	258	265	273	281	
Insurance/Claims	1-110-016-7401-0000	896	996	1,096	1,205	1,326	1,458	
Miscellaneous	1-110-016-7406-0000	1,600	2,000	2,060	2,122	2,185	2,251	
Repair/Maintenance	1-110-016-7501-0000	1,500	5,600	1,648	1,697	1,748	1,801	2023 includes maintenance construction of solar powered construction webcam small utility trailer.
Preventative Maintenance	1-110-016-7503-0000	1,600	1,700	1,751	1,804	1,858	1,913	
Equipment	1-110-016-7504-0000	260	300	309	318	328	338	
	Operating Expense	301,986	393,800	402,464	413,687	427,482	439,361	
Engineering Net Income (Loss)		(301,986)	(393,800)	(402,464)	(413,687)	(427,482)	(439,361)	

Contracts

Description of Services

The Contracts Program provides the contracts administration function for the Facilities Division. The contracts administration function procures labor, materials, and equipment through the public bidding forum as mandated by state statute and Port policy and procedure, and handles the administrative component of the construction or service contracts. This program also prepares all Port professional service agreements and personal service agreements consistent with state statutes and Port policies and procedures, and handles the administrative component of the professional services agreements.

2023 Objectives

1. Maintain all construction contracts and service agreements in accordance with the current federal and state regulations, as well as internal policies and guidelines.
2. Identify training opportunities to expand staff proficiency and knowledge.

The Operating Budget

The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$258,056	\$255,155	\$256,568
Net	(\$258,056)	(\$255,155)	(\$256,568)

2023 New Major Capital Projects

None.

Staffing



Contracts

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-017-7001-0000	72,910	80,383	82,794	85,278	87,837	90,472	
Salaries/Benefits Recovered	1-110-017-7002-0000	(60,271)	(72,927)	(75,115)	(77,368)	(79,689)	(82,080)	
Employee Benefits	1-110-017-7003-0000	40,818	40,573	41,790	43,044	44,335	45,665	
Employee Training/Development	1-110-017-7006-0000	2,000	1,500	1,545	1,591	1,639	1,688	
Travel	1-110-017-7050-0000	100	100	103	106	109	113	Travel for employee training
Natural Gas	1-110-017-7101-0000	7,800	10,000	10,300	10,609	10,927	11,255	1801 Roeder
Water	1-110-017-7102-0000	1,500	1,750	1,803	1,857	1,912	1,970	1801 Roeder
Electricity	1-110-017-7103-0000	38,258	38,200	39,346	40,526	41,742	42,994	1801 Roeder & 2121 Roeder
Garbage	1-110-017-7114-0000	6,200	6,400	6,592	6,790	6,993	7,203	
Telephone/Communication	1-110-017-7115-0000	4,200	1,500	1,545	1,591	1,639	1,688	Cell phone/admin. fire alarm/share of admin phone & long distance
Equipment Rental	1-110-017-7203-0000	500	500	515	530	546	563	ProP Series, share of postage machine lease, Image RUNNER ADV6265 rent, upstairs copier lease - admin bldg.
Office Supplies	1-110-017-7207-0000	1,500	2,000	2,060	2,122	2,185	2,251	General office supplies (including Eng. share of admin supplies); Bluebeam license maint. fee
Postage	1-110-017-7210-0000	100	100	103	106	109	113	
Janitorial	1-110-017-7211-0000	45,500	37,000	38,110	39,253	40,431	41,644	1801 Roeder
Legal Expense	1-110-017-7301-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Outside Services	1-110-017-7308-0000	3,619	4,500	4,635	4,774	4,917	5,065	Legal notices, pest control, alarm company, PO Box, security system
Interfund Transfer	1-110-017-7312-0000	(1,226)	(1,200)	(1,236)	(1,273)	(1,311)	(1,351)	
Incidental Meeting Expense	1-110-017-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-110-017-7401-0000	15,907	19,539	21,493	23,642	26,006	28,607	
Miscellaneous	1-110-017-7406-0000	620	650	670	690	710	732	Coffee, water
Repair/Maintenance	1-110-017-7501-0000	26,880	45,000	46,350	47,741	49,173	50,648	1801 Roeder
Groundskeeping	1-110-017-7502-0000	21,840	19,000	19,570	20,157	20,762	21,385	1801 Roeder
Preventative Maintenance	1-110-017-7503-0000	22,400	18,000	18,540	19,096	19,669	20,259	1801 Roeder
	Operating Expense	255,155	256,568	265,633	275,106	285,014	295,385	
Contracts Net Income (Loss)		(255,155)	(256,568)	(265,633)	(275,106)	(285,014)	(295,385)	

Maintenance



Description of Services

The Maintenance Program performs maintenance, repairs grounds keeping and preventative maintenance for all Port facilities. The Maintenance Department provides recommendations to all divisions regarding maintenance, repair, grounds keeping and preventative maintenance as well as annual budgeting of maintenance services including contracted janitorial work. The Maintenance Department works closely with Port engineers on Port capital repair projects. A work-order system is utilized to dispatch crews, schedule preventative maintenance and track maintenance costs to Port assets. The work-order system is also used to help identify replacement schedules and equipment upgrades.

2023 Objectives

1. Continue to provide services quickly, efficiently, and safely.
2. Continue to develop and train staff, maintaining all professional licenses and certifications.
3. Continue to explore new and refine existing maintenance strategies to improve efficiency and lower overall costs.
4. Continue to work with Port engineers to develop a capital construction team to assist with larger capital repair projects.

The Operating Budget

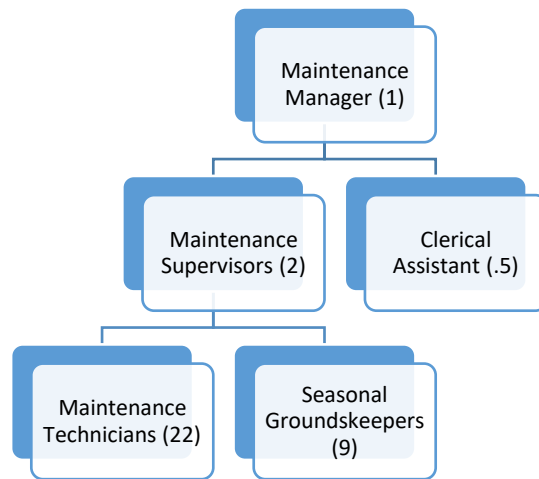
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$2,798,250	\$3,145,713	\$3,702,719
Interfund Transfers	\$2,491,960	\$3,512,310	\$3,641,944
Net	(\$306,290)	\$366,597	(\$60,775)

2023 New Major Capital Projects

None.

Staffing



Maintenance

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-018-7001-0000	1,791,823	2,120,991	2,184,621	2,250,159	2,317,664	2,387,194	
Salaries/Benefits Recovered	1-110-018-7002-0000	(14,997)	(16,322)	(16,812)	(17,316)	(17,835)	(18,371)	
Employee Benefits	1-110-018-7003-0000	916,048	1,072,372	1,104,543	1,137,679	1,171,810	1,206,964	
Employee Training/Development	1-110-018-7006-0000	64,000	73,000	75,190	77,446	79,769	82,162	
Travel	1-110-018-7050-0000	5,000	6,000	6,180	6,365	6,556	6,753	Travel for training
Natural Gas	1-110-018-7101-0000	5,400	4,500	4,635	4,774	4,917	5,065	
Water	1-110-018-7102-0000	4,240	4,250	4,378	4,509	4,644	4,783	
Electricity	1-110-018-7103-0000	12,875	13,080	13,472	13,877	14,293	14,722	
Gasoline/Diesel	1-110-018-7104-0000	45,000	67,500	69,525	71,611	73,759	75,972	
Garbage	1-110-018-7114-0000	5,000	5,565	5,732	5,904	6,081	6,263	
Telephone/Communication	1-110-018-7115-0000	15,000	19,200	19,776	20,369	20,980	21,610	
Equipment Rental	1-110-018-7203-0000	3,000	3,000	3,090	3,183	3,278	3,377	Ricoh, propane tank
Small Tools/Equipment	1-110-018-7204-0000	32,000	35,000	36,050	37,132	38,245	39,393	Blades, saws, drills, batteries and hand tools
Operating Supplies	1-110-018-7205-0000	15,000	16,500	16,995	17,505	18,030	18,571	Filters, parts and supplies
Operating Supplies - Internal	1-110-018-7206-0000	4,000	4,400	4,532	4,668	4,808	4,952	Misc. shop supplies
Office Supplies	1-110-018-7207-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Postage	1-110-018-7210-0000	200	200	206	212	219	225	
Janitorial	1-110-018-7211-0000	24,000	25,300	26,059	26,841	27,646	28,475	
Subscriptions	1-110-018-7213-0000	2,350	2,500	2,575	2,652	2,732	2,814	Bellingham Herald, All Data, ArcGIS
Legal Expense	1-110-018-7301-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Membership Dues/Fees	1-110-018-7303-0000	300	300	309	318	328	338	
Outside Services	1-110-018-7308-0000	24,000	35,000	36,050	37,132	38,245	39,393	Key2Act, Simple K, Biobug, Guardian Security, SharePoint
Outside Services - Internal	1-110-018-7310-0000	2,500	2,500	2,575	2,652	2,732	2,814	811 service, environmental plans
Lease Payments/Others	1-110-018-7311-0000	4,500	2,908	2,995	3,085	3,178	3,273	Department of Natural Resources lease/ 10% contingency
Interfund Transfer	1-110-018-7312-0000	450	450	464	477	492	506	
Insurance/Claims	1-110-018-7401-0000	32,624	47,325	52,058	57,263	62,990	69,289	
Taxes	1-110-018-7402-0000	200	200	206	212	219	225	WA State Dept. of Revenue
Miscellaneous	1-110-018-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-110-018-7501-0000	60,000	63,000	64,890	66,837	68,842	70,907	
Groundskeeping	1-110-018-7502-0000	7,200	8,000	8,240	8,487	8,742	9,004	
Preventative Maintenance	1-110-018-7503-0000	40,000	42,000	43,260	44,558	45,895	47,271	
Equipment	1-110-018-7504-0000	40,000	40,000	41,200	42,436	43,709	45,020	Repairs on trucks and equipment
Interdepartmental Transfer	1-110-018-6357-0000	(3,212,310)	(3,291,944)	(3,390,702)	(3,492,423)	(3,597,196)	(3,705,112)	
Capital Interfund Transfer	1-110-018-6358-0000	(300,000)	(350,000)	(360,500)	(371,315)	(382,454)	(393,928)	
	Operating Expense	(366,597)	60,775	65,911	71,532	77,687	84,427	
Maintenance Net Income (Loss)		366,597	(60,775)	96 (65,911)	(71,532)	(77,687)	(84,427)	

Administration



Description of Services

The Administration Division of the Port provides accounting, finance, treasury, information technology, insurance and risk management, emergency management and other general administrative support services Port-wide. This division also serves as the Internal Auditor and Treasurer for the Port and manages the relationship with the Washington State Auditor's Office.

This division has three distinct and separate programs: Finance and Administrative Services, Emergency Management and Security, and Information Technology Services.

Administration

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Revenue						
Conduit Leases	12,967	13,396	13,396	13,396	13,396	13,396
Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008
Bandwidth Sales	19,900	19,900	19,900	19,900	19,900	19,900
Operating Revenue	39,875	40,304	40,304	40,304	40,304	40,304
Operating Expense						
Salaries/Wages	1,030,333	1,622,646	1,671,325	1,721,465	1,773,109	1,826,302
Salaries/Benefits Recovered	(7,000)	(641,273)	(660,511)	(680,327)	(700,736)	(721,758)
Employee Benefits	388,879	694,521	715,357	736,817	758,922	781,690
Employee Training/Development	8,000	8,713	8,974	9,244	9,520	9,807
Travel	5,100	5,100	5,223	5,350	5,481	5,614
Telephone/Communication	14,200	21,290	21,929	22,587	23,265	23,962
Equipment Rental	7,200	7,100	7,298	7,502	7,712	7,929
Office Supplies	11,400	14,350	11,547	11,894	12,251	12,618
Freight Charges	200	200	200	200	200	200
Postage	2,150	2,150	2,210	2,272	2,335	2,401
Subscriptions	500	200	-	200	-	200
Legal Expense	7,500	11,500	11,815	12,139	12,473	12,818
Outside Services	206,232	213,157	219,439	226,022	232,803	239,786
Interfund Transfer	13,659	13,659	13,728	14,003	14,283	14,568
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	300	300	300	300	300	300
Insurance/Claims	80,055	81,248	89,373	98,310	108,141	118,955
Taxes	610	610	628	647	666	686
Miscellaneous	6,750	7,750	7,765	7,780	7,796	7,813
Repair/Maintenance	5,100	6,100	6,103	6,106	6,109	6,113
Small Tools/Equipment	1,000	500	500	500	500	500
Operating Supplies	-	1,000	1,030	1,061	1,093	1,126

Administration

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Membership Dues/Fees	1,580	1,580	1,625	1,671	1,719	1,768
Operating Expense	1,783,948	2,072,601	2,136,057	2,205,945	2,278,142	2,353,597
Administration Net Income (Loss)	(1,744,073)	(2,032,297)	(2,095,753)	(2,165,641)	(2,237,838)	(2,313,293)

Finance and Administrative Services

Description of Services

Finance and Administrative Services is managed by the Chief Financial Officer, and is responsible for the internal accounting structure for the Port. In addition, it provides internal audit services and the management of external reporting requirements for federal, state and local agencies. All banking, treasury, and insurance services are managed here as well.



