



PORT OF BELLINGHAM
Washington State

2025 Strategic Budget November 19, 2024



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Budget Message

The Port of Bellingham (“Port”) is pleased to present its 2025 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



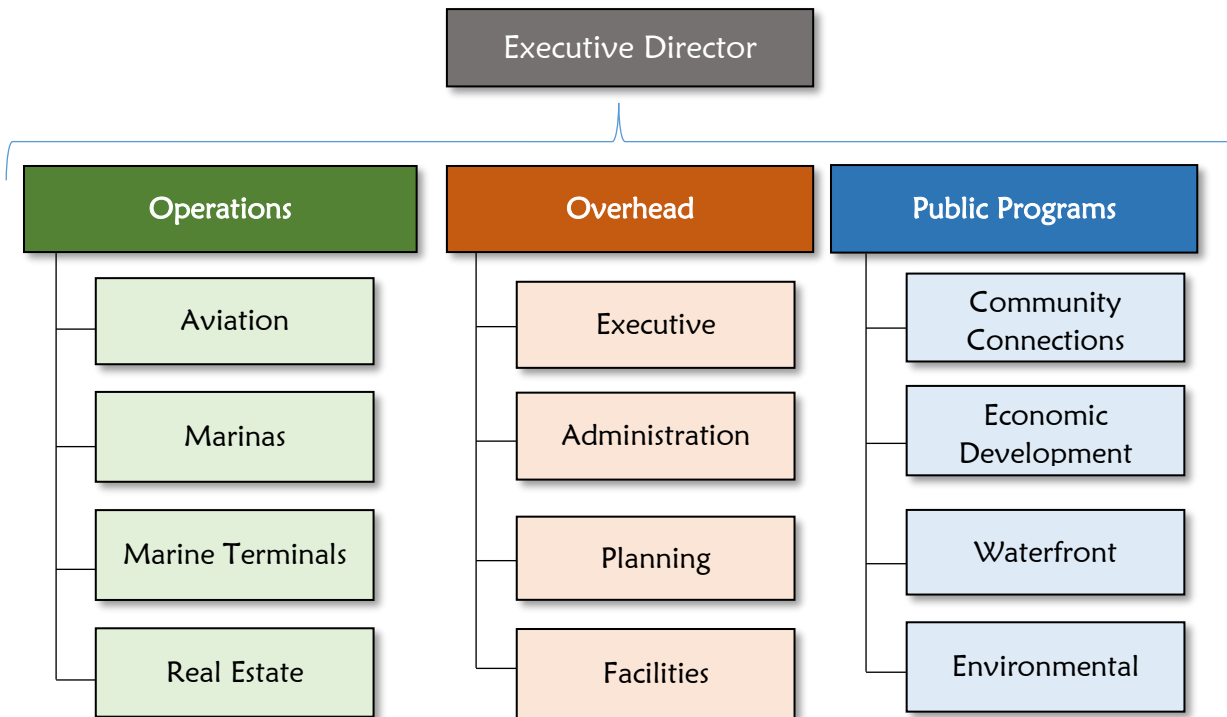
Bobby Briscoe
District 3

Ken Bell
District 2

Michael Shepard
District 1

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	2023	2024	2025 projected
Aviation	22	20	21
Marinas	13	13	13
Marine Terminals	6	8	8
Real Estate	7	7	7
Environmental/Planning	7	7	8
Facilities	32	36	39
Administration	18	24	26
Executive	6	6	6
Economic Development	4	4	4
Public Priorities	10	10	10

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 not included.

2025 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 2025 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



The Portal Container Village continued to expand in 2024, construction of Zeeks Pizza and Bin 13 along with another rotating retail container were completed and these businesses opened in time for the 2024 summer season. A new restroom facility will be installed by the end of the year.

In late 2023 The Port issued a notice a default to Harcourt, the developer that purchased both the Granary building and residential condo lots along with being the property developer under the Master Development Agreement. Construction of the 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 default means Harcourt will forfeit the right to the additional 9 and 3 acres. Harcourt retains ownership of the properties they have

already purchased. Harcourt disputes the default and the issue will head to arbitration in late 2024 and early 2025.

The Boardmill Group was selected in 2022 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 are nearly complete and pre-permitting meetings have begun with the City of Bellingham.

Millwork's Mercy housing project was completed and tenants started to occupy the building. The project also includes an early learning center. Millworks is currently in the planning process for phase 2 of their project.

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, pending complete funding. 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.

4. Strategic Management of the Airport



In early 2024 Southwest Airlines announced its exit from the Bellingham market due to a shortage of airplanes. Southwest previously offered direct daily flights to Oakland and Las Vegas, along with a weekly direct flight to Denver. Southwest reported good load factors but the average fare didn't meet expectations. Southwest accounted for 40% of the enplanements at BLI; the loss of this revenue will necessitate rigorous expense control until additional air service development is achieved.

Projects completed include rebuilding taxiways, construction of a building for snow removal equipment, and expanding the runway safety area. Major projects currently being planned include converting all runway lighting to LED, reconstruction of the runway and a solar panel installation.

In 2025, the Port will continue to recruit new airlines and work with existing carriers on new routes and increased service on existing routes.

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



The Port continues to invest in the shipping terminal infrastructure. A pier strengthening and dredging project is currently under way and expected to

conclude by June 2025. This project is partially funded by MARAD with the balance coming from the Port. Planning has begun for a future rail connection from BST to the BNSF mainline, this project is 100% funded by a federal grant. The Port is also pursuing funding for various electric upgrades.

Although the terminal has additional capacity and the Port will continue to pursue new business, it will be constrained until the construction project is completed mid-2025.

6. Stimulate Economic Development and Job Creation



Provide leadership in developing strategies and implementing programs that will stimulate current and future economic growth for the Port and Whatcom County. Work with businesses and municipalities in Whatcom County to retain, enhance, and recruit jobs, and secure funding opportunities for both public and private sectors. Work with a focus on key initiatives including workforce development, infrastructure improvement strategies and industrial lands preservation and expansion to ensure our community sees continued growth in key sectors: agriculture, aviation, advanced manufacturing (includes food processing, energy, and recreation), construction, cyber security, healthcare, and marine trades.

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, develop, and retain top talent is vital to our mission. A comprehensive retention program, total rewards package, and focus on employing a diverse workforce is key to attracting and retaining employees.

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

The Economy

According to the Bureau of Economic Analysis (BEA) ([2024](#)), real gross domestic product (GDP) increased nationally in the 1st and 2nd quarter of 2024 (1.6 percent in Q1 and 3 percent in Q2). The 3 percent increase in Q2 is attributed primarily to increases in consumer spending, inventory investment, and business investment. Imports, which are a subtraction in the calculation of GDP, also increased. Washington State experienced a 4.1 percent change in GDP in Q1 and 4.9 percent increase in Q2, which is above the national increase during the same quarters ([BEA 2024, Table 1](#)).

According to the US Census Bureau (2023), the median household income (in 2022 dollars) was \$77,581. This is below the [Office of Financial Management's \(2024\)](#) projection for Washington State's median household income in 2023 at \$94,308. Whatcom County's average annual wage was \$62,533 in 2023 ([WWU CEBR 2024](#), pgs. 2+5). This is also below Washington State's average annual wage, which grew to \$89,138 in 2023 ([WA ESD 2024](#)).

Local highlights:

- The average unemployment rate of Whatcom County is up to 5% as of August 2024, which is consistent with the statewide rate of 4.9% in the same month ([Employment Security Department 2024](#)). In 2024, rates have ranged from a low of 4.4% in June to a high of 6.3% in February. Levels below 5% typically indicate a tightening labor market.
- Total non-farm jobs have recovered and even exceeded pre-COVID 2019 levels. Jobs increased from 87,100 total nonfarm jobs in December 2020 to 93,803 nonfarm jobs in nonfarm jobs in March 2024. As for manufacturing, the number of jobs remains steady at 8,896 March 2024, which is the same number of jobs in the sector since November 2022 ([ESD 2024, QCEW 2024 Q1 preliminary data and QCEW 2022 revised final data](#)).

As many sectors and industries within the American economy are continuing to recover and adjust to current economic conditions, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2023-2024, significant progress was made in the Waterfront District to support economic investment, including of the first residents moving into the Millworks project, which provides much-needed affordable housing to our community.

Port staff administers a loan program on behalf of the Economic Development Administration.. 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. This program continues to benefit our local community providing access to credit for companies who may not be able to qualify for commercial loan products otherwise.

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 2024-2025 by working with local companies wanting to expand or relocate to our region. For the remainder of 2024, the team will be focused on continuing to implement priority items in the Whatcom County CEDS 2022-2026 Action Plan. This includes continuing business retention and expansion efforts, which includes supporting efforts to improve infrastructure. In 2024-2025, approximately 100 customers in the East Nooksack Project network will acquire broadband

connection, resulting in a positive economic impact for small businesses in our most rural communities, shortening the length of time required to order inventory and delivery goods to the market.

Port of Bellingham Outlook

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 many capital projects continuing into 2025, which will help continue to drive the local economy.

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.

2024 Budget Status Update

Through August 2024, the Port's overall revenues from all sources were approximately 18% lower than 2023 revenues for the same period and totaled \$36.8 million. The decrease was due to a one-time environmental claim settlement in 2023 in the amount of \$9.5 million, but more grants were received in 2024 than 2023.

Operating Divisions

Summary through August 31 (in thousands)	2024	2023
Revenues for Enterprise Activities	\$20,492	\$20,008
Expenses for Enterprise Activities	\$16,088	\$14,847
Net Income	\$4,404	\$5,161

The enterprise (operating) activities of the Port generated revenues of \$20 million through August 2024. 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 \$3.5 million through August 2024. This is a 8% increase from 2023. The increase is largely due to inflation, and additional staffing positions.

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 2024, the Port spent a net of approximately \$1,984,000 in direct costs for these activities.

Summary through August 31 (in thousands)	2024	2023
Revenues for Public Activities	\$290	\$279
Expenses for Public Activities	\$2,275	\$2,067
Net Income	(\$1,985)	(\$1,788)

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 2024, the district generated revenues of just over \$1 million from leasing building space. The operating expenses during the same time period totaled just over \$1.5 million.

Summary through August 31 (in thousands)	2024	2023
Waterfront District Operating Revenues	\$1,043	\$935
Waterfront District Operating Expenses	\$1,546	\$1,047
Net Income	(\$503)	(\$112)

Summary of the 2024 budget, through August 2024

Through the first eight months of the year, the Port’s operating revenues were approximately \$1 million less than planned, and above the prior year by over 2.6%. This decrease is largely due to the construction at the Shipping Terminal which limited operations. Overall, 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 Marinas and Real Estate divisions’ revenues increased as a result of continued high occupancy at the marinas as well as in the Port’s commercial real estate portfolio. The Aviation Division showed a small increase from the prior year, but is not expected to continue that increase throughout the remainder of the year as a result of the departure of Southwest Airlines. Due to focused expense management, the operating divisions’ expenses came in under budget during this time period by over \$3 million, resulting in a net income of \$4.4 million.

2025 Budget Summary

The 2025 budget forecasts decreases in operating revenues from the 2024 budget, with total for the year projected at \$28.6 million. With the anticipated decrease in revenues at the Shipping Terminal and Aviation divisions, total operating expenses are projected to remain largely flat from the 2024 budget.

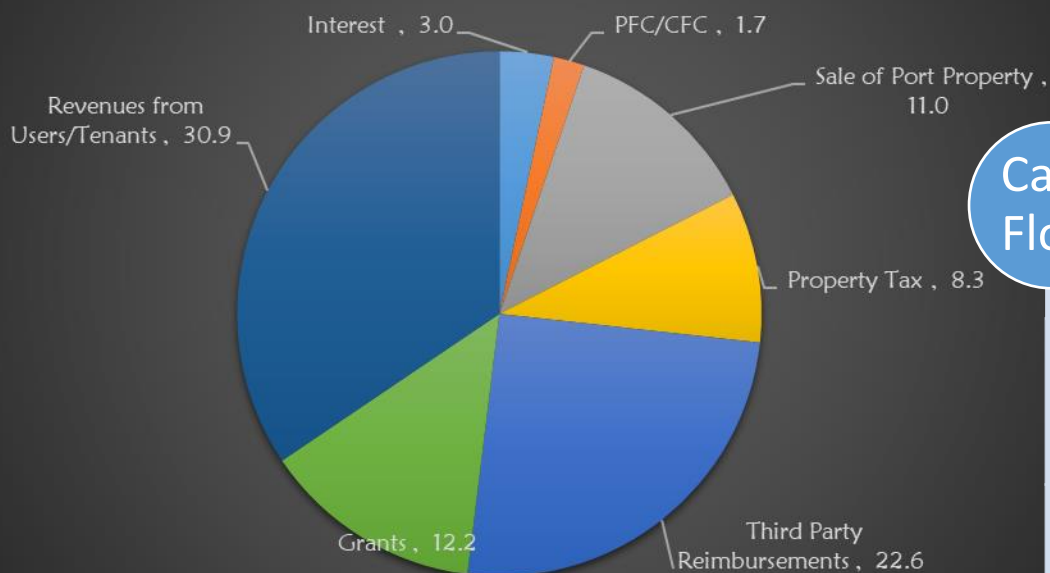
The Public Priorities divisions will generate revenues of approximately \$450 thousand and operating expenses of \$5.6 million for the development and promotion of economic development including the county wide expansion of broadband, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup efforts of sites outside of the Waterfront District is budgeted at \$11.5 million, net of grants and other reimbursements. The debt service in these areas for 2025, including both principal and interest is \$1.1 million. Capital spending related to the Public Priorities for 2025 totals under \$1 million.

The Waterfront District is budgeted for revenues of \$1.8 million in 2025, which is slightly above the level of activity as 2024. The Port will continue to market the leasing of the large warehouse and other properties in the district as they become available in 2025. Expenses, including cleaning up environmental contamination, are budgeted at just under \$16 million and offset by over \$13.2 million in grants and other reimbursements. Capital projects are budgeted at \$505 thousand.

The 2025 budget reflects that overall, the Port is expected to generate negative cash flow of approximately \$9.5 million, as large capital projects continue into 2025, as well as cleanup of major environmental sites.

2025 Cash Flow Summary

Sources of Cash (in thousands)



Cash
Flow

Sources:
\$89.7M

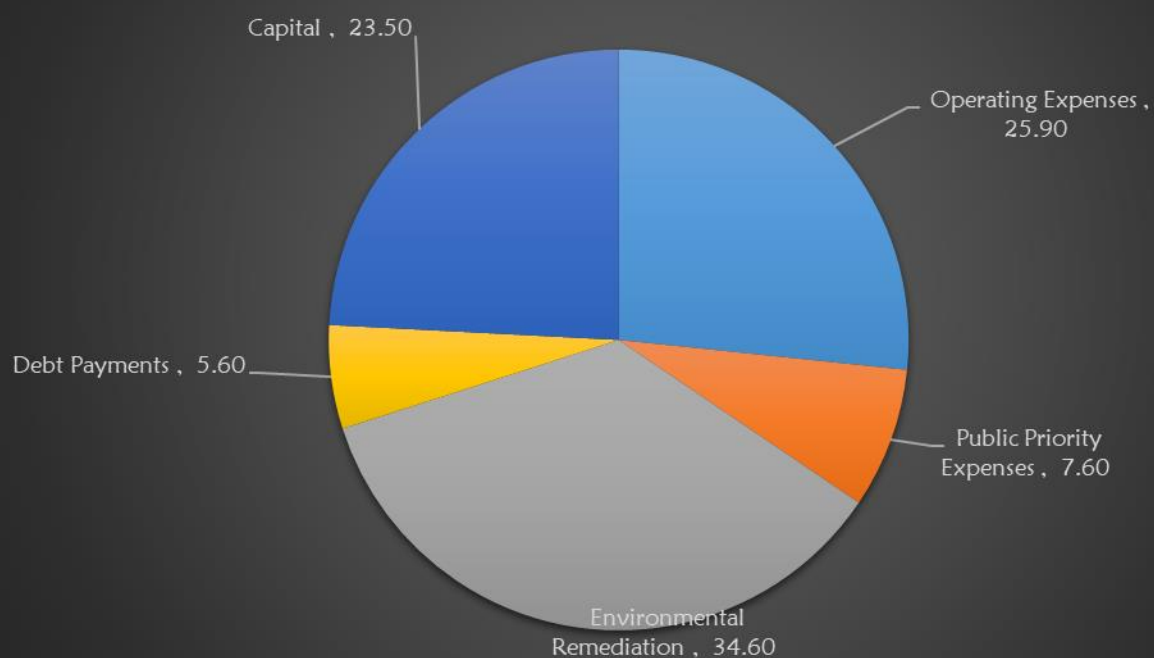
Uses:
\$99.3M

Decrease in
Cash:
\$9.6M

Ending
Cash:
\$12.5M

Required
Reserve:
\$10.5M

Uses of Cash (in thousands)



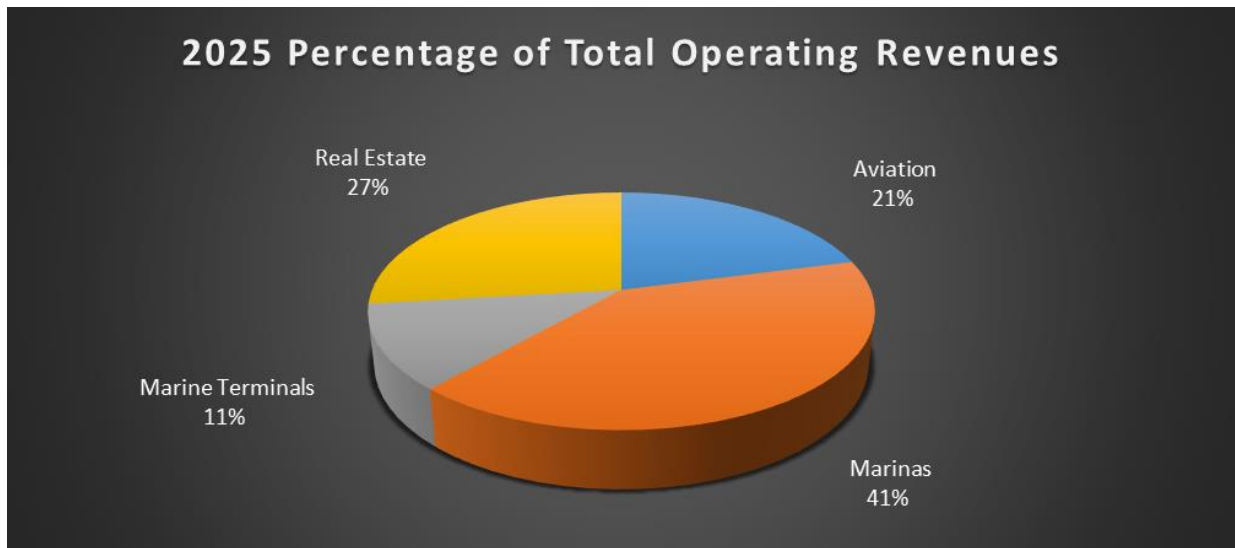
Cash Flow Summary – A 5-year look

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	2025	2026	2027	2028	2029
Sources of Cash:					
Revenues from Operations	30.9	33.1	34.4	38.2	41.3
Property Tax	8.0	8.0	8.0	8.0	8.0
Sale of Property	11.0	0	5.2	0	5.2
Bond Issue	0	18.0	6.5	16.0	8.0
Grants for Capital Projects	12.4	22.4	18.1	10.0	9.0
3 rd Party Reimbursements	22.6	21.9	7.3	18.0	12.1
Interest	3.0	3.0	3.0	3.0	3.0
CFC/PFC	<u>1.8</u>	<u>1.8</u>	<u>1.9</u>	<u>1.9</u>	<u>2.1</u>
Total	89.7	108.2	84.4	95.1	88.7
Uses of Cash:					
Expenses from Operations/Public	33.6	32.9	34.8	33.8	36.7
Principal and Interest of Debt	5.6	4.7	6.0	6.4	7.3
Environmental Remediation	34.6	27.3	12.2	27.4	21.8
Capital Expenditures	<u>25.5</u>	<u>45.0</u>	<u>31.3</u>	<u>27.0</u>	<u>22.6</u>
Total	99.3	109.9	84.3	94.6	88.4
Increase/(Decrease) in Cash	(9.6)	(1.7)	.1	.5	.3
Projected Cash at Year End	12.5	10.8	10.9	11.4	11.7
Required Cash Reserves	10.5	10.6	10.8	11.0	11.1

Revenues and Other Sources of Cash Flow

The 2025 budget anticipates Port operating revenues of \$28.6 million (operating revenue only, does not include revenue of \$2.3 million in the Waterfront District and Public Priorities). The Aviation Division is projected to produce just under \$6 million, a 35% decrease from the 2024 budget, due to the loss of Southwest Airlines. The Marinas Division is expected to realize an increase in revenues of 5% to \$11.6 million. Real Estate revenues are expected to remain flat from 2024 levels, \$7.7 million, as occupancy continues to remain high in all Port-owned facilities. Marine Terminals budgeted revenue is projected to decrease significantly to \$3.3 million, due to the rehabilitation of a large portion of pier, rendering it unusable for part of the year.



The Port expects to receive federal and state funding totaling \$33.7 million, of which \$10.9 million will support the Port's capital programs, and over \$22.6 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$1.4 million to the Port and is 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 \$300 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 \$.1294 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 \$25.3 million (before inter-company transfers), which is 1% lower than the 2024 budget and accounts for targeted cost saving measures in response to lower revenues at the airport and shipping terminal. 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 \$4 million in 2025.

The Port is expecting to spend just over \$4.5 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 \$34.6 million, offset by \$22.6 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 \$5.6 million in 2025.

Tax Levy

Types and Limits of Levies

Regular Tax Levy

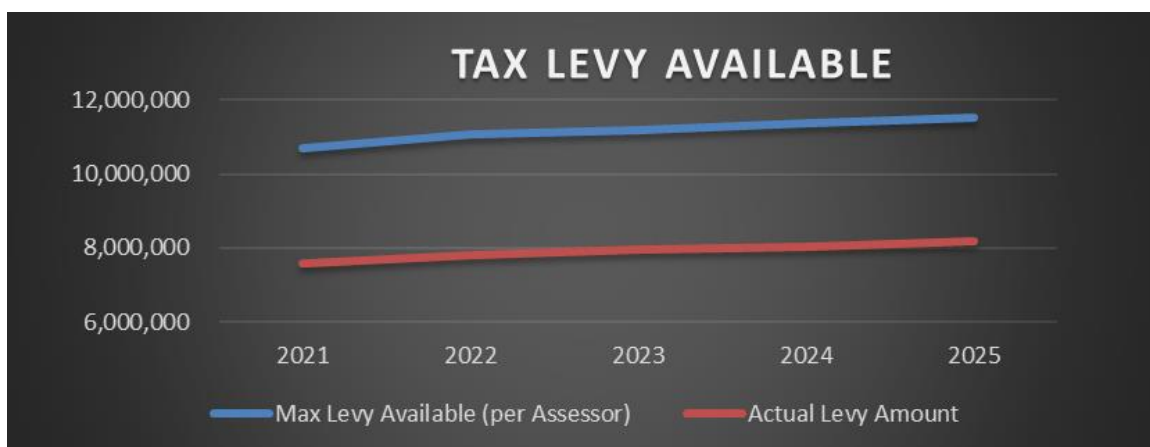
The County Treasurer acts as an agent to collect property taxes levied in the county for all taxing authorities. Taxes are levied annually on January 1 on property value listed as of the prior May 31. Assessed values are established by the County Assessor at 100% of fair market value. Taxes are due in 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.

2025 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 2025, depending upon total assessed values, the levy rate is expected to decrease again, estimated at \$.1294 per thousand. The Port will submit a levy request of just under \$8 million, which is approximately \$3.4 million less than the legal limit. The Port is not requesting an increase in the tax levy for existing property.

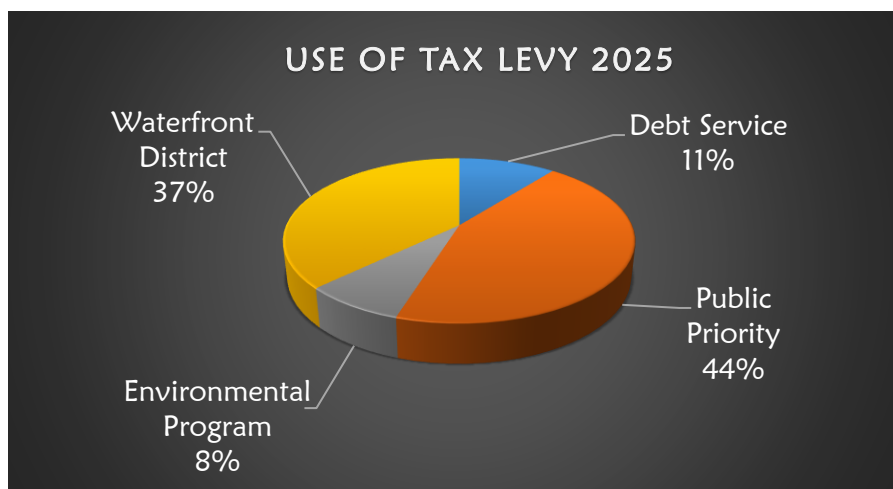


Tax Levy Investment

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 2025 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

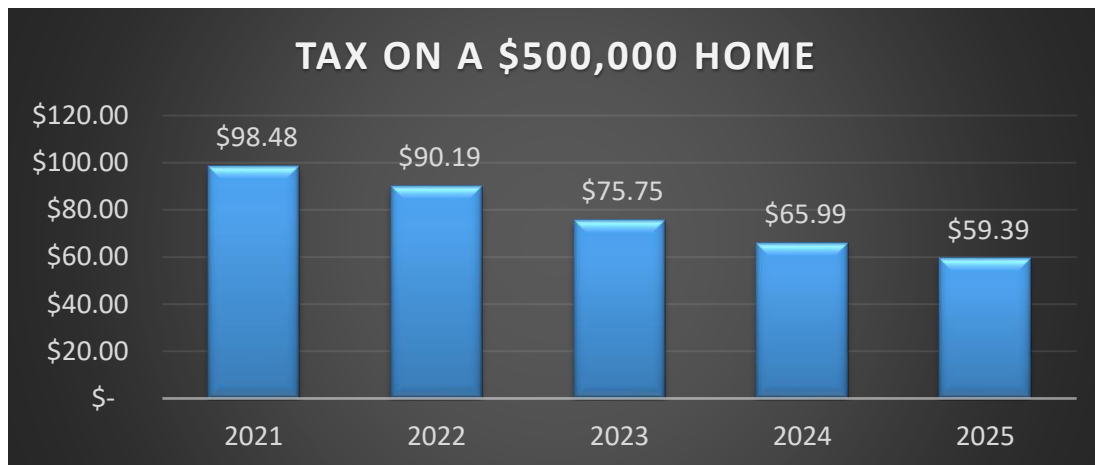
Sources:	2024	2025
General Obligation Bond Levy	\$843,800	\$847,600
Regular Levy	\$7,114,147	\$7,106,075
Total Sources of Tax Levy	\$8,034,087	\$7,953,675

Uses:	2024	2025
General Obligation Bond Payments	\$843,800	\$847,600
Environmental Program Costs	\$594,588	\$635,240
Available Public Purposes	\$3,561,612	\$3,517,160
Waterfront District	\$3,034,087	\$2,953,675
Total Sources of Tax Levy	\$8,034,087	\$7,953,675



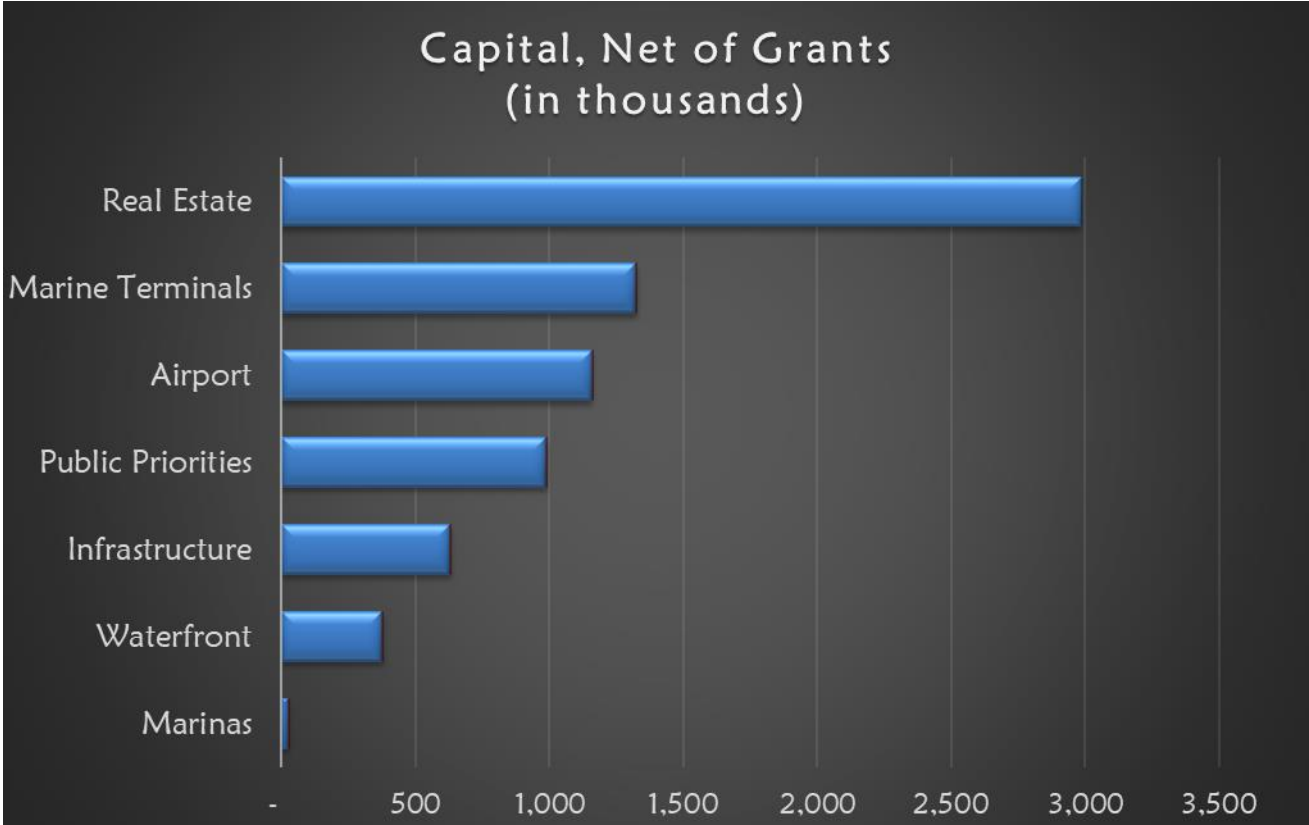
Taxpayer Effect

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 2025 is \$59.39.



