

2026 Draft Strategic Budget October 2025



Table of Contents

Budget Message & Organization	1
The Economy.....	4
Key Corporate Goals	6
Outlook & Financial Overview	12
Cash Flow Projection.....	15
Tax Levy	18
Capital Budget	21
Asset Replacement/IT Equipment	31
Operating Budgets:	
Aviation.....	36
Marinas	43
Blaine Marina/Shipyard	45
Squalicum Marina	51
Real Estate	54
Marine Terminals.....	59
Marine Cargo	62
Bellingham Cruise Terminal	66
Facilities.....	70
Engineering.....	73
Contracts	76
Maintenance.....	78
Administration.....	81
Finance and Administration	83
Emergency Management and Security.....	86

Information Technology	89
Executive	93
Executive	95
Human Resources	98
Environmental and Planning Services	101
Environmental	102
Planning	106
Waterfront District.....	109
Economic Development.....	114
Community Connections	119
Commission.....	122
Records Management	124
Public Disclosure	127
Open Space	129
Marine Life Center.....	132
Meetings and Events.....	136
Community Outreach.....	139
Infrastructure	142
Industrial Development Corporation Summary	145

Budget Message

The Port of Bellingham (“Port”) is pleased to present its 2026 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



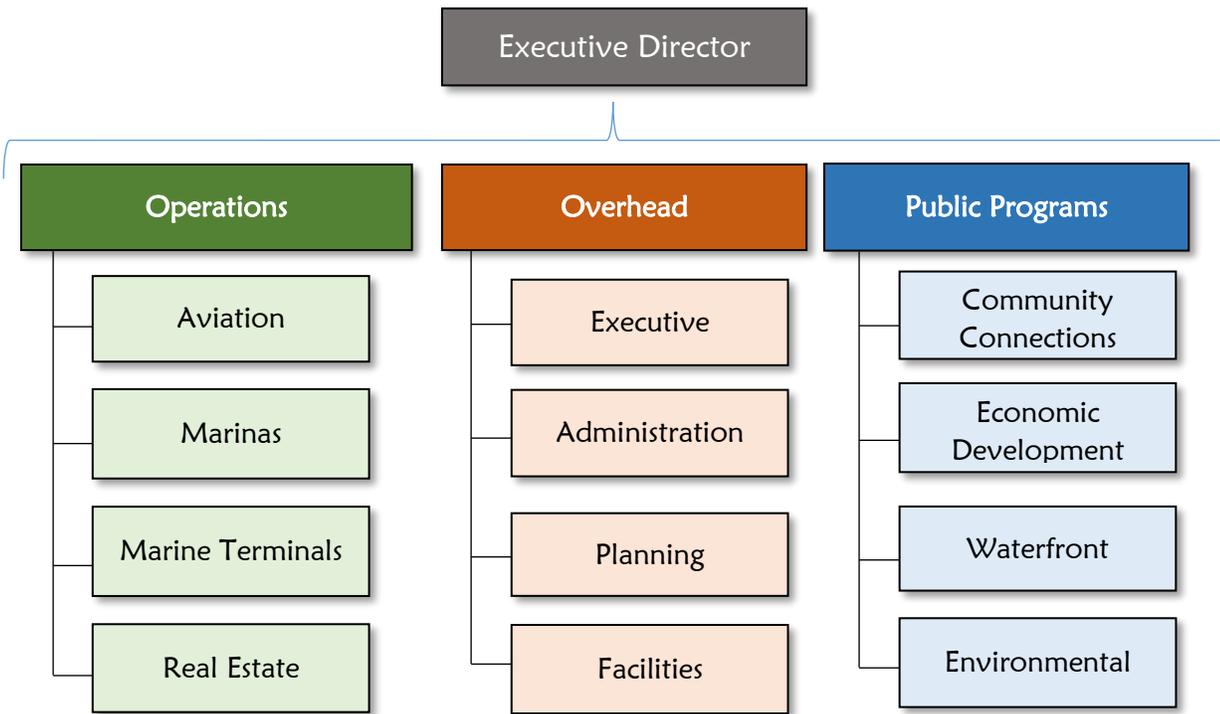
Bobby Briscoe
District 3

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	2024	2025	2026 projected
Aviation	20	19	19
Marinas	13	13	13
Marine Terminals	8	6	6
Real Estate	7	7	7
Environmental/Planning	7	7	7
Facilities	36	38	38
Administration	24	27	27
Executive	6	6	9
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.

The Economy

According to the Bureau of Economic Analysis (BEA) (2025), real gross domestic product (GDP) increased nationally in the 2nd quarter of 2025 by 3.8% after decreasing .6% in Q1. The increase in Q2 is attributed primarily to decreases in imports, which are a subtraction in the calculation of GDP. Washington State experienced a 3.4 percent change in GDP between Q1 and Q2 in 2025 (BEA 2025, Figure 1).

According to the US Census Bureau (2025), the median household income was estimated to be \$86,162. 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 (WVU CEBR 2024, pgs. 2+5). This is also below Washington State's average annual wage, which grew to \$95,160 in 2024 (WA ESD 2025).

Local highlights:

- The average unemployment rate of Whatcom County is up to 4.6% as of August 2025, which is consistent with the statewide rate of 4.7% in the same month (Employment Security Department 2025). In 2025, rates ranged from a low of 4.2% in April and June to a high of 5% 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 an average annual employment of 93,436 nonfarm jobs in 2024. As for manufacturing, the number of jobs increased from 8,896 in March 2024 to 9,203 in March 2025 (ESD 2025, QCEW 2024 revised 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 2024-2025, significant progress was made at the Bellingham Shipping Terminal to support economic investment, including a transformative project to modernize the Shipping Terminal to meet the infrastructure needs of the modern shipping industry. This \$29.2 Million project will fortify the main dock to allow heavy cargo and equipment, increase the navigation depth to allow a much wider range of potential cargo, install a state-of-the-art stormwater management system to protect Puget Sound, and create family-wage jobs throughout the region. Washington is one of the most trade-dependent states in the nation and seaports are the cornerstone of a economic cluster related to trade, transportation and logistics and this project will provide substantial economic opportunity for the Port and Whatcom County.

Port staff administers a loan program on behalf of the Economic Development Administration (EDA). 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 countywide to retain businesses and pursue new leads. The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2025-2026 by working with local companies wanting to expand or relocate to our region. For the remainder of 2025, the team will be focused on continuing to implement

priority items in the Whatcom County CEDS 2022-2026 Action Plan, which includes continuing business retention and expansion efforts, and supporting efforts to improve infrastructure. As the CEDS is required by the EDA to be updated every five years, the staff have also started the CEDS 2027-2031 update process as of September 2025. That process will run through December 2026.

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 2026, 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.

2026 Key Corporate Goals

The Port of Bellingham's 2026 Strategic Budget reflects the organization's continued commitment to supporting economic growth, environmental stewardship, and community partnership throughout Whatcom County. The goals outlined below guide Port operations, capital planning, and policy direction across all business lines — ensuring stable employment, responsible fiscal management, and long-term value for the citizens of Whatcom County.

1. Strengthen and Retain Marine Trade Businesses



The Port will continue to support and retain the region's vital marine trade sector through targeted investments in infrastructure, facilities, and workforce partnerships. By maintaining and modernizing assets that serve boatyards, ship repair operations, the regional commercial fishing fleet and marine manufacturing, the Port will help sustain quality, family-wage jobs and preserve Whatcom County's legacy of a working waterfront.

2. Advance Waterfront Planning and Redevelopment



The Port will continue to advance the cleanup and redevelopment of the former Georgia-Pacific site into a vibrant, mixed-use downtown waterfront with expansion of marine trades and support areas for the Bellingham Shipping Terminal. Strategic public and private investment will focus on infrastructure readiness, environmental stewardship, and community access. This work supports long-term economic growth, new business opportunities, and expanded public engagement in one of the community's most significant redevelopment efforts.