2023 Objectives

1. Present accurate and relevant quarterly financial information that provides insight into the financial health and direction of the Port.
2. Distribute timely and accurate monthly financial statements.
3. Monitor and implement new accounting standards issued by the Governmental Accounting Standards Board.

The Operating Budget

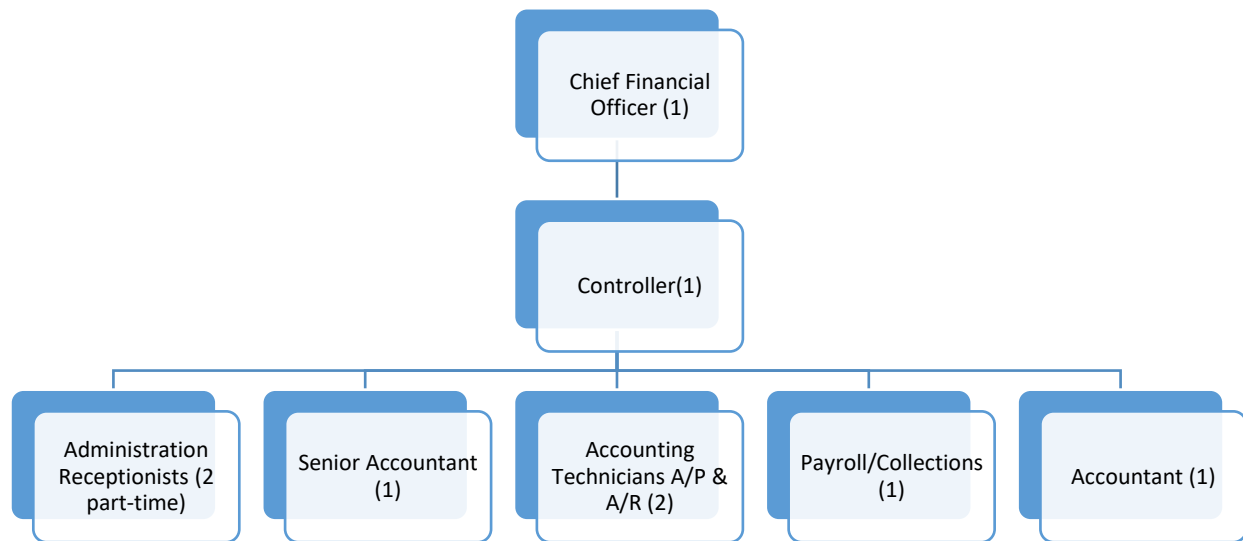
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$876,632	1099,367	\$1,274,128
Net	(\$876,632)	(\$1,099,367)	(\$1,274,128)

2023 New Major Capital Projects

None.

Staffing



Finance

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-011-7001-0000	604,038	766,150	789,135	812,809	837,193	862,309	
Salaries/Benefits Recovered	1-111-011-7002-0000	(7,000)	(7,000)	(7,210)	(7,426)	(7,649)	(7,879)	
Employee Benefits	1-111-011-7003-0000	238,181	284,255	292,783	301,566	310,613	319,932	
Employee Training/Development	1-111-011-7006-0000	5,500	4,500	4,635	4,774	4,917	5,065	Employee training
Travel	1-111-011-7050-0000	3,500	3,500	3,605	3,713	3,825	3,939	Employee local mileage and travel for trainings
Telephone/Communication	1-111-011-7115-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Equipment Rental	1-111-011-7203-0000	5,500	5,500	5,665	5,835	6,010	6,190	Ricoh lease, Canon copier, Pitney Bowes
Office Supplies	1-111-011-7207-0000	6,500	9,450	6,500	6,695	6,896	7,103	
Postage	1-111-011-7210-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Subscriptions	1-111-011-7213-0000	500	200		200		200	Payroll Legal subscription
Legal Expense	1-111-011-7301-0000	3,000	7,000	7,210	7,426	7,649	7,879	
Membership Dues/Fees	1-111-011-7303-0000	1,500	1,500	1,545	1,591	1,639	1,688	GFOA, WFOA, WSCPA, AICPA, NACM
Outside Services	1-111-011-7308-0000	150,000	110,000	113,300	116,699	120,200	123,806	Software maintenance and licensing, audit, DAC, ACFR, Moody's, shredding
Insurance/Claims	1-111-011-7401-0000	78,048	78,973	86,870	95,557	105,113	115,624	
Miscellaneous	1-111-011-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-111-011-7501-0000	100	100	103	106	109	113	
	Operating Expense	1,099,367	1,274,128	1,314,440	1,360,155	1,407,442	1,457,223	
	Finance Net Income (Loss)	(1,099,367)	(1,274,128)	(1,314,440)	(1,360,155)	(1,407,442)	(1,457,223)	

Emergency Management and Security



Description of Services

Emergency Management and Security is responsible for corporate-wide emergency preparedness and security. The emergency management function includes development of emergency plans and systems; and the training and exercising of Port staff on those plans and systems. The security function evaluates and recommends the development and implementation of security systems throughout the Port. It also includes oversight of Port compliance with aviation and maritime Homeland Security requirements.

2023 Objectives

1. Implement & oversee the new in-house security program to include the addition of six FTE's with the goal of providing a broader Port presence trained to respond to various emergencies on Port owned properties. Provide the necessary guidance, oversight & support to ensure the Port security team is successful. Ensure cohesive Port goals for both in-house and contracted security services.
2. Maintain and update the Port Emergency Operations Plan, Spill Response Plans and Harbor Boat Fire Protocols as needed. Provide review of the Airport Emergency Plans. Implement the actionable items within the Natural Hazards Mitigation Plan in coordination with necessary Port staff support.
3. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal. This includes oversight of the cybersecurity regulatory plan & program directed by DHS.

The Operating Budget

The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$149,385	\$173,726	\$234,300
Net	(\$149,385)	(\$173,726)	(\$234,300)

2023 New Major Capital Projects

None.

Staffing



Security

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-012-7001-0000	110,489	508,321	523,571	539,278	555,456	572,120	
Salaries/Benefits Recovered	1-111-012-7002-0000	-	(634,273)	(653,301)	(672,900)	(693,087)	(713,880)	
Employee Benefits	1-111-012-7003-0000	30,771	281,941	290,399	299,111	308,085	317,327	
Employee Training/Development	1-111-012-7006-0000	500	2,213	2,279	2,348	2,418	2,491	CPR/first-aid, hazmat training
Travel	1-111-012-7050-0000	1,000	1,000	1,000	1,000	1,000	1,000	Fuel reimb. for travel
Telephone/Communication	1-111-012-7115-0000	1,800	7,390	7,612	7,840	8,075	8,318	COB Tower Lease, COB Freq. lease, cell phone stipend, misc. software upgrades
Equipment Rental	1-111-012-7203-0000	500	500	500	500	500	500	
Small Tools/Equipment	1-111-012-7204-0000	1,000	500	500	500	500	500	Radio accessories, etc.
Operating Supplies	1-111-012-7205-0000	-	1,000	1,030	1,061	1,093	1,126	Staff uniforms, misc. patrol items
Office Supplies	1-111-012-7207-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Postage	1-111-012-7210-0000	50	50	50	50	50	50	
Legal Expense	1-111-012-7301-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Membership Dues/Fees	1-111-012-7303-0000	80	80	80	80	80	80	WA State Emerg. Mgmt. Assoc. fee
Outside Services	1-111-012-7308-0000	24,232	62,157	64,022	65,942	67,921	69,958	DEM/EOC rent, MRE updates, misc. services, pool car fuel, POB call out cards
Incidental Meeting Expense	1-111-012-7317-0000	200	200	200	200	200	200	Meetings w/ security & emerg. Mgmt. professionals
Insurance/Claims	1-111-012-7401-0000	854	971	1,068	1,175	1,292	1,422	
Miscellaneous	1-111-012-7406-0000	250	250	250	250	250	250	
	Operating Expense	173,726	234,300	241,290	248,496	255,925	263,586	
	Security Net Income (Loss)	(173,726)	(234,300)	(241,290)	(248,496)	(255,925)	(263,586)	

Information Technology Services



Description of Services

The Information Technology (IT) program manages both the Port's internal and external computer, server, and telecommunications networks. IT also manages the Port's data center, which houses the data and communications used by Port divisions, and directs development of certain applications.

2023 Objectives

1. Provide high quality customer service.
2. Successfully administer the Port's network and telecommunications systems.
3. Plan, repair, construct, and modify various improvements to the Port's data and communications infrastructure to support the workforce and the Port's strategic goals.
4. Provide technology and support needed for staff to successfully work on-site as well as remotely.

The Operating Budget

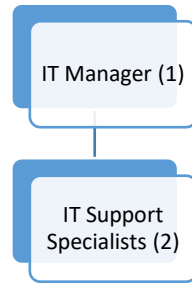
IT generates a small amount of revenue from leases. The remaining costs are funded by the operating divisions of the Port.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$40,430	\$39,875	\$40,304
Operating Expenses	\$441,345	\$510,855	\$564,173
Net	(\$400,915)	(\$470,980)	(\$523,869)

2023 New Major Capital Projects

None.

Staffing



Information Technology Services

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Conduit Leases	1-111-013-6341-0000	12,967	13,396	13,396	13,396	13,396	13,396	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo
Fiber Leases	1-111-013-6446-0000	7,008	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB
Bandwidth Sales	1-111-013-6448-0000	19,900	19,900	19,900	19,900	19,900	19,900	Contracts with CSS and Pogozone
	Operating Revenue	39,875	40,304	40,304	40,304	40,304	40,304	
	Operating Expense							
Salaries/Wages	1-111-013-7001-0000	315,806	348,175	358,620	369,379	380,460	391,874	
Employee Benefits	1-111-013-7003-0000	119,927	128,325	132,175	136,140	140,224	144,431	
Employee Training/Development	1-111-013-7006-0000	2,000	2,000	2,060	2,122	2,185	2,251	First aid training, periodic software/hardware training
Travel	1-111-013-7050-0000	600	600	618	637	656	675	Mileage
Telephone/Communication	1-111-013-7115-0000	4,900	6,400	6,592	6,790	6,994	7,203	VoIP and SIP Trunk, cell phones, mobile data, administration lines share
Equipment Rental	1-111-013-7203-0000	1,200	1,100	1,133	1,167	1,202	1,239	Copier and other equipment
Office Supplies	1-111-013-7207-0000	3,900	3,900	4,017	4,138	4,262	4,390	IT purchases various items used by the entire organization (e.g. software, patch cables, hard drives, and other peripherals)
Freight Charges	1-111-013-7209-0000	200	200	200	200	200	200	
Postage	1-111-013-7210-0000	100	100	100	100	100	100	
Legal Expense	1-111-013-7301-0000	3,500	3,500	3,605	3,713	3,824	3,939	HTCI lease agreement reviews

Information Technology Services

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Outside Services	1-111-013-7308-0000	32,000	41,000	42,117	43,381	44,682	46,022	Annual software and support renewals for various Division's software and hardware. Remaining used for telecommunications and phone equipment changes, network hardware, Microsoft support, other hardware support as needed, slight increase due to increased cybersecurity and support for remote workforce
Interfund Transfer	1-111-013-7312-0000	13,659	13,659	13,728	14,003	14,283	14,568	Suite 112 Rent, GIS software editor license
Promotional Hosting	1-111-013-7316-0000	200	200	200	200	200	200	
Incidental Meeting Expense	1-111-013-7317-0000	100	100	100	100	100	100	
Insurance/Claims	1-111-013-7401-0000	1,153	1,304	1,434	1,578	1,736	1,909	
Taxes	1-111-013-7402-0000	610	610	628	647	666	686	Allocation of B & O, sales tax, use tax, etc.
Miscellaneous	1-111-013-7406-0000	6,000	7,000	7,000	7,000	7,000	7,000	Covers unforeseen expenses made by IT on behalf of entire port (e.g. data rooms, HTCI, capital improvements, hardware, additions and changes due to projects)
Repair/Maintenance	1-111-013-7501-0000	5,000	6,000	6,000	6,000	6,000	6,000	Equipment purchases and replacements when needed for out of warranty hardware, replacement for unexpected failures for entire port infrastructure
	Operating Expense	510,855	564,173	580,327	597,295	614,774	632,787	
Information Systems Net Income (Loss)		(470,980)	(523,869)	(540,023)	(556,991)	(574,470)	(592,483)	