Capital Expenditures

In 2025, the Port plans to spend approximately \$19.6 million on capital projects. These costs will be partially offset by a variety of grants in the amount of \$12.4 million.



In 2025, the largest capital projects will focus on continuing some major capital work that was started in 2024 at the Shipping Terminal and Fairhaven areas.

Upgrades to the stormwater system at the Fairhaven Marine Industrial Park (FMIP) is the largest project for the Real Estate Department in 2025.

The Marine Terminals has significant upgrades to the Shipping Terminal started and budgeted in 2023 that will carry over into 2025. Construction of a portable barge ramp will occur in 2025, as well as power upgrades to two berths and a warehouse at the site. In addition, the design and engineering of a rail spur addition will begin in 2025, with construction commencing in 2026 and 2027.

In 2025, the airport will continue the design of an Internal Arrivals Building, anticipating construction in the year following the completion of the design. Designing the rehabilitation the runway will be another focus in 2025, with construction in 2026 and 2027. Both of these large projects are anticipated to be mostly funded by the Federal Aviation Administration (FAA).

The Marine Life Center is a popular attraction for the public, and will see the replacement of the aging observation tank in 2025.

The Marine Life Center is a popular attraction for the public, and will see the replacement of the aging observation tank in 2025.

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
1	101 - Aviation	001 - Av	101-752	Airport	AP - Maintain pavement - current year	\$ 91,530	\$ 80,000					\$ 171,530
2	101 - Aviation	001 - Av		Airport	AP - Maintain pavement 2026-2029 (add to 101-752)			\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
3	101 - Aviation	001 - Av	101-833	Airport	Design: Runway Shoulders & Blast Pads	\$ 524,487						\$ 524,487
4	101 - Aviation	001 - Av		Airport	Design: Runway Shoulders & Blast Pads (FAA Grant 60)	\$ (514,334)						\$ (514,334)
5	101 - Aviation	001 - Av	101-824	Airport	AP - Rental Car QTA Facility - Design/Construction (CFC)	\$ 97,969				\$ 3,173,031		\$ 3,271,000
6	101 - Aviation	001 - Av	101-941	Airport	RSA Construction	\$ 3,426,133						\$ 3,426,133
7	101 - Aviation	001 - Av		Airport	RSA Construction (FAA Grant 60)	\$ (2,320,887)						\$ (2,320,887)
8	101 - Aviation	001 - Av	101-430	Airport	AP - Construction Schedule 1: Taxiway F	\$ 5,304,848						\$ 5,304,848
9	101 - Aviation	001 - Av		Airport	AP - Construction Schedule 1: Taxiway F (FAA Grant 65: \$48,448, 67: \$2,529,694, 69: \$1,300,000)	\$ (3,878,142)						\$ (3,878,142)
10	101 - Aviation	001 - Av		Airport	Apron Lights to LED (FAA Grant 60)	\$ (79,819)						\$ (79,819)
11	101 - Aviation	001 - Av	101-808	Airport	AP - Design CBP Facility Improvements	\$ 77,745						\$ 77,745
12	101 - Aviation	001 - Av		Airport	AP - Construct CBP Facility Improvements - Phase 1		\$ 3,600,000					\$ 3,600,000
13	101 - Aviation	001 - Av		Airport	AP - Construct CBP Facility Improvements - 95% Grant contingent		\$ (3,200,000)					\$ (3,200,000)
14	101 - Aviation	001 - Av	101-431	Airport	AP - Construct Snow Removal Equipment Facility	\$ 6,468,247						\$ 6,468,247
15	101 - Aviation	001 - Av		Airport	AP - Construct Snow Removal Equipment Facility (FAA Grant)	\$ (4,345,121)						\$ (4,345,121)
16	101 - Aviation	001 - Av		Airport	AP - Construct Runway shoulders & blast pads (FAA Grant)	\$ (300,000)						\$ (300,000)
17	101 - Aviation	001 - Av	101-896	Airport	Taxiway Kilo Design & Construction	\$ 6,350,377						\$ 6,350,377
18	101 - Aviation	001 - Av		Airport	Taxiway Kilo Design & Construction (FAA Grant 60)	\$ (4,317,840)						\$ (4,317,840)
19	101 - Aviation	001 - Av		Airport	Runway Rehab Design		\$ 1,716,666					\$ 1,716,666
20	101 - Aviation	001 - Av		Airport	Runway Rehab Design (FAA Grant)		\$ (1,500,000)					\$ (1,500,000)
21	101 - Aviation	001 - Av		Airport	AP - Runway Rehab Construction			\$ 13,630,000				\$ 13,630,000
22	101 - Aviation	001 - Av		Airport	AP - Runway Rehab Construction (FAA Grant)			\$ (12,220,000)				\$ (12,220,000)
23	101 - Aviation	001 - Av	101-433	Airport	AP - Fuel Farm Rehab	\$ 105,000						\$ 105,000
24	101 - Aviation	001 - Av	101-452	Airport	ARFF Restroom and Interior Renovations	\$ 230,500						\$ 230,500
25	101 - Aviation	001 - Av	101-453	Airport	Deicer Truck and ARFF Gear	\$ 646,826						\$ 646,826
26	101 - Aviation	001 - Av		Airport	Deicer Truck and ARFF Gear (FAA Grant)	\$ (450,000)						\$ (450,000)
27	101 - Aviation	001 - Av	101-522	Airport	ARFF Truck	\$ 1,500,000						\$ 1,500,000
28	101 - Aviation	001 - Av		Airport	ARFF Truck (FAA Grant)	\$ (1,350,000)						\$ (1,350,000)

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
29	101 - Aviation	001 - Av	101-454	Airport	Commercial Terminal Relamp to LED	\$ 350,000						\$ 350,000
30	101 - Aviation	001 - Av		Airport	Airport Parking Automation Equipment		\$ 350,000					\$ 350,000
31	101 - Aviation	001 - Av		Airport	TW Reconfiguration Phase 3 –Tw D&E (final design 2028, Const 2029)					\$ 298,000	\$ 10,100,000	\$ 10,398,000
32	101 - Aviation	001 - Av		Airport	TW Reconfiguration Phase 3 –Tw D&E (FAA Grant)						\$ (9,000,000)	\$ (9,000,000)
33	101 - Aviation	001 - Av		Airport	Security System Upgrade - Access Control					\$ 700,000		\$ 700,000
34	101 - Aviation	001 - Av	101-523	Airport	Ring Down Line	\$ 125,000						\$ 125,000
35	101 - Aviation	001 - Av	101-524	Airport	FAA Reimbursable Grant Agreement	\$ 53,732	\$ 100,000					\$ 153,732
36	101 - Aviation	001 - Av		Airport	FAA Reimbursable Grant Agreement (FAA Portion)		\$ (90,000)					\$ (90,000)
37	101 - Aviation	001 - Av		Airport	Explosive Detection Equipment		\$ 100,000					\$ 100,000
38	101 - Aviation	001 - Av		Airport	Faded Taxiway Markings- Design				\$ 270,000			\$ 270,000
39	101 - Aviation	001 - Av		Airport	Faded Taxiway Markings- Design (FAA Grant)				\$ (225,000)			\$ (225,000)
40	101 - Aviation	001 - Av		Airport	Faded Taxiway Markings- Construction					\$ 2,520,000		\$ 2,520,000
41	101 - Aviation	001 - Av		Airport	Faded Taxiway Markings- Construction (FAA Grant)					\$ (2,250,000)		\$ (2,250,000)
42	101 - Aviation	001 - Av	101-527	Airport	3500sf addition to 3928 Williamson Way - Design	\$ 129,000						\$ 129,000
43	101 - Aviation	001 - Av	101-528	Airport	Sand shed	\$ 150,000						\$ 150,000
44	101 - Aviation	001 - Av	101-599	Airport	Runway Lighting	\$ 4,100,000						\$ 4,100,000
45	101 - Aviation	001 - Av		Airport	Runway Lighting - Design (FAA Grant #71)	\$ (185,330)						\$ (185,330)
46	101 - Aviation	001 - Av		Airport	Runway Lighting - Construction (FAA Grant #)	\$ (3,681,250)						\$ (3,681,250)
47	101 - Aviation	001 - Av	101-600	Airport	RSA & OFA tree removal	\$ 226,000						\$ 226,000
48	105 - Marinas	004- BI	105-529	Blaine Harbor	BH - Webhouse 2 & 3 Lighting Improvements	\$ 60,000						\$ 60,000
49	105 - Marinas	004- BI	105-456	Blaine Harbor	BH M-Dock Extension D & E	\$ 2,558,000						\$ 2,558,000
50	105 - Marinas	004- BI	105-458	Blaine Harbor	BH Boat Launch RR Sewer Shut-off Valve	\$ 9,422						\$ 9,422
51	105 - Marinas	005- Sq	105-404	Squalicum Harbor	SH - Life Extension Gt. 5, A & B floats	\$ 600,000						\$ 600,000
52	105 - Marinas	005- Sq	105-904	Squalicum Harbor	SH-Inner Harbor Life Extension Projects	\$ 1,090,000						\$ 1,090,000
53	105 - Marinas	005- Sq	105-405	Squalicum Harbor	SH-Inner Harbor Upgrades/Renovation Gates 6, 7, 8, 9 (Analysis, Design, Permitting)	\$ 3,600,000		\$ 2,500,000	\$ 1,500,000	\$ 750,000		\$ 8,350,000
54	105 - Marinas	005- Sq		Squalicum Harbor	SH Gate 9 Renovation Phase					\$ 4,777,288	\$ 4,777,288	\$ 9,554,576
55	105 - Marinas	005- Sq		Squalicum Harbor	SH Gate 7 & 8 Renovation Phase 1 (project: 2028-2030)			\$ 6,574,622	\$ 6,574,622			\$ 13,149,244
56	105 - Marinas	005- Sq	105-954	Squalicum Harbor	SH - Squalicum assets seal & restripe	\$ 24,853	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 149,853

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
57	105 - Marinas	005- Sq		Squalicum Harbor	SH - Dredge Inner Harbor			\$ 3,365,198	\$ 3,365,198	\$ 3,365,198		\$ 10,095,594
58	105 - Marinas	005- Sq	105-540	Squalicum Harbor	SH Break Room Remodel	\$ 100,000						\$ 100,000
59	105 - Marinas	005- Sq	105-530	Squalicum Harbor	SH Sawtooth Assessment	\$ 100,000						\$ 100,000
60	105 - Marinas	005- Sq	105-531	Squalicum Harbor	SH Gt. 3 Bulkhead Assessment (Marina/RE/Open/Infrastructure split)	\$ 83,000						\$ 83,000
61	105 - Marinas	005- Sq	105-532	Squalicum Harbor	SH Gt.3 Level main lateral walkway between F and G docks	\$ 100,000						\$ 100,000
62	105 - Marinas	005- Sq	105-533	Squalicum Harbor	SH LED light upgrade- Gt. 5, 6, 8 parking lots and exterior	\$ 77,000						\$ 77,000
63	105 - Marinas	005- Sq	105-534	Squalicum Harbor	SH WH2-5 Spot coat roof, repair fasteners	\$ 75,000						\$ 75,000
64	105 - Marinas	005- Sq	105-518	Squalicum Harbor	SH Install new fender file at sawtooth	\$ 60,000						\$ 60,000
65	105 - Marinas	005- Sq		Squalicum Harbor	SH Sawtooth Capital Maintenance Repairs			\$ 226,000				\$ 226,000
66	107 - RE	007 - RE	107-732	Portwide	PW-Tenant Improvements- Current	\$ 292,785						\$ 292,785
67	107 - RE	007 - RE		Portwide	PW-Tenant Improvements 2025-2028		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
68	107 - RE	007 - RE	107-733	Portwide	PW - Short Platts, LLA & BSP's, & development agreements	\$ 237,026						\$ 237,026
69	107 - RE	007 - RE	107-742	Portwide	PW - Real estate assets seal & restripe	\$ 335,427	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 785,427
70	107 - RE	007 - RE		Airport	Re-Roof ITB Building (Tenant reimbursement)	\$ (134,000)						\$ (134,000)
71	107 - RE	007 - RE	107-956	Bellwether	Bellwether - Repair main interior stairs	\$ 20,000						\$ 20,000
72	107 - RE	007 - RE	107-957	Bellwether	Bellwether - Repair exterior stairs	\$ 30,700						\$ 30,700
73	107 - RE	007 - RE	107-961	Bellwether	Bellwether underground garage - Repl fire suppression system	\$ 222,000						\$ 222,000
74	107 - RE	007 - RE	107-484	Squalicum Harbor	Sq. Esplanade - Stain exterior timbers	\$ 49,000	\$ 110,000					\$ 159,000
75	107 - RE	007 - RE	107-965	FMIP	Install automated rolling gate by FMIP 3	\$ 73,000						\$ 73,000
76	107 - RE	007 - RE	107-966	FMIP	Design & permit FMIP stormwater improvements, including site improvements and seaview flooding (raise site). Construction costs	\$ 4,510,000	\$ 3,500,000					\$ 8,010,000
77	107 - RE	007 - RE		FMIP	Federal grant for FMIP sewer line (Hogan)		\$ (1,500,000)					\$ (1,500,000)
78	107 - RE	007 - RE		Fairhaven	General Site Prep and building for PPS		\$ 450,000					\$ 450,000
79	107 - RE	007 - RE	107-416	Fairhaven	Fairhaven Infra & Site Improvements	\$ 268,000						\$ 268,000
80	107 - RE	007 - RE	107-449		Due Diligence: Industrial Acquisition	\$ 500,000						\$ 500,000
81	107 - RE	007 - RE	107-536	Bellwether	Paint interior common areas of Bayview Center Building	\$ 90,000						\$ 90,000
82	107 - RE	007 - RE	107-537	Bellwether	Paint interior common areas of 11 Bellwether Way	\$ 81,000						\$ 81,000
83	107 - RE	007 - RE	107-485	Bellwether	Roof leak above Suite 230 of Bayview Center Building	\$ 291,542						\$ 291,542
84	107 - RE	007 - RE	107-490	Airport	ITB Building - Emergency Coordination Center New Generator	\$ 200,000						\$ 200,000

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
85	107 - RE	007 - RE		Airport	ITB Building - Emergency Coordination Center New Generator Cost Share reimbursement (1/3 ea: POB, COB, WC)	\$ (133,333)						\$ (133,333)
86	107 - RE	007 - RE	107-491	Fairhaven	MCI Pier Repower	\$ 365,000						\$ 365,000
87	107 - RE	007 - RE	107-492	Fairhaven	Fairhaven Pier - Under pier utility improvements	\$ 200,000						\$ 200,000
88	107 - RE	007 - RE	107-538	FMIP	Retrofit FMIP 7 hangar doors lifting mechanism	\$ 175,000						\$ 175,000
89	107 - RE	007 - RE		FMIP	FMIP tenant storage shuffle during site improvement project		\$ 65,000					\$ 65,000
90	107 - RE	007 - RE	107-540	FMIP	FMIP Haul out Pier and float assessment Only	\$ 100,000						\$ 100,000
91	107 - RE	007 - RE	107-541		Mt. Baker Peninsula - access and cleanup	\$ 90,000						\$ 90,000
92	107 - RE	007 - RE	107-544	SQ	Repair/Paint exterior siding - Harbor Mall	\$ 97,000						\$ 97,000
93	107 - RE	007 - RE	107-545	SQ	Install LED Lights at Harbor Mall - possible \$7k PSE rebate	\$ 64,000						\$ 64,000
94	107 - RE	007 - RE	107-546	AIP	Wetland Delineation - Parking Area in AIP	\$ 40,093						\$ 40,093
95	107 - RE	007 - RE	107-548	SQ	3888 Sound Way ECC parking lot repair	\$ 45,000						\$ 45,000
96	107 - RE	007 - RE	107-549		HCB- Gate 9 Stackable Washer/Dryer in Janitor closet	\$ 12,000						\$ 12,000
97	107 - RE	007 - RE	107-550	Bellwether	Bellwether Building HVAC Replacement Option Analysis	\$ 112,000						\$ 112,000
98	107 - RE	007 - RE	107-553	Bellwether	Bellwether Building – seal exterior from water intrusion	\$ 146,000						\$ 146,000
99	107 - RE	007 - RE	107-554	Bellwether	Bayview Building – seal exterior from water intrusion	\$ 160,000						\$ 160,000
100	107 - RE	007 - RE	107-555	MDIP	MDIP Fire suppression/monitoring	\$ 360,000	\$ 50,000					\$ 410,000
101	107 - RE	007 - RE	107-557	MDIP	MDIP – Security and site improvements (fencing,electrical etc.)	\$ 250,000						\$ 250,000
102	107 - RE	007 - RE	107-558	MDIP	MDIP - Replace roofs Building 10	\$ 47,000						\$ 47,000
103	107 - RE	007 - RE	107-559	MDIP	MDIP - Insulate Building 9 roof	\$ 14,000						\$ 14,000
104	107 - RE	007 - RE	107-561	Blaine Harbor	Blaine N and S pier condition assessment	\$ 80,000						\$ 80,000
105	107 - RE	007 - RE		Blaine Harbor	Blaine - South Pier Deck Repair or Replacement			\$ 450,000				\$ 450,000
106	107 - RE	007 - RE		Blaine Harbor	Blaine - MX Dredging to increase water depth along West and Southwest corners of the pier (after Sea K Clean-up)						\$ 1,500,000	\$ 1,500,000
107	107 - RE	007 - RE		Blaine Harbor	Blaine - Westman Marine- Travel lift piers and strengthen bulkhead			\$ 3,800,000				\$ 3,800,000
108	107 - RE	007 - RE		Blaine Harbor	Blaine - Westman Marine- remedial action grant			\$ (1,900,000)				\$ (1,900,000)
109	107 - RE	007 - RE		Blaine Harbor	Blaine - Sea K Fish - Bulkhead and Piers on South and West Shore						\$ 4,350,000	\$ 4,350,000
110	107 - RE	007 - RE	107-562	SQ	Marina Square - Interior LED	\$ 49,000						\$ 49,000
111	107 - RE	007 - RE	107-563	SQ	Marina Square & Sq. Esplanade - Sidewalks	\$ 159,000						\$ 159,000
112	107 - RE	007 - RE	107-564	SQ	Marina Square - Aluminum siding repair	\$ 48,000						\$ 48,000

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
113	107 - RE	007 - RE		Airport	3871 Airport Way - paint interior office space		\$ 85,000					\$ 85,000
114	109 - MT	009- BCT	109-745	BCT	FH - T1 - Current	\$ 19,499						\$ 19,499
115	109 - MT	009- BCT		BCT	FH - T1 2025-2028		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 40,000
116	109 - MT	009- BCT		BCT	FH - Replace signage: Passenger Terminals and Boat Launch			\$ 64,000				\$ 64,000
117	109 - MT	009- BCT	109-968	BCT	BCT Pier Piling Project	\$ 4,831,963						\$ 4,831,963
118	109 - MT	009- BCT	109-925	BCT	BCT Under Pier Fire Sprinkler Repairs	\$ 586,143						\$ 586,143
119	109 - MT	009- BCT	109-969	BCT	Repl fuel lines under BCT pier	\$ 220,122						\$ 220,122
120	109 - MT	009- BCT	109-565	BCT	Misc. pavement repairs (Fairhaven & BCT)	\$ 100,000						\$ 100,000
121	109 - MT	010 - BST	109-760	BST	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines; Internet 625 Cornwall & WH 2	\$ 2,657,668	\$ 500,000					\$ 3,157,668
122	109 - MT	010 - BST			ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines EDI GRANT	\$ (1,125,000)						\$ (1,125,000)
123	109 - MT	010 - BST	109-928	BST	ST - Condition Survey (5 year cycle)		\$ 120,000					\$ 120,000
124	109 - MT	010 - BST	109-980	BST	BST Main Pier Repairs - Phase III	\$ 20,350,000						\$ 20,350,000
125	109 - MT	010 - BST			McAmis payment for damage	\$ (603,000)						\$ (603,000)
126	109 - MT	010 - BST	109-520	BST	BST - Pier Dredging - Grant Contingent	\$ 8,900,000						\$ 8,900,000
127	109 - MT	010 - BST		BST	Dept. of Transportation/MARAD - PIDP Grant (BST main pier repairs & BST pier dredging)	\$ (6,854,770)						\$ (6,854,770)
128	109 - MT	010 - BST	109-566	BST	BST Portable Barge Ramp	\$ 150,000	\$ 1,553,000					\$ 1,703,000
129	109 - MT	010 - BST		BST	BST Portable Barge Ramp - MARAD Grant		\$ (1,021,747)					\$ (1,021,747)
130	109 - MT	010 - BST		BST	BST D&E rail spur		\$ 750,000					\$ 750,000
131	109 - MT	010 - BST		BST	BST Construct rail spur			\$ 8,200,000	\$ 8,950,000			\$ 17,150,000
132	109 - MT	010 - BST		BST	BST Rail Spur Grant		\$ (750,000)	\$ (8,200,000)	\$ (8,950,000)			\$ (17,900,000)
133	109 - MT	010 - BST		BST	BST - Fence West Side Terminal		\$ 147,000					\$ 147,000
134	109 - MT	010 - BST	109-567	BST	Security cameras (3)	\$ 101,000						\$ 101,000
135	109 - MT	010 - BST		BST	BST Energy Transition Project - 30% Design & Engineering (Grant Contingent)			\$ 1,576,386				\$ 1,576,386
136	109 - MT	010 - BST		BST	BST Energy Transition Project - Purchase/Construction				\$ 7,096,741	\$ 7,096,740		\$ 14,193,481
137	109 - MT	010 - BST		BST	EPA - Energy Transition Project Grant				\$ (7,096,741)	\$ (7,096,740)		\$ (14,193,481)
138	109 - MT	010 - BST	109-568	BST	Whse #1 galv. Metal abatement	\$ 15,000	\$ 57,363					\$ 72,363
139	109 - MT	010 - BST	109-569	BST	Whse #1 Fire Riser Replacements	\$ 42,000						\$ 42,000
140	109 - MT	010 - BST	109-570	BST	Whse #2 Window glass replacement	\$ 11,000						\$ 11,000
141	109 - MT	010 - BST		BST	BST Terminal Depth Soundings (x2)		\$ 50,000	\$ 100,000				\$ 150,000

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
142	109 - MT	010 - BST		BST	BST - Berth #2/#3 Pwr Upgrade (Grant Contingent)		\$ 3,000,000					\$ 3,000,000
143	109 - MT	010 - BST		BST	WSDOT Grant (Berth #2/#3 Pwr Upgrade)		\$ (2,805,907)					\$ (2,805,907)
144	110 - Fac	018-Maint	110-469	Maint	Purchase ITL Key Machine	\$ 11,500						\$ 11,500
145	110 - Fac	018-Maint	110-571	Maint	MX Office Remodel /furniture to accommodate staff changes	\$ 25,000						\$ 25,000
146	110 - Fac	018-Maint	110-572	Maint	Install card lock access control system on gas/diesel bulk fuel at MX	\$ 14,000						\$ 14,000
147	110 - Fac	017-Fac	110-574		HCB Security Improvements	\$ 100,000						\$ 100,000
148	110 - Fac	017-Fac	110-575	Maint	Replace John Deere Tractor with Loader 65149	\$ 28,000						\$ 28,000
149	110 - Fac	017-Fac	110-576	Maint	Replace 2001 Dodge Ram Truck 65604	\$ 115,000						\$ 115,000
150	110 - Fac	018-Maint	110-602	Maint	Needs assessment central maintenance facility	\$ 173,000						\$ 173,000
151	110 - Fac	018-Maint		Maint	Replace Service Call Software		\$ 75,000					\$ 75,000
152	110 - Fac	018-Maint	110-578	Maint	Replace 4x2 Gator Utility Vehicle	\$ 22,000						\$ 22,000
153	111 - Admin	113-IS		Airport	Phone system/phones replacement - BLI (Customs)				\$ 16,000			\$ 16,000
154	213- Env	030- Env	213-549		Little Squalicum Beach Restoration	\$ 1,630,000	\$ 335,000					\$ 1,965,000
155	213- Env	030- Env			Little Squalicum Beach Restoration (90% RCO Grant)	\$ (1,500,000)						\$ (1,500,000)
156	213- Env	030- Env		Portwide	Portwide Energy Transition Planning		\$ 1,525,893					\$ 1,525,893
157	213- Env	030- Env		Portwide	Portwide Energy Transition Planning (Grant-Contingent)		\$ (1,525,893)					\$ (1,525,893)
158	213- Env	030- Env	213-471	Squalicum Harbor	SH - Electric Vehicle Charging Station (Squalicum Harbor Office)	\$ 55,500						\$ 55,500
159	213- Env	030- Env	213-472	Squalicum Harbor	SH - Electric Vehicle Charging Station (Squalicum Boathouse)	\$ 57,500						\$ 57,500
160	213- Env	030- Env	213-473		HCB - Electric Vehicle Charging Station (Admin Office)	\$ 78,500						\$ 78,500
161	213- Env	030- Env	213-474	Blaine Harbor	BH - Electric Vehicle Charging Station (Blaine Harbor Office)	\$ 66,500						\$ 66,500
162	215 - BWAS	031-BWAS	215-567	Waterfront	WF - Appraisals	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000
163	215 - BWAS	031-BWAS	215-699	Waterfront	WF-Prep Site/Phased containers	\$ 716,690	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,216,690
164	215 - BWAS	031-BWAS	215-700	Waterfront	WF-Install Public Safety Elements	\$ 377,000						\$ 377,000
165	215 - BWAS	031-BWAS	215-764	Waterfront	WF-Franchise Utilities	\$ 2,233,000	\$ 375,000					\$ 2,608,000
166	215 - BWAS	031-BWAS	215-804	Waterfront	CW - 801 Roeder Ave Improvements	\$ 125,000						\$ 125,000
167	215 - BWAS	031-BWAS	215-880	Waterfront	CW-Land Use Programming ASB/Marine Trades	\$ 425,000						\$ 425,000
168	215 - BWAS	031-BWAS	215-882	Waterfront	WF- Tenant Improvements	\$ 295,926	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 545,926
169	215 - BWAS	031-BWAS	215-879	Waterfront	WF - Pump Track/Interim Use	\$ 115,938	\$ 50,000					\$ 165,938