3. Reactivate the Bellingham Shipping Terminal



The Port will continue investing in the Bellingham Shipping Terminal to attract and retain cargo operations that align with the needs and values of Whatcom County. Infrastructure improvements, business recruitment, and operational partnerships will focus on job creation and long-term economic stability, supporting ILWU longshore labor, marine trades, and regional industries reliant on efficient maritime logistics.

4. Strategically Manage and Grow Bellingham International Airport



The Port will strengthen Bellingham International Airport's regional hub role through targeted route development, strategic airline partnerships, and data-driven marketing; proactively pursue unserved and underserved markets with both new entrants and incumbent carriers to expand domestic and international connectivity; and execute FAA capital projects that enhance operational safety and resilience. These initiatives will be delivered with fiscal discipline to increase aeronautical and non-aeronautical revenue, support tourism and commerce, and improve regional mobility for Whatcom County.

5. Maintain a Stable, Skilled, and Engaged Workforce



The Port will prioritize employee retention, development, and organizational stability to ensure high-quality public service delivery. By investing in professional growth, safety, and internal communication, the Port will remain a resilient and responsible steward of public resources — fostering a culture of collaboration, accountability, and excellence across all departments.

6. Maintain and Improve Public Port Assets



The Port will maintain and improve assets managed by the Port to support Whatcom County businesses and employees, including maritime buildings, industrial buildings, commercial space, offices and non-profit space. Revenue generated from these spaces will be used to further develop all of the Port's strategic goals and operational needs.

Implementation and Accountability

The Port of Bellingham is committed to implementing these strategic goals with transparency, fiscal responsibility, and measurable outcomes. Progress will be monitored through regular reporting to the Port Commission and the public, ensuring alignment with the Port's mission and community values. By maintaining a focus on operational excellence, economic vitality, and workforce engagement, the Port will continue to deliver long-term benefits to Whatcom County while supporting the region's marine trades, airport services, waterfront development, and maritime commerce.

2025 Budget Status Update

Through August 2025, the Port’s overall revenues from all sources were approximately 10% lower than 2024 revenues for the same period and totaled \$33.3 million. The decrease was due to lower enplanements at the Bellingham International Airport, and less environmental cleanup grants.

Operating Divisions

Summary through August 31 (in thousands)	2025	2024
Revenues for Enterprise Activities	\$19,468	\$20,492
Expenses for Enterprise Activities	\$16,597	\$16,088
Net Income	\$2,871	\$4,404

The enterprise (operating) activities of the Port generated revenues of \$219.5million through August 2025. 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 \$4 million through August 2025. This is a 12% increase from 2024. 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 2025, the Port spent a net of approximately \$3.3 million in direct costs for these activities.

Summary through August 31 (in thousands)	2025	2024
Revenues for Public Activities	\$277	\$290
Expenses for Public Activities	\$3,267	\$2,275
Net Income	(\$2,990)	(\$1,985)

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 2025, the district generated revenues of just over \$1 million from leasing building space. The operating expenses during the same time period totaled just over \$1.7 million.

Summary through August 31 (in thousands)	2025	2024
Waterfront District Operating Revenues	\$1,113	\$1,043
Waterfront District Operating Expenses	\$1,726	\$1,546
Net Income	(\$613)	(\$503)

Summary of the 2025 budget, through August 2025

Through the first eight months of the year, the Port’s operating revenues were slightly less than planned, and below the prior year by 4.6%. This decrease is largely due to decreased flights at the Bellingham International Airport, and 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 stayed relatively constant as a result of continued high occupancy at the marinas as well as in the Port’s commercial real estate portfolio. Due to focused expense management, the operating divisions’ expenses came in just under budget during this time period, resulting in a net income of \$2.9 million.

2026 Budget Summary

The 2026 budget forecasts increases in operating revenues from the 2025 budget, with total for the year projected at nearly \$30.4 million. Total operating expenses are projected to remain largely flat from the 2025 budget.

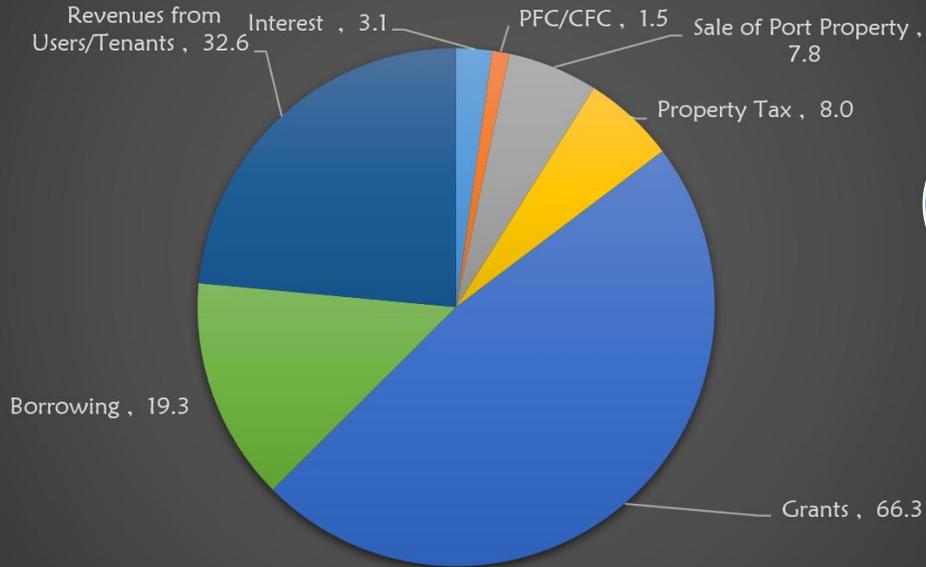
The Public Priorities divisions will generate revenues of approximately \$450 thousand and operating expenses of \$5.7 million for the development and promotion of economic development including the county wide expansion of broadband, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup efforts of sites outside of the Waterfront District is budgeted at \$10.5 million, net of grants and other reimbursements. The debt service in these areas for 2026, including both principal and interest is under \$65 thousand. Capital spending related to the Public Priorities for 2026 totals just under \$4.5 million.

The Waterfront District is budgeted for revenues of \$1.8 million in 2026, which is the same as 2025. The Port will continue to market the leasing of the large warehouse and other properties in the district as they become available in 2026. Expenses, including cleaning up environmental contamination, are budgeted at just over \$30.3 million and offset by over \$27 million in grants and other reimbursements. Capital projects are budgeted at \$1.5 million.

The 2026 budget reflects that overall, the Port is expected to generate positive cash flow of approximately \$4.3 million.