Executive



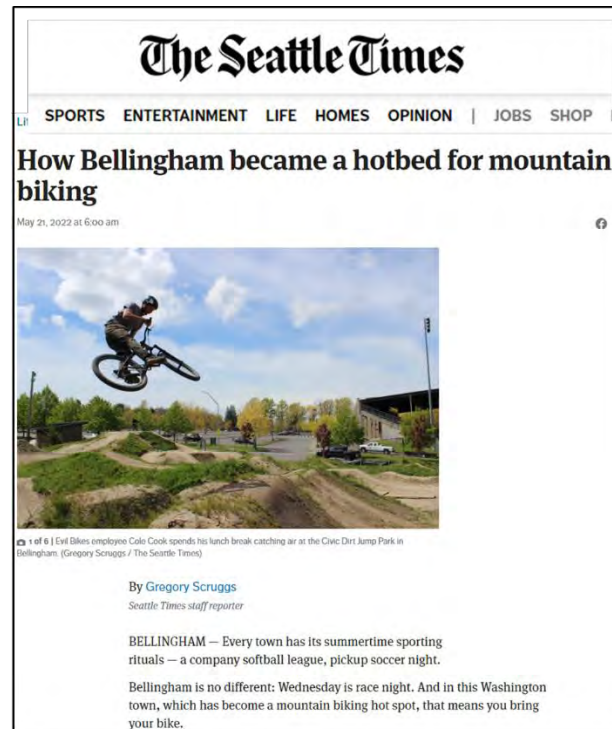
Description of Services

The Executive Division administers overall operational management of the Port through its Executive Director: executing Commission directives, providing leadership, formulating policy recommendations and coordinating legislative affairs. This division is also charged with enhancing public awareness of Port business, actions and goals.

Executive

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Expense						
Salaries/Wages	613,629	657,444	677,167	697,482	718,407	739,959
Salaries/Benefits Recovered	(3,500)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)
Employee Benefits	189,572	199,865	205,861	212,037	218,398	224,950
Staff Recruitment/Relocate	176,000	55,800	57,474	59,198	60,974	62,803
Employee Training/Development	16,675	62,375	64,156	65,991	67,881	69,827
Travel	22,500	17,500	17,575	17,652	22,732	22,814
Telephone/Communication	9,660	9,660	9,755	9,852	10,953	11,057
Equipment Rental	3,250	3,500	3,553	3,607	3,912	3,970
Office Supplies	12,000	12,000	12,255	12,518	12,788	13,067
Postage	1,000	1,000	1,015	1,030	1,046	1,063
Subscriptions	5,000	5,000	5,075	5,075	5,152	5,152
Legal Expense	86,650	90,000	90,900	91,827	97,782	98,765
Membership Dues/Fees	81,000	81,000	71,000	71,000	76,100	76,100
Outside Services	121,405	81,155	102,690	105,020	112,421	114,894
Interfund Transfer	(478)	(828)	(853)	(878)	(905)	(932)
Advertising/Promotion	10,000	10,000	10,000	10,000	10,000	10,000
Promotional Hosting	1,000	5,000	5,000	5,000	5,000	5,000
Incidental Meeting Expense	5,500	8,000	8,000	8,100	10,600	10,600
Insurance/Claims	5,042	5,762	6,338	6,972	7,669	8,436
Miscellaneous	1,000	1,120	1,120	1,120	1,140	1,140
Operating Expense	1,356,905	1,301,853	1,344,476	1,378,890	1,438,226	1,474,725
Executive Division Net Income (Loss)	(1,356,905)	(1,301,853)	(1,344,476)	(1,378,890)	(1,438,226)	(1,474,725)

Executive Program



Description of Services

The Executive Program provides overall management of the Port through its Executive Director, executing Commission directives and formulating policy recommendations. The public affairs function develops communication strategies to support public and customer understanding of Port actions and goals. In addition, this program works with the Commission to develop and execute legislative priorities at the local, state, tribal and federal levels. This structure helps guide and maintain strong relationships with these governments.

2023 Objectives

1. Develop and enhance partnership opportunities with public and private entities. Create, foster and maintain efficiencies, as well as to improve the success of Port operations. These efforts shall include City and County partnerships in the state legislative efforts, Harcourt development, Container Village, State officials for Model Toxics Controls Act (MTCA) funding, ramping up the shipping terminal, and far reaching partnerships in Economic Development including the implementation of the Port's Rural Broadband initiative in partnership with the PUD of Whatcom County and the Whatcom County Government.
2. Continue broad community outreach through social media, press releases, public displays, public tours, websites, newsletters and participation at networking and community events. Partner with local organizations to showcase the waterfront development including the Portal Container Village, pumptrack, Millworks and the Boardmill Group.

The Operating Budget

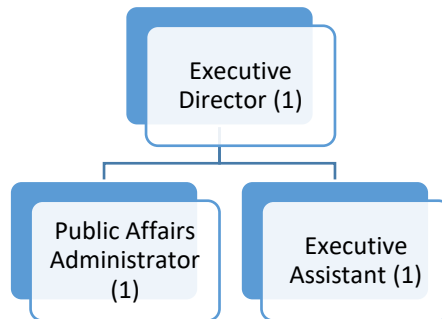
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$645,600	\$753,224	\$787,013
Net	(\$645,600)	(\$753,224)	(\$787,013)

2023 New Major Capital Projects

None.

Staffing



Executive

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-014-7001-0000	411,226	434,294	447,323	460,743	474,565	488,802	
Salaries/Benefits Recovered	1-114-014-7002-0000	(3,500)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)	
Employee Benefits	1-114-014-7003-0000	122,624	127,916	131,753	135,706	139,777	143,971	
Employee Training/Development	1-114-014-7006-0000	3,000	3,000	3,000	3,000	3,000	3,000	Social Media Training
Travel	1-114-014-7050-0000	20,000	15,000	15,000	15,000	20,000	20,000	
Telephone/Communication	1-114-014-7115-0000	6,500	6,500	6,500	6,500	7,500	7,500	
Equipment Rental	1-114-014-7203-0000	1,500	1,750	1,750	1,750	2,000	2,000	
Office Supplies	1-114-014-7207-0000	3,500	3,500	3,500	3,500	3,500	3,500	
Postage	1-114-014-7210-0000	500	500	500	500	500	500	
Subscriptions	1-114-014-7213-0000	2,500	2,500	2,500	2,500	2,500	2,500	
Legal Expense	1-114-014-7301-0000	56,650	60,000	60,000	60,000	65,000	65,000	
Membership Dues/Fees	1-114-014-7303-0000	80,000	80,000	70,000	70,000	75,000	75,000	
Outside Services	1-114-014-7308-0000	30,000	30,000	25,000	25,000	30,000	30,000	
Interfund Transfer	1-114-014-7312-0000	(828)	(828)	(853)	(878)	(905)	(932)	
Advertising/Promotion	1-114-014-7313-0000	10,000	10,000	10,000	10,000	10,000	10,000	
Promotional Hosting	1-114-014-7316-0000	1,000	5,000	5,000	5,000	5,000	5,000	
Incidental Meeting Expense	1-114-014-7317-0000	5,000	7,500	7,500	7,500	10,000	10,000	
Insurance/Claims	1-114-014-7401-0000	2,552	2,881	3,169	3,486	3,835	4,218	
Miscellaneous	1-114-014-7406-0000	1,000	1,000	1,000	1,000	1,000	1,000	
	Operating Expense	753,224	787,013	789,038	806,593	848,447	867,119	
	Executive Net Income (Loss)	(753,224)	(787,013)	(789,038)	(806,593)	(848,447)	(867,119)	

Human Resources



Description of Services

The Human Resources Program provides strategic and operational leadership at the corporate level. The strategic role stresses having a culture of respect, a focus on health and safety, employing and retaining talented employees, and implementing employment practices that are aligned to accomplish the Port's business goals.

The operational roles include recruitment/staffing, compensation/benefits administration, employee/labor relations, union contract negotiation and administration, employment policies, legal compliance, ethics, training, Human Resources Information System, safety, counseling/coaching, discipline, and performance management.

2023 Objectives

1. Optimize Human Resource Information Systems to evolve the Port's talent management strategy.
2. Align efforts to promote employee engagement and retention to encourage a high level of employee commitment and connection to the Port and our Mission and Values.

The Operating Budget

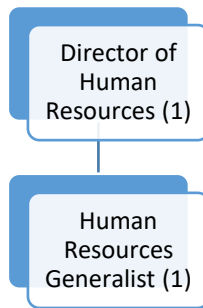
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$393,679	\$603,681	514,840
Net	(\$393,679)	(\$603,681)	(\$514,840)

2023 New Major Capital Projects

None.

Staffing



Human Resources

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-015-7001-0000	202,403	223,150	229,845	236,740	243,842	251,157	
Employee Benefits - Port Wide		3,998,069	4,837,477	4,982,601	5,132,079	5,286,042	5,444,623	\$2,135,992 Medical; \$161,741 Dental; \$3,150 FSA; \$839,266 FICA; \$72,367 Unempl; \$268,459 L&I; \$1,153,690 Retirement; \$32,022 Life Ins; \$4,811 AD&D; \$42,367 LTD; \$28,961 LTC; \$4,072 EAP; \$15,843 WA PFML; \$74,736 Broker Fee
Employee Benefits Allocation to Divisions		(3,998,069)	(4,837,477)	(4,982,601)	(5,132,079)	(5,286,042)	(5,444,623)	
Employee Benefits	1-114-015-7003-0000	66,948	71,949	74,107	76,331	78,621	80,979	
Staff Recruitment/Relocate	1-114-015-7005-0000	176,000	55,800	57,474	59,198	60,974	62,803	Support Port recruitment strategy to source, recruit and hire, high performing employees with a high level of commitment to the Port of Bellingham Mission and Core Values.
Employee Training/Development	1-114-015-7006-0000	13,675	59,375	61,156	62,991	64,881	66,827	Support employee training/development in alignment with the Port's employee retention and engagement strategy to establish a high level of employee commitment and connection to the our Mission and Values. This strategy enables us to meet our current and future workforce needs by attracting and retaining a high performing team. - Organizational Development - Safety Training - Leadership Development - Employee Recognition Luncheon - HR Conferences (NPELRA, CERIDIAN, SHRM) - HR Staff Continuing Education/Certification
Travel	1-114-015-7050-0000	2,500	2,500	2,575	2,652	2,732	2,814	Travel fees associated with HR conferences, meetings, and mileage

Human Resources

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Telephone/Communication	1-114-015-7115-0000	3,160	3,160	3,255	3,352	3,453	3,557	Electronic communication tools for Human Resources program.
Equipment Rental	1-114-015-7203-0000	1,750	1,750	1,803	1,857	1,912	1,970	
Office Supplies	1-114-015-7207-0000	8,500	8,500	8,755	9,018	9,288	9,567	
Postage	1-114-015-7210-0000	500	500	515	530	546	563	
Subscriptions	1-114-015-7213-0000	2,500	2,500	2,575	2,575	2,652	2,652	Market surveys for benefits and compensation data
Legal Expense	1-114-015-7301-0000	30,000	30,000	30,900	31,827	32,782	33,765	Negotiation support, compliance, employee/labor issues
Membership Dues/Fees	1-114-015-7303-0000	1,000	1,000	1,000	1,000	1,100	1,100	Society for Human Resource Management (SHRM) National Public Employer Labor Relations (NPELRA)
Outside Services	1-114-015-7308-0000	91,405	51,155	77,690	80,020	82,421	84,894	Annual safety program and wellness initiatives
Interfund Transfer	1-114-015-7312-0000	350						
Incidental Meeting Expense	1-114-015-7317-0000	500	500	500	600	600	600	
Insurance/Claims	1-114-015-7401-0000	2,490	2,881	3,169	3,486	3,835	4,218	
Miscellaneous	1-114-015-7406-0000	-	120	120	120	140	140	Culligan Water, Walton Beverage
	Operating Expense	603,681	514,840	555,438	572,297	589,779	607,606	
Human Resources Net Income (Loss)		(603,681)	(514,840)	(555,438)	(572,297)	(589,779)	(607,606)	

Environmental and Planning Services



Description of Services

Environmental and Planning Services consists of the Environmental and Planning Divisions that jointly provide assistance to operating divisions while overseeing site cleanup projects, managing the redevelopment of the Waterfront District and strategically planning for the effects of climate change. Environmental and Planning Services is managed as a single group to provide efficient cross-divisional support, however for budgeting purposes and to maintain funding source differentiation, the Environmental Division and the Planning Division are tracked separately as described below.