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
170	215 - BWAS	031- BWAS	215-429	Waterfront	WF - Stormwater Mgmt Master Plan, Design, Permitting	\$ 1,500,000		\$ 700,000	\$ 500,000			\$ 2,700,000
171	215 - BWAS	031- BWAS	215-477	Waterfront	WF - Alcohol Plant Adaptive Reuse - Preliminary Design	\$ 183,758						\$ 183,758
172	215 - BWAS	031- BWAS	215-478	Waterfront	WF - Light Industrial Site Design Analysis	\$ 236,445						\$ 236,445
173	215 - BWAS	031- BWAS	215-479	Waterfront	LCW - Design only Two Fingers and Piling	\$ 100,000						\$ 100,000
174	215 - BWAS	031- BWAS	215-480	Waterfront	WF – Container Village Phase 2A (Interim Use)	\$ 600,000						\$ 600,000
175	215 - BWAS	031- BWAS	215-482	Waterfront	WF – Waterfront Art Installations	\$ 150,000						\$ 150,000
176	215 - BWAS	031- BWAS	215-515	Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Design (with funding)	\$ 577,600		\$ 300,000				\$ 877,600
177	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost (Grant Funding)	\$ (197,500)	\$ (30,000)	\$ (120,000)				\$ (347,500)
178	215 - BWAS	031- BWAS	215-516	Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost for unfunded projects - Design only	\$ 1,326,000						\$ 1,326,000
179	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Dredging					\$ 2,800,000	\$ 1,200,000	\$ 4,000,000
180	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Habitat Work @ Head of Waterway				\$ 2,250,000	\$ 850,000		\$ 3,100,000
181	215 - BWAS	031- BWAS		Waterfront	WF - Habitat Work @ Head of Waterway - GRANT				\$ (1,800,000)	\$ (680,000)		\$ (2,480,000)
182	215 - BWAS	031- BWAS	215-580	Waterfront	WF – Container Village Phase 2B - 2 containers (Interim Use)	\$ 204,763						\$ 204,763
183	215 - BWAS	031- BWAS	215-519	Waterfront	WF – Container Village Phase 2A - restroom building (Interim Use)	\$ 565,000						\$ 565,000
184	215 - BWAS	031- BWAS	215-581	Waterfront	WF - Digester Tanks Abatement	\$ 700,000						\$ 700,000
185	215 - BWAS	031- BWAS		Waterfront	Repair tilt-up panels at 1000 F St Warehouse		\$ 95,000					\$ 95,000
186	216-Ec Dev	032-Ec Dev	216-936	County Wide	Rural Broadband - Mosquito Lk Rd	\$ 2,038,196						\$ 2,038,196
187	216-Ec Dev	032-Ec Dev	216-507	County Wide	Rural Broadband - N Ferndale	\$ 5,000,000						\$ 5,000,000
188	216-Ec Dev	032-Ec Dev	216-505	County Wide	Rural Broadband - N Lynden	\$ 3,000,000						\$ 3,000,000
189	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (EDI Grant)	\$ (2,750,000)						\$ (2,750,000)
190	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (CERB Loan)	\$ (584,391)						\$ (584,391)
191	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (CERB Grant)	\$ (2,584,390)						\$ (2,584,390)
192	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (ARPA Grant)	\$ (2,000,000)						\$ (2,000,000)
193	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (Public Works Board)	\$ (2,000,000)						\$ (2,000,000)
194	220 - Pub	034 - Open	220-978	BCT	Hand Launch Vessel Dock - Fairhaven	\$ 289,124		\$ 1,602,713				\$ 1,891,837
195	220 - Pub	034 - Open		BCT	Hand Launch Vessel Dock - Fairhaven (RCO/ALEA Grant)	\$ (500,000)						\$ (500,000)
196	220 - Pub	034 - Open	220-497	Blaine Harbor	BH - Repl walkway at Boat Launch Restroom (split with Marinas)	\$ 38,227						\$ 38,227
197	220 - Pub	034 - Open	220-593	Blaine Harbor	Blaine End pier condition survey	\$ 75,000						\$ 75,000

Line #	Division	Program	Project #	Location	Description	thru 2024	2025	2026	2027	2028	2029	Total
198	220 - Pub	034 - Open	220-594	Blaine Harbor	Wooden portion of Promenade Condition Survey	\$ 50,000						\$ 50,000
199	220 - Pub	034 - Open	220-598	Bellwether	Native artwork, Bellwether peninsula (\$75k Whatcom County tourism grant)	\$ 75,000						\$ 75,000
200	220 - Pub	036 - M&E	220-597	BCT	Exterior Door/window Addition BCT, M&E Office	\$ 135,000						\$ 135,000
201	220 - Pub	040 - MLC			MLC - Replace observation tank		\$ 358,660					\$ 358,660
202	228-Infr	046 - Infra	228-640	Waterfront	CW-Fit-up Float & I&J Waterway	\$ 249,093		\$ 1,001,907				\$ 1,251,000
203	228-Infr	046 - Infra	228-811	Fairhaven	RR Crossing - AK Ferry, by boat launch	\$ 997,342						\$ 997,342
204	228-Infr	046 - Infra	228-979		Programmatic Federal Shoreline Permitting	\$ 300,000	\$ 300,000	\$ 50,000				\$ 650,000
205	228-Infr	046 - Infra	228-986	Squalicum Harbor	Repair Squalicum Harbor Bulkhead (Sawtooth/Nikki's)	\$ 100,000						\$ 100,000
206	228-Infr	046 - Infra	228-586	Airport	BLI Commercial Terminal Rooftop Solar - (Design and Construction)	\$ 575,000						\$ 575,000
207	228-Infr	046 - Infra	228-502	Airport	ITB Building - Assess Roof for Solar Panel Installation	\$ 30,000						\$ 30,000
208	228-Infr	046 - Infra			Port Contribution to Meridian/Birchwood Roundabout.		\$ 150,000					\$ 150,000
209	228-Infr	046 - Infra		Portwide	Climate Action Strategies Implementation		\$ 50,000	\$ 250,000	\$ 100,000			\$ 400,000
210	228-Infr	046 - Infra	228-509		Marine Drive Road and Bulkhead Replacement (Design only)	\$ 390,000						\$ 390,000
211	228-Infr	046 - Infra	228-587		SH - Esplanade Pier and Bulkhead Condition Assessment	\$ 90,000						\$ 90,000
212	228-Infr	046 - Infra	228-588	Bellwether	BW- Replace Sidewalks from Roeder to AAM Crossing	\$ 100,000						\$ 100,000
213	228-Infr	046 - Infra	228-589		HCB Skylight	\$ 45,000						\$ 45,000
214	228-Infr	046 - Infra	228-591		Lower Squalicum Creek Flood and Habitat Improvements	\$ 100,000						\$ 100,000
215	228-Infr	046 - Infra	228-601	Bellwether	Solar feasibility study at 11 Bellwether Way	\$ 29,755						\$ 29,755
216	228-Infr	046 - Infra			On-Call Electrical Engineering - technical assistance (CIP or operating) (resets amount each year)	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
217	228-Infr	046 - Infra			On-Call Structural Engineering - technical assistance (CIP or operating) (resets amount each year)	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
218	228-Infr	046 - Infra			Infrastructure capital improvements (to be determined)	\$ 145,245	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 645,245

UNFUNDED CAPITAL	\$ 274,895,917
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Priority: Pending financing						\$	24,750,000
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)		due to Geo-technical data
						\$ 9,000,000	
	228	046	Hilton		Bitter End Boatworks Bulkhead Replacement (construction)	\$ 3,150,000	

Priority: Grant dependent					\$	12,644,871	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	101	001	BLI		AP - Construct CBP Facility Improvements	\$ 11,800,000	
	101	001	BLI		AP - Construct CBP Facility Improvements - Grant	\$ (11,210,000)	
	101	001	BLI		Runway Blast Pads- Final Design and Construction	\$ 2,500,000	
	101	001	BLI		Runway Blast Pads- Final Design and Construction (FAA Grant)	\$ (2,250,000)	
	109	010	BST		Purchase & Install Portal X-Ray System	\$ 4,667,000	
	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	
	213	030			Little Squalicum Beach Restoration	\$ 1,100,000	
	213	030			Little Squalicum Beach Restoration (90% RCO Grant)	\$ (990,000)	

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						\$	43,489,107
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	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
	101	001	BLI		AP - Design and Construct New Jet A Fuel Farm (Phase 1)	\$	12,800,000
	107	007	FMIP		FMIP 8 - Design & Const Mgmt (Const 2025)	\$	13,000,000

Priority: High - Future consideration						\$	2,480,427
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	
	220	031	WF	Baumgart	Airport Trail Phase 2	\$ 250,000	
	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	
	101	001	BLI		Replace 2010 Ford Expedition 65637 (incl. lights and radio)	\$ 70,000	

Priority: Medium - Future consideration						\$	83,960,669	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:	
	101	001	BLI		GA Washpad	\$ 200,000		
	105	004	BL		BH - Webhouse 2 Power and Lighting Improvements	\$ 268,110		
	105	004	BL		BH - Webhouse 3 Power and Lighting Improvements	\$ 289,559		
	107	007	RE	Smith	Demo & Repl Wharf D and rebuild Sq Way Bulkhead	\$ 10,450,000		
	107	007	RE	Smith	Add'l FMIP stormwater	\$ 6,500,000		
	107	007	RE	Smith	Bitterend Bulkhead	\$ 250,000		
	228	046	Sq		Marina Square Solar	\$ 325,000		
	228	046	BL		BH WH 1 Solar Installation (Design & Construction)	\$ 523,000		
	109	010	BST	Clark	Rebuild Shipping Terminal Decking and Pilings	\$ 3,000,000	\$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	\$ 2,500,000		
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - ASB Retaining Structure Additions (Fenders, Bollards, HMA Top)	\$ 5,975,000		

Priority: Low - Future consideration						\$	103,272,763	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:	
	101	001	BLI		BLI Main Lot Parking Lot Solar (Design Only)	\$ 150,000		
	105	004	BL		Blaine new loading pier (sawtooth) construction	\$ 9,832,080		
	105	004	BL		BH Fenced Gravel Storage Yard	\$ 597,000		
	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 - Dredge Outer Harbor and W Entrance	\$ 1,257,292		
	105	004	BL		BH Drive Down Ramp and Float (D&E and Construction Estimate)	\$ 12,342,000		
	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		
	107	007	FMIP		FMIP Site and Stormwater Improvements - (Phase 2) addl work	\$ 3,000,000		
	107	007	SQ		Update common area restrooms in Bayview Center Building	\$ 640,000		
	107	007	FH		Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail	\$ 545,000		
	107	007	FH		Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail (MTCA Grant)	\$ (272,500)		
	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	Howard	WF - Log Pond Stormwater Utility Construction	\$ 21,500,000	8.5M; 2027: 5M	
	215	031	WF	Bjorkman	CW - C St Phase III Construction		unknown	
	215	031	WF	Jones	WF - Ice rink	\$ 150,000		
	215	031	WF		WF - Container Village Phase 2A (Interim Use)	\$ 700,000		
	215	031	WF		Light industrial site construction	\$ 2,500,000		
	215	031	WF		Design & Engineer Visitor Moorage	\$ 227,000		
	220	034	SQ		Hand launch ZPP	\$ 216,000		

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 2025, the Port's asset replacement schedule is budgeted just under \$160 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 2025. With the added use of remote work, additional computers are required to supplement existing equipment. This list of new equipment totals approximately \$43.6 thousand.

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
101	24,612	30,175
95560-1		
Suprema Real Scan - Fingerprint Scanner		
Fingerprint Scanner	4,948	5,000
95663-1		
Rev Parking Lot Inventory System		
	4,340	4,500
95677-1		
OptiPlex 7070 BLISpare		
	1,727	2,200
95678-1		
BLILaptop		
Shared BLI Laptop	1,715	2,200
95707-1		
Dell Optiplex 7070 - ARFFEmilyP		
	1,428	2,200
95713-1		
Baggage Handling PC - GVC01		
BHS_USER	1,144	1,975
95714-1		
Baggage Handling PC - GVC02		
BHS_USER	1,144	1,975
95715-1		
Baggage Handling PC - GVC03		
BHS_USER	1,144	1,975
95716-1		
Baggage Handling PC - GVC04		
BHS_USER	1,144	1,975
95772-1		
Parking Tablet 2		
SP+	2,070	2,100
95773-1		
Parking Tablet 2		
SP+	2,070	2,100
95774-1		
Sprocket PC		
SP+	1,739	1,975

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
105	5,631	6,600
95671-1 OptiPlex 7070 ADM DeSimone DeSimone	1,800	2,200
95682-1 Jon Olson PC - Optiplex 7070	1,785	2,200
95686-1 OptiPlex 7070 - BLAGregH	2,046	2,200
107	14,690	19,200
95697-1 Dell Latitude 3410 - ADMNoahCMBL	1,692	2,200
95719-1 PowerEdge R740 - Chuck	12,998	17,000
108	3,384	4,400
95703-1 Dell Latitude 3410 - ADMGregMMBL Greg McHenry	1,692	2,200
95704-1 Dell Latitude 3410 - ADMKurtBMBL Kurt Baumgarten	1,692	2,200

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
110	24,130	26,600
95661-1		
Large format plotter		
Engineering	7,881	8,000
95670-1		
OptiPlex 7070 MNTBrienM		
	1,667	2,200
95679-1		
ADMIgorKtablet		
Igor Kasko	1,721	2,200
95684-1		
Latitude 5300 - Maint JoeS		
Joe Spencer	2,409	2,200
95687-1		
Latitude 5400 - MNTAlexHMBL		
Alex Hildreth	2,281	2,200
95691-1		
Dell Latitude 3410 - ADMBrianWMBL		
Brian Wilson	1,692	2,200
95692-1		
Dell Latitude 3410 -MNTShopMBL		
Maint Shop	1,692	2,200
95701-1		
Dell Precision 5540 - ADM Alec S		
Alec Strand	3,099	3,200
95706-1		
Dell Latitude 3410 - ADMAnthonyA		
Anthony Ammirati	1,687	2,200

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
111	28,643	36,875
95672-1		
OptiPlex 7070 ADM TamaraS		
	1,727	2,200
95673-1		
OptiPlex 7070 ADM SarahE		
	1,727	2,200
95674-1		
OptiPlex7070 ADMReception		
	1,727	2,200
95675-1		
OptiPlex 7070 ADMSharonK		
Sharon K	1,727	2,200
95676-1		
OptiPlex 7070 ADMJennyK		
Jenny Kraus	1,727	2,200
95680-1		
ADMAndreaBMBL		
Andrea Bertollini	2,412	2,200
95693-1		
Dell Latitude 3410 - Jenny Kraus		
Jenny Kraus	1,692	2,200
95699-1		
Dell Latitude 3410 - N Smith		
	1,692	2,200
95708-1		
Dell Latitude 3410 - FlinktronMBL		
Adam Flink	1,648	2,200
95709-1		
Dell Latitude 3410 - MandroidMBL		
Nathan Reid	1,582	2,200
95712-1		
Dell Latitude 3410 ADMLoanerMBL1		
Loaner Laptop 1	1,688	2,200
95717-1		
Optiplex 7070 ADMAndreaB		
Andrea Bertollini	1,270	2,200
95720-1		
Harbor Access Control SonicWall		
IT	961	1,500
95721-1		
Optiplex 5090 AMDChuckanut		
Chuckanut Room	1,492	1,975
95732-1		
BC022A HP LTO-8 Ultrium Tape Drive		
IT Dept.	5,569	7,000

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
114	10,514	11,500
95683-0 Latitude 5500 - ADMMikeHMBL		
	2,421	2,400
95688-1 Latitude 7400 - ADMCareyHMBL Carey Hansen	2,106	2,300
95694-1 Dell Latitude 3410 - ADMJulieMMBL		
	1,692	2,200
95695-1 ADMKristinaLMBL Kristina Leonovets	1,692	2,200
95710-1 Surface Pro X - ADMRobFMBL Rob Fix	2,602	2,400
213	9,252	11,000
95689-1 Optiplex 7070 - ADMAliceC Alice Cords	2,238	2,200
95690-1 Optiplex7070 - ADMBrianG Brian Gouran	1,814	2,200
95698-1 Dell Latitude 3410 - ADMAdrienneHMBL Adrienne Hegedus	1,692	2,200
95700-1 Dell Latitude 3410 - ADMAliceCMBL Alice Cords	1,692	2,200
95702-1 Dell Optiplex 7070 - ADMAdrienneD Adrienne Douglass-Sc	1,814	2,200
216	2,694	2,200
95681-1 ADMDonGMBL		
	2,694	2,200

Equipment Replacement - 2025		
	Acquisition Cost	Replacement Cost
220	10,597	11,400
95685-1		
Dell Latitude 5500 - ADMMarlenaHMBL		
Marlena Hicks	2,930	2,200
95696-1		
Dell Latitude 3410 - ADMCaseyCMBL		
Casey Cook	1,692	2,200
95705-1		
XPS 15 7590 - BCTJerryMMBL		
Jerry McGarity	1,950	2,200
95711-1		
iMac 27 (A2115) - Michael Shepard iMac		
Michael Shepard	2,456	2,600
95722-1		
Latitude 3410 BCTStephanieWMBL		
Stephanie Wiley	1,569	2,200
Grand Total	134,146	159,950

New_Proposed Computer/Network Equipment - 2025			
	Div/Prog	Description	Estimated Cost
109-010	Marine Terminals	Shipping Terminal Conference Room Computer	\$ 1,975
220-038	Commission	Streaming hardware/software and Computer for Commission meetings	\$ 15,000
216-032	Econ Dev	Pt Roberts Conference Room Computer	\$ 1,975
111-013	IT	Addition of redundant firewall for POB	\$ 3,300
111-013	IT	Audio/Video hardware for Commission Chamber (Zoom/Teams)	\$ 3,500
110-018	Maintenance	New FTE: Maintenance Supervisor Laptop/docking/monitors	\$ 2,800.00
108-008	Planning	New FTE: Planning Analyst Desktop Computer/monitors	\$ 2,300.00
110-016	Engineering	New FTE: Project Engineer Laptop/docking/monitors- possibly in 2024?	\$ 2,800.00
111-013	IT	<i>Unexpected/Emergency Equipment</i>	10,000
Grand Total			\$ 43,650

Aviation



Description of Services

Bellingham International Airport (BLI) is a Federal Aviation Administration (FAA) regulated 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, and Alaska Air Group, with commuter service by Horizon Airlines to SEA, provided a majority of scheduled service in 2024. San Juan Air, an air taxi and charter operator, also serves a small portion of enplanements.

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 15.5-hour air traffic control tower and weather service, storage hangars, a domestic 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, five 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, local bus and shuttle transportation services, as well as on-demand taxi and transportation network operators to meet the region's travel needs.

Currently, there are year-round nonstop commercial air flights between Bellingham and Seattle, Las Vegas, Oakland, Los Angeles, Palm Springs, Phoenix-Mesa, the San Juan Islands, and seasonal service to San Diego.

Additionally, there is a seasonal charter service operated by several carriers including Sun Country, Elite, and a couple of regional carriers. The Port's Air Service and Cargo program provides 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 various corporate and general aviation users. The general aviation terminal is owned by the Port and leased to the fixed base operator ("FBO"). The FBO is equipped with a corporate meeting room, a pilot lounge, and 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.

2025 Objectives

1. Implement cost management strategies to optimize operational expenses while identifying and capitalizing on revenue-generating opportunities to ensure sustainable financial growth.
2. Leverage BLI's cost advantage to retain and grow existing airline service and recruit suitable carriers to serve specific high-demand markets. Examples of desired growth in existing markets and new target markets would include additional flights to Seattle and Denver, Orange County, Burbank, Hawaii, Portland, Long Beach, Reno and Mexico. Target market priorities constantly change based on airline network planning adjustments and demand.
3. Complete the construction of capital projects associated with FAA and Bipartisan Infrastructure Bill funding and continue working to develop the US Border Protection Federal Inspection Service facility to allow for international flights.
4. Identify new aeronautical and non-aeronautical revenue sources to help with budget alignment and future growth and development of airport operations and infrastructure.
5. Manage the operating budget to maintain a low and competitive Airline Cost Per Enplanement.

The Operating Budget

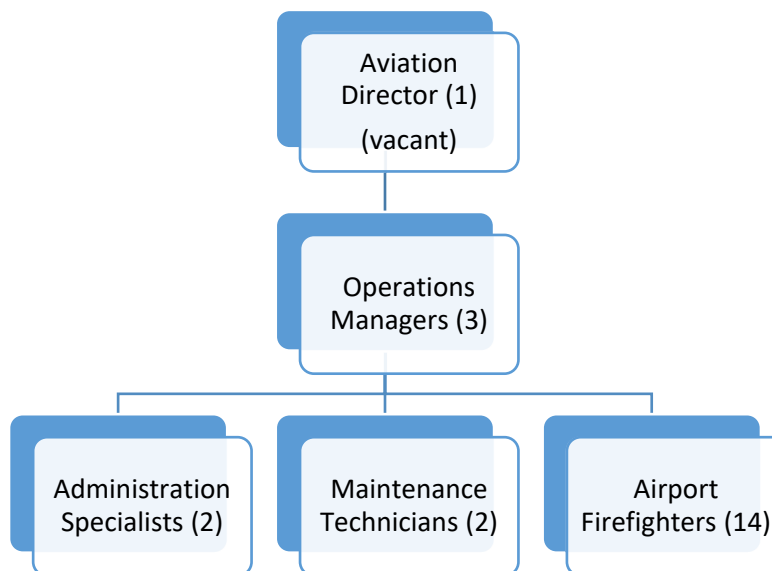
Funding sources include operating aeronautical and non-aeronautical revenues, user fees (Passenger Facility Charges and Customer Facility Charges), and federal grants.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$7,087,391	\$8,122,713	\$5,985,172
Operating Expenses	\$6,813,162	\$7,845,608	\$7,202,100
Net	\$274,229	\$277,105	(\$1,216,928)

2025 New Major Capital Items

	Design Runway Rehab	•Purchase •Federal Aviation Administration Grant	\$1,716,666 (\$1,500,000)
	Construct Customs, Border Patrol Facility	•Purchase •Federal Aviation Administration Grant	\$3,600,000 (\$3,200,000)
	Automated Parking Equipment	•Purchase	\$350,000)

Staffing



At the end of 2024, the airport employed 21 full-time employees as listed above.

Aviation

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Space/Land Rental	1-101-001-6305-0000	530,000	470,748	484,870	499,417	514,399	529,831	
Fuel Flowage Commercial	1-101-001-6353-0000	162,006	104,400	107,532	110,758	114,081	117,503	
Miscellaneous Revenue	1-101-001-6360-0000	51,037	38,792	39,956	41,154	42,389	43,661	
Security SIDA violation	1-101-001-6362-0000	200	200	206	212	219	225	
Employee Parking Permits	1-101-001-6363-0000	18,233	14,908	15,355	15,816	16,290	16,779	
Airline Landing Fees	1-101-001-6410-0000	289,258	302,500	311,575	320,922	330,550	340,466	
Based Aircraft RON Parking	1-101-001-6415-0000	47,935	44,640	45,979	47,359	48,779	50,243	
Airline Passenger Fees	1-101-001-6420-0000	800,000	666,600	686,598	707,196	728,412	750,264	
Concession Fees	1-101-001-6440-0000	1,176,142	771,902	795,059	818,911	843,478	868,783	
Additional Revenue	1-101-001-6445-0000	74,335	58,239	59,986	61,786	63,639	65,549	
Advertising Program Revenue	1-101-001-6450-0000	25,517	35,000	36,050	37,132	38,245	39,393	
Parking Fees	1-101-001-6455-0000	21,244	17,629	18,158	18,703	19,264	19,842	
Parking Service SP	1-101-001-6456-0000	3,708,106	2,275,000	2,343,250	2,413,548	2,485,954	2,560,533	
Rental Car Overflow Parking	1-101-001-6457-0000	-	1,000	1,030	1,061	1,093	1,126	
Space and Land Rental - GA	1-101-001-6460-0000	889,239	948,283	976,732	1,006,034	1,036,215	1,067,301	
Fuel Flowage Fees - GA	1-101-001-6461-0000	81,822	84,277	86,805	89,409	92,091	94,854	
Miscellaneous Revenue - GA	1-101-001-6462-0000	1,040	1,040	1,071	1,103	1,136	1,171	
Additional Revenue - GA	1-101-001-6463-0000	40,735	25,211	25,968	26,747	27,549	28,375	
Aircraft Tie Down Fees - GA	1-101-001-6464-0000	26,384	27,703	28,534	29,390	30,272	31,180	
Transient Landing/Parking - GA	1-101-001-6465-0000	74,371	96,600	99,498	102,483	105,557	108,724	
Derelict Aircraft Fine GA	1-101-001-6466-0000	500	500	515	530	546	563	
Donations Revenue	1-101-001-6600-0000	-	-	-	-	-	-	
	Operating Revenue	8,122,713	5,985,172	6,164,728	6,349,669	6,540,159	6,736,364	
	Operating Expense							
Salaries/Wages	1-101-001-7001-0000	2,180,992	2,013,834	2,074,249	2,136,476	2,200,571	2,266,588	
Salaries/Benefits Recovered	1-101-001-7002-0000	71,966	95,602	98,470	101,424	104,467	107,601	
Employee Benefits	1-101-001-7003-0000	928,020	812,602	836,980	862,089	887,952	914,591	
Employee Training/Development	1-101-001-7006-0000	52,000	60,000	61,800	63,654	65,564	67,531	Aircraft Fire & F3 Foam Training
Port Closure Pay	1-101-001-7008-0000	-	-	-	-	-	-	-
Travel	1-101-001-7050-0000	31,200	30,000	30,900	31,827	32,782	33,765	
Natural Gas	1-101-001-7101-0000	62,845	55,935	57,613	59,342	61,122	62,956	
Water	1-101-001-7102-0000	134,223	138,250	142,397	146,669	151,069	155,601	
Water - Main Terminal	1-101-001-7102-1500	-	-	-	-	-	-	-
Electricity	1-101-001-7103-0000	252,651	233,841	240,856	248,082	255,525	263,190	Reduction based on LED and solar upgrade
Gasoline/Diesel	1-101-001-7104-0000	144,462	100,000	103,000	106,090	109,273	112,551	Reduction due to G2 and AS going electric
Gasoline/Diesel (Resold)	1-101-001-7105-0000	(100,000)	(70,000)	(72,100)	(74,263)	(76,491)	(78,786)	
Electricity Resold (Contra)	1-101-001-7111-0000	500	12	13	13	14	14	
Garbage	1-101-001-7114-0000	61,323	63,163	65,058	67,010	69,020	71,090	
Telephone/Communication	1-101-001-7115-0000	21,741	29,399	30,281	31,190	32,125	33,089	
Equipment Rental	1-101-001-7203-0000	2,892	3,000	3,090	3,183	3,278	3,377	
Operating Supplies	1-101-001-7205-0000	144,026	162,429	167,302	172,321	177,490	182,815	
Office Supplies	1-101-001-7207-0000	1,082	1,972	2,031	2,092	2,155	2,220	
Postage	1-101-001-7210-0000	624	262	270	278	286	294	
Janitorial	1-101-001-7211-0000	452,616	459,817	473,611	487,820	502,454	517,528	
Subscriptions	1-101-001-7213-0000	1,921	3,392	3,494	3,599	3,707	3,818	
Publications/Tariffs	1-101-001-7214-0000	234	241	248	256	263	271	
Legal Expense	1-101-001-7301-0000	4,635	5,000	5,150	5,305	5,464	5,628	

Aviation

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Membership Dues/Fees	1-101-001-7303-0000	2,228	9,481	9,766	10,059	10,360	10,671	
Parking Services	1-101-001-7305-0000	636,936	370,000	131,100	135,033	139,084	143,257	
Security	1-101-001-7306-0000	85,000	31,200	32,136	33,100	34,093	35,116	
External Operational Expense - LEO	1-101-001-7307-0000	466,891	480,271	494,679	509,519	524,805	540,549	
Outside Services	1-101-001-7308-0000	518,537	534,093	490,376	505,087	520,240	535,847	HVAC; VEOCI Software upgrades
Lease Payments/Others	1-101-001-7311-0000	-	-	-	-	-	-	
Interfund Transfer	1-101-001-7312-0000	254	8,621	(1,421)	(1,463)	(1,507)	(1,552)	
Advertising/Promotion	1-101-001-7313-0000	1,290	1,329	1,369	1,410	1,452	1,495	
Promotional Hosting	1-101-001-7316-0000	7,280	1,534	1,580	1,628	1,676	1,727	
Incidental Meeting Expense	1-101-001-7317-0000	536	552	568	585	603	621	
General Aviation Services	1-101-001-7318-0000	27,220	31,507	32,452	33,426	34,429	35,462	
Air Service Development/Marketing	1-101-001-7320-0000	450,000	450,000	463,500	477,405	491,727	506,479	
Insurance/Claims	1-101-001-7401-0000	428,555	428,603	441,461	454,705	468,346	482,396	
Taxes	1-101-001-7402-0000	53,159	35,495	36,560	37,657	38,786	39,950	
Environmental Costs	1-101-001-7403-0000	15,000	3,000	3,090	3,183	3,278	3,377	
Uncollectible Revenue	1-101-001-7405-0000	5,356	24,200	500	515	530	546	
Miscellaneous	1-101-001-7406-0000	6,963	7,040	7,251	7,469	7,693	7,924	
Repair/Maintenance	1-101-001-7501-0000	375,377	386,638	398,237	410,185	422,490	435,165	
Groundskeeping	1-101-001-7502-0000	165,000	112,882	116,269	119,757	123,349	127,050	
Preventative Maintenance	1-101-001-7503-0000	140,098	86,903	89,510	92,195	94,961	97,810	
Equipment	1-101-001-7504-0000	7,755	-	-	-	-	-	
	Operating Expense	7,845,608	7,202,100	7,073,697	7,285,908	7,504,485	7,729,620	
	Aviation Net Income (Loss)	277,105	(1,216,928)	(908,970)	(936,239)	(964,326)	(993,256)	

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.