2026 Cash Flow Summary

Sources of Cash (in thousands)



Cash Flow

Sources:
\$138.6M

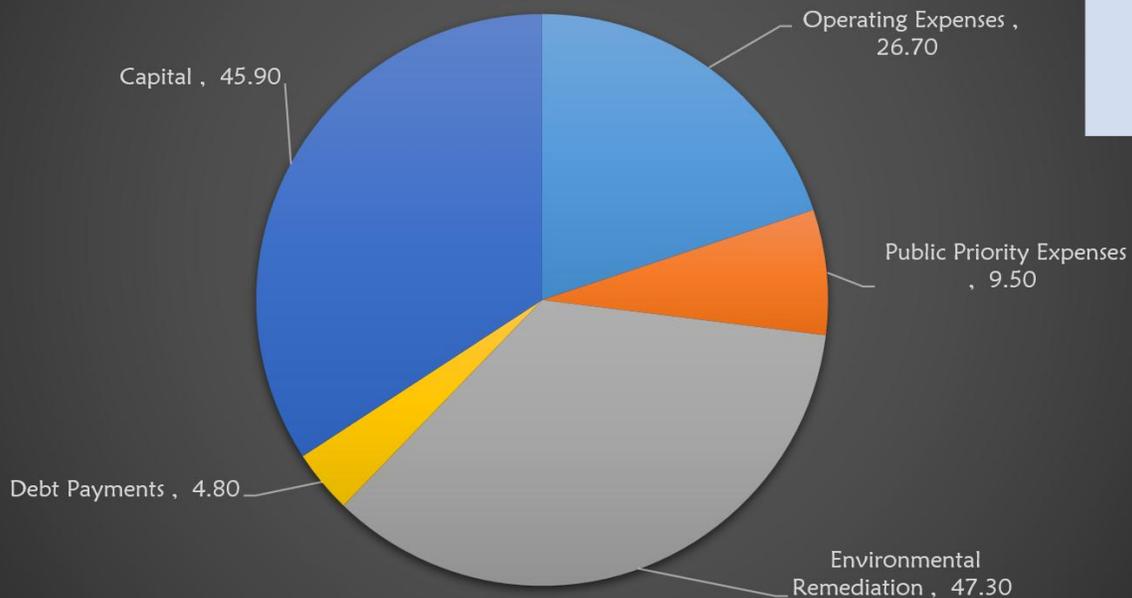
Uses:
\$134.2M

Increase in Cash:
\$4.4M

Ending Cash:
\$15.7M

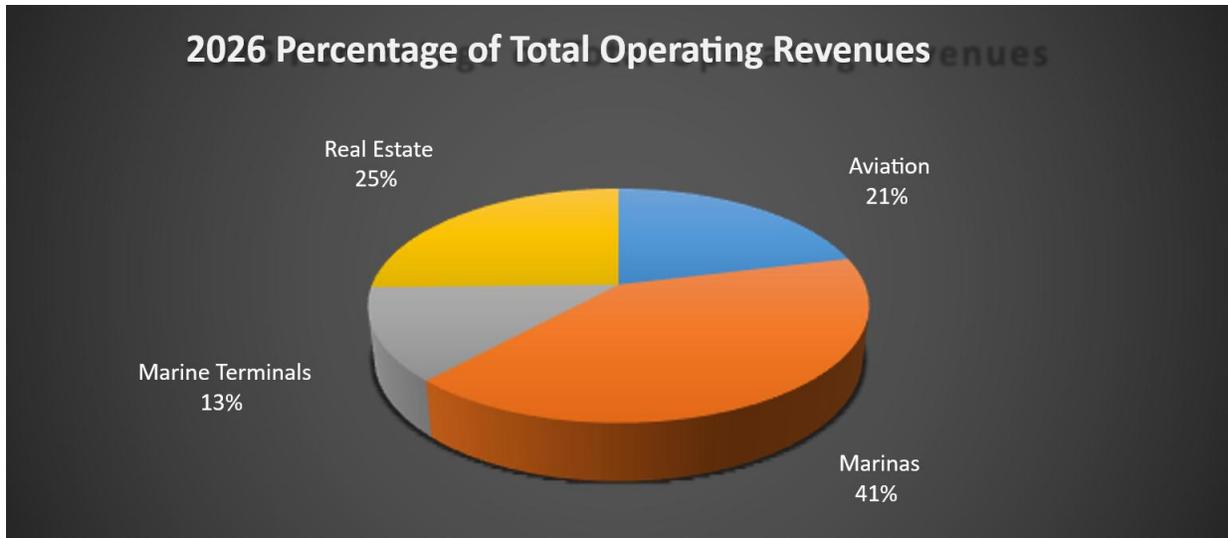
Required Reserve:
\$11 M

Uses of Cash (in thousands)



Revenues and Other Sources of Cash Flow

The 2026 budget anticipates Port operating revenues of \$30.3 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 over \$6.4 million, a 7% from the 2025 budget. The Marinas Division is expected to realize an increase in revenues of 6% to \$12.3 million. Real Estate revenues are expected to remain flat from 2025 levels, \$7.7 million, as occupancy continues to remain high in all Port-owned facilities. Marine Terminals budgeted revenue is projected to increase to \$3.9 million, due to the completion of the rehabilitation of a large portion of pier, putting it back in use.



The Port expects to receive federal and state funding totaling \$67.5 million, of which \$31.4 million will support the Port's capital programs, and nearly \$36 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$1.1 million to the Port and is used to repay for previous 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 \$330 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 \$.1257 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 \$25.7 million (before inter-company transfers), which is 1% higher than the 2025 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions as well as work on capital projects; these inter-company transfers are anticipated to be approximately \$1.3 million in 2026.

The Port is expecting to spend just over \$5.7 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 \$47.3 million, offset by \$36 million in grants, insurance, and other potentially liable parties.

Historically, the Port has issued various forms of long-term debt, and the payments for both principal and interest on this debt totals \$4.8 million in 2026.

Tax Levy

Types and Limits of Levies

Regular Tax Levy

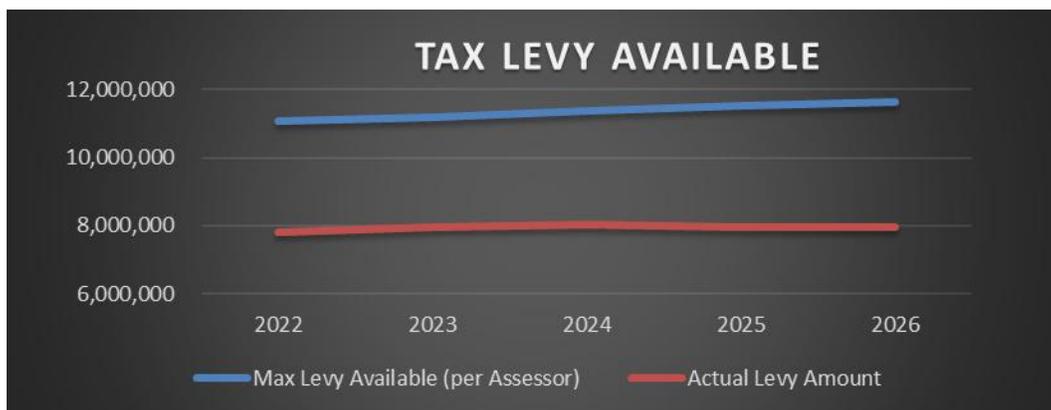
The County Treasurer acts as an agent to collect property taxes levied in the county for all taxing authorities. Taxes are levied annually on January 1 on property value listed as of the prior May 31. Assessed values are established by the County Assessor at 100% of fair market value. Taxes are due in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

2026 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 2026, depending upon total assessed values, the levy rate is expected to decrease again, estimated at \$.1257 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.