Environmental



Description of Services

The Environmental Division oversees site cleanup, regulatory compliance assessment, and environmental stewardship to ensure that publicly-owned assets can be used for the highest and best uses. The Port is aggressively pursuing the cleanup of historic contamination problems at over 20 different state-listed sites countywide. The purpose of the site cleanup service is to manage potential environmental liability associated with past industrial practices at Port facilities. As a property owner, the Port is responsible for cleaning up historical contamination under the state's Model Toxic Control Act (MTCA).

The Environmental Division oversees the Port's Stormwater Program to ensure compliance with multiple site specific Industrial Stormwater Permits and a broader Municipal Stormwater Permit. The Stormwater Program provides assistance and support to operating divisions, Port maintenance, and tenants to ensure compliance with permit requirements.

Development of a Port Climate Action Strategy and environmental stewardship activities are managed within the Environmental Division. These efforts are aimed at providing leadership on environmental issues including participation in federal, state, and local forums on climate policy, site cleanup, Brownfields redevelopment, and salmon recovery. The division manages a sustainability program to reduce greenhouse gas emissions, support resource conservation, energy efficiency, material re-use and recycling.

The Environmental Division also manages an Environmental Compliance Assessment Program (ECAP) to ensure that both Port and tenant operations are performed in a way that maintains the value of Port publicly-owned assets. On-site inspections are performed at tenant properties to

provide information on regulatory requirements and to ensure that Port properties are being protected from potential commercial and industrial impacts.

2023 Objectives

1. Work with the Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including the Weldcraft Boatyard, Westman Marine, the Harris Avenue Shipyard, and Sea-K-Fish with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
2. Continue development and implementation of a Port Climate Action Strategy including a Port-wide vision, update of a greenhouse gas emission data, establishing mitigation goals and collaboration with other local agencies. Provide ongoing support of best management practices in Port operations related to sustainable strategies for resource conservation, energy efficiency, material re-use and recycling, and environmental stewardship of publicly-owned assets.
3. Provide support to operating divisions and tenants through the Environmental Compliance Assessment Program to provide waste management technical assistance and educational information on the impact of stormwater discharges.
4. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater, Industrial Stormwater General Permit, and Individual NPDES Permit requirements. Provide ongoing Industrial Stormwater General Permit compliance support to Bellingham Shipping Terminal and Bellingham International Airport.

The Operating Budget

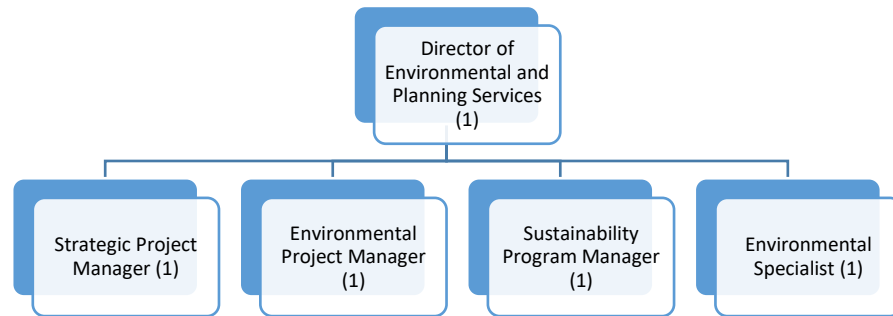
Source of funding includes insurance settlement proceeds, property taxes, contributions from other potentially liable parties, and state and federal grants.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$361,271	\$475,942	\$560,534
Net	(\$361,271)	(\$475,942)	(\$560,534)

2023 New Major Capital Projects

None.

Staffing



Environmental

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries and Wages	1-213-030-7001-0000	390,430	428,641	441,500	454,745	468,388	482,439	
Salaries & Benefits Recovered	1-213-030-7002-0000	(270,208)	(283,481)	(291,985)	(300,745)	(309,767)	(319,060)	Work performed for BWAS Division 215 (S & W and Benefits for 2023); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
Employee Benefits	1-213-030-7003-0000	130,955	144,284	148,613	153,071	157,663	162,393	
Employee Training	1-213-030-7006-0000	4,500	14,000	5,800	5,974	6,153	6,338	Corporate training (1st aid/CPR/Defib), Enviro con-ed (PMP Course), Enviro workshops & seminars
Travel	1-213-030-7050-0000	8,500	13,500	13,905	14,322	14,752	15,194	Conference attendance (i.e. stormwater & WPPA), agency meetings, grant solicitation, and convention attendance
Telephone and Communication	1-213-030-7115-0000	5,600	5,700	5,871	6,047	6,229	6,415	Portion of; port-wide telephone system, fire alarm, payment system
Equipment Rental	1-213-030-7203-0000	1,300	1,300	1,339	1,379	1,421	1,463	Printers, copiers, faxes
Office Supplies	1-213-030-7207-0000	1,800	1,800	1,854	1,910	1,967	2,026	
Postage	1-213-030-7210-0000	100	100	103	106	109	113	
Legal Expense	1-213-030-7301-0000	17,000	12,000	12,360	12,731	13,113	13,506	Stormwater regulations, monthly programmatic meetings, ILA support
Membership Dues and Fees	1-213-030-7303-0000	226	100	103	106	109	113	Geologist license
Outside Services	1-213-030-7308-0000	55,000	70,000	72,100	74,263	76,491	78,786	Strategic environmental support to other divisions and grant preparation, Port-wide Sustainable Program including Climate Action Strategy Implementation, Greenhouse Gas Inventory
Interfund Transfer	1-213-030-7312-0000	(594)	(600)	(618)	(637)	(656)	(675)	Public disclosure cost, two Enviro GIS Licenses managed by Planning
Incidental Meeting Expense	1-213-030-7317-0000	750	750	773	796	820	844	Sustainability team meetings, etc.
Insurance and Claims	1-213-030-7401-0000	6,083	6,940	7,634	8,397	9,237	10,161	
Environmental Costs	1-213-030-7403-0000	124,000	145,000	123,600	170,000	135,000	139,050	Environmental Compliance Assessment Program, ISGPs, Phase II & GIS SW Map Update, Port-wide Dangerous Waste Disposal
Miscellaneous	1-213-030-7406-0000	500	500	515	530	546	563	
	Operating Expense	475,942	560,534	543,466	602,996	581,574	599,668	
	Environmental Net Income (Loss)	(475,942)	(560,534)	(543,466)	(602,996)	(581,574)	(599,668)	
Taxes Levied/Operating	1-213-030-8010-0000	475,942	560,534	543,466	602,996	581,574	599,668	
3rd Party Reimbursement	1-213-030-8236-0000	5,025,265	16,737,789	13,911,314	7,290,255	3,955,386	1,067,782	
	Non-Operating Revenues	5,501,207	17,298,323	14,454,780	7,893,252	4,536,960	1,667,450	
Environmental Remediation	1-213-030-8700-0000	8,357,552	20,407,641	18,855,050	15,554,660	7,728,173	2,677,839	
	Non-Operating Expenses	8,357,552	20,407,641	18,855,050	15,554,660	7,728,173	2,677,839	
	Net Non-Operating Income (Loss)	(2,856,345)	(3,109,318)	(4,400,270)	(7,661,408)	(3,191,213)	(1,010,389)	

Environmental Remediation Detail: (non-BWAS sites)						
Site	2022	2023	2024	2025	2026	2027
4th & Harris	(4,418)	(4,568)	(4,724)	(4,884)	(5,050)	(5,222)
American Wood Treeters	(20,835)	(10,772)	-	-	-	(91,355)
Blaine Marina Tank Farm	(195,655)	(177,019)	(52,296)	(54,074)	(27,957)	-
G2/Weldcraft	(24,733)	(295,146)	(1,695,201)	(37,151)	(9,219)	(9,533)
Harris Ave Shipyard	(646,457)	(468,685)	(309,854)	(9,730,579)	(5,238,134)	(214,283)
I&J Waterway	(1,154,000)	(11,900,351)	(9,738,506)	(137,304)	(823,302)	(667,618)
Olivine Uplands	(21,747)	(22,486)	(23,250)	(919,164)	-	-
Sea-K Fish	(340,368)	(3,179,382)	(2,690,276)	(156,982)	(1,037,610)	(881,411)
UST Sites	-	(122,875)	(127,052)	(131,372)	-	-
Westman Marine	(86,465)	(773,436)	(3,696,013)	(3,534,841)	(82,552)	-
Yorkston Oil	(117,188)	(3,108,130)	(53,458)	(34,547)	-	-
Add'l Sites - Pending	(138,188)	(344,791)	(464,419)	(813,761)	(504,349)	(118,525)
	(2,750,054)	(20,407,641)	(18,855,050)	(15,554,660)	(7,728,173)	(1,987,947)
Outside funding for above sites:	1,570,063	16,737,789	13,911,314	7,290,255	3,955,386	1,067,782
Net Port cost	(1,179,990)	(3,669,852)	(4,943,737)	(8,264,404)	(3,772,787)	(920,165)

Planning



Description of Services

The Planning Division provides assistance to other operating divisions in researching development requirements and obtaining approval of subdivisions, street vacations, development permits, utility extensions and zoning or plan amendments. The division also oversees the preparation and update of Port Comprehensive Scheme of Harbor Improvements Plan and other Port planning documents such as updating its Recreation, Conservation and Public Access Plan on a six-year programming period. This involves coordination with cities, county, state and federal agencies with jurisdiction to ensure compliance with agency requirements, and public involvement to keep citizens informed and to obtain community input. Other services include participation in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.

2023 Objectives

1. Assist other Divisions with research, binding site plans, lot line adjustments, easements, utilities and development and environmental permits to implement Port projects.
2. Work with Port operating divisions and local jurisdictions to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District's Shipyard Industrial Area and Bellingham's Waterfront District Marine Trade and Log Pond Planning Areas.
3. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval, including expansion of the Port-wide GIS program.
4. Continue to build a Port-wide Resiliency Initiative and climate adaptation planning, including Exposure, Sensitivity and Adaptive Capacity (ESA) assessments to evaluate and mitigate natural hazard risks to Port assets and infrastructure. Continue coordination with local partners to leverage funding and resources for regional climate action initiatives and countywide resiliency.

5. Continue Port involvement in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.
6. Complete annual update to the Comprehensive Scheme of Harbor Improvements Plan (CSHIP) in coordination with the Port's annual Strategic Budget.
7. Update the Recreation, Conservation and Public Access Plan.
8. Determine sources of funding and apply for grants for data gathering, restoration alternatives identification, restoration alternatives analysis, stakeholder engagement, and preliminary design to address habitat and flooding at the lower Squalicum Creek.

The Operating Budget

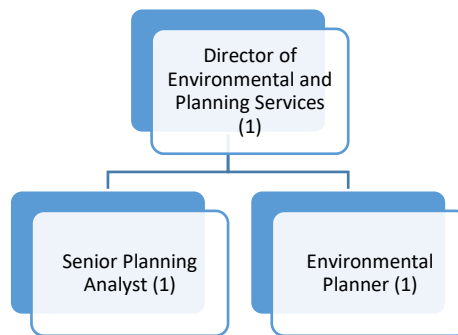
The operating divisions of the Port fund these services.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$337,443	\$355,396	\$543,830
Net	(\$337,443)	(\$355,396)	(\$543,830)

2023 New Major Capital Projects

None.