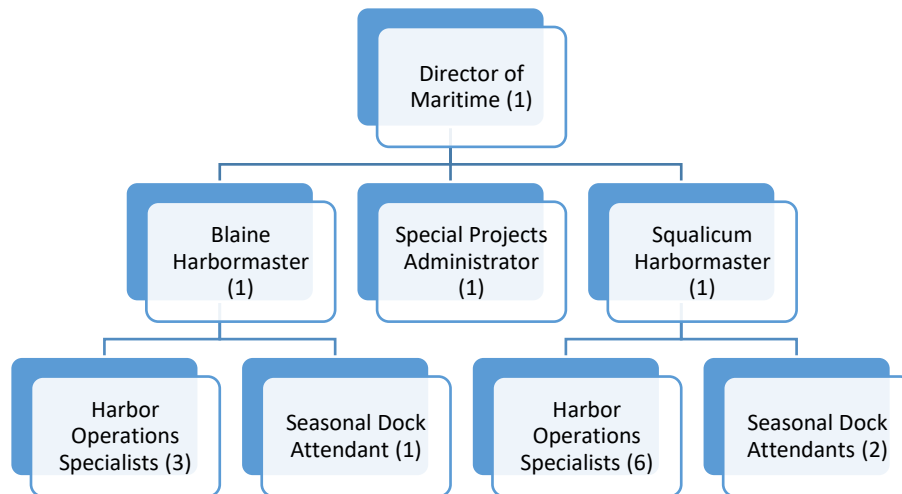
Physical Assets

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.

2025 Objectives

1. Continue to make security improvements in marinas a high priority.
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. Continue work with consultant to evaluate sediment sampling results to determine dredge disposal options in conjunction with optimizing slip mix based on dredge plan.
4. Evaluate current slip condition assessment and balance life extension work with the timing of dock replacement and the phased schedule of the Inner Harbor Renovation.

Staffing



Marinas

Description	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Revenue						
Commercial Berth/Moorage	497,921	483,221	495,153	507,442	520,100	533,138
Pleasure Berth/Moorage	9,339,686	9,637,653	9,926,783	10,224,586	10,531,324	10,847,263
Pleasure Transient Moorage	150,500	174,800	178,850	183,022	187,318	191,744
Commercial Transient Moorage	23,600	22,050	22,493	22,948	23,418	23,901
Work Dock Revenue	35,250	35,250	36,300	37,382	38,495	39,643
Boat Launch Fees	72,000	76,000	77,650	79,350	81,100	82,903
ACF Support 2	120,000	123,700	126,115	128,602	131,165	133,803
ACF Support	253,589	276,235	282,446	288,843	295,433	302,220
Equipment Rentals	37,100	39,250	40,108	40,992	41,902	42,840
Pavilion Rental	400	750	773	796	820	844
Space/Land Rental	41,586	43,056	44,210	45,398	46,622	47,883
Weblocker Rental	289,100	289,100	295,610	302,315	309,222	316,335
Dry Storage Area	45,850	45,500	46,556	47,644	48,764	49,918
Fuel Flowage Fees	18,200	11,565	11,852	12,148	12,453	12,767
Miscellaneous Revenue	111,600	121,900	124,426	127,028	129,708	132,468
Stores Item	225	2,750	2,830	2,911	2,996	3,083
Concession Fees	175	225	229	233	237	241
Haul-Outs	-	105,640	108,809	112,073	115,436	118,899
Boat Storage	-	16,800	17,304	17,823	18,358	18,909
Yard Lay-Days	-	57,245	58,962	60,731	62,553	64,430
Environmental Fees	-	7,950	8,189	8,434	8,687	8,948
Port Pressure Washing	-	53,126	54,720	56,361	58,052	59,794
Customer Pressure Washing	-	5,700	5,871	6,047	6,229	6,415
Additional Revenue	3,178	3,180	3,275	3,374	3,475	3,579
Operating Revenue	11,039,959	11,632,646	11,969,512	12,316,483	12,673,864	13,041,966
Operating Expense						
Salaries/Wages	1,057,553	1,089,448	1,122,131	1,155,795	1,190,469	1,226,183
Salaries/Benefits Recovered	791,286	901,916	928,973	956,843	985,548	1,015,114
Employee Benefits	479,346	520,942	536,570	552,667	569,247	586,325
Employee Training/Development	29,050	33,200	34,196	35,222	36,279	37,367
Travel	11,500	18,740	19,302	19,881	20,478	21,092
Natural Gas	20,550	21,558	22,205	22,871	23,557	24,264
Water	179,500	190,250	195,958	201,836	207,891	214,128
Electricity	828,955	728,900	750,767	773,290	796,489	820,383
Gasoline/Diesel	11,480	15,100	15,553	16,020	16,500	16,995
Electricity Resold (Contra)	(483,164)	(461,786)	(475,640)	(489,909)	(504,606)	(519,745)
Garbage	301,095	367,840	378,875	390,241	401,949	414,007
Telephone/Communication	36,900	44,475	45,809	47,184	48,599	50,057
Equipment Rental	12,250	13,250	54 13,648	14,057	14,479	14,913

Marinas

Description	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Small Tools/Equipment	2,000	3,000	3,090	3,183	3,278	3,377
Operating Supplies	53,570	105,420	108,583	111,840	115,195	118,651
Office Supplies	15,250	16,375	16,866	17,372	17,893	18,430
Signage	3,000	7,500	7,725	7,957	8,195	8,441
Postage	2,250	5,000	5,150	5,305	5,464	5,628
Janitorial	135,460	131,800	135,754	139,827	144,021	148,342
Subscriptions	1,000	1,000	1,030	1,061	1,093	1,126
Publications/Tariffs	4,000	2,250	2,318	2,387	2,459	2,532
Legal Expense	22,500	27,500	28,325	29,175	30,050	30,951
Membership Dues/Fees	2,215	2,375	2,446	2,520	2,595	2,673
Security	16,600	14,100	14,523	14,959	15,407	15,870
Outside Services	329,850	371,650	382,800	394,283	406,112	418,295
Interfund Transfer	48,843	48,843	49,820	50,816	51,833	52,869
Advertising/Promotion	18,000	39,500	40,685	41,906	43,163	44,458
Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	1,850	2,100	2,163	2,228	2,295	2,364
Insurance/Claims	383,925	390,761	402,484	414,558	426,995	439,805
Taxes	8,950	9,120	9,394	9,675	9,966	10,265
Disposal Costs	91,000	78,300	80,649	83,068	85,561	88,127
Uncollectible Revenue	290,300	85,000	87,550	90,177	92,882	95,668
Miscellaneous	2,000	3,200	3,296	3,395	3,497	3,602
Repair/Maintenance	553,307	530,350	546,261	562,648	579,528	596,914
Groundskeeping	92,000	94,550	97,387	100,308	103,317	106,417
Preventative Maintenance	115,500	143,410	147,712	152,144	156,708	161,409
Operating Expense	5,470,671	5,597,937	5,765,386	5,937,849	6,115,477	6,298,423
Marinas Net Income (Loss)	5,569,288	6,034,709	6,204,125	6,378,634	6,558,387	6,743,544

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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$3,045,989	\$3,291,870	\$3,496,951
Operating Expenses	\$1,690,733	\$2,085,912	\$2,183,336
Net	\$1,355,256	\$1,205,957	\$1,313,615

2025 New Major Capital Items

None.

Blaine Harbor

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-004-6150-0000	100,200	85,500	85,500	85,500	85,500	85,500	
Pleasure Berth/Moorage	1-105-004-6151-0000	2,877,570	2,828,000	2,912,840	3,000,225	3,090,232	3,182,939	
Pleasure Transient Moorage	1-105-004-6152-0000	35,500	39,800	39,800	39,800	39,800	39,800	Visitor moorage
Commercial Transient Moorage	1-105-004-6153-0000	11,600	7,300	7,300	7,300	7,300	7,300	ACF visitor moorage
Work Dock Revenue	1-105-004-6154-0000	250	250	250	250	250	250	ACF moorage at work docks
Boat Launch Fees	1-105-004-6157-0000	20,900	21,000	21,000	21,000	21,000	21,000	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	69,200	69,200	69,200	69,200	69,200	69,200	
Equipment Rentals	1-105-004-6200-0000	6,000	10,650	10,650	10,650	10,650	10,650	Forklift, crane and net reel rentals
Space/Land Rental	1-105-004-6305-0000	4,450	4,600	4,600	4,600	4,600	4,600	Upland space rental revenue
Weblocker Rental	1-105-004-6330-0000	72,100	72,100	72,100	72,100	72,100	72,100	
Dry Storage Area	1-105-004-6332-0000	9,400	10,300	10,300	10,300	10,300	10,300	Fenced storage yard
Fuel Flowage Fees	1-105-004-6353-0000	1,700	1,990	1,990	1,990	1,990	1,990	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-004-6360-0000	39,600	37,700	37,700	37,700	37,700	37,700	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-004-6361-0000	100	100	100	100	100	100	
Concession Fees	1-105-004-6440-0000	100	100	100	100	100	100	Vending machine revenue
	Operating Revenue	3,291,870	3,231,790	3,316,630	3,404,015	3,494,022	3,586,729	
	Operating Expense							
Salaries/Wages	1-105-004-7001-0000	419,392	407,383	419,604	432,193	445,158	458,513	
Salaries/Benefits Recovered	1-105-004-7002-0000	395,643	450,958	464,487	478,421	492,774	507,557	In-house Security Services
Employee Benefits	1-105-004-7003-0000	182,201	206,156	212,341	218,711	225,272	232,030	
Employee Training/Development	1-105-004-7006-0000	11,050	11,700	12,051	12,413	12,785	13,168	First Aid/CPR, Forklift Certification, Hazmat Training, Marina safety, University of AK, Office development skills, Continuing education
Travel	1-105-004-7050-0000	3,500	4,240	4,367	4,498	4,633	4,772	Travel to Pacific Coast Congress of Harbormasters
Natural Gas	1-105-004-7101-0000	4,050	4,308	4,437	4,570	4,707	4,849	Natural gas costs for heating and other services
Water	1-105-004-7102-0000	52,100	57,500	59,225	61,002	62,832	64,717	Potable water costs for the docks, weblockers, restrooms, and harbor office
Electricity	1-105-004-7103-0000	207,415	216,100	222,583	229,260	236,138	243,222	Electricity costs for the harbor office, work docks, restrooms and weblockers
Gasoline/Diesel	1-105-004-7104-0000	3,480	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	(141,064)	(150,453)	(154,967)	(159,616)	(164,404)	(169,337)	
Garbage	1-105-004-7114-0000	52,995	57,900	59,637	61,426	63,269	65,167	
Telephone/Communication	1-105-004-7115-0000	21,800	22,000	22,660	23,340	24,040	24,761	
Equipment Rental	1-105-004-7203-0000	4,750	4,750	4,893	5,039	5,190	5,346	Laundry and Copier Leases
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	17,920	17,700	18,231	18,778	19,341	19,922	
Office Supplies	1-105-004-7207-0000	6,750	3,900	4,017	4,138	4,262	4,389	
Postage	1-105-004-7210-0000	750	1,500	1,545	1,591	1,639	1,688	
Janitorial	1-105-004-7211-0000	47,900	44,240	45,567	46,934	48,342	49,793	
Publications/Tariffs	1-105-004-7214-0000	2,000	250	258	265	273	281	
Legal Expense	1-105-004-7301-0000	15,000	15,000	15,450	15,914	16,391	16,883	
Membership Dues/Fees	1-105-004-7303-0000	600	760	783	806	830	855	NMTA, PCC, AMI, Amazon Prime, Notary Public
Security	1-105-004-7306-0000	6,600	6,600	6,798	7,002	7,212	7,428	

Blaine Harbor

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Outside Services	1-105-004-7308-0000	99,400	96,600	99,498	102,483	105,557	108,724	Alarm monitoring, pest control, marina software contract, credit card fees, carwash, printing, website hosting, legal notice, access control hosting, towing, boat launch Porta-Potti, newsletter design, paystation software subscription, radio monitoring, cashless vending fees, Teams software, VenTek server hosting
Advertising/Promotion	1-105-004-7313-0000	9,200	10,500	10,815	11,139	11,474	11,818	NW Travel Guide, Waggoner Cruising Guide, Waterside Magazine, Suncruiser Magazine, Semiahmoo Yearbook, Drayton Harbor Days, Print Ads in Northern Light
Promotional Hosting	1-105-004-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-004-7317-0000	850	1,100	1,133	1,167	1,202	1,238	MAC meeting expenses
Insurance/Claims	1-105-004-7401-0000	144,823	147,364	151,785	156,338	161,029	165,859	
Taxes	1-105-004-7402-0000	2,100	2,270	2,338	2,408	2,480	2,555	
Disposal Costs	1-105-004-7404-0000	41,000	53,300	54,899	56,546	58,242	59,990	Costs associated with the disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-004-7405-0000	255,300	40,000	41,200	42,436	43,709	45,020	
Miscellaneous	1-105-004-7406-0000	750	930	958	987	1,016	1,047	
Repair/Maintenance	1-105-004-7501-0000	142,157	140,700	144,921	149,269	153,747	158,359	
Groundskeeping	1-105-004-7502-0000	37,000	37,900	39,037	40,208	41,414	42,657	
Preventative Maintenance	1-105-004-7503-0000	35,000	48,100	49,543	51,029	52,560	54,137	
	Operating Expense	2,085,912	1,967,856	2,026,891	2,087,698	2,150,329	2,214,839	
Blaine Harbor Net Income (Loss)		1,205,957	1,263,934	1,289,739	1,316,317	1,343,693	1,371,890	

Blaine Shipyard

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue						
Haul-Outs	1-105-003-6316-0000	105,640	108,809	112,073	115,436	118,899	Boat haul-outs and launches
Boat Storage	1-105-003-6317-0000	16,800	17,304	17,823	18,358	18,909	Off-season boat storage
Yard Lay-Days	1-105-003-6318-0000	57,245	58,962	60,731	62,553	64,430	Short-term storage
Environmental Fees	1-105-003-6319-0000	7,950	8,189	8,434	8,687	8,948	Fees for yard cleanliness
Port Pressure Washing	1-105-003-6320-0000	53,126	54,720	56,361	58,052	59,794	Port staff pressure washing boat bottoms
Customer Pressure Washing	1-105-003-6321-0000	5,700	5,871	6,047	6,229	6,415	DIY pressure washing of boats
Miscellaneous Revenue	1-105-003-6360-0000	16,700	17,201	17,717	18,249	18,796	Tarping fees
Stores Item	1-105-003-6361-0000	2,000	2,060	2,122	2,185	2,251	
	Operating Revenue	265,161	273,116	281,309	289,749	298,441	
	Operating Expense						
Employee Training/Development	1-105-003-7006-0000	6,300	6,489	6,684	6,884	7,091	Annual equipment training
Travel	1-105-003-7050-0000	2,000	2,060	2,122	2,185	2,251	Travel for hands-on training
Water	1-105-003-7102-0000	2,500	2,575	2,652	2,732	2,814	
Electricity	1-105-003-7103-0000	5,000	5,150	5,305	5,464	5,628	
Gasoline/Diesel	1-105-003-7104-0000	2,000	2,060	2,122	2,185	2,251	Gasoline for travel lift
Garbage	1-105-003-7114-0000	30,440	31,353	32,294	33,263	34,260	Garbage and hazmat disposal
Telephone/Communication	1-105-003-7115-0000	3,250	3,348	3,448	3,551	3,658	Cellphone, yard wifi, business line
Small Tools/Equipment	1-105-003-7204-0000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-003-7205-0000	48,070	49,512	50,997	52,527	54,103	Uniforms, dockcarts, hazmat supplies, tarps for resale, oil recycling supplies, medical and safety, pressure washers, oil recycling shed, storage shed, boat stands, misc. supplies
Office Supplies	1-105-003-7207-0000	2,000	2,060	2,122	2,185	2,251	
Signage	1-105-003-7208-0000	4,500	4,635	4,774	4,917	5,065	Yard safety and environmental signage
Legal Expense	1-105-003-7301-0000	5,000	5,150	5,305	5,464	5,628	
Outside Services	1-105-003-7308-0000	41,600	42,848	44,133	45,457	46,821	Pest control, marina software, credit card fees, website, legal notices, portable toilets, travel lift certification, stormwater samples, grant assistance
Advertising/Promotion	1-105-003-7313-0000	20,000	20,600	21,218	21,855	22,510	
Miscellaneous	1-105-003-7406-0000	920	948	976	1,005	1,035	
Repair/Maintenance	1-105-003-7501-0000	28,500	29,355	30,236	31,143	32,077	
Preventative Maintenance	1-105-003-7503-0000	12,400	12,772	13,155	13,550	13,956	
	Operating Expense	215,480	221,944	228,603	235,461	242,525	
Blaine Shipyard Net Income (Loss)		49,681	51,171	52,707	54,288	55,916	

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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$7,419,762	\$7,748,090	\$8,135,695
Operating Expenses	\$2,950,447	\$3,384,759	\$3,414,601
Net	\$4,469,315	\$4,363,331	\$4,721,094

2025 New Major Capital Items

None.

Squalicum Harbor

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-005-6150-0000	397,721	397,721	409,653	421,942	434,600	447,638	
Pleasure Berth/Moorage	1-105-005-6151-0000	6,462,116	6,809,653	7,013,943	7,224,361	7,441,092	7,664,324	
Pleasure Transient Moorage	1-105-005-6152-0000	115,000	135,000	139,050	143,222	147,518	151,944	
Commercial Transient Moorage	1-105-005-6153-0000	12,000	14,750	15,193	15,648	16,118	16,601	
Work Dock Revenue	1-105-005-6154-0000	35,000	35,000	36,050	37,132	38,245	39,393	
Boat Launch Fees	1-105-005-6157-0000	51,100	55,000	56,650	58,350	60,100	61,903	
ACF Support 2	1-105-005-6160-0000	76,800	80,500	82,915	85,402	87,965	90,603	
ACF Support	1-105-005-6170-0000	184,389	207,035	213,246	219,643	226,233	233,020	
Equipment Rentals	1-105-005-6200-0000	31,100	28,600	29,458	30,342	31,252	32,190	
Pavilion Rental	1-105-005-6210-0000	400	750	773	796	820	844	
Space/Land Rental	1-105-005-6305-0000	37,136	38,456	39,610	40,798	42,022	43,283	
Weblocker Rental	1-105-005-6330-0000	217,000	217,000	223,510	230,215	237,122	244,235	
Dry Storage Area	1-105-005-6332-0000	36,450	35,200	36,256	37,344	38,464	39,618	
Fuel Flowage Fees	1-105-005-6353-0000	16,500	9,575	9,862	10,158	10,463	10,777	
Miscellaneous Revenue	1-105-005-6360-0000	72,000	67,500	69,525	71,611	73,759	75,972	
Stores Item	1-105-005-6361-0000	125	650	670	690	710	732	
Concession Fees	1-105-005-6440-0000	75	125	129	133	137	141	
Additional Revenue	1-105-005-6445-0000	3,178	3,180	3,275	3,374	3,475	3,579	
	Operating Revenue	7,748,090	8,135,695	8,379,766	8,631,159	8,890,094	9,156,796	
	Operating Expense							
Salaries/Wages	1-105-005-7001-0000	638,161	682,065	702,527	723,603	745,311	767,670	
Salaries/Benefits Recovered	1-105-005-7002-0000	395,643	450,958	464,487	478,421	492,774	507,557	
Employee Benefits	1-105-005-7003-0000	297,145	314,786	324,230	333,956	343,975	354,294	
Employee Training/Development	1-105-005-7006-0000	18,000	15,200	15,656	16,126	16,609	17,108	IMM, Go skillz, Forklift, and CPR Training; U of A courses and Continuing Education
Travel	1-105-005-7050-0000	8,000	12,500	12,875	13,261	13,659	14,069	Travel to Pacific Coast Congress of Harbormasters
Natural Gas	1-105-005-7101-0000	16,500	17,250	17,768	18,301	18,850	19,415	Natural gas costs for heating and other services
Water	1-105-005-7102-0000	127,400	130,250	134,158	138,182	142,328	146,598	Potable water costs for the docks, webblockers, restrooms, and harbor office.
Electricity	1-105-005-7103-0000	621,540	507,800	523,034	538,725	554,887	571,533	Electricity costs for the harbor office, work docks, restrooms and webblockers
Gasoline/Diesel	1-105-005-7104-0000	8,000	10,000	10,300	10,609	10,927	11,255	Fuel for work vehicles, forklift, and harbor skiffs.
Electricity Resold (Contra)	1-105-005-7111-0000	(342,100)	(311,333)	(320,673)	(330,293)	(340,202)	(350,408)	
Garbage	1-105-005-7114-0000	248,100	279,500	287,885	296,522	305,417	314,580	
Telephone/Communication	1-105-005-7115-0000	15,100	19,225	19,802	20,396	21,008	21,638	
Equipment Rental	1-105-005-7203-0000	7,500	8,500	8,755	9,018	9,288	9,567	Laundry and Copier Leases
Small Tools/Equipment	1-105-005-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-005-7205-0000	35,650	39,650	40,840	42,065	43,327	44,626	Dock Carts, uniforms, life jackets, safety equipment, visitor envelopes, permits/tags, hazmat response materials, barricade/cones, inspection tags, foul weather equipment, FOB replacement, pressure washer replacement, and other charges associated with operations
Office Supplies	1-105-005-7207-0000	8,500	10,475	10,789	11,113	11,446	11,790	
Signage	1-105-005-7208-0000	1,000	1,000	1,030	1,061	1,093	1,126	Replacement of aging signage at Squalicum Harbor
Postage	1-105-005-7210-0000	1,500	3,500	3,605	3,713	3,825	3,939	
Janitorial	1-105-005-7211-0000	87,560	87,560	90,187	92,892	95,679	98,550	
Subscriptions	1-105-005-7213-0000	1,000	1,000	1,030	1,061	1,093	1,126	Bellingham Herald and Amazon subscriptions
Publications/Tariffs	1-105-005-7214-0000	2,000	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	1,615	1,615	1,663	1,713	1,765	1,818	NMTA, PCC, IMI, SE Seiners assoc., CMM, Rotary Club

Squalicum Harbor

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Security	1-105-005-7306-0000	10,000	7,500	7,725	7,957	8,195	8,441	
Outside Services	1-105-005-7308-0000	230,450	233,450	240,454	247,667	255,097	262,750	Credit card fees (160,000), pest control (7,500), alarm monitoring (3,500), website hosting (2,500), boat launch credit card services (11,000), harbor newsletter services (1,500), emergency dive services (10,000), misc services (1,500), legal notices (3,000), plant care (450), TMP software fees (2,500), harbor planning and assessment contractor fees (30,000)
Interfund Transfer	1-105-005-7312-0000	48,843	48,843	49,820	50,816	51,833	52,869	Marina's Rent to Real Estate
Advertising/Promotion	1-105-005-7313-0000	8,800	9,000	9,270	9,548	9,835	10,130	NW Travel Guide (2,000), Waggoner Cruising Guide (2,000), Pitch Regatta (1,500), Pink Boat Regatta (500), Suncruiser Magazine (1000), Wild Seafoor Exchange (2,000)
Promotional Hosting	1-105-005-7316-0000	500	500	515	530	546	563	
Incidental Meeting Expense	1-105-005-7317-0000	1,000	1,000	1,030	1,061	1,093	1,126	MAC meeting expenses
Insurance/Claims	1-105-005-7401-0000	239,102	243,397	250,699	258,220	265,966	273,945	
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	25,000	25,750	26,523	27,318	28,138	Costs associated with the disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-005-7405-0000	35,000	45,000	46,350	47,741	49,173	50,648	
Miscellaneous	1-105-005-7406-0000	1,250	1,350	1,391	1,432	1,475	1,519	
Repair/Maintenance	1-105-005-7501-0000	411,150	361,150	371,985	383,144	394,638	406,478	
Groundskeeping	1-105-005-7502-0000	55,000	56,650	58,350	60,100	61,903	63,760	
Preventative Maintenance	1-105-005-7503-0000	80,500	82,910	85,397	87,959	90,598	93,316	
	Operating Expense	3,384,759	3,414,601	3,516,551	3,621,549	3,729,688	3,841,059	
Squalicum Harbor Net Income (Loss)		4,363,331	4,721,094	4,863,215	5,009,610	5,160,406	5,315,737	

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, purchases 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 office buildings, light industrial buildings, 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 and development of 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 participates in setting the legal and insurance requirements for properties with environmental issues and collaboratively works with the Environmental division on the Port

of Bellingham's Climate Action Strategy, Building and Infrastructure Energy Management Program, Washington Clean Buildings Performance Standards, Washington's Organic Environmental Law, and the Environmental Compliance Assessment Program.

The Real Estate Division works collectively with the Economic Development Division to assist existing tenants and new tenants with business resources and community information.

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, Marine Drive 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).

2025 Objectives

1. Promote 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. Maintain high occupancy levels in Port assets, and acquire 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 existing structures such as the properties at 701 and 801 Roeder Ave., the Alcohol Building and rebuild industrial buildings at Fairhaven Marine Industrial Park.
8. Sponsor maintenance of existing POB real estate assets and evaluate and prioritize the replacement and upgrades of Port physical infrastructure. Maintain Port Real Estate Assets.
9. Encourage efficient energy and low-carbon options for Port tenants and real estate assets.
10. Continue to market underutilized POB assets.
11. 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.
13. Target new energy businesses such as marine battery and fuel cell business, shipbuilding, supply and implementation.
14. Pursue Industrial opportunities on POB properties.