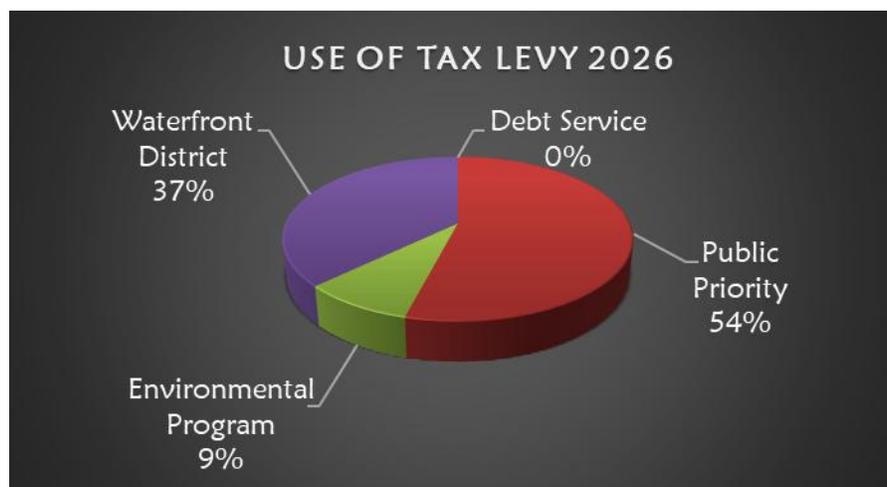


Tax Levy Investment

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 2026 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

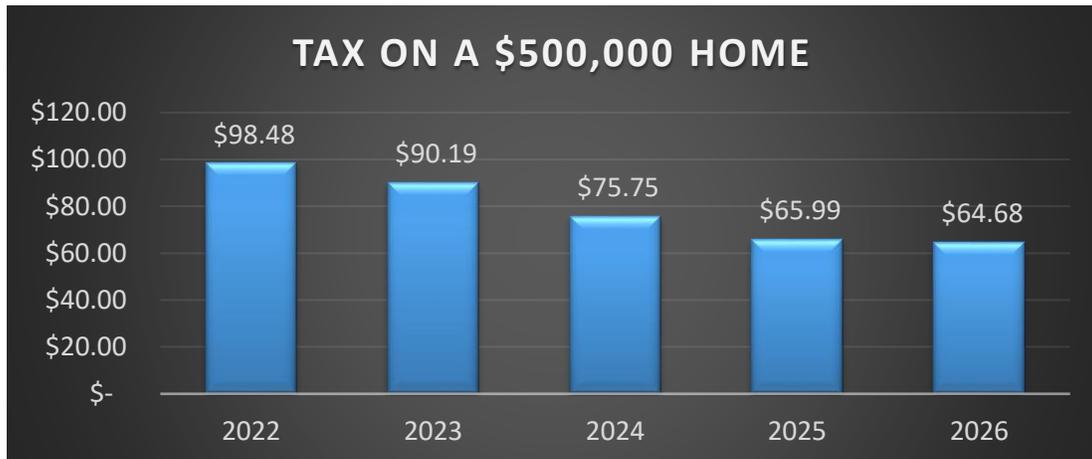
Sources:	2025	2026
General Obligation Bond Levy	\$847,600	\$0
Regular Levy	\$7,106,075	\$7,953,675
Total Sources of Tax Levy	\$7,953,675	\$7,953,675

Uses:	2025	2026
General Obligation Bond Payments	\$847,600	\$0
Environmental Program Costs	\$635,240	\$700,332
Available Public Purposes	\$3,517,160	\$4,299,668
Waterfront District	\$2,953,675	\$2,953,675
Total Sources of Tax Levy	\$7,953,675	\$7,953,675



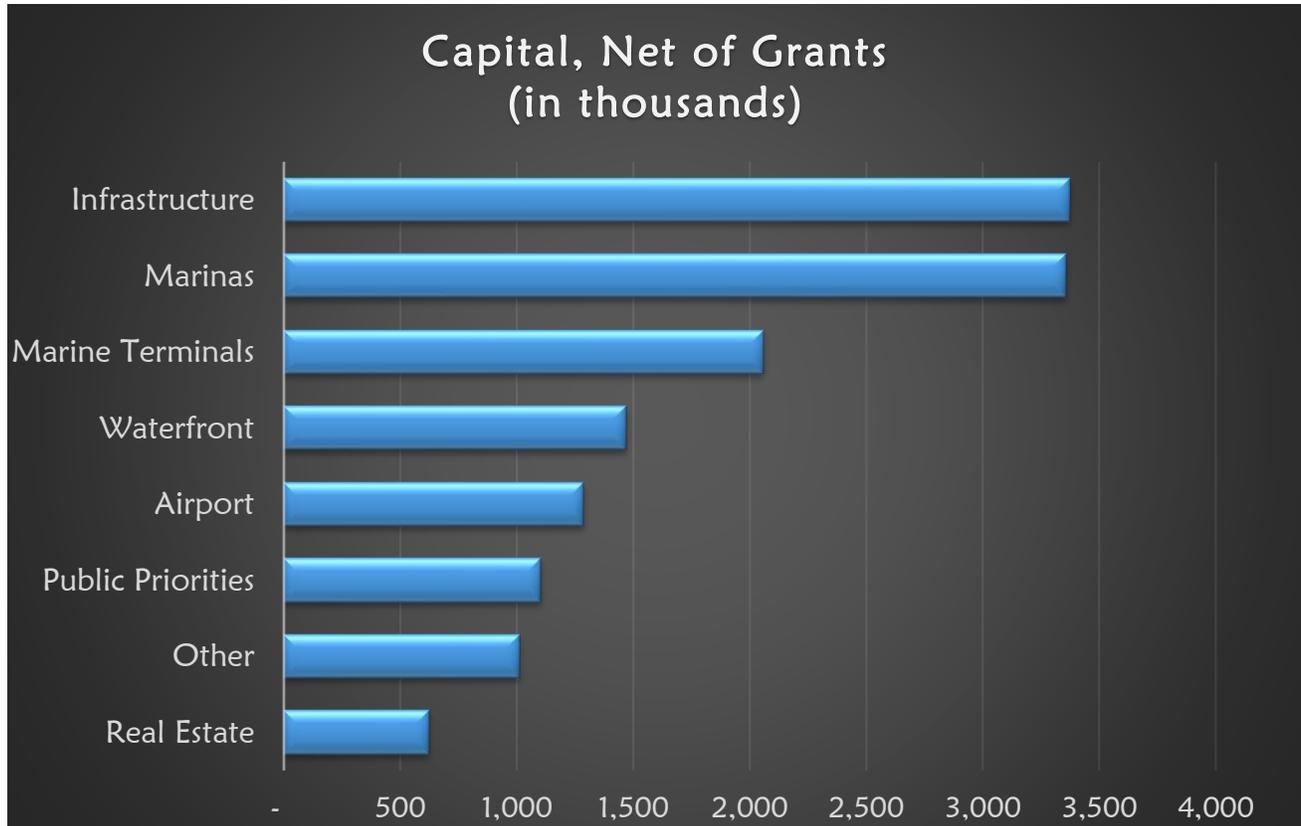
Taxpayer Effect

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 2026 is \$64.68.



Capital Expenditures

In 2026, the Port plans to spend approximately \$45.7 million on capital projects. These costs will be partially offset by a variety of grants in the amount of \$31.4 million.



In 2026, the largest capital projects will focus on the Shipping Terminal, Airport, Blaine Harbor and Fairhaven areas.

In Blaine Harbor, a significant environmental cleanup will occur in the industrial area, clearing the way for a new bulkhead, piers, and travel lift. The Port expects to put this important Marine Trades asset back to work in late 2027 or 2028.

Squalicum Harbor will continue to work toward the analysis, design, and permitting of the inner harbor rehabilitation.

The Marine Terminals has significant upgrades to the Shipping Terminal started and budgeted in 2023 that will carry over into 2026. In addition, the design and engineering of a rail spur addition that began in 2025, will move into the construction phase in 2026 and 2027.

In 2026, the airport will undergo a major rehabilitation of the runway and continue the design of an Internal Arrivals Building. Both of these large projects are anticipated to be largely funded by the Federal Aviation Administration (FAA).