Staffing



Planning Services

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries and Wages	1-108-008-7001-0000	256,811	284,033	292,554	301,331	310,371	319,682	
Salaries & Benefits Recovered	1-108-008-7002-0000	(147,856)	(159,794)	(164,588)	(169,525)	(174,611)	(179,850)	
Employee Benefits	1-108-008-7003-0000	105,953	116,922	120,430	124,043	127,764	131,597	
Employee Training	1-108-008-7006-0000	2,040	2,500	2,500	2,500	2,500	2,500	Continuing education and first aid
Travel	1-108-008-7050-0000	2,560	5,000	5,000	5,000	5,000	5,000	Travel for training, conferences and WPPA
Telephone and Communication	1-108-008-7115-0000	3,200	3,200	3,200	3,500	3,500	3,500	
Equipment Rental	1-108-008-7203-0000	1,100	2,000	2,100	2,200	2,300	2,400	Ricoh Greenline copier
Office Supplies	1-108-008-7207-0000	3,000	2,500	3,000	2,500	3,000	2,500	
Postage	1-108-008-7210-0000	50	55	60	66	73	81	
Legal Expense	1-108-008-7301-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Outside Services	1-108-008-7308-0000	116,250	274,000	189,000	104,000	94,000	69,000	Document recording fees, title reports/subdivision guarantees, invasive species reports, surveying services & application fees, Port resiliency planning - Sea Level Rise (SLR) infrastructure vulnerability assessment, BLI trail planning, GIS consortium support; GIS U&M and licensing renewal fees, grant writing support
Lease Payment to Others	1-108-008-7311-0000	1,500	1,500	1,500	-	-	-	Use of Slater Rd. site (owned by WDFW) for mitigation@ BLI
Interfund Transfer	1-108-008-7312-0000	3,485	3,485	3,590	3,697	3,808	3,922	Rent for HCB Suite# 124; Reimbursement of GIS licensing fees by division: Economic Development, Engineering, Environmental, IT & Maintenance; Slater Rd. reimbursement of wetland mitigation use fee
Advertising and Promotion	1-108-008-7313-0000	800	1,000	2,000	1,000	1,000	1,000	Legal notices for public hearings
Incidental Meeting Expense	1-108-008-7317-0000	100	125	125	125	125	125	Meeting refreshments

Planning Services

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Insurance and Claims	1-108-008-7401-0000	1,153	1,304	1,434	1,578	1,736	1,909	
Taxes	1-108-008-7402-0000	200	-	-	-	-	-	
Miscellaneous	1-108-008-7406-0000	50	1,000	1,000	1,000	1,000	1,000	Corporate first-aid kit, coffee and water
	Operating Expense	355,396	543,830	467,905	388,014	386,565	369,366	
Planning Services Net Income (Loss)		(355,396)	(543,830)	(467,905)	(388,014)	(386,565)	(369,366)	

Waterfront District



Description of Services

The Waterfront District is a division that represents an independent cash flow for properties acquired on the Bellingham waterfront as part of the overall Georgia Pacific site acquisition. This division was created due to the magnitude of the commitment relative to the balance of Port operations and resources. The policy direction by the Board of Commissioners is to accurately track the financial performance of the acquired assets for long-term shifts in direction and performance. The long-term strategy of the Port is to re-unite the assets in this division to a functional division at some time in the future.

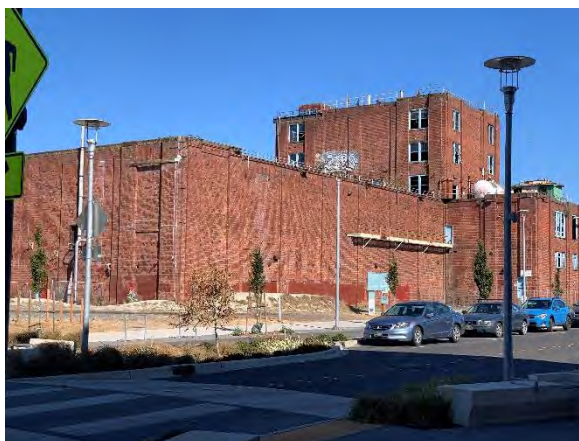
Physical Assets



The Waterfront facilities include the 137 acres of property acquired from the 2005 Georgia Pacific site acquisition and the 4 acres of property acquired from Chevron at the end of C Street. Four of the five sites acquired from Georgia Pacific are in the Waterfront District; one wood-waste landfill site is within the fenced area of the Bellingham Airport. This division accounts for the revenues and expenses associated with those assets. The previously owned assets of the Port that happen to fall into the physical planning boundaries of the Waterfront District are properly accounted for in the functional divisions historically used by the Port.

2023 Objectives

1. Support the activation and redevelopment of the Downtown Waterfront with project partners through installation of roads, parks, utilities and infrastructure, including responsibilities set forth in the Port/City Interlocal Agreement for Facilities.
2. Continue detailed design for Phase 2 cleanup activities at the Whatcom Waterway/ASB MTCA site. Complete Marine Trades area planning, programming, to confirm cleanup approach and design/engineering. Amend existing Ecology approved documents and Consent Decree as necessary.
3. Work with Mercy Housing Northwest to support redevelopment of a portion of the 3-acre former Lignin Warehouse Parcel for affordable workforce housing.
4. Work with Harcourt to support ongoing redevelopment in the Downtown Waterfront including joint completion of a Development Plan for the Interior Blocks of the Downtown Waterfront.
5. Complete property transaction(s) for the redevelopment of the former Boardmill building and associated property.
6. Complete an adaptive reuse study of the Alcohol Plant to determine viability of retaining structure for redevelopment. Issue Request for Proposals for Alcohol Plant and associated property if determined to retain structure.



7. Continue to promote interim uses in the Downtown Waterfront including public access, community events, activities for all ages and abilities, temporary arts facilities, expansion of the Container Village, etc.
8. Continue design and implement initial phases of GP Wharf Improvements to provide interim public access, and evaluate long-term options including visitor moorage, habitat improvements and compatibility with planned environmental cleanup.
9. Work with Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including: the GP West Chlor-Alkali remedial action unit, Central Waterfront and the Cornwall Landfill with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
10. Continue development of a Waterfront District Stormwater Management Masterplan that coordinates stormwater management for current and future district development.

The Operating Budget

Funding sources include property taxes and grants.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$1,487,081	\$2,550,758	\$1,590,600
Operating Expenses	\$1,072,163	\$1,415,875	\$1,694,071
Net	\$415,018	\$1,134,883	(\$103,471)

2023 New Major Capital Projects



Local Road Development

- Expand accessibility to site

\$3,250,000



Interim Uses

- Pump Track, Container Village, etc. began in previous years

\$300,000



Alcohol Plant

- Preliminary design for adaptive reuse

\$500,000



Light Industrial Building

- Preliminary design

\$250,000



Whatcom Waterway Incremental Costs

- Dredging, habitat work, design only for ASB retaining structures and dolphins

\$4,845,000

Staffing

The Port has structured its existing workforce to ‘group’ into a project management team for this effort, therefore there is no staff assigned to this division exclusively. The required staff resources are drawn from nearly every division within the Port. The budget and objectives of the Waterfront District are overseen by the Environmental and Planning Divisions. Revenues generated from the district provide funding support for a portion of staff in these divisions.

Bellingham Waterfront

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Dockage	1-215-031-6010-0000	-	1,000	1,030	1,061	1,093	1,126	BMI dockage
Space and Land Rental	1-215-031-6305-0000	1,474,715	1,571,000	1,618,130	1,666,674	1,716,674	1,768,174	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, LCW dockage & crane
Triple Net/CAM Charges	1-215-031-6445-0000	17,881	18,600	19,344	20,118	20,922	21,759	1000 F St.
	Operating Revenue	1,492,596	1,590,600	1,638,504	1,687,853	1,738,689	1,791,059	
	Operating Expense							
Salaries/Wages	1-215-031-7001-0000	-	9,152	9,427	9,709	10,001	10,301	Summer temp waterfront employee
Salaries & Benefits Recovered	1-215-031-7002-0000	498,849	566,983	583,992	601,512	619,558	638,144	BWAS related work performed by Environmental & Planning staff, a portion of three Real Estate staff, and a portion of two Engineering staff; less grant reimbursement for Env Salaries and Wages related to BWAS remedial clean-up sites
Employee Benefits	1-215-031-7003-0000	-	2,759	2,842	2,927	3,015	3,105	Summer temp waterfront employee
Employee Training	1-215-031-7006-0000	100	100	103	106	109	113	Environmental & Planning allocation
Travel	1-215-031-7050-0000	5,000	2,500	2,575	2,652	2,732	2,814	Environmental, Planning & Executive allocation for development and cleanup related travel
Natural Gas	1-215-031-7101-0000	4,500	4,500	4,635	4,774	4,917	5,065	1000 F St, 921 Cornwall
Water	1-215-031-7102-0000	10,000	25,500	26,265	27,053	27,865	28,700	1000 F St & two fire lines, 801 Roeder Ave, 100 W. Laurel St, 300 W. Laurel, 1030 C. St: anticipates increased Portal activities
Electricity	1-215-031-7103-0000	53,000	117,000	120,510	124,125	127,849	131,685	Area lighting and BWAS buildings, 1000 F St, 920 Cornwall, 921 Cornwall, 800 C St, 1001 C St, 1030 C St., anticipates increased Portal activities
Natural Gas Resold (Contra)	1-215-031-7107-0000	-	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	
Water Resold (Contra)	1-215-031-7109-0000	-	(1,830)	(1,885)	(1,941)	(2,000)	(2,060)	801 Roeder
Electricity Resold (Contra)	1-215-031-7111-0000	(50,000)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
Garbage	1-215-031-7114-0000	4,800	30,800	31,724	32,676	33,656	34,666	1000 F St. off set by BTC reimbursement, includes pump track, and Portal
Telephone and Communication	1-215-031-7115-0000	500	2,000	2,060	2,122	2,185	2,251	WF camera - Faithlife and wireless network
Office Supplies	1-215-031-7207-0000	100	100	103	106	109	113	
Postage	1-215-031-7210-0000	400	400	412	424	437	450	
Janitorial	1-215-031-7211-0000	15,000	62,800	64,684	66,625	68,623	70,682	Service at 1000 F St. off set by BTC reimbursement and Portal restrooms, anticipates increased Portal restroom servicing
Legal Expense	1-215-031-7301-0000	120,000	118,000	145,000	103,000	106,090	109,273	Legal & legislative policy support in Olympia, federal lobbyist, CC&R & contract development, sales contract negotiations, misc. legal review
Security	1-215-031-7306-0000	30,000	40,000	41,200	42,436	43,709	45,020	

Bellingham Waterfront

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
Outside Services	1-215-031-7308-0000	125,000	130,000	105,000	115,000	105,000	115,000	Rodent control, alarm monitoring, and ASB outfall buoy inspection, waterfront video documentation, RE consultant support, RE Grant Planning, RE Appraisals, Short Plats LLAs & BSPs, WF Traffic Study
Lease Payments to Others	1-215-031-7311-0000	17,900	19,000	19,570	20,157	20,762	21,385	Department of Natural Resources Whatcom Waterway use permit for 2/3rd of 8.5 acres
Advertising and Promotion	1-215-031-7313-0000	20,000	20,000	20,600	21,218	21,855	22,510	Tenant & developer promotion, open house, related marketing events
Promotional Hosting	1-215-031-7316-0000	5,000	5,000	5,150	5,305	5,464	5,628	Environmental, Real Estate & Planning allocation
Incidental Meeting Expense	1-215-031-7317-0000	3,000	1,500	1,545	1,591	1,639	1,688	Environmental, Real Estate & Planning allocation
Insurance and Claims	1-215-031-7401-0000	217,812	267,772	294,549	324,004	356,405	392,045	
Taxes	1-215-031-7402-0000	35	35	36	37	38	39	
Environmental Costs	1-215-031-7403-0000	108,500	93,500	96,305	99,194	102,170	105,235	2022 projected + 10%; City of Bellingham surface & stormwater fees
Miscellaneous	1-215-031-7406-0000	150	500	515	530	546	563	Environmental & Planning allocation
Repair and Maintenance	1-215-031-7501-0000	90,000	178,000	183,340	188,840	194,505	200,341	Anticipates increased Portal activities
Groundskeeping	1-215-031-7502-0000	9,000	17,000	17,510	18,035	18,576	19,134	Anticipates increased Portal activities
Preventative Maintenance	1-215-031-7503-0000	44,000	32,000	32,960	33,949	34,967	36,016	Anticipates increased Portal activities
	Operating Expense	1,332,646	1,694,071	1,758,197	1,792,062	1,855,054	1,942,504	
Bellingham Waterfront Net Income (Loss)		159,950	(103,471)	(119,693)	(104,209)	(116,364)	(151,444)	
Taxes Levied/Operating	1-215-031-8010-0000	2,749,586	-	-	-	-	-	
3rd Part Reimbursement	1-215-031-8236-0000	4,305,925	3,982,515	11,082,262	15,290,142	4,359,013	530,500	
	Non-Operating Revenues	7,055,511	3,982,515	11,082,262	15,290,142	4,359,013	530,500	
Environmental Remediation	1-215-031-8700-0000	5,336,219	3,993,952	9,209,527	12,228,960	5,038,556	1,117,364	
	Non-Operating Expenses	5,336,219	3,993,952	9,209,527	12,228,960	5,038,556	1,117,364	
Net Non-Operating Income (Loss)		1,719,292	(11,437)	1,872,735	3,061,182	(679,543)	(586,864)	

Environmental Remediation Detail: (BWAS sites)						
<u>Site</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Airport landfill	(69,656)	(46,952)	(46,952)	(64,244)	(64,244)	(64,244)
ASB	(173,550)	(717,803)	(742,208)			
Central Waterfront	(410,869)	(1,334,302)	(1,891,224)	(1,891,224)	(1,023,203)	(682,199)
Chlor Alkali	(4,124,423)	(536,522)	(421,942)	(2,446,903)	(230,747)	(230,798)
Cornwall Ave Landfill	(472,441)	(561,667)	(5,298,763)	(7,060,408)	(3,691,359)	(107,400)
Pulp & Tissue Mill	(57,937)	(41,914)	(29,003)	(29,003)	(29,003)	(32,724)
Whatcom Waterway	(190,240)	(754,793)	(779,436)	(737,178)		
	(5,499,116)	(3,993,952)	(9,209,527)	(12,228,960)	(5,038,556)	(1,117,364)
Outside funding for above sites:	5,610,655	3,982,515	11,082,262	15,290,142	4,359,013	530,500
Net Port cost	111,539	(11,437)	1,872,734	3,061,183	(679,543)	(586,864)

Economic Development



Description of Services

The Regional Economic Partnership (REP), the economic development division of the Port of Bellingham, leads in supporting strategies and implementing programs that will contribute to current and future economic growth for the Port and Whatcom County.