The Operating Budget

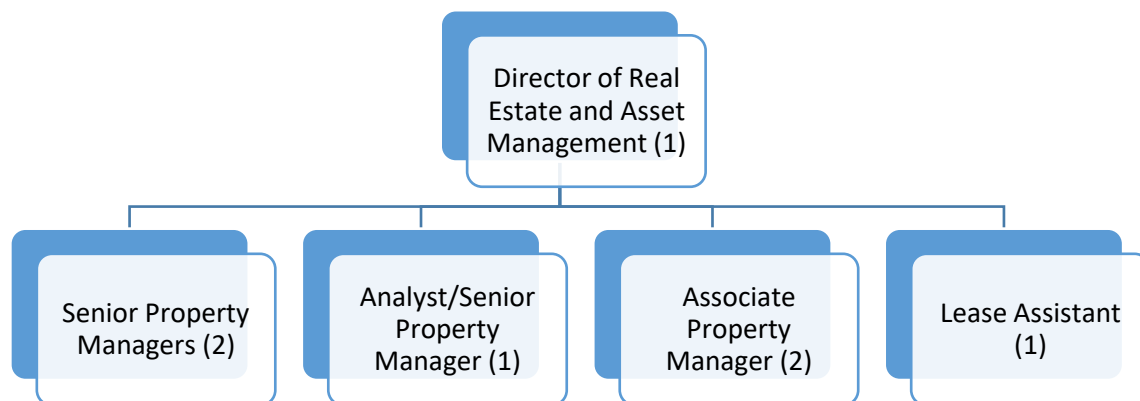
Funding sources include operating revenues from leases and other agreements.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$7,800,377	\$7,695,628	\$7,692,857
Operating Expenses	\$3,168,062	\$3,343,961	\$3,400,493
Net	\$4,632,315	\$4,351,667	\$4,292,364

2025 New Major Capital Projects

	Fairhaven Marine Industrial Park Continue stormwater improvements Federal Grant	\$3,500,000 (\$1,500,000)
	New Building General site prep and 40 x 60 building	\$450,000

Staffing



Real Estate

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Space and Land Rental	1-107-007-6305-0000	7,484,069	7,465,906	7,644,713	7,857,534	8,076,739	8,302,521	
Miscellaneous Revenue	1-107-007-6360-0000	1,200	1,200	1,200	1,200	1,200	1,200	
Concession Fees	1-107-007-6440-0000	96,800	101,000	103,870	106,823	109,861	112,987	
Additional Revenue	1-107-007-6445-0000	113,559	124,751	128,492	132,347	136,318	140,407	
	Operating Revenue	7,695,628	7,692,857	7,878,275	8,097,904	8,324,118	8,557,115	
	Operating Expense							
Salaries and Wages	1-107-007-7001-0000	766,347	771,910	795,067	818,919	843,487	868,792	
Salaries & Benefits Recovered	1-107-007-7002-0000	(243,580)	(219,528)	(226,114)	(232,897)	(239,884)	(247,081)	In-house security, property management for other derpartments
Employee Benefits	1-107-007-7003-0000	305,071	295,104	303,957	313,076	322,468	332,142	
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	109,044	127,686	131,517	135,462	139,526	143,712	
Water	1-107-007-7102-0000	117,600	125,389	129,151	133,025	137,016	141,126	
Electricity	1-107-007-7103-0000	370,722	364,991	375,941	387,219	398,836	410,801	
Natural Gas Resold (Contra)	1-107-007-7107-0000	(6,000)	(21,208)	(21,844)	(22,500)	(23,175)	(23,870)	
Water Resold (Contra)	1-107-007-7109-0000	(9,000)	(14,009)	(14,429)	(14,862)	(15,308)	(15,767)	
Electricity Resold (Contra)	1-107-007-7111-0000	(175,574)	(176,960)	(182,269)	(187,737)	(193,369)	(199,170)	
Garbage Resold (Contra)	1-107-007-7113-0000	(14,665)	(17,124)	(17,638)	(18,167)	(18,712)	(19,273)	
Garbage	1-107-007-7114-0000	87,207	86,273	88,861	91,527	94,273	97,101	
Telephone and Communication	1-107-007-7115-0000	16,010	16,010	16,490	16,985	17,495	18,019	
Equipment Rental	1-107-007-7203-0000	2,500	2,000	2,060	2,122	2,185	2,251	
Office Supplies	1-107-007-7207-0000	7,000	7,000	7,210	7,426	7,649	7,879	
Signage	1-107-007-7208-0000	8,000	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	173,500	160,641	165,460	170,424	175,537	180,803	
Subscriptions	1-107-007-7213-0000	1,050	1,050	1,082	1,114	1,147	1,182	
Janitorial Resold	1-107-007-7215-0000	(9,923)	(11,442)	(11,785)	(12,139)	(12,503)	(12,878)	
Legal Expense	1-107-007-7301-0000	80,000	90,000	92,700	95,481	98,345	101,296	
Membership Dues and Fees	1-107-007-7303-0000	4,349	4,020	4,141	4,265	4,393	4,525	
Security	1-107-007-7306-0000	55,800	20,000	20,600	21,218	21,855	22,510	
Outside Services	1-107-007-7308-0000	239,200	252,500	260,075	267,877	275,914	284,191	
Lease Payments to Others	1-107-007-7311-0000	17,185	38,618	39,777	40,970	42,199	43,465	
Interfund Transfer	1-107-007-7312-0000	(89,588)	(89,489)	(92,174)	(93,196)	(95,072)	(96,986)	Rent from other departments
Advertising and Promotion	1-107-007-7313-0000	10,000	5,000	5,150	5,305	5,464	5,628	
Promotional Hosting	1-107-007-7316-0000	8,000	12,500	12,875	13,261	13,659	14,069	
Incidental Meeting Expense	1-107-007-7317-0000	2,000	1,000	1,030	1,061	1,093	1,126	
Insurance and Claims	1-107-007-7401-0000	457,106	459,161	472,936	580,196	597,602	615,530	
Taxes	1-107-007-7402-0000	4,000	1,800	1,854	4,244	4,371	4,502	
Uncollectible Revenue	1-107-007-7405-0000	20,000	5,000	5,150	5,305	5,464	5,628	Based on 4 year average (2021-24)
Miscellaneous	1-107-007-7406-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Repair and Maintenance	1-107-007-7501-0000	612,500	647,000	666,410	686,402	706,994	728,204	
Groundskeeping	1-107-007-7502-0000	186,500	209,500	215,785	222,259	228,926	235,794	
Preventative Maintenance	1-107-007-7503-0000	217,100	221,600	228,248	235,095	242,148	249,413	
	Operating Expense	3,343,961	3,400,493	3,502,508	3,704,732	3,816,793	3,932,236	
Real Estate Net Income (Loss)		4,351,667	4,292,364	4,375,767	4,393,172	4,507,325	4,624,879	

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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Revenue						
Handling Fees	671,679	254,348	137,783	141,917	146,174	150,559
Man Hour Service/Other	252,957	260,553	268,370	276,421	284,713	293,255
Commercial Berth/Moorage	58,326	60,640	62,459	64,333	66,263	68,251
Pleasure Transient Moorage	3,050	3,050	3,142	3,236	3,333	3,433
Boat Launch Fees	3,600	3,150	3,245	3,342	3,442	3,545
Space/Land Rental	1,395,150	1,187,683	1,223,313	1,260,013	1,297,813	1,336,748
Fuel Flowage Fees	57,000	57,000	58,710	60,471	62,285	64,154
Miscellaneous Revenue	3,473	4,200	4,326	4,456	4,589	4,727
Passenger Tariff Fees	15,000	15,000	15,450	15,914	16,391	16,883
Concession Fees	10,300	15,450	15,914	16,391	16,883	17,389
Additional Revenue	490,514	494,756	509,599	524,887	540,633	556,852
Parking Fees	62,000	72,000	74,160	76,385	78,676	81,037
Dockage	365,387	750,501	2,389,388	2,692,018	5,694,779	7,797,622
Wharfage	726,250	100,000	-	-	-	-
Service and Facilities Charges	354,223	36,000	-	-	-	-
Operating Revenue	4,724,419	3,314,331	4,765,858	5,139,782	8,215,975	10,394,454
Operating Expense						
Salaries/Wages	591,961	582,618	600,097	618,099	636,642	655,742
Salaries/Benefits Recovered	82,174	86,973	89,582	92,270	95,038	97,889
Employee Benefits	210,240	198,430	204,383	210,514	216,830	223,335
Longshore Labor	492,551	304,869	554,389	617,221	1,220,138	1,643,142
Employee Training/Development	10,600	5,700	5,817	5,938	6,062	6,189
Travel	56,320	75,900	78,177	80,522	82,938	85,426
Natural Gas	36,141	31,973	32,932	33,920	34,938	35,986
Water	66,358	72,262	74,430	76,663	78,963	81,332
Electricity	199,385	215,134	221,588	228,236	235,083	242,135
Gasoline/Diesel	4,503	3,100	2,030	2,091	2,154	2,218
Natural Gas Resold (Contra)	(612)	(612)	(630)	(649)	(669)	(689)
Water Resold (Contra)	(674)	(674)	(694)	(715)	(736)	(759)
Electricity Resold (Contra)	(18,380)	(18,460)	(19,014)	(19,584)	(20,172)	(20,777)
Garbage	71,001	63,212	65,108	67,062	69,073	71,146

Total Marine Terminals

Description	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Telephone/Communication	11,380	15,862	16,338	16,828	17,333	17,853
Equipment Rental	3,100	1,100	1,109	1,142	1,177	1,212
Operating Supplies	7,654	9,654	7,764	7,997	8,236	8,484
Office Supplies	2,812	2,600	2,633	2,712	2,793	2,877
Signage	3,000	4,500	4,620	4,759	4,901	5,048
Postage	125	125	127	131	135	139
Janitorial	79,649	81,457	83,901	86,418	89,010	91,681
Subscriptions	850	550	552	568	585	603
Legal Expense	16,500	11,000	11,030	11,361	11,702	12,053
Membership Dues/Fees	7,612	8,797	8,826	9,091	9,364	9,645
Security	361,184	191,819	197,574	203,501	209,606	215,894
Outside Services	209,200	229,400	236,282	243,370	250,672	258,192
Lease Payments/Others	38,516	29,140	30,014	30,915	31,842	32,797
Interfund Transfer	(37,476)	(39,576)	(40,763)	(41,986)	(43,246)	(44,543)
Advertising/Promotion	21,250	21,250	21,528	22,173	22,839	23,524
Promotional Hosting	16,250	9,500	9,560	9,847	10,142	10,446
Incidental Meeting Expense	2,000	2,000	2,015	2,075	2,138	2,202
Insurance/Claims	278,793	280,090	291,294	301,239	311,530	322,181
Taxes	8,445	5,164	5,319	5,478	5,643	5,812
Miscellaneous	1,230	1,200	1,236	1,273	1,311	1,351
Repair/Maintenance	322,745	311,840	321,195	330,831	340,756	350,979
Groundskeeping	91,669	90,020	92,721	95,502	98,367	101,318
Preventative Maintenance	100,049	124,366	128,097	131,940	135,899	139,975
Operating Expense	3,348,605	3,012,283	3,341,165	3,488,752	4,179,015	4,692,036
Marine Terminals Net Income (Loss)	1,375,814	302,048	1,424,693	1,651,030	4,036,961	5,702,419

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. Re-establishing rail access to BST is of utmost importance to maximize this industrial asset.

2025 Objectives

1. Aggressively market the BST to establish a potential customer base that aligns with the completion of the MARAD FY20 PIDP BST Pier Rehabilitation & Dredging project providing a stronger dock, and re-establishing an adequate water depth to attract regular domestic and international cargo opportunities.
2. Continue 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 marketing the service to Whatcom County stakeholders, possibly including other regional out-ports and engaging with local farmers with assistance from the Economic Development team. This will include completing the construction of the barge ramp in 2025 funded in part by the USDOT (MARAD) funds.
3. 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, including site preparation for new cargo business.

4. In partnership with BNSF, and funding provided by the FY 2024 RAISE (MARAD) grant program, execute the grant agreement, and begin design and engineering to bring a rail spur back to the BST. Work with other internal departments on City of Bellingham permitting strategy. Coordinate with BNSF on possible shifting of design to southern part of terminal if possible.
5. Assist the Engineering & Environmental Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Log Pond (including site preparations for additional cargo) 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$1,825,845	\$2,583,288	\$1,145,134
Operating Expenses	\$1,402,230	\$1,965,184	\$1,671,275
Net	\$423,615	\$618,104	(\$526,141)

2025 New Major Capital Items



Portable Barge Ramp

- Barge access from terminal
- Construction \$1,703,000
- Grant (\$1,021,747)



BST Rail Spur Project (D&E)

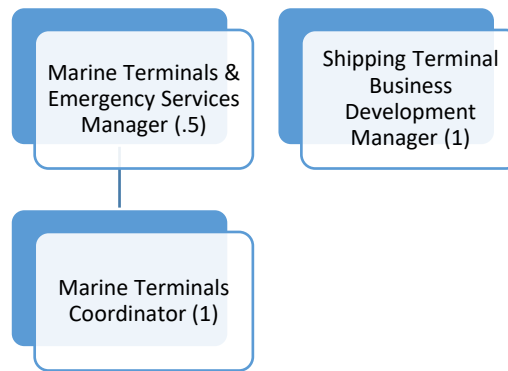
- Design Engineering (2025) \$750,000
- Construction (2026-27) \$17.15M
- RAISE (MARAD) grant (2025-2027) (\$17.9M)



BST Power Upgrades

- Berth #2 & #3, Warehouse \$3M
- WSDOT grant (\$2.8M)

Staffing



Marine Cargo

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Dockage	1-109-010-6010-0000	365,387	750,501	2,389,388	2,692,018	5,694,779	7,797,622	Cargo & Layberth + Foss dockage; non-contracted spot cargo
Wharfage	1-109-010-6020-0000	726,250	100,000	-	-	-	-	
Service and Facilities Charges	1-109-010-6030-0000	354,223	36,000	-	-	-	-	
Handling Fees	1-109-010-6060-0000	546,390	120,578	-	-	-	-	
Space/Land Rental	1-109-010-6305-0000	308,776	104,215	107,341	110,562	113,879	117,295	JE McAmis (2025 only); Opp. Council, Foss, BYS & PTSC Stevedoring, etc.
Additional Revenue	1-109-010-6445-0000	26,752	33,840	34,855	35,901	36,978	38,087	Opp. Council, Bham Yacht Sales
	Operating Revenue	2,583,288	1,145,134	2,531,585	2,838,481	5,845,635	7,953,004	
	Operating Expense							
Salaries/Wages	1-109-010-7001-0000	291,320	318,497	328,052	337,893	348,030	358,471	
Salaries/Benefits Recovered	1-109-010-7002-0000	43,586	44,683	46,023	47,404	48,826	50,291	For Real Estate management, waterfront
Employee Benefits	1-109-010-7003-0000	93,267	100,545	103,561	106,668	109,868	113,164	
Longshore Labor	1-109-010-7004-0000	400,911	213,229	460,000	520,000	1,120,000	1,540,000	Payments to PMA for longshore labor
Employee Training/Development	1-109-010-7006-0000	6,700	1,800	1,800	1,800	1,800	1,800	Cont. education, etc.
Travel	1-109-010-7050-0000	49,320	68,400	70,452	72,566	74,743	76,985	Sales travel, conferences, mileage reimb.
Natural Gas	1-109-010-7101-0000	5,734	6,264	6,452	6,645	6,845	7,050	
Water	1-109-010-7102-0000	46,987	50,444	51,957	53,516	55,122	56,775	
Electricity	1-109-010-7103-0000	72,000	60,427	62,240	64,107	66,030	68,011	
Gasoline/Diesel	1-109-010-7104-0000	3,503	2,100	1,000	1,030	1,061	1,093	
Electricity Resold (Contra)	1-109-010-7111-0000	(8,028)	(6,240)	(6,427)	(6,620)	(6,819)	(7,023)	
Garbage	1-109-010-7114-0000	11,855	3,797	3,911	4,028	4,149	4,274	
Telephone/Communication	1-109-010-7115-0000	4,087	6,345	6,535	6,731	6,933	7,141	
Equipment Rental	1-109-010-7203-0000	2,800	800	800	824	849	874	
Operating Supplies	1-109-010-7205-0000	4,000	6,000	4,000	4,120	4,244	4,371	Spill response supplies, uniforms, etc.
Office Supplies	1-109-010-7207-0000	1,500	1,500	1,500	1,545	1,591	1,639	
Signage	1-109-010-7208-0000	500	500	500	515	530	546	Security & traffic control signs
Postage	1-109-010-7210-0000	50	50	50	52	53	55	
Janitorial	1-109-010-7211-0000	15,039	12,270	12,638	13,017	13,408	13,810	625 Cornwall + Whse 1 & 2 recurring service and supplies
Subscriptions	1-109-010-7213-0000	800	500	500	515	530	546	
Legal Expense	1-109-010-7301-0000	15,000	10,000	10,000	10,300	10,609	10,927	
Membership Dues/Fees	1-109-010-7303-0000	6,642	7,827	7,827	8,062	8,304	8,553	NWMTA Membership, NWMTA reg. fees, FTZ Assoc, Pac. Ports Assoc., Propeller Club & Marine Exchange
Security	1-109-010-7306-0000	304,075	141,714	145,965	150,344	154,855	159,500	Contract security and event security
Outside Services	1-109-010-7308-0000	141,750	176,750	182,053	187,514	193,139	198,934	Liebherr service agreement, Struct. Eng, grant consulting, scale, stormwater, Dtech, Bio-Bug, COB, BST Copier lease
Lease Payments/Others	1-109-010-7311-0000	29,563	20,187	20,793	21,416	22,059	22,721	WW Permit payment (\$12,520), DNR lease payment (\$7,667)
Advertising/Promotion	1-109-010-7313-0000	12,000	12,000	12,000	12,360	12,731	13,113	Shipping promo items, marketing materials
Promotional Hosting	1-109-010-7316-0000	14,250	7,500	7,500	7,725	7,957	8,195	
Incidental Meeting Expense	1-109-010-7317-0000	1,500	1,500	1,500	1,545	1,591	1,639	
Insurance/Claims	1-109-010-7401-0000	163,669	164,113	170,678	175,798	181,072	186,504	
Taxes	1-109-010-7402-0000	4,445	1,021	1,052	1,083	1,116	1,149	
Miscellaneous	1-109-010-7406-0000	230	200	75 206	212	219	225	

Marine Cargo

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Repair/Maintenance	1-109-010-7501-0000	175,608	165,282	170,240	175,348	180,608	186,026	
Groundskeeping	1-109-010-7502-0000	14,040	13,650	14,060	14,481	14,916	15,363	
Preventative Maintenance	1-109-010-7503-0000	36,481	57,620	59,349	61,129	62,963	64,852	
	Operating Expense	1,965,184	1,671,275	1,958,767	2,063,676	2,709,932	3,177,576	
Marine Cargo Net Income (Loss)		618,104	(526,141)	572,818	774,805	3,135,703	4,775,428	

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.

2025 Objectives

1. Negotiate Lease Renewal with the State of Alaska – Department of Transportation for AMHS use of the Bellingham Cruise Terminal beyond Sept. 2025.
2. Maximize vessel occupancy across the AMHS by collaborating with AMHS and the Southeast Alaska Conference to boost ridership originating in Bellingham.

3. Collaborate with the Real Estate department to assess the leasing framework for the Bellingham Cruise Terminal and Warehouse #4, exploring innovative strategies for lease opportunities that could expand options for new types of tenants.

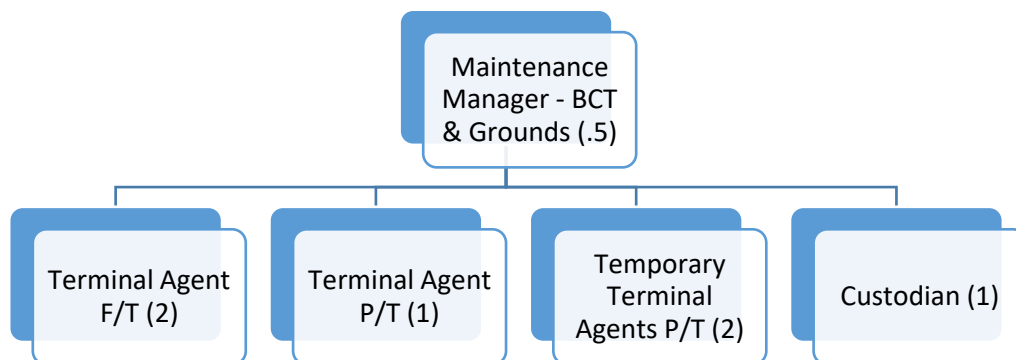
The Operating Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$2,138,893	\$2,141,131	\$2,169,197
Operating Expenses	\$2,314,032	\$1,383,421	\$1,341,008
Net	(\$175,139)	\$757,710	\$828,189

2025 New Major Capital Items

None.

Staffing



Ferry, Bus, Rail

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Handling Fees	1-109-009-6060-0000	125,289	133,770	137,783	141,917	146,174	150,559	Longshore labor provided to AMHS
Man Hour Service/Other	1-109-009-6115-0000	252,957	260,553	268,370	276,421	284,713	293,255	Per Amend. #6 of AMHS TS agreement
Commercial Berth/Moorage	1-109-009-6150-0000	58,326	60,640	62,459	64,333	66,263	68,251	Charter vessel & USCG moorage
Pleasure Transient Moorage	1-109-009-6152-0000	3,050	3,050	3,142	3,236	3,333	3,433	
Boat Launch Fees	1-109-009-6157-0000	3,600	3,150	3,245	3,342	3,442	3,545	
Space/Land Rental	1-109-009-6305-0000	1,086,374	1,083,468	1,115,972	1,149,451	1,183,935	1,219,453	
Fuel Flowage Fees	1-109-009-6353-0000	57,000	57,000	58,710	60,471	62,285	64,154	
Miscellaneous Revenue	1-109-009-6360-0000	3,473	4,200	4,326	4,456	4,589	4,727	
Passenger Tariff Fees	1-109-009-6430-0000	15,000	15,000	15,450	15,914	16,391	16,883	Per passenger fees for charter vessel operators
Concession Fees	1-109-009-6440-0000	10,300	15,450	15,914	16,391	16,883	17,389	Fees from vending machines, taxi services.
Additional Revenue	1-109-009-6445-0000	463,762	460,916	474,743	488,986	503,655	518,765	
Parking Fees	1-109-009-6455-0000	62,000	72,000	74,160	76,385	78,676	81,037	
	Operating Revenue	2,141,131	2,169,197	2,234,273	2,301,301	2,370,340	2,441,450	
	Operating Expense							
Salaries/Wages	1-109-009-7001-0000	300,641	264,121	272,045	280,206	288,612	297,271	
Salaries/Benefits Recovered	1-109-009-7002-0000	38,588	42,290	43,559	44,865	46,211	47,598	Real Estate management, security
Employee Benefits	1-109-009-7003-0000	116,973	97,885	100,822	103,846	106,962	110,170	
Longshore Labor	1-109-009-7004-0000	91,640	91,640	94,389	97,221	100,138	103,142	PMA 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, and cont. education
Travel	1-109-009-7050-0000	7,000	7,500	7,725	7,957	8,195	8,441	Travel to AK; fuel reimbursement
Natural Gas	1-109-009-7101-0000	30,407	25,709	26,480	27,275	28,093	28,936	
Water	1-109-009-7102-0000	19,371	21,818	22,473	23,147	23,841	24,556	
Electricity	1-109-009-7103-0000	127,385	154,707	159,348	164,129	169,053	174,124	
Gasoline/Diesel	1-109-009-7104-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Natural Gas Resold (Contra)	1-109-009-7107-0000	(612)	(612)	(630)	(649)	(669)	(689)	NG resold to café
Water Resold (Contra)	1-109-009-7109-0000	(674)	(674)	(694)	(715)	(736)	(759)	USCG water billings
Electricity Resold (Contra)	1-109-009-7111-0000	(10,352)	(12,220)	(12,587)	(12,964)	(13,353)	(13,754)	Elec. Billed to tenants & moorage customers
Garbage	1-109-009-7114-0000	59,146	59,415	61,197	63,033	64,924	66,872	
Telephone/Communication	1-109-009-7115-0000	7,293	9,517	9,803	10,097	10,399	10,711	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	3,654	3,654	3,764	3,877	3,993	4,113	Uniforms, flags, B/L envelopes, spill supplies
Office Supplies	1-109-009-7207-0000	1,312	1,100	1,133	1,167	1,202	1,238	
Signage	1-109-009-7208-0000	2,500	4,000	4,120	4,244	4,371	4,502	Tenant signage updates and security signs
Postage	1-109-009-7210-0000	75	75	77	80	82	84	
Janitorial	1-109-009-7211-0000	64,610	69,187	71,263	73,400	75,603	77,871	
Subscriptions	1-109-009-7213-0000	50	50	52	53	55	56	
Legal Expense	1-109-009-7301-0000	1,500	1,000	1,030	1,061	1,093	1,126	
Membership Dues/Fees	1-109-009-7303-0000	970	970	999	1,029	1,060	1,092	SEC, AK Chamber of Commerce
Security	1-109-009-7306-0000	57,109	50,105	51,608	53,156	54,751	56,394	Contract Security Services + OT
Outside Services	1-109-009-7308-0000	67,450	52,650	54,230	55,856	57,532	59,258	R. Stoops, diving services, elev. inspections, copier lease, VenTek, alarm monitoring, NW parking, Bio-Bug, stormwater consultants, Liberty Plugin, Heart Health, Crystal Springs, and website

Ferry, Bus, Rail

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Lease Payments/Others	1-109-009-7311-0000	8,953	8,953	9,222	9,498	9,783	10,077	Lease payment to DNR
Interfund Transfer	1-109-009-7312-0000	(37,476)	(39,576)	(40,763)	(41,986)	(43,246)	(44,543)	
Advertising/Promotion	1-109-009-7313-0000	9,250	9,250	9,528	9,813	10,108	10,411	Visitors bureau-tourism ambassador, tenant promo ad's, maps
Promotional Hosting	1-109-009-7316-0000	2,000	2,000	2,060	2,122	2,185	2,251	SEC sponsorship, misc. promo. Items
Incidental Meeting Expense	1-109-009-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-109-009-7401-0000	115,124	115,977	120,616	125,441	130,458	135,677	
Taxes	1-109-009-7402-0000	4,000	4,143	4,267	4,395	4,527	4,663	
Miscellaneous	1-109-009-7406-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Repair/Maintenance	1-109-009-7501-0000	147,137	146,558	150,955	155,483	160,148	164,952	
Groundskeeping	1-109-009-7502-0000	77,629	76,370	78,661	81,021	83,452	85,955	
Preventative Maintenance	1-109-009-7503-0000	63,568	66,746	68,748	70,811	72,935	75,123	
	Operating Expense	1,383,421	1,341,008	1,382,398	1,425,076	1,469,083	1,514,460	
	Ferry, Bus, Rail Net Income (Loss)	757,710	828,189	851,875	876,225	901,257	926,990	

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.



2025 Objectives

1. Continue to enhance coordination between the various divisional programs within the Facilities Division while maintaining a high level of service to all 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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Expense						
Salaries/Wages	3,408,698	3,732,429	3,844,402	3,959,734	4,078,526	4,200,882
Salaries/Benefits Recovered	(900,050)	(874,722)	(900,964)	(927,993)	(955,832)	(984,507)
Employee Benefits	1,546,544	1,691,755	1,742,508	1,794,783	1,848,626	1,904,085
Employee Training/Development	85,500	92,000	92,385	95,157	98,011	100,952
Travel	6,200	8,100	8,343	8,593	8,851	9,117
Telephone/Communication	30,600	33,280	34,278	35,307	36,366	37,457
Equipment Rental	5,350	8,800	9,064	9,336	9,616	9,904
Office Supplies	29,550	28,000	23,690	24,401	25,133	25,887
Postage	350	350	361	371	382	394
Janitorial	64,800	66,000	67,980	70,019	72,120	74,284
Subscriptions	4,350	4,400	4,532	4,668	4,808	4,952
Membership Dues/Fees	1,150	300	1,184	568	828	588
Outside Services	38,000	44,595	50,483	51,997	53,557	55,164
Interfund Transfer	1,599	1,970	1,994	2,021	2,049	2,076
Incidental Meeting Expense	750	750	773	796	820	844
Insurance/Claims	67,951	73,296	75,510	77,792	80,143	82,564
Miscellaneous	3,250	5,350	5,511	5,676	5,846	6,021
Repair/Maintenance	109,500	112,650	116,930	121,382	126,016	130,838
Preventative Maintenance	63,100	65,410	67,672	70,017	72,449	74,969
Equipment	41,900	48,800	45,260	46,618	53,395	49,471
Natural Gas	16,500	19,364	19,945	20,543	21,160	21,794
Water	6,650	7,050	7,262	7,479	7,704	7,935
Electricity	54,100	61,450	63,294	65,192	67,148	69,163
Garbage	13,200	13,400	13,802	14,216	14,643	15,082
Legal Expense	4,500	8,000	4,530	4,666	4,806	4,950
Groundskeeping	30,800	31,800	33,194	34,652	36,176	37,771
Gasoline/Diesel	70,000	72,100	74,263	76,491	78,786	81,149
Small Tools/Equipment	36,000	37,000	38,110	39,253	40,431	41,644
Operating Supplies	17,160	18,000	18,540	19,096	19,669	20,259
Operating Supplies - Internal	6,000	6,500	6,695	6,896	7,103	7,316
Outside Services - Internal	2,500	2,500	2,575	2,652	2,732	2,814
Lease Payments/Others	3,374	4,355	4,486	4,620	4,759	4,902
Taxes	200	200	206	212	219	225
Capital Interfund Transfer	(400,000)	(450,000)	(463,500)	(477,405)	(491,727)	(506,479)
Interdepartmental Transfer	(3,730,000)	(3,630,000)	(3,738,900)	(3,851,067)	(3,966,599)	(4,085,597)
Operating Expense	740,076	1,345,232	1,376,396	1,418,742	1,468,717	1,508,870
Total Facilities Net Income (Loss)	(740,076)	(1,345,232)	(1,376,396)	(1,418,742)	(1,468,717)	(1,508,870)

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.