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
1	101 - Aviation	001 - Av	101-752	Airport	AP - Maintain pavement - current year	\$ 104,097						\$ 104,097
2	101 - Aviation	001 - Av		Airport	AP - Maintain pavement 2026-2029 (add to 101-752)		\$ -	\$ 125,000	\$ -	\$ 125,000	\$ -	\$ 250,000
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	101-603	Airport	AP - Federal Inspection Services Bldg - Design	\$ 3,600,000	\$ (2,500,000)					\$ 1,100,000
6	101 - Aviation	001 - Av		Airport	AP - Federal Inspection Services Bldg - Design (Grant)	\$ (3,200,000)	\$ 2,200,000					\$ (1,000,000)
7	101 - Aviation	001 - Av	101-604	Airport	Runway Rehab Design	\$ 1,716,666	\$ (453,652)					\$ 1,263,014
8	101 - Aviation	001 - Av		Airport	Runway Rehab Design (FAA Grant)	\$ (1,500,000)	\$ 300,137					\$ (1,199,863)
9	101 - Aviation	001 - Av		Airport	AP - Runway Rehab Construction, incl lighting		\$ 11,000,000					\$ 11,000,000
10	101 - Aviation	001 - Av		Airport	AP - Runway Rehab Construction (FAA Grant)		\$ (9,900,000)					\$ (9,900,000)
11	101 - Aviation	001 - Av	101-452	Airport	ARFF Restroom and Interior Renovations	\$ 359,500						\$ 359,500
12	101 - Aviation	001 - Av	101-522	Airport	ARFF Truck	\$ 1,500,000						\$ 1,500,000
13	101 - Aviation	001 - Av		Airport	ARFF Truck (FAA Grant)	\$ (1,350,000)						\$ (1,350,000)
14	101 - Aviation	001 - Av	101-454	Airport	Commercial Terminal Relamp to LED	\$ 350,000						\$ 350,000
15	101 - Aviation	001 - Av	101-605	Airport	Airport Parking Automation Equipment	\$ 440,000						\$ 440,000
16	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
17	101 - Aviation	001 - Av		Airport	TW Reconfiguration Phase 3 –Tw D&E (FAA Grant)				\$ (268,200)	\$ (9,090,000)		\$ (9,358,200)
18	101 - Aviation	001 - Av		Airport	Security System Upgrade - Access Control				\$ 700,000			\$ 700,000
19	101 - Aviation	001 - Av	101-606	Airport	Explosive Detection Equipment	\$ 100,000						\$ 100,000
24	101 - Aviation	001 - Av	101-600	Airport	RSA & OFA tree removal	\$ 226,000						\$ 226,000
25	101 - Aviation	001 - Av	101-626	Airport	VHF Fire Radio Assessment	\$ 23,575						\$ 23,575
26	101 - Aviation	001 - Av	101-628	Airport	New sand shed 4164 Mitchell Way	\$ 80,000						\$ 80,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
27	101 - Aviation	001 - Av		Airport	ARFF Turnout Gear Washer and Dryer		\$ 20,000					\$ 20,000
28	101 - Aviation	001 - Av		Airport	Skid Steer & Attachments		\$ 70,000					\$ 70,000
29	101 - Aviation	001 - Av		Airport	Fire Radio Construction		\$ 150,000					\$ 150,000
30	101 - Aviation	001 - Av		Airport	Carpet Replacement - Commercial Terminal Hold Room		\$ 98,000					\$ 98,000
31	101 - Aviation	001 - Av		Airport	Safety Management System - FAA		\$ 200,000					\$ 200,000
32	101 - Aviation	001 - Av		Airport	Safety Management System - FAA Grant		\$ (190,000)					\$ (190,000)
33	101 - Aviation	001 - Av		Airport	Com. Term. HVAC Chiller Replacement		\$ 958,000					\$ 958,000
34	101 - Aviation	001 - Av		Airport	Com. Term. HVAC Chiller Replacement - Grant 90%		\$ (862,200)					\$ (862,200)
35	101 - Aviation	001 - Av		Airport	Access Control Gates 9, 14, 16, 17			\$ 120,000				\$ 120,000
36	101 - Aviation	001 - Av		Airport	Perimeter Fence Vegetation Clearing - TSA		\$ 47,000	\$ 200,000	\$ 200,000	\$ 200,000		\$ 647,000
37	101 - Aviation	001 - Av		Airport	Compass Upgrade/ATS Service Program		\$ 65,000					\$ 65,000
38	101 - Aviation	001 - Av		Airport	Flightline Airport Position Reference Tool (APRT)		\$ 38,000					\$ 38,000
39	101 - Aviation	001 - Av		Airport	FANG - Evaluate - Repair or Replace two boilers		\$ 48,000					\$ 48,000
40	105 - Marinas	004- Bl	105-529	Blaine Harbor	BH - Webhouse 2 & 3 Lighting Improvements	\$ 60,000						\$ 60,000
41	105 - Marinas	004- Bl	105-456	Blaine Harbor	BH M-Dock Extension D & E	\$ 2,558,000						\$ 2,558,000
42	105 - Marinas	004- Bl	105-635	Blaine Harbor	Blaine Boatyard - Phase I	\$ 50,000	\$ 107,000					\$ 157,000
43	105 - Marinas	004- Bl		Blaine Harbor	Blaine Boatyard - Phase 2 (Design 2026)		\$ 500,000	\$ 1,900,000	\$ 1,900,000			\$ 4,300,000
44	105 - Marinas	005- Sq	105-404	Squalicum Harbor	SH - Life Extension Gt. 5, A & B floats	\$ 500,000						\$ 500,000
45	105 - Marinas	005- Sq	105-904	Squalicum Harbor	SH-Inner Harbor Life Extension Projects	\$ 1,090,000						\$ 1,090,000
46	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
48	105 - Marinas	005- Sq		Squalicum Harbor	SH Gate 7 & 8 Renovation Phase 1 (project: 2028-2030)		\$ -		\$ -	\$ 6,920,617		\$ 6,920,617
50	105 - Marinas	005- Sq	105-954	Squalicum Harbor	SH - Squalicum assets seal & restripe	\$ 51,339	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 176,339