This division is responsible for enhancing the economies of Whatcom County and local municipalities by working with those entities to retain, enhance, and recruit jobs, and to secure funding opportunities for both public and private sectors. As the County-appointed Associate Development Organization (ADO), the Port is the state's designated lead economic development agency for Whatcom County.

2023 Objectives

1. Business Retention/Expansion: Continue outreach to local companies with up to 55 business contacts, 10 start-up contacts, and 30 export assistance contacts. Directly assist companies to achieve their expansion goals.
2. Business Recruitment: Proactively pursue inbound leads and promote the county and cities for business attraction by directly contacting prospects, marketing and fostering trade relationships, with continued emphasis on Lower Mainland, British Columbia. Target 10 contacts in Canada and the U.S. Work closely with Canadian-owned businesses who express interest in relocating or expanding to the U.S. market. Focus on key sectors.
3. Manage and promote our Economic Development web pages hosted by the Port of Bellingham and the “Choose Whatcom” websites, utilizing them as tools to market our brand and to connect local businesses with regional resources.
4. Build relations and strategic opportunities outside the Port, including but not limited to small cities, workforce development, higher education, and strategic partners (i.e. County Business and Commerce Committee).
5. Support Port operating divisions (Real Estate, Aviation, Marinas, and Marine Terminals) to facilitate job creation on Port property.
6. Implement the Comprehensive Economic Development Strategy (CEDS) report for 2022-2026.
7. Continue to develop, plan, and begin implementation of a County wide rural broadband program.
8. Complete the geographic expansion of the Whatcom County Infrastructure, Utilities, and Resiliency GIS Database for use by Enviro/Engineering’s Brownfields-Affordable Housing Study.
9. Work with regional partners on economic resiliency and recovery.

The Operating Budget

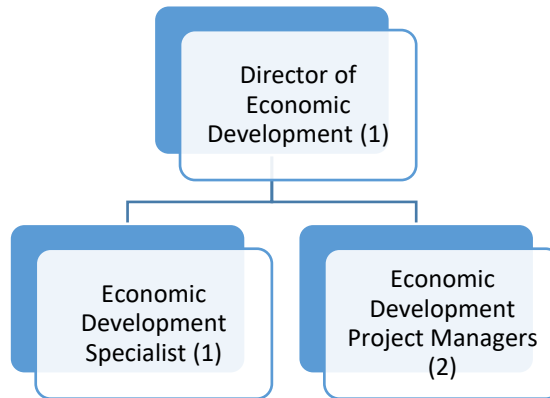
Funding sources include property taxes, service agreements, contributions from Whatcom County and the City of Bellingham, and grants.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$114,050	\$14,000	\$14,000
Outside Funding	\$633,305	\$805,304	\$813,963
Operating Expenses	\$898,948	\$1,551,612	\$1,705,043
Net	(\$151,593)	(\$732,308)	(\$877,080)

2023 New Major Capital Projects

None.

Staffing



Economic Development

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Foreign Trade Zones	1-216-032-6310-0000	14,000	14,000	14,000	14,000	14,000	14,000	FTZ administrative agreement
	Operating Revenue	14,000	14,000	14,000	14,000	14,000	14,000	
	Operating Expense							
Salaries and Wages	1-216-032-7001-0000	400,639	446,539	459,935	473,733	487,945	502,584	
Employee Benefits	1-216-032-7003-0000	121,155	146,647	151,046	155,578	160,245	165,052	
Employee Training	1-216-032-7006-0000	7,500	10,000	10,000	10,000	10,000	10,000	
Travel	1-216-032-7050-0000	25,000	35,000	35,000	35,000	35,000	35,000	Travel to conferences and events including broadband
Telephone and Communication	1-216-032-7115-0000	4,500	4,500	5,000	5,000	5,000	5,000	
Equipment Rental	1-216-032-7203-0000	2,500	3,000	3,000	3,000	3,250	3,250	Copier, water dispenser and future equipment
Office Supplies	1-216-032-7207-0000	3,000	2,500	2,500	2,500	3,000	3,000	
Postage	1-216-032-7210-0000	500	500	500	600	600	600	
Subscriptions	1-216-032-7213-0000	1,000	500	500	500	500	500	
Legal Expense	1-216-032-7301-0000	35,000	35,000	35,000	40,000	40,000	45,000	
Membership Dues and Fees	1-216-032-7303-0000	43,677	44,447	45,780	47,154	48,568	50,026	WCOG, Bellingham chamber, Sustainable Connections, Housing Alliance, NW recreation, Downtown Bellingham Partnership, WBA, WEDA, IEDC, Surrey Board of Trade, Clean Tech Alliance, NW Innovation Resource Center, TAG, Blaine Chamber, Lynden Chamber, Birch Bay Chamber, Ferndale Chamber, Mt Baker Chamber, Everson Chamber, Pt. Roberts Chamber, Sumas Chamber
ACF Support	1-216-032-7304-0000	65,200	190,825	216,379	243,845	273,113	303,945	From Marinas' budget
Outside Services	1-216-032-7308-0000	701,803	653,649	636,178	655,264	599,922	617,920	\$100,000 Small Cities Grant, SBDC, Tourism, Whatcom Prospector, Choose Whatcom Site, marketing, research/special programs, GIS licensing, broadband consultant, broadband outside services, contract with NWIRC for innovation center
Interfund Transfer	1-216-032-7312-0000	19,079	19,079	19,651	20,241	20,848	21,474	Economic Development rent, GSI licensing
Advertising and Promotion	1-216-032-7313-0000	60,000	60,000	60,000	60,000	60,000	60,000	
Marine Trades Promotion	1-216-032-7315-0000	20,000	20,000	25,000	25,000	25,000	25,000	Advertising, promotion and directory for marine trades
Promotional Hosting	1-216-032-7316-0000	15,000	15,000	16,000	16,000	17,000	17,000	Hosting meals and events for prospective businesses and public agencies
Incidental Meeting Expense	1-216-032-7317-0000	10,000	10,000	15,000	15,000	15,000	15,000	
Insurance and Claims	1-216-032-7401-0000	6,232	7,107	7,818	8,599	9,459	10,405	
Miscellaneous	1-216-032-7406-0000	500	750	750	1,000	1,000	1,000	
Tri-Funder Reimbursement	1-216-032-7600-0000	(805,304)	(813,963)	(801,302)	(825,341)	(850,101)	(875,604)	
	Operating Expense	736,981	891,080	943,736	992,673	965,350	1,016,152	
Economic Development Net Income (Loss)		(722,981)	(877,080)	(929,736)	(978,673)	(951,350)	(1,002,152)	

Community Connections



Description of Services

The Port engages in a number of programs and activities for the benefit of the community. The Community Connections Division programs include the Port Commission, Records Management, Public Records, development and maintenance of public recreational and interpretive areas such as parks, promenades, and trails on Port property, as well as the Marine Life Center. It also includes facilitating and coordinating several key corporate events and community outreach opportunities.

Community Connections

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Operating Revenue						
Equipment Rental	9,336	9,336	9,336	9,336	9,336	9,336
Space and Land Rental	280,284	288,692	297,353	306,274	315,462	324,926
Dockside Market	-	2,000	2,000	2,000	2,000	2,000
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous Revenue	5,150	5,150	5,155	5,159	5,164	5,169
Operating Revenue	289,770	300,178	308,843	317,769	326,962	336,430
Operating Expense						
Salaries and Wages	469,698	625,850	644,626	663,964	683,883	704,400
Salaries & Benefits Recovered	-	27,713	28,544	29,401	30,283	31,191
Employee Benefits	242,350	309,237	318,514	328,070	337,912	348,049
Employee Training	15,536	24,773	25,276	25,794	26,328	26,878
Travel	22,917	23,049	23,737	24,453	25,187	25,942
Water	28,850	32,500	33,475	34,479	35,514	36,579
Electricity	13,400	14,020	14,441	14,874	15,320	15,780
Gasoline and Diesel	110	100	103	106	109	113
Garbage	15,000	15,750	16,223	16,709	17,210	17,727
Telephone and Communication	15,897	16,239	16,726	17,228	17,745	18,277
Equipment Rental Expense	1,601	1,648	1,698	1,749	1,802	1,855
Small Tools and Equipment	10,000	12,000	12,360	12,731	13,113	13,506
Operating Supplies	11,961	32,644	13,378	14,164	15,013	15,929
Office Supplies	4,676	5,259	5,417	5,579	5,747	5,919
Signage	700	700	721	743	765	788
Postage	550	550	559	568	578	588
Janitorial	50,853	52,440	54,013	55,633	57,302	59,021
Subscriptions	300	300	306	312	319	325
Legal Expense	38,500	38,500	39,655	40,845	42,070	43,332
Membership Dues and Fees	550	550	559	568	578	588
Security	21,008	37,686	38,817	39,981	41,181	42,416
Outside Services	245,400	202,799	199,156	210,338	222,376	235,348
Lease Payments to Others	21,257	21,354	21,995	22,655	23,334	24,034
Interfund Transfer	30,316	35,665	36,735	37,837	38,972	40,141
Advertising and Promotion	35,917	36,845	38,000	39,140	40,314	41,524
Promotional Hosting	908	1,150	1,165	1,180	1,196	1,213
Incidental Meeting Expense	1,273	1,500	1,530	1,561	1,593	1,626
Insurance and Claims	19,458	21,070	23,177	25,495	28,044	30,849
Taxes	6,463	6,627	6,826	7,031	7,242	7,459
Miscellaneous	1,603	1,600	1,603	1,613	1,625	1,637
Repair and Maintenance	125,424	130,787	134,710	138,752	142,914	147,202
Groundskeeping	355,000	355,000	365,650	376,620	387,918	399,556

Community Connections

Description	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Preventative Maintenance	25,500	26,750	27,553	28,379	29,230	30,107
Equipment	18,000	18,000	18,540	19,096	19,669	20,259
Operating Expense	1,850,974	2,130,654	2,165,787	2,237,648	2,312,385	2,390,157
Community Connections Net Income (Loss)	(1,561,205)	(1,830,476)	(1,856,944)	(1,919,880)	(1,985,423)	(2,053,726)
Election Expense	-	150,000	-	150,000	-	150,000

Commission



Description of Services

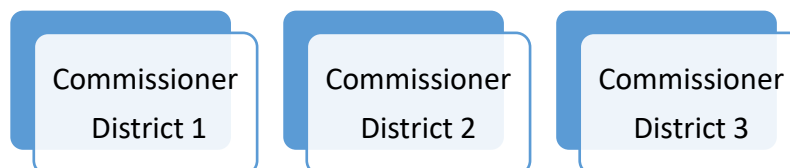
The three-member Board of Commissioners, each elected to serve four year terms by Port District voters, governs the Port of Bellingham. The Commission delegates administrative authority to the Executive Director to conduct the overall operations of the Port. The Commission is charged with setting Port policy, providing strategic leadership and high-level oversight of the Port and its operations. A key role for the Commission is direct input and approval of the annual operating and capital budget. The Commission also works in the community providing leadership and representing the Port in all facets of Port operations.