2025 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.
4. Develop and implement a new capital project filing system for efficiency and consistency.
5. Develop and implement a new capital project naming structure.

The Operating Budget

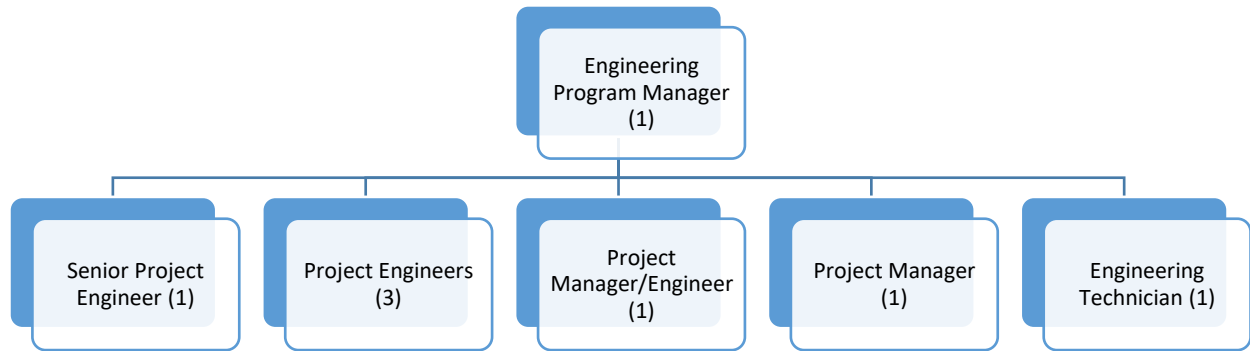
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$272,262	\$464,971	\$622,008
Net	(\$272,262)	(\$464,971)	(\$622,008)

2025 New Major Capital Projects

None.

Staffing



Engineering

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-016-7001-0000	842,880	943,596	971,904	1,001,061	1,031,093	1,062,026	
Salaries/Benefits Recovered	1-110-016-7002-0000	(802,071)	(799,519)	(823,505)	(848,210)	(873,656)	(899,866)	Work on capital projects
Employee Benefits	1-110-016-7003-0000	361,960	392,923	404,711	416,852	429,358	442,238	
Employee Training/Development	1-110-016-7006-0000	9,000	12,500	10,500	10,815	11,139	11,474	Corporate training, professional education, OSHA HAZWOPER, and continuing education
Travel	1-110-016-7050-0000	100	2,000	2,060	2,122	2,185	2,251	Misc. Engineering related meetings
Telephone/Communication	1-110-016-7115-0000	7,100	8,700	8,961	9,230	9,507	9,792	Cell phones, admin fire alarm, and share of admin phone & long distance
Equipment Rental	1-110-016-7203-0000	1,850	5,000	5,150	5,305	5,464	5,628	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-016-7207-0000	23,350	22,000	17,510	18,035	18,576	19,134	General office supplies, licenses for Biddy - electronic bidding platform, AutoCAD licensing, Zoom, Adobe licenses, Teams licenses, and Bluebeam
Postage	1-110-016-7210-0000	50	50	52	53	55	56	
Subscriptions	1-110-016-7213-0000	500	500	515	530	546	563	
Membership Dues/Fees	1-110-016-7303-0000	850	-	875	250	500	250	PE license renewal (even yrs), PE exam (2025), and TWIC renewal (2026-2028)
Outside Services	1-110-016-7308-0000	9,500	15,000	20,000	20,600	21,218	21,855	ROM assistance
Interfund Transfer	1-110-016-7312-0000	2,600	3,050	3,111	3,175	3,241	3,307	GIS Licenses
Incidental Meeting Expense	1-110-016-7317-0000	250	250	258	265	273	281	
Insurance/Claims	1-110-016-7401-0000	1,252	1,558	1,620	1,685	1,753	1,823	
Miscellaneous	1-110-016-7406-0000	2,100	4,200	4,326	4,456	4,589	4,727	Fuel, coffee, and water
Repair/Maintenance	1-110-016-7501-0000	1,500	1,500	1,545	1,591	1,639	1,688	
Preventative Maintenance	1-110-016-7503-0000	1,900	1,900	1,957	2,016	2,076	2,138	Engineering vehicle fleet
Equipment	1-110-016-7504-0000	300	6,800	2,000	2,060	7,500	2,200	Small tools, life vests, and PPE
	Operating Expense	464,971	622,008	633,549	651,891	677,056	691,564	
Engineering Net Income (Loss)		(464,971)	(622,008)	(633,549)	(651,891)	(677,056)	(691,564)	

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.

2025 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.
3. Expand and refine the Job Order Contracting process.

The Operating Budget

The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$226,344	\$263,591	\$313,583
Net	(\$226,344)	(\$263,591)	(\$313,583)

2025 New Major Capital Projects

None.

Staffing



Contracts

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-017-7001-0000	86,459	89,269	91,947	94,705	97,547	100,473	
Salaries/Benefits Recovered	1-110-017-7002-0000	(77,774)	(50,090)	(51,593)	(53,140)	(54,735)	(56,377)	
Employee Benefits	1-110-017-7003-0000	43,908	43,619	44,928	46,275	47,664	49,094	
Employee Training/Development	1-110-017-7006-0000	1,500	1,500	1,545	1,591	1,639	1,688	Corporate training, professional education, etc.
Travel	1-110-017-7050-0000	100	100	103	106	109	113	
Natural Gas	1-110-017-7101-0000	11,800	14,600	15,038	15,489	15,954	16,432	1801 Roeder
Water	1-110-017-7102-0000	2,400	2,800	2,884	2,971	3,060	3,151	1801 Roeder
Electricity	1-110-017-7103-0000	40,100	47,400	48,822	50,287	51,795	53,349	1801 Roeder & 2121 Roeder
Garbage	1-110-017-7114-0000	6,700	6,800	7,004	7,214	7,431	7,653	1801 Roeder
Telephone/Communication	1-110-017-7115-0000	1,500	1,500	1,545	1,591	1,639	1,688	Cell phones, fire alarm, share of admin phone & long distance
Equipment Rental	1-110-017-7203-0000	500	500	515	530	546	563	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-017-7207-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Postage	1-110-017-7210-0000	100	100	103	106	109	113	
Janitorial	1-110-017-7211-0000	37,000	42,500	43,775	45,088	46,441	47,834	1801 Roeder
Legal Expense	1-110-017-7301-0000	3,500	7,000	3,500	3,605	3,713	3,825	Review/update Port contract & PSA templates in 2025
Outside Services	1-110-017-7308-0000	4,500	4,600	4,738	4,880	5,027	5,177	Legal notices, pest control, alarm company, PO box, and security system
Interfund Transfer	1-110-017-7312-0000	(1,451)	(1,480)	(1,525)	(1,571)	(1,618)	(1,666)	Public disclosure
Incidental Meeting Expense	1-110-017-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-110-017-7401-0000	17,599	17,715	18,246	18,794	19,358	19,938	
Miscellaneous	1-110-017-7406-0000	650	650	670	690	710	732	Coffee and water
Repair/Maintenance	1-110-017-7501-0000	45,000	45,000	47,250	49,613	52,093	54,698	1801 Roeder, fleet vehicle(s), and floraculture
Groundskeeping	1-110-017-7502-0000	22,000	22,000	23,100	24,255	25,468	26,741	1801 Roeder
Preventative Maintenance	1-110-017-7503-0000	15,000	15,000	15,750	16,538	17,364	18,233	1801 Roeder
	Operating Expense	263,591	313,583	320,920	332,270	344,046	356,266	
	Contracts Net Income (Loss)	(263,591)	(313,583)	(320,920)	(332,270)	(344,046)	(356,266)	

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.

2025 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.

5. Evaluate asset management and work order software for purchase and implementation.

The Operating Budget

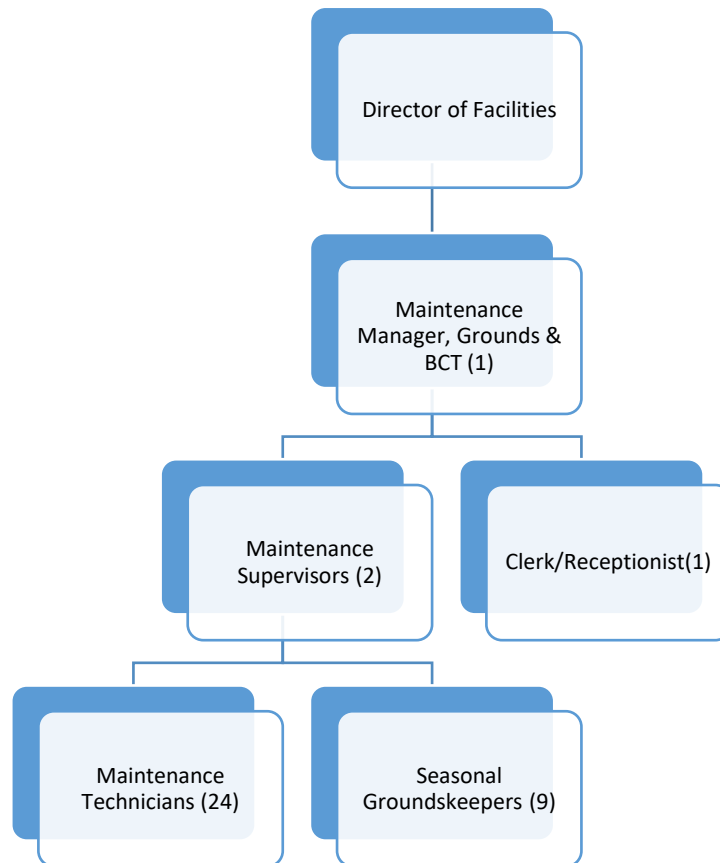
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$40,246	\$0	\$0
Operating Expenses	\$3,590,018	\$4,141,514	\$4,489,641
Interfund Transfers (in)	\$3,092,406	\$4,130,000	\$4,080,000
Net	(\$457,367)	(\$11,514)	(\$409,641)

2025 New Major Capital Projects

None.

Staffing



Maintenance

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-018-7001-0000	2,479,359	2,699,564	2,780,551	2,863,967	2,949,886	3,038,383	
Salaries/Benefits Recovered	1-110-018-7002-0000	(20,205)	(25,113)	(25,866)	(26,642)	(27,442)	(28,265)	Labor for capital projects
Employee Benefits	1-110-018-7003-0000	1,140,676	1,255,213	1,292,869	1,331,655	1,371,605	1,412,753	
Employee Training/Development	1-110-018-7006-0000	75,000	78,000	80,340	82,750	85,233	87,790	
Travel	1-110-018-7050-0000	6,000	6,000	6,180	6,365	6,556	6,753	Travel for Training
Natural Gas	1-110-018-7101-0000	4,700	4,764	4,907	5,054	5,206	5,362	
Water	1-110-018-7102-0000	4,250	4,250	4,378	4,509	4,644	4,783	
Electricity	1-110-018-7103-0000	14,000	14,050	14,472	14,906	15,353	15,813	
Gasoline/Diesel	1-110-018-7104-0000	70,000	72,100	74,263	76,491	78,786	81,149	
Garbage	1-110-018-7114-0000	6,500	6,600	6,798	7,002	7,212	7,428	
Telephone/Communication	1-110-018-7115-0000	22,000	23,080	23,772	24,486	25,220	25,977	
Equipment Rental	1-110-018-7203-0000	3,000	3,300	3,399	3,501	3,606	3,714	Ricoh lease and propane tank
Small Tools/Equipment	1-110-018-7204-0000	36,000	37,000	38,110	39,253	40,431	41,644	Blades, saws, drills, batteries and hand tools
Operating Supplies	1-110-018-7205-0000	17,160	18,000	18,540	19,096	19,669	20,259	Filters, parts and supplies
Operating Supplies - Internal	1-110-018-7206-0000	6,000	6,500	6,695	6,896	7,103	7,316	
Office Supplies	1-110-018-7207-0000	4,200	4,000	4,120	4,244	4,371	4,502	
Postage	1-110-018-7210-0000	200	200	206	212	219	225	
Janitorial	1-110-018-7211-0000	27,800	23,500	24,205	24,931	25,679	26,449	
Subscriptions	1-110-018-7213-0000	3,850	3,900	4,017	4,138	4,262	4,389	All Data, ArcGIS, WSRN, Fuelcloud
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	24,995	25,745	26,517	27,313	28,132	Key2Act , Simple K, Biobug, Guardian
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	3,374	4,355	4,486	4,620	4,759	4,902	DNR Lease/ 10%Contingency
Interfund Transfer	1-110-018-7312-0000	450	400	408	417	426	435	
Insurance/Claims	1-110-018-7401-0000	49,100	54,023	55,644	57,313	59,032	60,803	
Taxes	1-110-018-7402-0000	200	200	206	212	219	225	
Miscellaneous	1-110-018-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-110-018-7501-0000	63,000	66,150	68,135	70,179	72,284	74,452	
Groundskeeping	1-110-018-7502-0000	8,800	9,800	10,094	10,397	10,709	11,030	
Preventative Maintenance	1-110-018-7503-0000	46,200	48,510	49,965	51,464	53,008	54,598	
Equipment	1-110-018-7504-0000	41,600	42,000	43,260	44,558	45,895	47,271	
Interdepartmental Transfer	1-110-018-6357-0000	(3,730,000)	(3,630,000)	(3,738,900)	(3,851,067)	(3,966,599)	(4,085,597)	
Capital Interfund Transfer	1-110-018-6358-0000	(400,000)	(450,000)	(463,500)	(477,405)	(491,727)	(506,479)	
	Operating Expense	11,514	409,641	421,926	434,581	447,615	461,039	
Maintenance Net Income (Loss)		(11,514)	(409,641)	(421,926)	(434,581)	(447,615)	(461,039)	

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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Revenue						
Conduit Leases	13,331	13,331	13,331	13,331	13,331	13,331
Fiber Leases	7,008	7,197	7,197	7,197	7,197	7,197
Bandwidth Sales	19,794	19,800	19,800	19,800	19,800	19,800
Operating Revenue	40,133	40,328	40,328	40,328	40,328	40,328
Operating Expense						
Salaries/Wages	2,042,411	2,302,730	2,443,195	2,621,491	2,700,135	2,781,140
Salaries/Benefits Recovered	(1,006,135)	(1,279,433)	(1,490,378)	(1,710,190)	(1,761,495)	(1,814,340)
Employee Benefits	851,897	879,957	1,077,083	1,177,980	1,213,319	1,249,719
Employee Training/Development	19,450	25,010	23,285	23,772	25,176	22,295
Travel	7,680	7,680	7,910	8,148	8,393	8,644
Telephone/Communication	22,470	23,430	24,133	24,856	25,602	26,370
Equipment Rental	7,000	6,900	7,092	7,290	7,493	7,702
Office Supplies	23,400	18,100	13,150	13,514	13,889	14,276
Freight Charges	200	200	200	200	200	200
Postage	2,250	2,250	2,313	2,378	2,445	2,514
Legal Expense	24,000	11,000	11,330	11,670	12,019	12,380
Outside Services	278,606	342,422	352,695	504,744	385,459	413,558
Interfund Transfer	14,059	13,459	13,728	14,003	14,283	14,568
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	600	400	400	400	400	400
Insurance/Claims	82,030	82,848	83,668	86,208	88,826	91,523
Miscellaneous	7,800	8,600	8,618	8,637	8,656	8,675
Repair/Maintenance	6,500	23,500	8,225	8,472	8,726	8,988
Small Tools/Equipment	500	500	500	500	500	500
Operating Supplies	2,300	3,000	3,000	3,000	3,000	3,000
Membership Dues/Fees	1,780	1,780	1,831	2,114	1,945	2,000
Operating Expense	2,389,998	2,474,533	2,592,177	2,809,387	2,759,170	2,854,312
Administration Net Income (Loss)	(2,349,865)	(2,434,205)	(2,551,849)	(2,769,059)	(2,718,842)	(2,813,984)

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.



2025 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

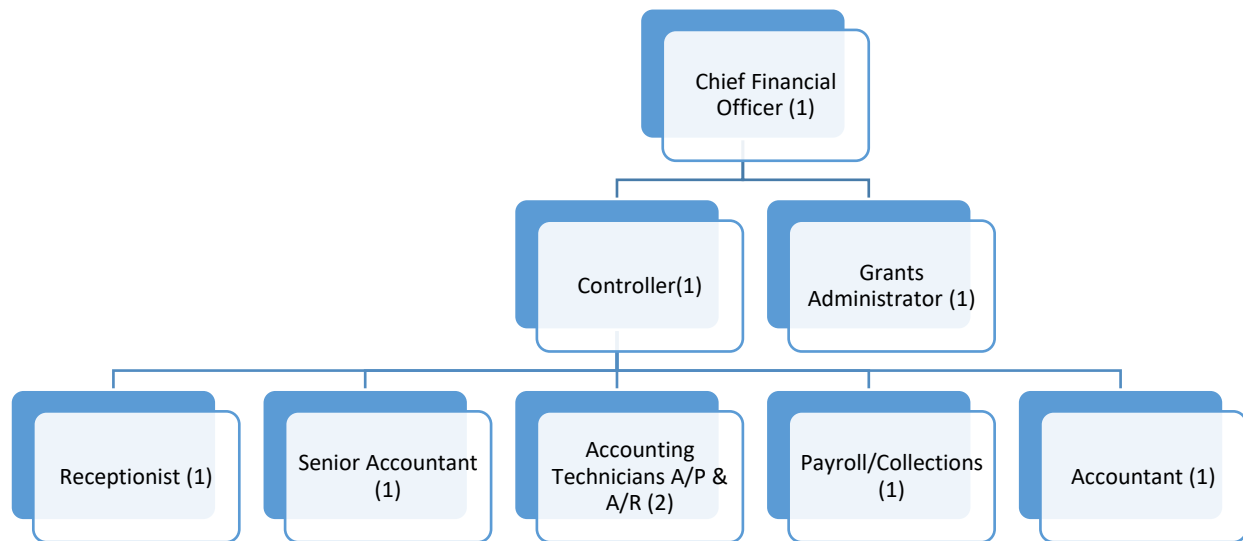
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$1,074,997	\$1,389,656	\$1,497,750
Net	(\$1,074,997)	(\$1,389,656)	(\$1,497,750)

2025 New Major Capital Projects

None.

Staffing



Finance

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-011-7001-0000	791,850	904,101	931,224	959,161	987,936	1,017,574	
Salaries/Benefits Recovered	1-111-011-7002-0000	(7,813)	(8,125)	(8,369)	(8,620)	(8,878)	(9,145)	
Employee Benefits	1-111-011-7003-0000	296,687	306,995	316,205	325,691	335,462	345,526	
Employee Training/Development	1-111-011-7006-0000	4,500	9,200	7,000	7,000	7,900	4,500	Fundamental Payroll Certification, misc trainings
Travel	1-111-011-7050-0000	4,000	4,000	4,120	4,244	4,371	4,502	WPPA meeting, mileage
Telephone/Communication	1-111-011-7115-0000	7,500	6,500	6,695	6,896	7,103	7,316	
Equipment Rental	1-111-011-7203-0000	5,500	5,500	5,665	5,835	6,010	6,190	Ricoh Lease, Canon copier, and Pitney Bowes
Office Supplies	1-111-011-7207-0000	13,000	12,100	7,000	7,210	7,426	7,649	
Postage	1-111-011-7210-0000	2,100	2,100	2,163	2,228	2,295	2,364	
Legal Expense	1-111-011-7301-0000	20,000	7,000	7,210	7,426	7,649	7,879	
Membership Dues/Fees	1-111-011-7303-0000	1,700	1,700	1,751	2,034	1,865	1,920	GFOA, WFOA, WSCPA, AICPA, NACM, CPA license renewal
Outside Services	1-111-011-7308-0000	170,000	165,000	169,950	316,518	191,585	213,868	Software maintenance and licensing, audit, DAC, ACFR, Moody's, shredding, Stampli, Accounting Software upgrade 2027.
Insurance/Claims	1-111-011-7401-0000	79,582	80,079	82,481	84,956	87,504	90,130	
Miscellaneous	1-111-011-7406-0000	550	600	618	637	656	675	
Repair/Maintenance	1-111-011-7501-0000	500	1,000	500	515	530	546	
	Operating Expense	1,389,656	1,497,750	1,534,214	1,721,729	1,639,412	1,701,494	
	Finance Net Income (Loss)	(1,389,656)	(1,497,750)	(1,534,214)	(1,721,729)	(1,639,412)	(1,701,494)	

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.

2025 Objectives

1. Increase the new in-house security program to add two additional FTE's to provide support to the Port security staff. Provide the necessary training, 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$203,331	\$287,519	\$181,309
Net	(\$203,331)	(\$287,519)	(\$181,309)

2025 New Major Capital Projects

None.

Staffing



Security

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-012-7001-0000	815,548	948,872	1,048,721	1,185,183	1,220,738	1,257,360	
Salaries/Benefits Recovered	1-111-012-7002-0000	(998,322)	(1,271,308)	(1,482,010)	(1,701,570)	(1,752,617)	(1,805,196)	Security staff provided to other departments
Employee Benefits	1-111-012-7003-0000	377,422	397,838	580,500	666,500	686,495	707,090	
Employee Training/Development	1-111-012-7006-0000	12,950	13,750	14,163	14,587	15,025	15,476	Security certification, CPR & First Aid, Haz-Mat training, and AAPA MTSA training & seminars
Travel	1-111-012-7050-0000	3,080	3,080	3,172	3,268	3,366	3,467	
Telephone/Communication	1-111-012-7115-0000	8,570	11,930	12,288	12,657	13,036	13,427	COB Tower lease, COB Freq. lease, cell phone stipends, sec. data plans, misc. software upgrades
Equipment Rental	1-111-012-7203-0000	500	500	500	500	500	500	
Small Tools/Equipment	1-111-012-7204-0000	500	500	500	500	500	500	Radio accessories, flashlights, etc.
Operating Supplies	1-111-012-7205-0000	2,300	3,000	3,000	3,000	3,000	3,000	Staff uniforms, misc. patrol items
Office Supplies	1-111-012-7207-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Postage	1-111-012-7210-0000	50	50	50	50	50	50	
Legal Expense	1-111-012-7301-0000	500	500	515	530	546	563	
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	61,576	68,092	70,135	72,239	74,406	76,638	DEM/EOC support (\$50,702); Misc. services (\$16,040); MRE updates (\$1k); pool car % fuel (\$100); POB call out cards (\$250)
Incidental Meeting Expense	1-111-012-7317-0000	500	300	300	300	300	300	Meetings w/ security & emerg. mgmt. professionals
Insurance/Claims	1-111-012-7401-0000	1,015	1,125	1,187	1,252	1,321	1,394	
Miscellaneous	1-111-012-7406-0000	250	2,000	2,000	2,000	2,000	2,000	
	Operating Expense	287,519	181,309	256,101	262,076	269,746	277,649	
	Security Net Income (Loss)	(287,519)	(181,309)	(256,101)	(262,076)	(269,746)	(277,649)	

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.

2025 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

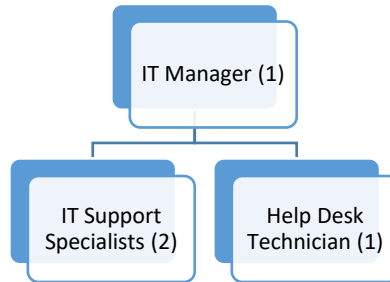
IT generates a small amount of revenue from leases. The remaining costs are funded by the operating divisions of the Port.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$41,432	\$40,133	\$40,328
Operating Expenses	\$587,400	\$712,823	\$795,474
Net	(\$545,968)	(\$672,690)	(\$755,146)

2025 New Major Capital Projects

None.

Staffing



Information Technology

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Conduit Leases	1-111-013-6341-0000	13,331	13,331	13,331	13,331	13,331	13,331	Wave Broadband, Anvil, NW Explorations
Fiber Leases	1-111-013-6446-0000	7,008	7,197	7,197	7,197	7,197	7,197	Wave Broadband, City of Bellingham
Bandwidth Sales	1-111-013-6448-0000	19,794	19,800	19,800	19,800	19,800	19,800	Pogozone, CSS communications
	Operating Revenue	40,133	40,328	40,328	40,328	40,328	40,328	
	Operating Expense							
Salaries/Wages	1-111-013-7001-0000	435,013	449,757	463,250	477,147	491,462	506,205	
Employee Benefits	1-111-013-7003-0000	177,788	175,124	180,378	185,789	191,363	197,104	
Employee Training/Development	1-111-013-7006-0000	2,000	2,060	2,122	2,185	2,251	2,319	First aid training and periodic software & hardware training
Travel	1-111-013-7050-0000	600	600	618	637	656	675	Staff Mileage
Telephone/Communication	1-111-013-7115-0000	6,400	5,000	5,150	5,304	5,463	5,627	Staff cell phones, mobile data device, administration share of phone lines
Equipment Rental	1-111-013-7203-0000	1,000	900	927	955	983	1,012	Copier and other equipment
Office Supplies	1-111-013-7207-0000	9,400	5,000	5,150	5,304	5,463	5,627	IT purchases various items used by the entire organization (e.g. software, patch cables, webcams, 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
Outside Services	1-111-013-7308-0000	47,030	109,330	112,610	115,988	119,468	123,052	Annual software renewals and support renewals for various Divisions and Port wide software. Hardware support and IT applications support. Additional used for telecommunications additions and changes, network hardware, Microsoft support, and other hardware support when needed.
Interfund Transfer	1-111-013-7312-0000	14,059	13,459	13,728	14,003	14,283	14,568	Office lease and GIS licensing
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	1,433	1,644	-	-	-	-	
Miscellaneous	1-111-013-7406-0000	7,000	6,000	6,000	6,000	6,000	6,000	Covers unforeseen expenses made by IT on behalf of entire port (e.g. data rooms, HTCI, capital improvements, hardware, additions and changes due to port wide projects). Can vary greatly year to year
Repair/Maintenance	1-111-013-7501-0000	6,000	22,500	7,725	7,957	8,195	8,441	Equipment purchases and replacements when needed (e.g. end of warranty). Includes replacement for unexpected hardware failures for entire port infrastructure. Can vary greatly year to year as equipment ages
	Operating Expense	712,823	795,474	801,862	825,582	850,011	875,169	
Information Technology Net Income (Loss)		(672,690)	(755,146)	(761,534)	(785,254)	(809,683)	(834,841)	

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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Expense						
Salaries/Wages	792,413	805,862	830,038	854,939	880,587	907,005
Salaries/Benefits Recovered	(3,906)	(4,063)	(4,185)	(4,310)	(4,440)	(4,573)
Employee Benefits	311,315	308,230	177,425	182,747	188,230	193,877
Staff Recruitment/Relocate	65,000	68,445	70,498	72,613	74,792	77,035
Employee Training/Development	43,000	48,625	49,994	51,404	52,856	54,351
Travel	32,575	32,652	32,732	32,814	32,898	32,985
Telephone/Communication	8,000	8,090	8,183	8,278	8,377	8,478
Equipment Rental	2,800	2,854	2,910	2,967	3,026	3,087
Office Supplies	13,000	13,240	13,987	14,242	15,004	15,274
Postage	800	509	518	528	538	548
Subscriptions	5,575	6,640	6,749	6,862	6,978	7,097
Legal Expense	140,000	175,000	179,050	183,222	192,518	196,944
Membership Dues/Fees	92,775	86,475	86,519	86,565	86,612	86,660
Outside Services	200,700	170,196	172,302	174,471	176,705	179,006
Interfund Transfer	(780)	(704)	(725)	(747)	(769)	(793)
Advertising/Promotion	10,000	10,000	10,000	10,000	10,000	10,000
Promotional Hosting	5,000	5,000	5,000	5,000	5,000	5,000
Incidental Meeting Expense	8,000	8,500	9,015	9,030	9,546	9,563
Insurance/Claims	6,420	7,432	7,692	7,962	8,241	8,530
Miscellaneous	1,120	1,150	1,155	1,159	1,164	1,169
Operating Expense	1,733,807	1,754,133	1,658,856	1,699,744	1,747,861	1,791,242
Executive Division Net Income (Loss)	(1,733,807)	(1,754,133)	(1,658,856)	(1,699,744)	(1,747,861)	(1,791,242)

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.