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
51	105 - Marinas	005- Sq		Squalicum Harbor	SH - Dredge Inner Harbor		\$ -		\$ -	\$ 3,466,154	\$ 3,466,154	\$ 6,932,308
52	105 - Marinas	005- Sq	105-530	Squalicum Harbor	SH Sawtooth Assessment	\$ 100,000						\$ 100,000
53	105 - Marinas	005- Sq	105-531	Squalicum Harbor	SH Gt. 3 Bulkhead Assessment (Marina/RE/Open/Infrastructure split)	\$ 83,000						\$ 83,000
54	105 - Marinas	005- Sq	105-532	Squalicum Harbor	SH Gt.3 Level main lateral walkway between F and G docks	\$ 100,000						\$ 100,000
55	105 - Marinas	005- Sq	105-533	Squalicum Harbor	SH LED light upgrade- Gt. 5, 6, 8 parking lots and exterior	\$ 77,000						\$ 77,000
56	105 - Marinas	005- Sq	105-534	Squalicum Harbor	SH WH2-5 Spot coat roof, repair fasteners	\$ 75,000						\$ 75,000
57	105 - Marinas	005- Sq		Squalicum Harbor	SH Sawtooth Capital Maintenance Repairs		\$ 226,000					\$ 226,000
58	107 - RE	007 - RE	107-732	Portwide	PW-Tenant Improvements- Current	\$ 295,557						\$ 295,557
59	107 - RE	007 - RE		Portwide	PW-Tenant Improvements 2026-2028		\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 650,000
60	107 - RE	007 - RE	107-733	Portwide	PW - Short Platts, LLA & BSP's, & development agreements	\$ 237,026						\$ 237,026
61	107 - RE	007 - RE	107-742	Portwide	PW - Real estate assets seal & restripe	\$ 82,446	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 557,446
62	107 - RE	007 - RE	107-484	Squalicum Harbor	Sq. Esplanade - Stain exterior timbers	\$ 159,000						\$ 159,000
63	107 - RE	007 - RE	107-966	FMIP	Design & permit FMIP stormwater improvements, including site improvements and seaview flooding (raise	\$ 8,010,000						\$ 8,010,000
64	107 - RE	007 - RE		FMIP	EDI Loan/grant for FMIP sewer line (Hogan)	\$ (1,500,000)	\$ (1,500,000)					\$ (3,000,000)
65	107 - RE	007 - RE	107-536	Bellwether	Paint interior common areas of Bayview Center Building	\$ 90,000						\$ 90,000
66	107 - RE	007 - RE	107-537	Bellwether	Paint interior common areas of 11 Bellwether Way	\$ 81,000						\$ 81,000
67	107 - RE	007 - RE	107-485	Bellwether	Roof leak above Suite 230 of Bayview Center Building	\$ 291,542						\$ 291,542
68	107 - RE	007 - RE	107-491	Fairhaven	MCI Pier Repower	\$ 365,000						\$ 365,000
69	107 - RE	007 - RE	107-492	Fairhaven	Fairhaven Pier - Under pier utility improvements	\$ 200,000						\$ 200,000
70	107 - RE	007 - RE	107-621	FMIP	FMIP tenant storage shuffle during site improvement project	\$ 65,000						\$ 65,000
71	107 - RE	007 - RE	107-632	Fairhaven	Demolish Warehouse #9	\$ 437,433						\$ 437,433
72	107 - RE	007 - RE	107-541		Mt. Baker Peninsula - access and cleanup	\$ 90,000						\$ 90,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
73	107 - RE	007 - RE	107-546	AIP	Wetland Delineation - Parking Area in AIP	\$ 40,093						\$ 40,093
74	107 - RE	007 - RE	107-553	Bellwether	Bellwether Building – seal exterior from water intrusion	\$ 146,000						\$ 146,000
75	107 - RE	007 - RE	107-554	Bellwether	Bayview Building – seal exterior from water intrusion	\$ 160,000						\$ 160,000
76	107 - RE	007 - RE	107-557	MDIP	MDIP – Security and site improvements (fencing,electrical etc.)	\$ 115,585						\$ 115,585
77	107 - RE	007 - RE		Blaine Harbor	Blaine - North and South Pier Deck Repair or Replacement		\$ 76,500	\$ 688,500				\$ 765,000
78	105 - Marinas	004- BI		Blaine Harbor	Blaine - MX Dredging to increase water depth along West and Southwest corners of the pier (after Sea K					\$ 1,500,000		\$ 1,500,000
79	107 - RE	007 - RE		Blaine Harbor	Blaine - Sea K Fish - Bulkhead and Piers on South and West Shore					\$ 4,350,000		\$ 4,350,000
80	107 - RE	007 - RE	107-562	SQ	Marina Square - Interior LED	\$ 49,000						\$ 49,000
81	107 - RE	007 - RE	107-564	SQ	Marina Square - Aluminum siding repair	\$ 48,000						\$ 48,000
82	107 - RE	007 - RE	107-622	Airport	3871 Airport Way - paint interior office space	\$ 85,000						\$ 85,000
83	107 - RE	007 - RE	107-624		MDIP Cert of Occupancy	\$ 400,000						\$ 400,000
84	107 - RE	007 - RE		MDIP	MDIP Bldg. 2 New Roof (Priority 1)						\$ 754,000	\$ 754,000
85	107 - RE	007 - RE		MDIP	MDIP Bldg. 1 New Roof (Priority 2)						\$ 318,000	\$ 318,000
86	107 - RE	007 - RE		MDIP	MDIP Bldg. 3 & 4 Domestic Water Upgrade		\$ 25,000					\$ 25,000
87	107 - RE	007 - RE		Bellwether	Bayview Bldg. Suite 219 Improvements		\$ 118,000					\$ 118,000
88	107 - RE	007 - RE		Bellwether	Bellwether Underground Garage - Strip on replace epoxy on ground by elevators		\$ 54,000					\$ 54,000
89	107 - RE	007 - RE			Squalicum Esplanade - Bella Marina - Replace Rotten floor and decking		\$ 869,000					\$ 869,000
90	107 - RE	007 - RE			D-18 Gravel Parking for EOC - Design only		\$ 50,000					\$ 50,000
91	107 - RE	007 - RE			Remove former Pit Stop		\$ 100,000					\$ 100,000
92	107 - RE	007 - RE			Utilities to I&J bulkhead		\$ 207,000					\$ 207,000
93	107 - RE	007 - RE			Harbor Mall -Remove and Replace attic insulation and remove or repair brick planters		\$ 50,000					\$ 50,000
94	107 - RE	007 - RE			Replace 8 failing pilings at Seaview North travel lift float		\$ 450,000					\$ 450,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
95	109 - MT	009-BCT	109-745	BCT	FH - TI - Current	\$ 29,499						\$ 29,499
97	109 - MT	009-BCT		BCT	FH - Replace signage: Passenger Terminals and Boat Launch		\$ 64,000					\$ 64,000
98	109 - MT	009-BCT	109-925	BCT	BCT Under Pier Fire Sprinkler Repairs	\$ 701,143						\$ 701,143
99	109 - MT	009-BCT		BCT	Fairhaven Station Roof Repair		\$ 97,000					\$ 97,000
100	109 - MT	009-BCT		BCT	BCT Strip and re-seal terazzo floors both floors		\$ 31,000					\$ 31,000
101	109 - MT	009-BCT		BCT	Warehouse#4 Replace gutters		\$ 26,000					\$ 26,000
102	109 - MT	009-BCT		BCT	Re-coat Diesel Fuel Line				\$ 205,000			\$ 205,000
103	109 - MT	010 - BST	109-760	BST	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines; Internet 625 Cornwall & WH 2	\$ 3,757,668						\$ 3,757,668
104	109 - MT	010 - BST			ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines EDI GRANT	\$ (1,125,000)						\$ (1,125,000)
105	109 - MT	010 - BST	109-928	BST	ST - Condition Survey (5 year cycle)	\$ 120,000						\$ 120,000
106	109 - MT	010 - BST	109-980	BST	BST Main Pier Repairs - Phase III	\$ 20,337,439						\$ 20,337,439
107	109 - MT	010 - BST	109-520	BST	BST - Pier Dredging - Grant Contingent	\$ 8,900,000						\$ 8,900,000
108	109 - MT	010 - BST		BST	Dept. of Transportation/MARAD - PIDP Grant (BST main pier repairs & BST pier dredging)	\$ (6,854,770)						\$ (6,854,770)
109	109 - MT	010 - BST	109-566	BST	BST Portable Barge Ramp	\$ 2,503,000						\$ 2,503,000
110	109 - MT	010 - BST		BST	BST Portable Barge Ramp - MARAD Grant	\$ (1,021,747)						\$ (1,021,747)
111	109 - MT	010 - BST	109-607	BST	BST D&E rail spur	\$ 750,000						\$ 750,000
112	109 - MT	010 - BST		BST	BST Construct rail spur		\$ 19,690,000					\$ 19,690,000
113	109 - MT	010 - BST		BST	BST Rail Spur Grant	\$ (750,000)	\$ (17,900,000)					\$ (18,650,000)
114	109 - MT	010 - BST	109-608	BST	BST - Fence West Side Terminal	\$ 147,000						\$ 147,000
118	109 - MT	010 - BST	109-568	BST	Whse #1 galv. Metal abatement	\$ 72,363						\$ 72,363
119	109 - MT	010 - BST	109-609	BST	BST Terminal Depth Soundings (x2)	\$ 50,000	\$ 50,000	\$ 100,000				\$ 200,000
120	109 - MT	010 - BST	109-610	BST	BST - Berth #2/#3 Pwr Upgrade (Grant Contingent)	\$ 3,000,000						\$ 3,000,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
121	109 - MT	010 - BST		BST	WSDOT Grant (Berth #2/#3 Pwr Upgrade)	\$ (2,805,907)						\$ (2,805,907)
122	109 - MT	010 - BST		BST	North Pier Replacement (Grant Contingent)						\$ 38,192,400	\$ 38,192,400
123	109 - MT	010 - BST		BST	North Pier Replacement (Grant Contingent)						\$ (26,000,000)	\$ (26,000,000)
124	109 - MT	010 - BST		BST	BST 3 Acre Paving				\$ 1,860,180			\$ 1,860,180
125	110 - Fac	018-Maint	110-571	Maint	MX Office Remodel /furniture to accommodate staff changes	\$ 25,000						\$ 25,000
126	110 - Fac	018-Maint		Maint	Facilities Site Needs Assessment		\$ 250,000					\$ 250,000
127	110 - Fac	018-Maint	110-611	Maint	Asset management/Workorder software and implementation	\$ 75,000	\$ 75,000					\$ 150,000
128	110 - Fac	018-Maint		Maint	Weld/service truck		\$ 220,000					\$ 220,000
129	110 - Fac	018-Maint		Maint	Electrician Van		\$ 70,000					\$ 70,000
130	110 - Fac	017-Fac	110-574		HCB Security Improvements	\$ 100,000						\$ 100,000
131	111 - Admin	113-IS		Airport	Phone system/phones replacement - BLI (Customs)		\$ 20,000	\$ -				\$ 20,000
132	111 - Admin	113-IS			HCB Commission Chambers Audio Visual		\$ 115,000					\$ 115,000
133	111 - Admin	011 - Fin			Upgrade Accounting Software to Cloud-Based		\$ 200,000					\$ 200,000
134	111 - Admin	012-Em Mgmt			2025 Ford F150 Dedicated Security Truck		\$ 60,000					\$ 60,000
135	213- Env	030- Env	213-549		Little Squalicum Beach Restoration	\$ 2,000,000						\$ 2,000,000
136	213- Env	030- Env	213-612	Portwide	Portwide Energy Transition Planning	\$ 1,525,893						\$ 1,525,893
137	213- Env	030- Env		Portwide	Portwide Energy Transition Planning (Grant-Contingent)	\$ (1,525,893)						\$ (1,525,893)
138	213- Env	030- Env	213-471	Squalicum Harbor	SH - Electric Vehicle Charging Station (Squalicum Harbor Office)	\$ 55,500						\$ 55,500
139	213- Env	030- Env	213-472	Squalicum Harbor	SH - Electric Vehicle Charging Station (Squalicum Boathouse)	\$ 57,500						\$ 57,500
140	213- Env	030- Env	213-473		HCB - Electric Vehicle Charging Station (Admin Office)	\$ 78,500						\$ 78,500
141	213- Env	030- Env	213-474	Blaine Harbor	BH - Electric Vehicle Charging Station (Blaine Harbor Office)	\$ 66,500						\$ 66,500
142	213- Env	030- Env	213-625	Waterfront	Whatcom Creek Est. habitat enhancements	\$ 300,000					\$ 4,900,000	\$ 5,200,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
143	213- Env	030- Env		Waterfront	Whatcom Creek Est. habitat enhancements - grant						\$ (4,900,000)	\$ (4,900,000)
144	215 - BWAS	031- BWAS	215-567	Waterfront	WF - Appraisals	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
145	215 - BWAS	031- BWAS	215-699	Waterfront	WF-Prep Site/Phased containers	\$ 816,690	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 816,690
146	215 - BWAS	031- BWAS	215-700	Waterfront	WF-Install Public Safety Elements	\$ 123,965						\$ 123,965
147	215 - BWAS	031- BWAS	215-764	Waterfront	WF-Franchise Utilities	\$ 2,608,000						\$ 2,608,000
148	215 - BWAS	031- BWAS	215-880	Waterfront	CW-Land Use Programming ASB/Marine Trades	\$ 425,000						\$ 425,000
149	215 - BWAS	031- BWAS	215-882	Waterfront	WF- Tenant Improvements	\$ 345,926					\$ 50,000	\$ 395,926
150	215 - BWAS	031- BWAS	215-879	Waterfront	WF - Pump Track/Interim Use	\$ 165,938						\$ 165,938
151	215 - BWAS	031- BWAS		Waterfront	WF - Interim Use: Deck		\$ 150,000					\$ 150,000
152	215 - BWAS	031- BWAS	215-429	Waterfront	WF - Stormwater Mgmt Master Plan, Design, Permitting	\$ 1,500,000	\$ 500,000	\$ -				\$ 2,000,000
153	215 - BWAS	031- BWAS	215-478	Waterfront	WF - Light Industrial Site Design	\$ 236,445	\$ 185,000					\$ 421,445
154	215 - BWAS	031- BWAS	215-479	Waterfront	LCW - Design only Two Fingers and Piling	\$ 100,000						\$ 100,000
155	215 - BWAS	031- BWAS	215-482	Waterfront	WF – Waterfront Art Installations	\$ 79,950						\$ 79,950
156	215 - BWAS	031- BWAS	215-515	Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Design (with funding)	\$ 577,600	\$ 280,000					\$ 857,600
157	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost (Grant Funding)	\$ (197,500)	\$ (120,000)					\$ (317,500)
158	215 - BWAS	031- BWAS	215-516	Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost for unfunded projects - Design only	\$ 1,326,000						\$ 1,326,000
159	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Dredging				\$ -	\$ 2,800,000	\$ 1,220,000	\$ 4,020,000
160	215 - BWAS	031- BWAS		Waterfront	WF - Whatcom Waterway Cleanup Incremental Cost - Habitat Work @ Head of Waterway			\$ -	\$ -	\$ 2,290,000	\$ 800,000	\$ 3,090,000
161	215 - BWAS	031- BWAS		Waterfront	WF - Habitat Work @ Head of Waterway - GRANT			\$ -	\$ -	\$ (900,000)	\$ (400,000)	\$ (1,300,000)
162	215 - BWAS	031- BWAS	215-580	Waterfront	WF – Container Village Phase 2B - 2 containers (Interim Use)	\$ 204,763						\$ 204,763
163	215 - BWAS	031- BWAS	215-581	Waterfront	WF - Digester Tanks Abatement	\$ 650,000						\$ 650,000
164	215 - BWAS	031- BWAS	215-613	Waterfront	Repair tilt-up panels at 1000 F St Warehouse	\$ 95,000						\$ 95,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
165	215 - BWAS	031- BWAS	215-623	Waterfront	District Energy Feasibility Study	\$ 97,000						\$ 97,000
166	215 - BWAS	031- BWAS		Waterfront	District Energy Feasibility Study - grant	\$ (97,000)						\$ (97,000)
167	215 - BWAS	031- BWAS	215-627	Waterfront	Waterfront Parking	\$ 40,000	\$ 450,000					\$ 490,000
168	215 - BWAS	031- BWAS		Waterfront	WF - Franchise Utilities - Construction						\$ 3,000,000	\$ 3,000,000
169	215 - BWAS	031- BWAS			WF - Stormwater Mgmt Construction				\$ 5,500,000	\$ 4,000,000		\$ 9,500,000
170	216-Ec Dev	032-Ec Dev	216-936	County Wide	Rural Broadband - Mosquito Lk Rd	\$ 2,038,196						\$ 2,038,196
171	216-Ec Dev	032-Ec Dev	216-507	County Wide	Rural Broadband - N Ferndale	\$ 5,000,000						\$ 5,000,000
172	216-Ec Dev	032-Ec Dev	216-505	County Wide	Rural Broadband - N Lynden	\$ 3,000,000						\$ 3,000,000
173	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (EDI Grant)	\$ (2,750,000)						\$ (2,750,000)
174	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (CERB Loan)	\$ (584,391)						\$ (584,391)
175	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (CERB Grant)	\$ (2,584,390)						\$ (2,584,390)
176	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (ARPA Grant)	\$ (200,000)						\$ (200,000)
177	216-Ec Dev	032-Ec Dev		County Wide	Rural Broadband - Construction (Public Works Board)	\$ (200,000)						\$ (200,000)
178	220 - Pub	034 - Open	220-978	BCT	Hand Launch Vessel Dock - Fairhaven	\$ 289,124	\$ 1,602,713					\$ 1,891,837
179	220 - Pub	034 - Open		BCT	Hand Launch Vessel Dock - Fairhaven (RCO/ALEA Grant)		\$ (500,000)					\$ (500,000)
180	220 - Pub	034 - Open	220-598	Bellwether	Native artwork, Bellwether peninsula (\$75k Whatcom County tourism grant)	\$ 75,000						\$ 75,000
181	220 - Pub	036 - M&E	220-597	BCT	Exterior Door/window Addition BCT, M&E Office	\$ 65,000						\$ 65,000
182	220 - Pub	040 - MLC	220-614		MLC - Replace observation tank	\$ 358,660						\$ 358,660
183	228-Infr	046 - Infra	228-640	Waterfront	CW-Fit-up Float & I&J Waterway	\$ -	\$ -				\$ 1,152,193	\$ 1,152,193
184	228-Infr	046 - Infra	228-979		Programmatic Federal Shoreline Permitting	\$ 600,000	\$ 50,000					\$ 650,000
185	228-Infr	046 - Infra	228-986	Squalicum Harbor	Repair Squalicum Harbor Bulkhead (Sawtooth/Nikki's)	\$ 75,000						\$ 75,000
186	228-Infr	046 - Infra	228-586	Airport	BLI Commercial Terminal Rooftop Solar - (Design and Construction)	\$ 315,000						\$ 315,000