The Operating Budget

Funding is provided by property tax receipts.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$138,772	\$162,176	\$165,986
Net	(\$138,772)	(\$162,176)	(\$165,986)

Elected Officials



Commission

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-038-7001-0000	55,760	55,760	57,433	59,156	60,930	62,758	
Employee Benefits	1-220-038-7003-0000	68,759	71,432	73,575	75,782	78,056	80,397	
Travel	1-220-038-7050-0000	15,000	15,000	15,450	15,914	16,391	16,883	Travel to seminars
Telephone and Communication	1-220-038-7115-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Office Supplies	1-220-038-7207-0000	500	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-038-7301-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Outside Services	1-220-038-7308-0000	15,000	15,000	15,450	15,914	16,391	16,883	Live stream Commission meetings
Promotional Hosting	1-220-038-7316-0000	258	500	515	530	546	563	
Incidental Meeting Expense	1-220-038-7317-0000	773	1,000	1,030	1,061	1,093	1,126	
Insurance and Claims	1-220-038-7401-0000	1,524	1,694	1,863	2,050	2,255	2,480	
Miscellaneous	1-220-038-7406-0000	103	100	103	113	125	137	
	Operating Expense	162,176	165,986	171,084	176,354	181,796	187,417	
Commission Net Income (Loss)		(162,176)	(165,986)	(171,084)	(176,354)	(181,796)	(187,417)	
Election Expense	1-220-038-8600-0000	-	150,000		150,000		150,000	

Records Management



Description of Services

The Records Management program provides support to Port staff in areas of organizing paper and electronic records, scanning, record storage, and security. Records Management staff also maintains the record repository and facilitates the streamlining of records.

2023 Objectives

1. Continue to automate internal processes through Laserfiche to increase efficiency and minimize paper records.
2. Continue adding record series to Web Link to make commonly requested documents available to the public through the Port website.
3. Work with divisions individually to consolidate and organize their record archives.

The Operating Budget

Funding sources include property taxes.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$158,573	\$263,147	\$185,531
Net	(\$158,573)	(\$263,147)	(\$185,531)

2023 New Major Capital Projects

None.

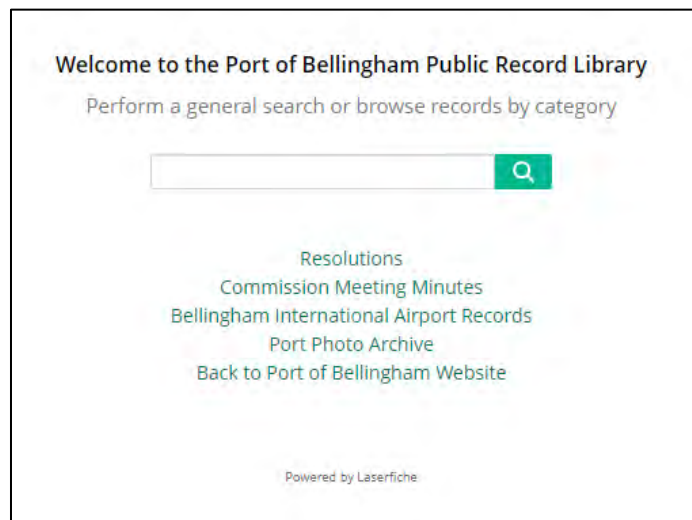
Staffing



Records Mgmt

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-039-7001-0000	86,448	95,309	98,168	101,113	104,147	107,271	
Employee Benefits	1-220-039-7003-0000	25,849	27,894	28,731	29,593	30,481	31,395	
Employee Training	1-220-039-7006-0000	800	500	515	530	546	563	WAPRO, Laserfiche seminars
Travel	1-220-039-7050-0000	1,500	1,500	1,545	1,591	1,639	1,688	
Telephone and Communication	1-220-039-7115-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-220-039-7205-0000	2,000	1,000	1,030	1,061	1,093	1,126	Containers and shelving for records storage
Office Supplies	1-220-039-7207-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-039-7301-0000	5,000	5,000	5,150	5,305	5,464	5,628	Legal review for records management practices
Membership Dues and Fees	1-220-039-7303-0000	300	300	309	318	328	338	WAPRO membership dues
Outside Services	1-220-039-7308-0000	143,986	56,711	58,412	60,165	61,970	63,829	Annual Laserfiche software maintenance, ArchiveSocial, social media archiving, DocuSign annual service, digitization of historical Port documents
Interfund Transfer	1-220-039-7312-0000	(4,885)	(4,885)	(5,032)	(5,182)	(5,338)	(5,498)	
Insurance and Claims	1-220-039-7401-0000	149	202	222	244	269	296	
	Operating Expense	263,147	185,531	191,111	196,860	202,783	208,885	
Records Management Net Income (Loss)		(263,147)	(185,531)	(191,111)	(196,860)	(202,783)	(208,885)	

Public Disclosure



Description of Services

It is the policy of the Port of Bellingham to make available to the public any and all requested public records not exempt under Washington's Public Records Act, Chapter 42.56 Revised Code of Washington, and to abide by the spirit and intent of the Public Records Act.

2023 Objectives

1. Maintain the Public Record Request tracking log and store all corresponding records in Laserfiche.
2. Provide exceptional customer service to members of the public.
3. Continue to train staff on the Public Records Act and Open Public Meetings Act, with an emphasis on new developments in state and federal law.

The Operating Budget

Funding sources include fees for records, and property taxes.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$150	\$150
Operating Expenses	\$45,505	\$41,266	\$41,500
Net	(\$45,505)	(\$41,116)	(\$41,350)

2023 New Major Capital Projects

None.

Staffing

The Public Records Officer manages all public records requests.

Public Disclosure

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Miscellaneous Revenue	1-220-035-6360-0000	150	150	155	159	164	169	Fees for public records requests
	Operating Revenue	150	150	155	159	164	169	
	Operating Expense							
Postage	1-220-035-7210-0000	100	100	103	106	109	113	
Legal Expense	1-220-035-7301-0000	30,000	30,000	30,900	31,827	32,782	33,765	Legal review for public disclosure requests
Outside Services	1-220-035-7308-0000	620	620	639	658	677	698	WeTransfer (cloud-transfer service), Scanning Services
Interfund Transfer	1-220-035-7312-0000	10,546	10,780	11,103	11,437	11,780	12,133	
	Operating Expense	41,266	41,500	42,745	44,027	45,348	46,709	
Public Disclosure Net Income (Loss)		(41,116)	(41,350)	(42,591)	(43,868)	(45,184)	(46,540)	

Open Space



Description of Services

The Open Space Program develops and provides opportunities for public recreational and interpretive interactions with the Port's unique properties and facilities. This program facilitates landscape design, capital improvements, maintenance, repair and asset preservation of the Port's Open Space/Park system and facilities.

2023 Objectives

1. Continue the implementation of the comprehensive integrated pest management (IPM) program for all Park facilities.
2. Continued development of Open Space Guidelines, for use by our Community Outreach programs.
3. Continue to work with Port's Community Outreach Program to improve messaging to the public regarding the responsible management of pet waste and trash.
4. Continue to explore new and refine existing strategies to improve efficiency and lower overall maintenance costs.

The Operating Budget

Funding sources include property taxes and grants.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$510,068	\$641,985	\$710,795
Net	(\$510,068)	(\$641,985)	(\$710,795)

2023 New Major Capital Projects



Fairhaven

- Hand launch vessel dock

\$1,541,837

Staffing

The Open Spaces program is managed by the Maintenance Manager.

Open Space

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries & Benefits Recovered	1-220-034-7002-0000	-	27,713	28,544	29,401	30,283	31,191	
Employee Training	1-220-034-7006-0000	9,000	10,000	10,300	10,609	10,927	11,255	Public operator, Arborist Cert., IPM training.
Travel	1-220-034-7050-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Water	1-220-034-7102-0000	28,850	32,500	33,475	34,479	35,514	36,579	Irrigation- TGC, ZPP, Marine Park
Electricity	1-220-034-7103-0000	13,400	14,020	14,441	14,874	15,320	15,780	Squalicum Boathouse, Marine Park, TGC, Pavilion
Gasoline and Diesel	1-220-034-7104-0000	110	100	103	106	109	113	
Garbage	1-220-034-7114-0000	15,000	15,750	16,223	16,709	17,210	17,727	Yard Waste and Garbage at ZPP, TGC, Marine Park
Small Tools and Equipment	1-220-034-7204-0000	10,000	12,000	12,360	12,731	13,113	13,506	Safety supplies, shovels, rakes, loppers, chainsaws
Operating Supplies	1-220-034-7205-0000	500	500	515	530	546	563	
Office Supplies	1-220-034-7207-0000	400	400	412	424	437	450	
Signage	1-220-034-7208-0000	700	700	721	743	765	788	
Postage	1-220-034-7210-0000	200	200	206	212	219	225	
Janitorial	1-220-034-7211-0000	21,300	22,000	22,660	23,340	24,040	24,761	ZPP, Marine Park, Harbor Center, Harbor Mall, TGC
Subscriptions	1-220-034-7213-0000	200	200	206	212	219	225	
Legal Expense	1-220-034-7301-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Security	1-220-034-7306-0000	18,622	35,228	36,285	37,373	38,495	39,649	Marine Park, Little Sq. Beach, Marine Dr. Trail
Outside Services	1-220-034-7308-0000	10,000	20,000	20,600	21,218	21,855	22,510	Blaine Rain Gardens, IPM Consulting, alarm monitoring, park plan
Lease Payments to Others	1-220-034-7311-0000	18,000	18,000	18,540	19,096	19,669	20,259	BNSF Lease
Insurance and Claims	1-220-034-7401-0000	11,703	12,234	13,457	14,803	16,283	17,912	
Taxes	1-220-034-7402-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Repair and Maintenance	1-220-034-7501-0000	80,000	84,000	86,520	89,116	91,789	94,543	
Groundskeeping	1-220-034-7502-0000	355,000	355,000	365,650	376,620	387,918	399,556	
Preventative Maintenance	1-220-034-7503-0000	25,500	26,750	27,553	28,379	29,230	30,107	
Equipment	1-220-034-7504-0000	18,000	18,000	18,540	19,096	19,669	20,259	Repairs on trucks, tractors and equipment
	Operating Expense	641,985	710,795	732,975	755,907	779,620	804,148	
Open Space Net Income (Loss)		(641,985)	(710,795)	(732,975)	(755,907)	(779,620)	(804,148)	

Marine Life Center



Description of Services

Port of Bellingham's Marine Life Center (MLC) is designed to encourage and educate the local community on our local waters and marine life. The center strives to restore and maintain marine habitat for fish and invertebrates living in Bellingham Bay. The MLC is an exciting public interactive center where visitors can closely observe and develop a greater appreciation with the animal world that lives beneath our coastal waters. Over the life of the MLC, there have been over 700,000 visitors, who learn about our local marine ecosystem.

Physical Assets



The Marine Life Center, located near Squalicum Harbor, is a 600 sf facility that includes a touch tank, rock shore habitat, algae tank, octopus tank and bubble tank. These tanks are filled with local creatures from the Salish Sea. Currently, the staff at MLC are caring for approximately 300 species of marine life, which occasionally includes small octopuses that are rehabilitated and released back into the wild.

2023 Objectives

1. Promote stewardship of Washington marine life through interactive opportunities.
2. Increase the MLC's visibility and enhance community connections through networking, outreach and well run, diverse events.
3. Provide a marine experience to local school children through educational programs.
4. Partner with other port departments to continue to build social media presence to help communicate information on MLC activities to the public.

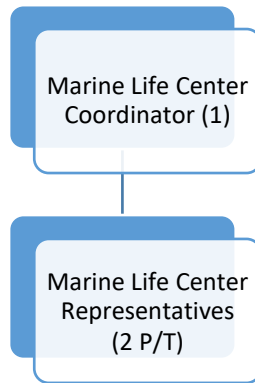
The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$300	\$0	\$0
Operating Expenses	\$150,856	\$178,476	\$250,405
Net	(\$150,556)	(\$178,476)	(\$250,405)

2023 New Major Capital Projects

None.

Staffing



Marine Life Center

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-040-7001-0000	97,021	145,020	149,371	153,852	158,467	163,221	
Employee Benefits	1-220-040-7003-0000	38,313	53,995	55,615	57,283	59,002	60,772	
Employee Training	1-220-040-7006-0000	1,500	5,000	5,000	5,000	5,000	5,000	Tuition Assistance program
Travel	1-220-040-7050-0000	515	530	546	563	580	597	Travel to and from beaches for animal collection
Telephone and Communication	1-220-040-7115-0000	3,183	3,278	3,377	3,478	3,582	3,690	
Operating Supplies	1-220-040-7205-0000	3,665	7,000	5,500	6,050	6,655	7,321	Animal food, animal collection, handwashing station, water level sensor system
Office Supplies	1-220-040-7207-0000	1,591	1,639	1,688	1,739	1,791	1,845	
Janitorial	1-220-040-7211-0000	5,520	5,686	5,856	6,032	6,213	6,399	Laundry services
Outside Services	1-220-040-7308-0000	6,480	7,128	7,841	8,625	9,487	10,436	Gas for octopus collection by fisherman, equipment servicing
Advertising and Promotion	1-220-040-7313-0000	5,000	5,000	5,200	5,356	5,517	5,682	
Promotional Hosting	1-220-040-7316-0000	500	500	500	500	500	500	
Miscellaneous	1-220-040-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-040-7501-0000	14,688	15,128	15,582	16,050	16,531	17,027	
	Operating Expense	178,476	250,405	256,576	265,027	273,825	282,990	
Marine Life Center Net Income (Loss)		(178,476)	(250,405)	(256,576)	(265,027)	(273,825)	(282,990)	

Meetings & Events



Description of Services

The Meeting and Events staff manages the use of Port-owned community meeting facilities and park areas that are available for private and community events. This includes the management of food truck rentals at the Downtown Waterfront. The main venues available for rent are located in the Bellingham Cruise Terminal, Squalicum Boathouse, Blaine Harbor Conference Center, Tom Glenn Commons, and Port-owned parks.