2025 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, Lobbying State and Federal officials for various grants, policies and port friendly legislation, 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, pump track, Millworks and the Boardmill Group.

The Operating Budget

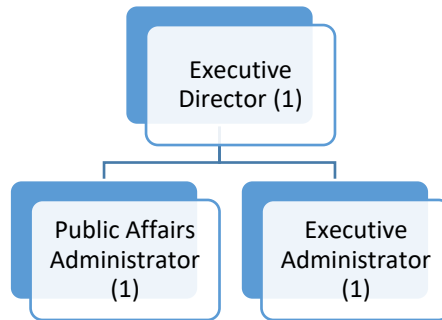
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$756,448	\$954,173	\$941,584
Net	(\$756,448)	(\$954,173)	(\$941,584)

2025 New Major Capital Projects

None.

Staffing



Executive

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-014-7001-0000	463,571	473,474	487,678	502,309	517,378	532,899	
Salaries/Benefits Recovered	1-114-014-7002-0000	(3,906)	(4,063)	(4,185)	(4,310)	(4,440)	(4,573)	
Employee Benefits	1-114-014-7003-0000	178,298	172,257	177,425	182,747	188,230	193,877	
Employee Training/Development	1-114-014-7006-0000	5,000	3,000	3,000	3,000	3,000	3,000	
Travel	1-114-014-7050-0000	30,000	30,000	30,000	30,000	30,000	30,000	
Telephone/Communication	1-114-014-7115-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Equipment Rental	1-114-014-7203-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Office Supplies	1-114-014-7207-0000	5,000	5,000	5,500	5,500	6,000	6,000	
Postage	1-114-014-7210-0000	500	200	200	200	200	200	
Subscriptions	1-114-014-7213-0000	3,000	3,000	3,000	3,000	3,000	3,000	PSBJ, Herald, Seattle Times, and Cascadia News.
Legal Expense	1-114-014-7301-0000	50,000	40,000	40,000	40,000	45,000	45,000	
Membership Dues/Fees	1-114-014-7303-0000	90,000	85,000	85,000	85,000	85,000	85,000	WPPA, PNWA (new dues structure), and AAPA
Outside Services	1-114-014-7308-0000	100,000	100,000	100,000	100,000	100,000	100,000	
Advertising/Promotion	1-114-014-7313-0000	10,000	10,000	10,000	10,000	10,000	10,000	Bellingham Herald Legal Ads and other misc. needs
Promotional Hosting	1-114-014-7316-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Incidental Meeting Expense	1-114-014-7317-0000	7,500	8,000	8,500	8,500	9,000	9,000	
Insurance/Claims	1-114-014-7401-0000	3,210	3,716	3,865	4,019	4,180	4,347	
Miscellaneous	1-114-014-7406-0000	1,000	1,000	1,000	1,000	1,000	1,000	
	Operating Expense	954,173	941,584	961,983	981,965	1,008,548	1,029,750	
	Executive Net Income (Loss)	(954,173)	(941,584)	(961,983)	(981,965)	(1,008,548)	(1,029,750)	

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, onboarding, staffing, compensation, benefits/wellness administration, leave administration, employee relations, labor relations, negotiation, and administration, employment policies, legal compliance, ethics, training & development, Human Resources Information System, safety, and performance management.

2025 Objectives

1. Enhance employee engagement and experience to encourage a high level of employee commitment and retention.
2. Drive leadership and talent development through a comprehensive development program and consistent employee training.

The Operating Budget

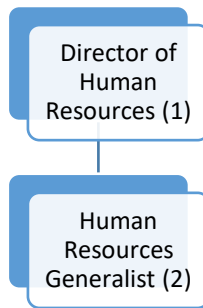
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$614,044	\$779,634	\$812,549
Net	(\$614,044)	(\$779,634)	(\$812,549)

2025 New Major Capital Projects

None.

Staffing



Human Resources

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-015-7001-0000	328,842	332,388	342,360	352,630	363,209	374,106	
Employee Benefits - Port Wide		5,527,334	5,473,067	5,637,259	5,806,377	5,980,568	6,159,985	Medical, dental, FSA, FICA, unemployment, L&I, retirement, life insurance, AD&D, LTD, LTC, EAP,WA PFML, broker fee.
Employee Benefits Allocation to Divisions		(5,527,334)	(5,473,067)	(5,637,259)	(5,806,377)	(5,980,568)	(6,159,985)	
Employee Benefits	1-114-015-7003-0000	133,017	135,973					
Staff Recruitment/Relocate	1-114-015-7005-0000	65,000	68,445	70,498	72,613	74,792	77,035	
Employee Training/Development	1-114-015-7006-0000	38,000	45,625	46,994	48,404	49,856	51,351	Port-wide training (safety, leadership development), HR training & development, employee recognition luncheon
Travel	1-114-015-7050-0000	2,575	2,652	2,732	2,814	2,898	2,985	Travel fees (lodging/meals/mileage) associated with conferences and meetings
Telephone/Communication	1-114-015-7115-0000	3,000	3,090	3,183	3,278	3,377	3,478	Telephone/communication
Equipment Rental	1-114-015-7203-0000	1,800	1,854	1,910	1,967	2,026	2,087	Printer/copier
Office Supplies	1-114-015-7207-0000	8,000	8,240	8,487	8,742	9,004	9,274	Office supplies
Postage	1-114-015-7210-0000	300	309	318	328	338	348	Postage
Subscriptions	1-114-015-7213-0000	2,575	3,640	3,749	3,862	3,978	4,097	Salary & benefits surveys, and software subscriptions
Legal Expense	1-114-015-7301-0000	90,000	135,000	139,050	143,222	147,518	151,944	Compliance, employee/labor issues, and negotiations support
Membership Dues/Fees	1-114-015-7303-0000	2,775	1,475	1,519	1,565	1,612	1,660	HR association memberships
Outside Services	1-114-015-7308-0000	100,700	70,196	72,302	74,471	76,705	79,006	HRIS fees, safety & wellness programs, CDL program, insurance fees.
Interfund Transfer	1-114-015-7312-0000	(780)	(704)	(725)	(747)	(769)	(793)	
Incidental Meeting Expense	1-114-015-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-114-015-7401-0000	3,210	3,716	3,827	3,942	4,061	4,182	
Miscellaneous	1-114-015-7406-0000	120	150	155	159	164	169	
	Operating Expense	779,634	812,549	696,873	717,779	739,313	761,492	
		27%	30%	-14%	3%	3%	3%	
Human Resource Net Income (Loss)		(779,634)	(812,549)	(696,873)	(717,779)	(739,313)	(761,492)	

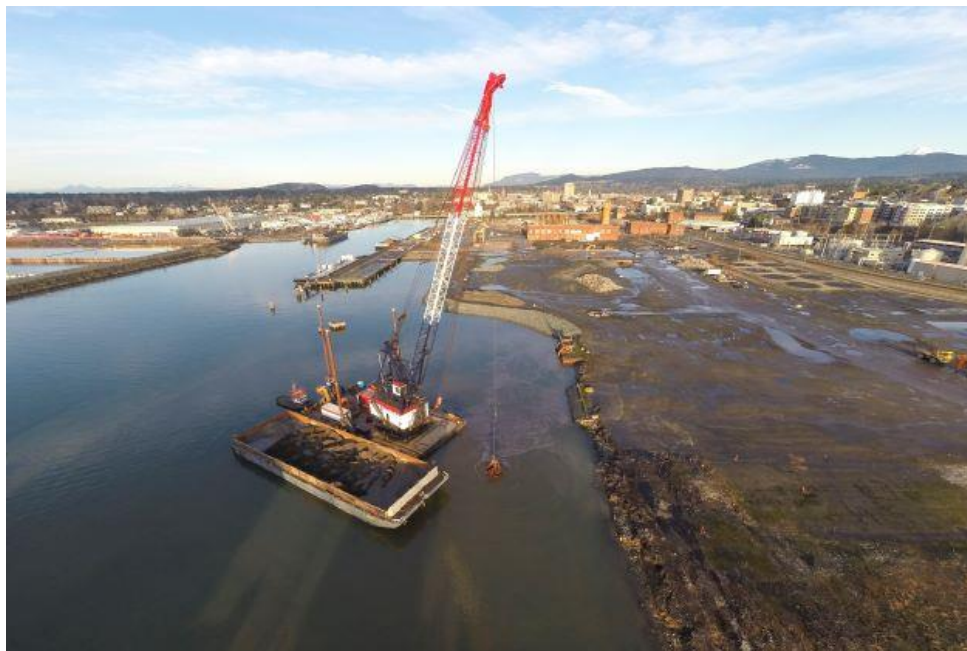
Environmental and Planning Services



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.

Implementation of the Port-adopted Climate Action Strategy and environmental stewardship activities are managed within the Environmental Division. These efforts are aimed at providing leadership on environmental issues including greenhouse gas emissions reduction, site cleanups, Brownfields redevelopment, salmon recovery and participation in federal, state, and local forums on climate policy. The division manages a Port-wide sustainability program to engage staff and support resource conservation, energy efficiency, waste reduction and more.

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 and Port

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

2025 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, and Sea-K-Fish with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
2. Complete the I&J Waterway SCU-1 and Harris Avenue Shipyard upland MTCA cleanup construction projects.
3. Continue implementation of the Port-adopted Climate Action Strategy and Green Marine certification actions, including an update of greenhouse gas emission inventories, developing decarbonization projects and collaborating with other local agencies. Provide ongoing support of best management practices in Port operations related to environmental stewardship of publicly-owned assets. Participate in relevant Whatcom County and regional projects and initiatives.
4. 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.
5. 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

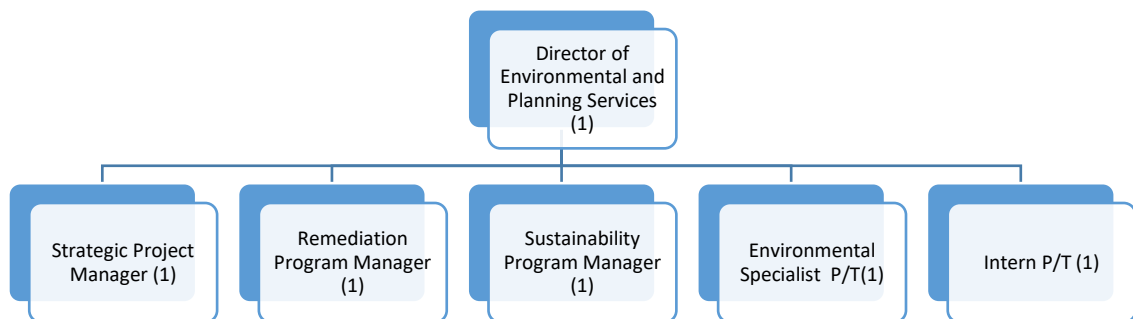
Source of funding includes insurance settlement proceeds, property taxes, contributions from other potentially liable parties, and state and federal grants.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$591,305	\$594,588	\$635,240
Net	(\$591,305)	(\$594,588)	(\$635,240)

2025 New Major Capital Projects

	Portwide Energy	•Energy Transition Planning •Grant Contingent	\$1,525,893 (1,525,893)
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Staffing



Environmental

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries and Wages	1-213-030-7001-0000	473,651	493,336	508,136	523,380	539,082	555,254	
Salaries & Benefits Recovered	1-213-030-7002-0000	(302,112)	(307,840)	(317,075)	(326,587)	(336,385)	(346,477)	Work performed for BWA's Division 215 (S & W and Benefits for 2025), grant reimbursement for env. salaries and wages related to remedial clean-up sites
Employee Benefits	1-213-030-7003-0000	165,455	153,234	157,831	162,566	167,443	172,466	
Employee Training	1-213-030-7006-0000	7,000	2,500	2,575	2,652	2,732	2,814	Corporate training, continuing education, workshops & seminars
Travel	1-213-030-7050-0000	14,000	24,500	25,235	25,992	26,772	27,575	Conference attendance (i.e. stormwater & WPPA), agency meetings, grant solicitation, and convention/conference attendance.
Telephone and Communication	1-213-030-7115-0000	6,100	5,600	5,768	5,941	6,119	6,303	Divisional telephone cost (portion of port-wide telephone system, fire alarm, payment system; and, long distance calls, 4.5 mobile devices)
Equipment Rental	1-213-030-7203-0000	1,400	1,400	1,442	1,485	1,530	1,576	Divisional usage of admin leased equipment (printers/copiers/postage)
Office Supplies	1-213-030-7207-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Postage	1-213-030-7210-0000	100	100	103	106	109	113	
Legal Expense	1-213-030-7301-0000	10,000	15,000	15,450	15,914	16,391	16,883	Stormwater regulations, periodic programmatic meetings, ILA support, etc
Membership Dues and Fees	1-213-030-7303-0000	135	135	139	143	148	152	Geologist license
Outside Services	1-213-030-7308-0000	60,000	72,000	74,160	76,385	78,676	81,037	Strategic environmental support to other divisions and grant preparation, Port-wide Sustainable Program including Climate Action Strategy Implementation, Greenhouse Gas Inventory update, and Green Marine.
Interfund Transfer	1-213-030-7312-0000	1,280	2,076	2,136	2,171	2,207	2,241	Public disclosure cost and GIS licenses managed by planning
Incidental Meeting Expense	1-213-030-7317-0000	1,000	1,000	1,030	1,061	1,093	1,126	Meeting expenses & sustainability team meetings
Insurance and Claims	1-213-030-7401-0000	7,079	7,699	8,007	8,327	8,660	9,007	
Environmental Costs	1-213-030-7403-0000	147,000	162,000	140,000	138,000	152,000	156,560	Environmental Compliance Assessment Program, ISGPs, Phase II & GIS SW Map Update, Port-wide Dangerous Waste Disposal. NPDES ISGP re-issued and 2025 costs includes related work in response to the re-issued permit.
Miscellaneous	1-213-030-7406-0000	500	500	515	530	546	563	Fuel, allocated admin coffee & water
	Operating Expense	594,588	635,240	627,512	640,189	669,308	689,442	
	Environmental Net Income (Loss)	(594,588)	(635,240)	(627,512)	(640,189)	(669,308)	(689,442)	
Taxes Levied/Operating	1-213-030-8010-0000	594,588	635,240	627,512	640,189	669,308	689,442	
3rd Party Reimbursement	1-213-030-8236-0000	12,470,992	9,406,357	1,767,992	2,976,298	8,382,567	6,305,848	
	Non-Operating Revenues	13,065,580	10,041,597	2,395,504	3,616,487	9,051,875	6,995,290	
Environmental Remediation	1-213-030-8700-0000	21,986,751	20,936,505	6,605,358	7,476,054	15,911,691	11,745,143	
	Non-Operating Expenses	21,986,751	20,936,505	6,605,358	7,476,054	15,911,691	11,745,143	
	Net Non-Operating Income (Loss)	(8,921,171)	(10,894,908)	(4,209,854)	(3,859,567)	(6,859,816)	(4,749,853)	

Environmental Remediation Detail: (non-BWAS sites)						
<u>Site</u>	<u>2024 Projected</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
4th & Harris	(5,292)	(5,472)	(5,658)	(5,851)	(6,050)	(6,255)
Blaine Marina Tank Farm	(241,768)	(168,623)	(58,675)	(60,670)	(62,733)	-
G2/Weldcraft	(78,983)	(180,000)	(751,170)	(364,086)	(46,096)	(23,832)
Harris Ave Shipyard	(462,392)	(8,984,878)	(462,061)	(222,784)	(5,719,803)	(6,098,362)
I&J Waterway	(14,716,561)	(9,168,531)	(287,063)	(229,762)	(801,914)	(508,572)
Marine Svcs NW	(331,250)	(352,348)	(1,983,097)	(638,748)	-	-
Olivine Uplands	(15,415)	(15,940)	(929,326)	(11,408)	-	-
RG Haley	(525,000)	(1,250,000)	(1,250,000)	(500,000)	-	-
Sea-K Fish	(477,908)	(250,000)	(300,000)	(300,000)	(4,691,385)	(4,850,892)
UST Sites	-	(131,415)	(135,883)	(140,503)	-	-
Westman Marine	(700,000)	(250,000)	(285,000)	(4,858,526)	(4,435,108)	(103,575)
Yorkston Oil	(2,874,284)	(44,878)	(18,434)	-	-	-
Add'l Sites - Pending	(135,175)	(134,420)	(138,990)	(143,716)	(148,602)	(153,655)
	(20,564,029)	(20,936,505)	(6,605,358)	(7,476,054)	(15,911,691)	(11,745,143)
Outside funding for above sites:	11,153,760	9,406,357	1,767,992	2,976,298	8,382,567	6,305,848
Net Port cost	(9,410,269)	(11,530,148)	(4,837,366)	(4,499,756)	(7,529,124)	(5,439,295)

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.

2025 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 Economic Development, Engineering, Environmental Services, 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. Continue to support project partners to complete a restoration alternatives analysis, stakeholder engagement, and preliminary design to address habitat and flooding at the lower Squalicum Creek.

The Operating Budget

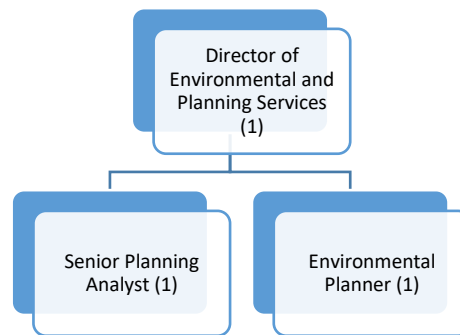
The operating divisions of the Port fund these services.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$333,581	\$646,362	\$731,337
Net	(\$333,581)	(\$646,362)	(\$731,337)

2025 New Major Capital Projects

None.

Staffing



Planning Services

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries and Wages	1-108-008-7001-0000	296,960	369,042	380,113	391,517	403,262	415,360	
Salaries & Benefits Recovered	1-108-008-7002-0000	(170,881)	(170,512)	(175,627)	(180,896)	(186,323)	(191,913)	
Employee Benefits	1-108-008-7003-0000	123,380	139,293	143,472	147,776	152,209	156,775	
Employee Training	1-108-008-7006-0000	2,500	2,500	2,500	2,500	2,500	2,500	Continuing education & First Aid training
Travel	1-108-008-7050-0000	5,000	5,000	5,000	5,000	5,000	5,000	Travel expense for training , conferences, and milage reimbursement for use of personal vehicles
Telephone and Communication	1-108-008-7115-0000	3,500	3,000	3,000	3,000	3,000	3,000	
Equipment Rental	1-108-008-7203-0000	2,500	2,000	2,000	2,000	2,000	2,000	Ricoh Copier lease
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	60	60	60	60	60	60	
Legal Expense	1-108-008-7301-0000	5,000	2,500	2,500	2,500	2,500	2,500	Legal advice on planning issues not covered by operating divisions or capital projects
Outside Services	1-108-008-7308-0000	370,000	372,500	397,500	87,500	87,500	62,500	County Auditor recording fees, planning, Resiliency & Climate Action grant & surveying support, and GIS U&M license fee renewals
Lease Payment to Others	1-108-008-7311-0000	1,500	10,000	20,000	-	-	-	Tree mitigation
Interfund Transfer	1-108-008-7312-0000	(715)	(9,815)	189	188	186	188	Rent for HCB Suite #124; divisional reimbursement of GIS licensing/U&M fees; Slater Rd. reimbursement of wetland mitigation use fee by BLI
Advertising and Promotion	1-108-008-7313-0000	2,000	1,000	1,000	1,000	1,000	2,000	Legal notices for public hearings
Incidental Meeting Expense	1-108-008-7317-0000	125	125	125	125	125	125	Meeting refreshments
Insurance and Claims	1-108-008-7401-0000	1,433	1,644	1,710	1,778	1,849	1,923	-
Miscellaneous	1-108-008-7406-0000	1,000	500	500	500	500	500	Corporate first-aid kit, coffee and water
	Operating Expense	646,362	731,337	787,041	467,048	478,369	465,019	
Planning Services Net Income (Loss)		(646,362)	(731,337)	(787,041)	(467,048)	(478,369)	(465,019)	

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.

2025 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.
3. Complete property transaction for the MillWorks Phase 2 development at the former Lignin Parcel.
4. Complete property transaction(s) for the redevelopment of the former Boardmill building and associated property.
5. Complete an adaptive reuse study of the Alcohol Plant to determine viability of retaining structure for redevelopment. Evaluate options for issuing Request for Proposals for Alcohol Plant and associated property if determined to retain structure.
6. Continue to promote activation of the Downtown Waterfront through interim uses including public access, community events, and activities for all ages and abilities.
7. 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 and Central Waterfront with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
8. Complete design, engineering and site layout for multiple light-industrial parcels between the Downtown Waterfront and Log Pond/Cargo Support Area.
9. 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$1,419,741	\$1,687,245	\$1,809,349
Operating Expenses	\$1,863,483	\$2,020,264	\$2,286,731
Net	(\$443,742)	(\$333,019)	(\$477,382)

2025 New Major Capital Projects

None.

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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Space and Land Rental	1-215-031-6305-0000	1,667,405.00	1,788,868	1,842,534	1,897,810	1,954,744	2,013,387	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, The Portal, LCW dockage & crane
Miscellaneous Revenue	1-215-031-6360-0000	500.00	500	500	500	500	500	
Triple Net/CAM Charges	1-215-031-6445-0000	19,340.00	19,981	20,780	21,611	22,476	23,375	1000 F St
	Operating Revenue	1,687,245.00	1,809,349	1,863,814	1,919,922	1,977,720	2,037,262	
	Operating Expense							
Salaries/Wages	1-215-031-7001-0000	12,821.00	3,576	3,683	3,794	3,908	4,025	Summer temp waterfront host
Salaries & Benefits Recovered	1-215-031-7002-0000	708,583.00	787,836	811,471	835,815	860,890	886,716	BWAS related work performed by Environmental & Planning staff, a portion of three Real Estate staff, a portion of three Engineering staff, and in-house Security; less grant reimbursement for Env Salaries and Wages related to BWAS remedial clean-up sites.
Employee Benefits	1-215-031-7003-0000	3,246.00	14,305	14,734	15,176	15,631	16,100	Summer temp waterfront host
Employee Training	1-215-031-7006-0000	100.00	100	103	106	109	113	Environmental & Planning Allocation
Travel	1-215-031-7050-0000	5,000.00	5,000	5,150	5,305	5,464	5,628	Environmental, Planning & Executive allocation for development and cleanup related travel.
Natural Gas	1-215-031-7101-0000	4,500.00	4,500	4,635	4,774	4,917	5,065	1000 F St, 921 Cornwall
Water	1-215-031-7102-0000	20,900.00	25,200	25,956	26,735	27,537	28,363	1000 F St & two fire lines, 801 Roeder Ave, 100 W. Laurel St, 296 W. Laurel, 300 W. Laurel, 1030 C. St, and The Portal
Electricity	1-215-031-7103-0000	132,000.00	227,300	234,119	241,143	248,377	255,828	Area lighting and BWAS buildings, 1000 F St, 801 Roeder Ave, 920 Cornwall, 921 Cornwall, 800 C St, 1001 C St, 1030 C St, 300 W Laurel St, anticipates increased Portal activities.
Natural Gas Resold (Contra)	1-215-031-7107-0000	(1,000.00)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	
Water Resold (Contra)	1-215-031-7109-0000	(2,550.00)	(3,300)	(3,399)	(3,501)	(3,606)	(3,714)	801 Roeder
Electricity Resold (Contra)	1-215-031-7111-0000	(50,000.00)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
Garbage Resold (Contra)	1-215-031-7113-0000	(3,000.00)	(3,750)	(3,863)	(3,978)	(4,098)	(4,221)	The Portal garbage reimbursement
Garbage	1-215-031-7114-0000	30,000.00	20,000	20,600	21,218	21,855	22,510	1000 F St off set by BTC reimbursement, includes pump track and Portal.
Telephone and Communication	1-215-031-7115-0000	2,000.00	2,000	2,060	2,122	2,185	2,251	WF camera - Faithlife and wireless network
Operating Supplies	1-215-031-7205-0000	50,000.00	25,000	25,750	26,523	27,318	28,138	Supplies for Portal: container village and pump track
Office Supplies	1-215-031-7207-0000	100.00	100	103	106	109	113	
Postage	1-215-031-7210-0000	400.00	200	206	212	219	225	
Janitorial	1-215-031-7211-0000	57,500.00	31,700	32,651	33,631	34,639	35,679	Service at 1000 F St off set by BTC reimbursement and includes Portal restrooms.
Legal Expense	1-215-031-7301-0000	213,000.00	243,000	243,000	218,000	224,540	231,276	Legal & legislative policy support in Olympia; Federal lobbyist; CC&R & contract development; sales contract negotiations & misc. legal review; developer agreements; 2025 includes Subarea Plan & Docs for Subarea ASB and Settlement negotiations.
Security	1-215-031-7306-0000	28,000.00	25,000	25,750	26,523	27,318	28,138	WF corporate events and transient management

Bellingham Waterfront

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Outside Services	1-215-031-7308-0000	180,000.00	185,000	175,000	171,100	161,000	172,000	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, Portal (container wraps, events, etc.).
Lease Payments to Others	1-215-031-7311-0000	21,600.00	24,900	25,647	26,416	27,209	28,025	Department of Natural Resources Whatcom Waterway use permit for 2/3rd of 8.5 acres
Advertising and Promotion	1-215-031-7313-0000	20,000.00	10,000	10,300	10,609	10,927	11,255	Related marketing events and waterfront related marketing/public info.
Promotional Hosting	1-215-031-7316-0000	5,000.00	5,000	5,150	5,305	5,464	5,628	Environmental, Real Estate & Planning Allocation
Incidental Meeting Expense	1-215-031-7317-0000	2,000.00	3,000	3,090	3,183	3,278	3,377	Environmental, Real Estate & Planning Allocation
Insurance and Claims	1-215-031-7401-0000	282,529.00	282,529	291,005	299,735	308,727	317,989	
Taxes	1-215-031-7402-0000	35.00	35	36	37	38	39	
Environmental Costs	1-215-031-7403-0000	90,000.00	92,000	94,760	97,603	100,531	103,547	City of Bellingham surface & stormwater fees
Miscellaneous	1-215-031-7406-0000	500.00	1,500	1,545	1,591	1,639	1,688	Environmental & Planning Allocation
Repair and Maintenance	1-215-031-7501-0000	150,000.00	264,000	271,920	280,078	288,480	297,134	Waterfront properties including Container Village and Pump Track.
Groundskeeping	1-215-031-7502-0000	25,000.00	30,000	30,900	31,827	32,782	33,765	Waterfront properties including Container Village and Pump Track.
Preventative Maintenance	1-215-031-7503-0000	32,000.00	32,000	32,960	33,949	34,967	36,016	Waterfront properties including Container Village and Pump Track.
	Operating Expense	2,020,264.00	2,286,731	2,332,493	2,361,028	2,416,626	2,495,294	
	Bellingham Waterfront Net Income (Loss)	(333,019.00)	(477,382.00)	(468,679)	(441,106)	(438,905)	(458,033)	
Taxes Levied/Operating	1-215-031-8010-0000	3,116,288.00	-	-	-	-	-	
3rd Part Reimbursement	1-215-031-8236-0000	3,488,654.00	13,238,165	20,120,975	4,367,351	9,648,925	5,820,996	
	Non-Operating Revenues	6,604,942.00	13,238,165.00	20,120,975.00	4,367,351.00	9,648,925.00	5,820,996.00	
Environmental Remediation	1-215-031-8700-0000	3,642,115.00	13,701,109	20,708,821	4,707,233	11,490,833	10,032,051	
	Non-Operating Expenses	3,642,115	13,701,109	20,708,821	4,707,233	11,490,833	10,032,051	
	Net Non-Operating Income (Loss)	2,962,827	(462,944)	(587,846)	(339,882)	(1,841,908)	(4,211,055)	

Environmental Remediation Detail: (BWAS sites)						
<u>Site</u>	<u>2024 Projected</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
Airport landfill	(81,000)	(61,244)	(61,244)	(61,244)	(70,007)	(70,007)
ASB	(503,472)	(520,590)	(724,621)			
Central Waterfront	(758,749)	(895,597)	(4,291,553)	(3,416,904)	(5,141,568)	(3,268,401)
Chlor Alkali	(396,542)	(405,076)	(5,728,134)	(914,591)	(6,139,693)	(6,601,570)
Cornwall Ave Landfill	(366,258)	(10,776,590)	(8,495,313)	(158,480)	(103,631)	(56,138)
Pulp & Tissue Mill	(71,153)	(34,817)	(32,706)	(35,933)	(35,933)	(35,933)
Whatcom Waterway	(968,485)	(1,007,195)	(1,375,250)	(120,081)		
Environmental Remediation	(3,145,658)	(13,701,109)	(20,708,821)	(4,707,233)	(11,490,833)	(10,032,051)
Outside funding for above sites:	2,703,528	13,238,165	20,120,975	4,367,351	9,648,925	5,820,996
Net Port cost	(442,130)	(462,944)	(587,846)	(339,881)	(1,841,908)	(4,211,055)

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 Washington State Department of Commerce's designated lead economic development agency for Whatcom County.