Line #	Division	Program	Project #	Location	Project Title	thru 2025	2026	2027	2028	2029	2030	Total
187	228-Infr	046 - Infra	228-502	Airport	ITB Building - Assess Roof for Solar Panel Installation	\$ 64,460						\$ 64,460
188	228-Infr	046 - Infra	228-615		Port Contribution to Meridian/Birchwood Roundabout.	\$ 150,000						\$ 150,000
189	228-Infr	046 - Infra	228-616	Portwide	Climate Action Strategies Implementation	\$ 50,000	\$ 30,000	\$ 250,000	\$ 100,000			\$ 430,000
190	228-Infr	046 - Infra	228-509		Marine Drive Road and Bulkhead Replacement (Design only)	\$ 390,000						\$ 390,000
191	228-Infr	046 - Infra	228-587		SH - Esplanade Pier and Bulkhead Condition Assessment	\$ 90,000						\$ 90,000
192	228-Infr	046 - Infra	228-589		HCB Skylight	\$ 45,000						\$ 45,000
193	228-Infr	046 - Infra	228-591		Lower Squalicum Creek Flood and Habitat Improvements	\$ 100,000						\$ 100,000
194	228-Infr	046 - Infra	228-629		Bike lockers at BLI/Fairhaven	\$ 10,271						\$ 10,271
195	228-Infr	046 - Infra		Blaine Harbor	Blaine - Westman Marine- Travel lift piers and strengthen bulkhead		\$ 3,900,000	\$ 3,900,000				\$ 7,800,000
196	228-Infr	046 - Infra		Blaine Harbor	Blaine - Westman Marine- remedial action grant		\$ (1,950,000)	\$ (1,950,000)				\$ (3,900,000)
197	228-Infr	046 - Infra		Blaine Harbor	BH - Westman Marine Cleanup Incremental Cost		\$ 1,950,000	\$ 1,950,000				\$ 3,900,000
198	228-Infr	046 - Infra		Blaine Harbor	BH - Westman Marine Cleanup Incremental Cost (Grant Funding)		\$ (975,000)	\$ (975,000)				\$ (1,950,000)
199	228-Infr	046 - Infra			Temporary Rock Void Vault		\$ 49,000					\$ 49,000
200	228-Infr	046 - Infra			On-Call Electrical Engineering - technical assistance (CIP or operating) (resets amount each year)	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 75,000
201	228-Infr	046 - Infra			On-Call Structural Engineering - technical assistance (CIP or operating) (resets amount each year)	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 75,000
202	228-Infr	046 - Infra			Infrastructure capital improvements (to be determined)	\$ 100,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,600,000