2023 Objectives

1. Continue to boost online presence with regular and responsive social media posts and marketing.
2. Continue marketing and hosting efforts with local networking organizations to fill Monday-Thursday meeting spaces.
3. Provide positive responsive customer service to both internal and external customers.
4. Make available top-quality meeting and event spaces and access to Port-owned parks convenient and readily available.

5. Field and process community requests for site use agreements to facilitate and support local access across Port properties.

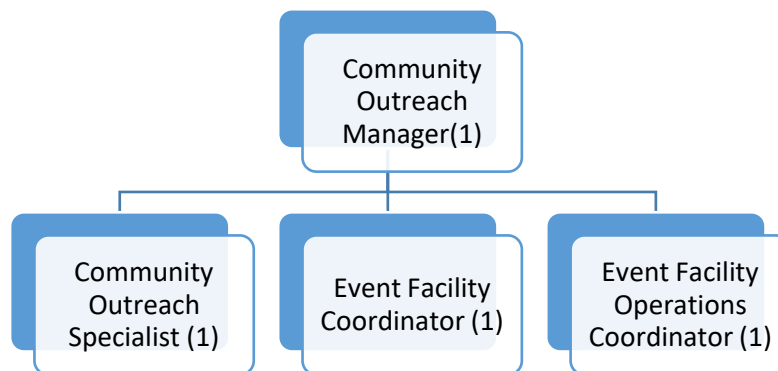
The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$149,284	\$284,620	\$293,028
Operating Expenses	\$350,447	\$386,015	\$484,617
Net	(\$201,163)	(\$101,395)	(\$191,589)

2023 New Major Capital Projects

None.

Staffing



Meeting Space

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Equipment Rental	1-220-036-6200-0000	9,336	9,336	9,336	9,336	9,336	9,336	White chairs, projector, tv monitor, cocktail tables, dance floor
Space and Land Rental	1-220-036-6305-0000	280,284	288,692	297,353	306,274	315,462	324,926	
Discounts Given M&E (Contra)	1-220-036-6307-0000	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
Cancellation Fees	1-220-036-6308-0000	5,000	5,000	5,000	5,000	5,000	5,000	
	Operating Revenue	284,620	293,028	301,689	310,609	319,798	329,262	
	Operating Expense							
Salaries and Wages	1-220-036-7001-0000	172,415	203,572	209,679	215,970	222,449	229,122	
Employee Benefits	1-220-036-7003-0000	91,017	103,585	106,693	109,893	113,190	116,586	
Employee Training	1-220-036-7006-0000	3,000	3,000	3,000	3,000	3,000	3,000	Tuition Assistance program
Travel	1-220-036-7050-0000	3,387	3,488	3,593	3,701	3,812	3,926	Mileage for opening & closing events
Telephone and Communication	1-220-036-7115-0000	5,965	6,144	6,328	6,518	6,713	6,915	
Equipment Rental Expense	1-220-036-7203-0000	1,292	1,330	1,370	1,411	1,454	1,497	
Operating Supplies	1-220-036-7205-0000	5,796	24,144	6,333	6,523	6,719	6,920	Fpav storage container, Fpav furniture, other supplies for event facilities, BCT Banquet tables
Office Supplies	1-220-036-7207-0000	1,184	1,220	1,257	1,294	1,333	1,373	
Postage	1-220-036-7210-0000	150	150	150	150	150	150	
Janitorial	1-220-036-7211-0000	24,033	24,754	25,497	26,262	27,049	27,861	
Outside Services	1-220-036-7308-0000	14,314	42,840	29,664	30,554	31,471	32,415	Credit card fees, reservation software, Kelly TS, migrate software in 2023, annual software license
Lease Payments to Others	1-220-036-7311-0000	3,257	3,354	3,455	3,559	3,665	3,775	
Interfund Transfer	1-220-036-7312-0000	24,655	29,770	30,663	31,583	32,530	33,506	
Advertising and Promotion	1-220-036-7313-0000	4,501	4,636	4,775	4,919	5,066	5,218	
Insurance and Claims	1-220-036-7401-0000	5,933	6,774	7,451	8,197	9,016	9,918	
Taxes	1-220-036-7402-0000	5,463	5,627	5,796	5,970	6,149	6,333	
Miscellaneous	1-220-036-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-036-7501-0000	19,154	19,729	20,320	20,930	21,558	22,205	
	Operating Expense	386,015	484,617	466,524	480,932	495,824	511,220	
Meeting Space Net Income (Loss)		(101,395)	(191,589)	(164,835)	(170,322)	(176,026)	(181,959)	

Community Outreach



Description of Services

The Port of Bellingham’s Community Outreach program is designed to sponsor and coordinate several key events and community outreach opportunities each year. These efforts highlight key port operations, tenants and facilities, and are intended to strengthen social and economic connections to the community.

2023 Objectives

1. Increase the Port’s visibility and enhance community connections through networking, outreach and well run, diverse community events.
2. Use community outreach events to gather feedback to improve outreach, awareness and generate interest in port facilities and events.
3. Build relationships with local businesses and community members by working together to create desirable events that maximize the use and visibility of port public spaces
4. Partner with other port departments to continue to build a robust social media presence on order to communicate information on Port projects and activities to the public

5. Provide internal customer support and resources for Port divisions to successfully communicate with customers via social media outreach and other marketing opportunities

The Operating Budget

Funding sources include sponsorships and property taxes.

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$5,000	\$7,000
Operating Expenses	\$367,190	\$177,909	\$291,820
Net	(\$367,190)	(\$172,909)	(\$284,820)

2023 New Major Capital Projects

None.

Staffing

The Corporate Events program is managed by the Meetings and Events staff.

Community Outreach

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Revenue							
Dockside Market	1-220-037-6315-0000	-	2,000	2,000	2,000	2,000	2,000	Vendor market fees
Miscellaneous Revenue	1-220-037-6360-0000	5,000	5,000	5,000	5,000	5,000	5,000	Local sponsorship for Holiday Port
	Operating Revenue	5,000	7,000	7,000	7,000	7,000	7,000	
	Operating Expense							
Salaries and Wages	1-220-037-7001-0000	58,054	126,189	129,975	133,874	137,890	142,027	
Employee Benefits	1-220-037-7003-0000	18,412	52,331	53,901	55,518	57,183	58,899	
Employee Training	1-220-037-7006-0000	1,236	6,273	6,461	6,655	6,855	7,060	GSMCON, Tuition Assistance program
Travel	1-220-037-7050-0000	515	530	543	563	580	597	Travel to and from meetings, events, conferences and trade shows
Telephone and Communication	1-220-037-7115-0000	2,250	2,317	2,387	2,458	2,532	2,608	
Equipment Rental Expense	1-220-037-7203-0000	309	318	328	338	348	358	
Postage	1-220-037-7210-0000	100	100	100	100	100	100	
Subscriptions	1-220-037-7213-0000	100	100	100	100	100	100	
Membership Dues and Fees	1-220-037-7303-0000	250	250	250	250	250	250	
Security	1-220-037-7306-0000	2,386	2,458	2,532	2,608	2,686	2,767	Security at community outreach events, including 4th of July, SeaFeast, and Holiday Port
Outside Services	1-220-037-7308-0000	55,000	60,500	66,550	73,205	80,526	88,578	Ski to Sea, 4th of July, SeaFeast, Holiday Port
Advertising and Promotion	1-220-037-7313-0000	26,416	27,208	28,025	28,865	29,731	30,623	CE Port promotional materials, July 4th marketing, Holiday Port marketing, overall Port community outreach (bike to work day, Chamber business to business host, waterfront district promos, Port facility promotional videos and content collection), Dockside Market promotion thru FB ad, Mailchimp emails, rack cards, and Dockside swag
Promotional Hosting	1-220-037-7316-0000	150	150	150	150	150	150	Volunteering at community outreach events
Incidental Meeting Expense	1-220-037-7317-0000	500	500	500	500	500	500	
Insurance and Claims	1-220-037-7401-0000	149	166	183	201	221	243	
Miscellaneous	1-220-037-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-037-7501-0000	11,582	11,930	12,288	12,656	13,036	13,427	Maintenance work for preparation and repair post community outreach events
	Operating Expense	177,909	291,820	304,772	318,541	333,188	348,788	
Community Outreach Net Income (Loss)		(172,909)	(284,820)	(297,772)	(311,541)	(326,188)	(341,788)	

Infrastructure



Description of Services

The Infrastructure Division manages the Port's public roads, bulkheads and breakwaters. It also executes repair or replacement of roads and bulkheads/breakwaters in conjunction with site development and/or environmental cleanups.

The Infrastructure Division sponsors the periodic dredging of the Federal Waterways, primarily the Squalicum Waterway, in conjunction with the U.S. Army Corps of Engineers and Port tenants.

2023 Objectives

1. Provide the organization recommendations for budgeting and maintenance of Port-wide infrastructure such as marine structures, roads, and stormwater treatment facilities, including the development of an infrastructure asset management plan.
2. Complete the remaining safety improvements at all three Port-owned railroad crossings to support the Fairhaven Quiet Zone.
3. Develop a condition matrix and planned repair and replacement schedule for infrastructure assets.

The Operating Budget

	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$529,281	\$536,903	\$670,244
Net	(\$529,281)	(\$536,903)	(\$670,244)

2023 New Major Capital Projects

See Real Estate Division for list of infrastructure-related projects.

Staffing

The Facilities Division staff manage infrastructure assets.

Infrastructure

Description	Account	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Description
	Operating Expense							
Outside Services	1-228-046-7308-0000	-	85,000	-	-	-	-	Building Energy Management Program
Interfund Transfer	1-228-046-7312-0000	(25,850)	(26,729)	-	-	-	-	Mitigation monitoring
Lummi Agreement #2	1-228-046-7319-0000	122,304	125,973	129,752	133,645	137,654	141,784	Annual moorage credit
Environmental Costs	1-228-046-7403-0000	253,578	360,000	345,000	355,350	366,011	376,991	Surface & Stormwater fees, federal permit review liaisons, mitigation monitoring
Repair and Maintenance	1-228-046-7501-0000	90,100	40,000	41,200	42,436	43,709	45,020	
Groundskeeping	1-228-046-7502-0000	84,051	80,000	82,400	84,872	87,418	90,041	
Preventative Maintenance	1-228-046-7503-0000	12,720	6,000	6,180	6,365	6,556	6,753	
	Operating Expense	536,903	670,244	604,532	622,668	641,348	660,589	
Infrastructure Net Income (Loss)		(536,903)	(670,244)	(604,532)	(622,668)	(641,348)	(660,589)	



2023 Strategic Budget Industrial Development Corporation



Industrial Development Corporation

Description of Services

The Industrial Development Corporation (IDC) is a separate public corporation formed by the Port of Bellingham Commission in 1982.

The formation and authority of the Port's IDC is provided by RCW 39.84 authorized by the legislature in 1981 *for the purpose of facilitating economic development and employment opportunities in the state of Washington through the financing of the project costs of industrial development facilities, a municipality may enact an ordinance creating a public corporation for the purposes authorized in this chapter.*

The IDC has a charter and by-laws governing the Board of Directors. The Board includes the three Port commissioners. The jurisdiction of the Board is co-terminus with Whatcom County.

The primary purpose of the Port IDC is to issue tax exempt non-recourse financing or Industrial Revenue Bonds (IRBs) to finance industrial development facilities within Whatcom County. These bonds are secured by private borrowers. Neither the IDC nor the Port provides any security to the bond. Eligible facilities include manufacturing, transportation, airports, docks/wharves, processing, solid waste or industrial sewage facilities.

The Port IDC has used this authority since 1984 with its first issuance of bonds. The IDC has issued over \$232 million in IRBs through 2009. However, the low long-term interest rate environment has diminished demand for IRBs and the Port has not issued a bond since 2009.

The IDC derives an annual servicing fee on the value of outstanding bonds. That revenue may be transferred to the Port budget and will solely be used for growth management, planning or other economic development purposes. Therefore, a separate IDC budget is approved by the Board of Directors authorizing expenditures toward these purposes.