2025 Objectives

1. Business Retention/Expansion: Continue outreach to local companies with 52 business contacts, 10 start-up contacts, and export assistance as necessary. 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.
3. Focus on key sectors: agriculture, aviation, advanced manufacturing (includes food processing, energy, recreation), construction, cyber security, healthcare, and marine trades.
4. Focus on 2025 key initiatives: workforce, industrial lands, and infrastructure.
5. 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.
6. Build relations and strategic opportunities outside the Port, including but not limited to small cities, workforce development, post-secondary education, neighboring ADOs, regional partnerships, and cross- border agencies and partners.
7. Support Port operating divisions (Real Estate, Aviation, Marinas, and Marine Terminals) to facilitate job creation on Port property.
8. Implement the Comprehensive Economic Development Strategy (CEDS) report for 2022-2026.
9. Partner with Whatcom County, City of Bellingham and Small Cities to align CEDS goals to the 2025 Comprehensive Plans and provide input on transportation, land use, and economic chapters.
10. Develop dashboard with data and metrics to include economic development deliverables by end of 2025.
11. Continue to develop, plan and implement a County wide rural broadband program.
12. Complete a Whatcom County Industrial Lands Study using the Whatcom County Infrastructure, Property, and Resiliency Database and Brownfields application.
13. Work with regional partners on economic resiliency and recovery.

The Operating Budget

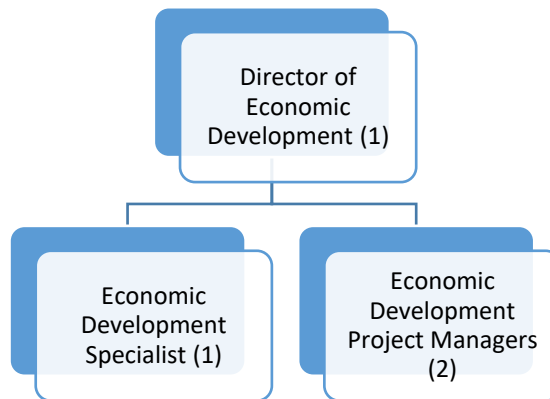
Funding sources include property taxes, service agreements, contributions from Whatcom County and the City of Bellingham, and grants.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$20,472	\$14,000	\$24,000
County/City Contributions	\$777,963	\$801,302	\$973,562
Operating Expenses	\$1,299,688	\$1,823,691	\$2,032,307
Net	(\$501,253)	(1,008,389)	(\$1,034,745)

2025 New Major Capital Projects

None.

Staffing



Economic Development

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Foreign Trade Zone	1-216-032-6310-0000	14,000	24,000	24,720	25,462	26,225	27,012	
	Operating Revenue	14,000	24,000	24,720	25,462	26,225	27,012	
	Operating Expense							
Salaries and Wages	1-216-032-7001-0000	457,741	490,864	505,590	520,758	536,380	552,472	
Employee Benefits	1-216-032-7003-0000	162,698	173,412	178,614	183,973	189,492	195,177	
Employee Training	1-216-032-7006-0000	12,000	12,360	12,731	13,113	13,506	13,911	
Travel	1-216-032-7050-0000	35,000	36,050	37,132	38,245	39,393	40,575	Travel to conferences, events and broadband
Telephone and Communication	1-216-032-7115-0000	5,500	5,665	5,835	6,010	6,190	6,376	
Equipment Rental	1-216-032-7203-0000	3,500	3,605	3,713	3,825	3,939	4,057	
Office Supplies	1-216-032-7207-0000	2,000	2,060	2,122	2,185	2,251	2,319	Copier, water dispenser and future equipment needs
Postage	1-216-032-7210-0000	500	515	530	546	563	580	
Subscriptions	1-216-032-7213-0000	250	258	266	274	282	290	
Legal Expense	1-216-032-7301-0000	40,000	41,200	42,436	43,709	45,020	46,371	Broadband and general legal support
Membership Dues and Fees	1-216-032-7303-0000	42,947	45,698	45,563	46,930	48,338	49,788	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, TAC, 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	253,589	261,197	269,033	277,104	285,417	293,980	From Marina's budget
Outside Services	1-216-032-7308-0000	670,249	817,711	763,358	786,258	809,846	834,142	\$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 ctr
Interfund Transfer	1-216-032-7312-0000	19,279	19,479	19,869	20,267	20,673	21,087	Economic Development rent, GIS software
Advertising and Promotion	1-216-032-7313-0000	60,000	61,800	63,654	65,564	67,531	69,556	General marketing and advertising
Marine Trades Promotion	1-216-032-7315-0000	25,000	25,750	26,523	27,318	28,138	28,982	Support of Maritime Apprenticeship program and general maritime
Promotional Hosting	1-216-032-7316-0000	15,000	15,450	15,914	16,391	16,883	17,389	Hosting meals and events for prospective businesses and public agencies
Incidental Meeting Expense	1-216-032-7317-0000	10,000	10,000	10,300	10,609	10,927	11,255	
Insurance and Claims	1-216-032-7401-0000	7,288	7,960	8,278	8,610	8,954	9,312	
Taxes	1-216-032-7402-0000	400	500	515	530	546	563	
Miscellaneous	1-216-032-7406-0000	750	773	796	820	845	870	

Economic Development

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
Tri-Funder Reimbursement	1-216-032-7600-0000	(801,302)	(973,562)	(1,002,769)	(1,032,852)	(1,063,837)	(1,095,753)	City and County contributions
	Operating Expense	1,022,389	1,058,745	1,010,002	1,040,187	1,071,277	1,103,298	
Economic Development Net Income (Loss)		(1,008,389)	(1,034,745)	(985,282)	(1,014,725)	(1,045,051)	(1,076,286)	

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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating Revenue						
Equipment Rental	9,616	16,500	17,510	18,035	18,576	19,133
Space and Land Rental	297,352	400,000	412,000	424,360	437,090	450,203
Dockside Market	2,000	5,000	5,000	5,000	5,000	5,000
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	5,000	7,000	7,000	7,000	7,000	7,000
Miscellaneous Revenue	5,150	2,650	2,655	2,659	2,664	2,669
Donated Asset Revenue	-	5,000	5,000	5,000	5,000	5,000
Operating Revenue	309,118	426,150	439,165	452,054	465,330	479,005
Operating Expense						
Salaries and Wages	747,575	780,701	804,122	828,246	853,093	878,686
Salaries & Benefits Recovered	29,238	71,571	73,718	75,930	78,208	80,554
Employee Benefits	416,336	381,720	393,172	404,967	417,116	429,629
Employee Training	24,961	30,500	30,815	23,139	23,474	23,818
Travel	25,546	27,000	26,630	27,323	28,038	28,775
Water	39,325	40,504	41,719	42,971	44,260	45,588
Electricity	14,721	15,457	15,921	16,398	16,890	17,397
Gasoline and Diesel	100	100	103	106	109	113
Garbage	16,537	17,200	17,716	18,247	18,795	19,359
Telephone and Communication	20,333	15,500	15,905	16,321	16,751	17,194
Equipment Rental Expense	1,698	1,300	1,336	1,373	1,411	1,450
Small Tools and Equipment	12,600	15,600	16,068	16,550	17,047	17,558
Operating Supplies	15,043	26,500	16,113	16,595	17,093	17,506
Office Supplies	5,288	5,400	5,502	5,606	5,715	5,826
Signage	700	700	721	743	765	788
Postage	550	2,350	2,413	2,478	2,545	2,614
Janitorial	55,933	59,107	60,881	62,706	64,588	66,526
Subscriptions	300	300	306	312	319	325
Legal Expense	38,500	35,000	36,050	37,132	38,245	39,393
Membership Dues and Fees	550	450	459	468	478	488
Security	12,500	12,053	12,414	12,787	13,170	13,566
Outside Services	199,869	217,320	221,440	225,683	230,052	234,554
Lease Payments to Others	19,657	20,337	20,946	21,575	22,223	22,889
Interfund Transfer	43,246	45,136	46,530	47,926	49,364	50,845
Advertising and Promotion	37,800	32,000	32,750	33,522	34,318	35,137
Promotional Hosting	1,150	1,150	1,150	1,150	1,150	1,150
Incidental Meeting Expense	1,500	1,700	1,736	1,773	1,811	1,851
Insurance and Claims	18,379	20,071	20,509	21,232	21,982	22,758
Taxes	6,795	13,420	433	446	459	473

Community Connections

Description	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Miscellaneous	1,350	1,250	1,250	1,250	1,250	1,250
Repair and Maintenance	132,189	132,749	136,731	140,831	145,058	149,409
Groundskeeping	408,250	416,415	428,907	441,775	455,028	468,679
Preventative Maintenance	29,960	31,450	32,394	33,365	34,366	35,397
Equipment	18,000	18,000	18,540	19,096	19,669	20,259
Operating Expense	2,396,478	2,477,011	2,535,399	2,600,023	2,674,836	2,751,799
Community Connections Net Income (Loss)	(2,087,360)	(2,050,861)	(2,096,235)	(2,147,969)	(2,209,506)	(2,272,794)

Commission



Description of Services

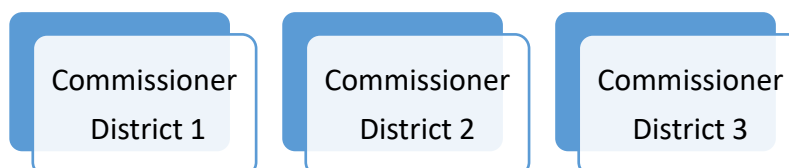
The three-member Board of Commissioners, each elected to serve four year terms by Port District voters, governs the Port of Bellingham. The Commission delegates administrative authority to the Executive Director to conduct the overall operations of the Port. The Commission is charged with setting Port 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$145,639	\$165,986	\$191,952
Net	(\$145,639)	(\$165,986)	(\$191,952)

Elected Officials



Commission

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-038-7001-0000	55,760	83,160	85,655	88,224	90,871	93,597	
Employee Benefits	1-220-038-7003-0000	70,997	76,944	79,252	81,630	84,079	86,601	
Travel	1-220-038-7050-0000	15,000	15,000	15,450	15,914	16,391	16,883	
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	1,000	500	515	530	546	563	
Legal Expense	1-220-038-7301-0000	1,000	-	-	-	-	-	
Outside Services	1-220-038-7308-0000	15,000	9,000	9,270	9,548	9,835	10,130	Legal ads, commission meeting streaming
Promotional Hosting	1-220-038-7316-0000	500	-	-	-	-	-	
Incidental Meeting Expense	1-220-038-7317-0000	1,000	1,200	1,236	1,273	1,311	1,351	
Insurance and Claims	1-220-038-7401-0000	2,129	2,648	2,754	2,864	2,979	3,098	
Miscellaneous	1-220-038-7406-0000	100	-	-	-	-	-	
	Operating Expense	165,986	191,952	197,737	203,697	209,836	216,161	
	Commission Net Income (Loss)	(165,986)	(191,952)	(197,737)	(203,697)	(209,836)	(216,161)	
Election Expense	1-220-038-8600-0000		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.

2025 Objectives

1. Continue to automate internal processes through Laserfiche to increase efficiency and minimize paper records.
2. Continue digitizing records and making 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$161,373	\$198,622	\$200,996
Net	(\$161,373)	(\$198,622)	(\$200,996)

2025 New Major Capital Projects

None.

Staffing



Records Management

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-039-7001-0000	98,549	101,752	104,805	107,949	111,187	114,523	
Employee Benefits	1-220-039-7003-0000	28,445	28,806	29,670	30,560	31,477	32,421	
Employee Training	1-220-039-7006-0000	500	500	515	530	546	563	WAPRO, Laserfiche seminars
Travel	1-220-039-7050-0000	2,000	2,500	1,500	1,545	1,591	1,639	Property & Casualty Underwriting visit
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	1,000	1,000	1,030	1,061	1,093	1,126	
Office Supplies	1-220-039-7207-0000	1,000	1,500	1,545	1,591	1,639	1,688	
Legal Expense	1-220-039-7301-0000	5,000	2,500	2,575	2,652	2,732	2,814	
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	67,782	73,200	75,396	77,658	79,988	82,387	Laserfiche software subscription, social media archiving, public records request tracking, DocuSign services, scanning services
Interfund Transfer	1-220-039-7312-0000	(7,196)	(12,354)	(12,725)	(13,107)	(13,500)	(13,905)	
Insurance and Claims	1-220-039-7401-0000	242	292	304	316	328	342	
	Operating Expense	198,622	200,996	205,954	212,135	218,502	225,061	
	Records Mgmt Net Income (Loss)	(198,622)	(200,996)	(205,954)	(212,135)	(218,502)	(225,061)	

Public Disclosure

Welcome to the Port of Bellingham Public Record Library

Perform a general search or browse records by category

Q

Resolutions

Commission Meeting Minutes

Bellingham International Airport Records

Port Photo Archive

Back to Port of Bellingham Website

Powered by Laserfiche

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.

2025 Objectives

1. Maintain the Public Record Request tracking log and store all corresponding records according to retention guidelines.
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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$25	\$150	\$150
Operating Expenses	\$31,848	\$43,686	\$53,412
Net	(\$31,823)	(\$43,536)	(\$53,262)

2025 New Major Capital Projects

None.

Staffing

The Public Records Officer manages all public records requests.

Public Disclosure

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Miscellaneous Revenue	1-220-035-6360-0000	150	150	155	159	164	169	
	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
Outside Services	1-220-035-7308-0000	620	620	639	658	677	698	WeTransfer Cloud-Transfer service, PRR scanning costs
Interfund Transfer	1-220-035-7312-0000	12,966	22,692	23,412	24,115	24,838	25,583	
	Operating Expense	43,686	53,412	55,054	56,706	58,407	60,159	
Public Disclosure Net Income (Loss)		(43,536)	(53,262)	(54,900)	(56,547)	(58,243)	(59,990)	

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.

2025 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 and operational costs.

The Operating Budget

Funding sources include property taxes and grants.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$643,520	\$748,501	\$810,909
Net	(\$643,520)	(\$748,501)	(\$810,909)

2025 New Major Capital Projects

None.

Staffing

The Open Spaces program is managed by the Maintenance Manager.

Open Space

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Salaries & Benefits Recovered	1-220-034-7002-0000	29,238	71,571	73,718	75,930	78,208	80,554	
Employee Training	1-220-034-7006-0000	10,000	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	39,325	40,504	41,719	42,971	44,260	45,588	Irrigation- TGC, ZPP, Marine Park
Electricity	1-220-034-7103-0000	14,721	15,457	15,921	16,398	16,890	17,397	
Gasoline and Diesel	1-220-034-7104-0000	100	100	103	106	109	113	
Garbage	1-220-034-7114-0000	16,537	17,200	17,716	18,247	18,795	19,359	Yard waste and garbage at ZPP, TGC, Marine Park
Telephone and Communication	1-220-034-7115-0000	3,742	3,800	3,914	4,031	4,152	4,277	Wireless internet at Boathouse & Marine Park
Small Tools and Equipment	1-220-034-7204-0000	12,600	15,600	16,068	16,550	17,047	17,558	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	2,000	2,060	2,122	2,185	2,251	
Janitorial	1-220-034-7211-0000	24,200	24,800	25,544	26,310	27,100	27,913	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	5,000	3,000	3,090	3,183	3,278	3,377	
Outside Services	1-220-034-7308-0000	20,000	20,000	20,600	21,218	21,855	22,510	Blaine Rain Gardens, IPM Consulting, Park
Lease Payments to Others	1-220-034-7311-0000	16,400	17,080	17,592	18,120	18,664	19,224	BNSF Lease
Insurance and Claims	1-220-034-7401-0000	8,928	9,432	9,715	10,006	10,307	10,616	
Repair and Maintenance	1-220-034-7501-0000	84,000	88,200	90,846	93,571	96,379	99,270	
Groundskeeping	1-220-034-7502-0000	408,250	416,415	428,907	441,775	455,028	468,679	
Preventative Maintenance	1-220-034-7503-0000	29,960	31,450	32,394	33,365	34,366	35,397	
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	748,501	810,909	835,236	860,293	886,102	912,685	
Open Space Net Income (Loss)		(748,501)	(810,909)	(835,236)	(860,293)	(886,102)	(912,685)	

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. The Marine Life Center staff also manage and care for two off-site fish tanks. The 300-gallon, fresh water fish tank at the Bellingham Cruise Terminal, and the 100-gallon, fresh water fish tank at Bellingham International Airport.

2025 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$5,000
Operating Expenses	\$272,500	\$343,597	\$386,286
Net	(\$272,500)	(\$343,597)	(\$381,286)

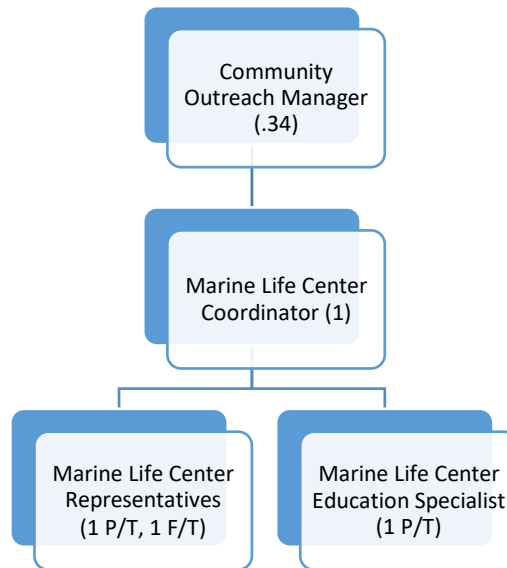
2025 New Major Capital Projects



Replace Observation Tank

\$358,660

Staffing



Marine Life Center

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Donated Asset Revenue	1-220-040-6600-0000		5,000	5,000	5,000	5,000	5,000	Plan to launch donation program in 2025
	Operating Revenue	-	5,000	5,000	5,000	5,000	5,000	
	Operating Expense							
Salaries and Wages	1-220-040-7001-0000	193,829	219,648	226,237	233,025	240,015	247,216	
Employee Benefits	1-220-040-7003-0000	96,538	110,639	113,958	117,377	120,898	124,525	
Employee Training	1-220-040-7006-0000	5,000	10,500	10,500	2,500	2,500	2,500	Tuition assistance program, professional development
Travel	1-220-040-7050-0000	546	1,500	1,500	1,500	1,500	1,500	Mileage for collections, beach classes, travel to and from conferences
Telephone and Communication	1-220-040-7115-0000	3,376	1,200	1,236	1,273	1,311	1,350	
Operating Supplies	1-220-040-7205-0000	7,210	8,000	8,240	8,487	8,741	9,004	Animal food, animal collection, equipment
Office Supplies	1-220-040-7207-0000	1,688	1,000	1,030	1,060	1,092	1,125	Office supplies, educational supplies
Janitorial	1-220-040-7211-0000	6,237	7,500	7,725	7,956	8,195	8,441	laundry services
Outside Services	1-220-040-7308-0000	7,841	4,500	4,635	4,774	4,917	5,064	Gas for octopus collection, equipment servicing
Advertising and Promotion	1-220-040-7313-0000	5,000	5,000	5,000	5,000	5,000	5,000	Promotional supplies, digital advertising, FB ads
Promotional Hosting	1-220-040-7316-0000	500	500	500	500	500	500	For MLC volunteer events
Miscellaneous	1-220-040-7406-0000	250	250	250	250	250	250	
Repair and Maintenance	1-220-040-7501-0000	15,582	16,049	16,530	17,026	17,537	18,063	
	Operating Expense	343,597	386,286	397,342	400,727	412,457	424,538	
Marine Life Center Net Income (Loss)		(343,597)	(381,286)	(392,342)	(395,727)	(407,457)	(419,538)	

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 administrative management of the container shop rentals at the Downtown Waterfront. The main venues available for rent are located in the Bellingham Cruise Terminal, Squalicum Boathouse, Fisherman's Pavilion, Blaine Harbor Conference Center, Peter Paulson Stage, and Port-owned parks.

2025 Objectives

1. Provide positive responsive customer service to both internal and external customers.
2. Make available top-quality meeting and event spaces and access to Port-owned parks convenient and readily available.
3. Field and process community requests for site use agreements to facilitate and support local access across Port properties.
4. Support the interim uses at the Portal by providing prompt customer service to local craftspeople and small business owners renting the Container Shops.

The Operating Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$375,421	\$301,968	\$413,500
Operating Expenses	\$508,686	\$601,029	\$405,102
Net	(\$133,265)	(\$299,061)	(\$8,398)

2025 New Major Capital Projects

None.

Staffing



Meeting Space

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Equipment Rental	1-220-036-6200-0000	9,616	16,500	17,510	18,035	18,576	19,133	
Space and Land Rental	1-220-036-6305-0000	297,352	400,000	412,000	424,360	437,090	450,203	
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	7,000	7,000	7,000	7,000	7,000	
	Operating Revenue	301,968	413,500	426,510	439,395	452,666	466,336	
	Operating Expense							
Salaries and Wages	1-220-036-7001-0000	286,234	172,901	178,088	183,431	188,934	194,602	
Employee Benefits	1-220-036-7003-0000	164,848	80,630	83,049	85,540	88,107	90,750	
Employee Training	1-220-036-7006-0000	3,000	3,000	3,000	3,000	3,000	3,000	Tuition assistance program, professional development
Travel	1-220-036-7050-0000	5,000	4,000	4,120	4,243	4,370	4,502	Mileage for opening & closing events
Telephone and Communication	1-220-036-7115-0000	6,328	4,000	4,120	4,243	4,370	4,502	
Equipment Rental Expense	1-220-036-7203-0000	1,370	1,200	1,236	1,273	1,311	1,350	
Operating Supplies	1-220-036-7205-0000	6,333	17,000	6,328	6,517	6,713	6,814	Reservation software, facility equipment replacements
Office Supplies	1-220-036-7207-0000	1,200	1,000	1,000	1,000	1,000	1,000	
Postage	1-220-036-7210-0000	150	150	150	150	150	150	
Janitorial	1-220-036-7211-0000	25,496	26,807	27,612	28,440	29,293	30,172	
Outside Services	1-220-036-7308-0000	22,076	30,000	30,900	31,827	32,781	33,765	Credit Card Fees, Kelly TS
Lease Payments to Others	1-220-036-7311-0000	3,257	3,257	3,354	3,455	3,559	3,665	
Interfund Transfer	1-220-036-7312-0000	37,476	34,798	35,842	36,918	38,025	39,166	Office rent from meeting spaces & public disclosure
Advertising and Promotion	1-220-036-7313-0000	4,775	2,000	2,000	2,000	2,000	2,000	
Promotional Hosting	1-220-036-7316-0000		500	500	500	500	500	
Insurance and Claims	1-220-036-7401-0000	6,871	7,439	7,737	8,046	8,368	8,703	
Taxes	1-220-036-7402-0000	5,795	420	433	446	459	473	
Miscellaneous	1-220-036-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-036-7501-0000	20,320	15,500	15,965	16,443	16,937	17,445	
	Operating Expense	601,029	405,102	405,933	417,971	430,376	443,058	
Meeting Space Net Income (Loss)		(299,061)	8,398	20,577	21,424	22,290	23,278	

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. Bellingham Dockside Market is another program of the Community Outreach Program. Taken over from Bellingham SeaFeast in 2021, Bellingham Dockside Market runs year round on the 1st and 3rd Saturdays of the month in Squalicum Harbor. The program markets and coordinates for local fishermen to sell their products directly to consumers, and in 2023 became a Supplemental Nutrition Assistance Program (SNAP) retailer and is able to accept EBT payments from customers. Community Outreach leads the Port's social media communication efforts, overseeing Port pages on Facebook, Instagram, and LinkedIn. The team manages the social media accounts, which were created as a limited public forum, to provide information and communicate about Port programs, services, issues, events and activities to the public and our agency partners.

2025 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 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$4,130	\$7,000	\$7,500
Operating Expenses	\$238,379	\$295,058	\$428,354
Net	(\$234,249)	(\$288,58)	(\$420,854)

2025 New Major Capital Projects

None.

Staffing



Community Outreach

Description	Account	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Revenue							
Dockside Market	1-220-037-6315-0000	2,000	5,000	5,000	5,000	5,000	5,000	Dockside Market Vendor Fees
Miscellaneous Revenue	1-220-037-6360-0000	5,000	2,500	2,500	2,500	2,500	2,500	Holiday Port Sponsorship, Dockside Merchandise Sales
	Operating Revenue	7,000	7,500	7,500	7,500	7,500	7,500	
	Operating Expense							
Salaries and Wages	1-220-037-7001-0000	113,203	203,240	209,337	215,617	222,086	228,748	
Employee Benefits	1-220-037-7003-0000	55,508	84,701	87,242	89,859	92,555	95,332	
Employee Training	1-220-037-7006-0000	6,461	6,500	6,500	6,500	6,500	6,500	GSMCON, Training and Development
Travel	1-220-037-7050-0000	1,000	2,000	2,000	2,000	2,000	2,000	Travel to and from meetings, events, conferences and trade shows.
Telephone and Communication	1-220-037-7115-0000	2,387	2,000	2,000	2,000	2,000	2,000	
Equipment Rental Expense	1-220-037-7203-0000	328	100	100	100	100	100	
Office Supplies	1-220-037-7207-0000		1,000	1,000	1,000	1,000	1,000	Supplies and equipment for Dockside Market, Community Outreach/Social Media
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	150	150	150	150	150	
Security	1-220-037-7306-0000	7,500	9,053	9,324	9,604	9,892	10,189	Security for Ski to Sea, J4, SeaFeast, Holiday Port
Outside Services	1-220-037-7308-0000	66,550	80,000	80,000	80,000	80,000	80,000	Ski to Sea, 4th of July, NW Tune Up, Pacific Marine Expo, SeaFeast, Holiday Port
Advertising and Promotion	1-220-037-7313-0000	28,025	25,000	25,750	26,522	27,318	28,137	Promotional materials for Corporate Events (including 4th of July, Holiday Port, and smaller Port hosted events), Dockside Market promotions and advertising.
Promotional Hosting	1-220-037-7316-0000	150	150	150	150	150	150	Dockside Market vendor meetings
Incidental Meeting Expense	1-220-037-7317-0000	500	500	500	500	500	500	
Insurance and Claims	1-220-037-7401-0000	209	260	-	-	-	-	
Miscellaneous	1-220-037-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-037-7501-0000	12,287	13,000	13,390	13,791	14,205	14,631	
	Operating Expense	295,058	428,354	438,143	448,494	459,156	470,137	
Community Outreach Net Income (Loss)		(288,058)	(420,854)	(430,643)	(440,994)	(451,656)	(462,637)	

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.

2025 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. Continue to develop a condition matrix and planned repair and replacement schedule for infrastructure assets.

The Operating Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$626,159	\$2,025,200	\$1,019,600
Net	(\$626,159)	(\$2,025,200)	(\$1,019,600)

2025 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	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	Description
	Operating Expense							
Outside Services	1-228-046-7308-0000	1,380,000	370,000	381,100	392,533	404,309	416,438	Building energy management program, Lummi agreement
Lummi Agreement #2		120,000	120,000	123,600	127,308	131,127	135,061	Annual moorage credit
Environmental Costs	1-228-046-7403-0000	346,000	360,000	370,800	381,924	393,382	405,183	Surface & stormwater fees / federal permit review liaisons / mitigation monitoring
Repair and Maintenance	1-228-046-7501-0000	91,000	79,000	82,950	87,098	91,452	96,025	
Groundskeeping	1-228-046-7502-0000	82,000	84,000	88,200	92,610	97,241	102,103	
Preventative Maintenance	1-228-046-7503-0000	6,200	6,600	6,930	7,277	7,640	8,022	
	Operating Expense	2,025,200	1,019,600	1,053,580	1,088,749	1,125,151	1,162,832	
Infrastructure Net Income (Loss)		(2,025,200)	(1,019,600)	(1,053,580)	(1,088,749)	(1,125,151)	(1,162,832)	



PORT OF BELLINGHAM
Washington State

2025 Industrial Development Corporation Budget



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.