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 2026, the Port's asset replacement schedule is budgeted just under \$296 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 2026. This list of new equipment includes computers for additional staff as well as supplemental equipment, and totals approximately \$23.6 thousand.

Equipment Replacement - 2026

Acquisition Cost Replacement Cost

101

	Acquisition Cost	Replacement Cost
65637-1		
2010 Ford Expedition	31,985.63	70,000.00
95723-1		
OptiPlex 7090 BLIHVAC	1,793.84	2,400.00
95735-1		
OptiPlex 7090 BLIBadging		
VictoriaP/AnnieB	1,740.71	2,400.00
95736-1		
OptiPlex 7090 BLISunilH		
Aviation Director	1,740.71	2,400.00
95739-1		
OptiPlex 5090 Fingerprint PC		
VictoriaP/AnnieB	1,402.37	2,400.00
95740-1		
OptiPlex 7090 BLIOps1 Pavilion PC		
ARFF staff	1,582.07	2,400.00
95741-1		
OptiPlex 7090 ARFF Ops2 PC		
ARFF staff	1,582.07	2,400.00
95742-1		
OptiPlex 7090 ARFF Ops1 PC		
ARFF staff	1,582.08	2,400.00
95744-1		
OptiPlex 5090 BLI Conf Room PC		
BLI Office	1,333.96	2,400.00
101 Total	44,743.44	89,200.00

Equipment Replacement - 2026

Acquisition Cost Replacement Cost

105		
45424-1		
Blaine Security Cam Viewer		
Blaine Harbor staff	861.38	2,400.00
45425-1		
Squalicum Security Cam Viewer		
Sq Harbor staff	861.38	2,400.00
70135-3		
Sewage Pumpout Gate 8-Cart		
	12,314.83	15,000.00
70136-3		
Sewage Pumpout Gate 9-Cart		
	12,314.84	15,000.00
70191-1		
Security Gate 5		
	19,480.94	35,000.00
93054-1		
6 mobile digital radios		
	8,916.94	9,000.00
95728-1		
OptiPlex 7090 BLASteve B		
	1,562.18	2,400.00
95729-1		
OptiPlex 7090 SQLCounter		
SQL Counter	1,562.18	2,400.00
95730-1		
Surface Pro X ADMTiffanyDMBL		
Tiffany DeSimone	1,827.82	2,700.00
105 Total	59,702.49	86,300.00
107		
95725-1		
OptiPlex 7090 ADMJudyH		
Judy Harvey	1,562.18	2,400.00
95726-1		
OptiPlex 7090 ADMSarahH		
Sarah Huckaby	1,562.18	2,400.00
95727-1		
OptiPlex 7090 ADMSusanB		
Susan Baker	1,562.18	2,400.00
107 Total	4,686.54	7,200.00

Equipment Replacement - 2026

Acquisition Cost Replacement Cost

109		
90068-1		
(100) Haworth Uph Stack Chairs	9,187.05	18,000.00
92258-1		
Telephone Display Board/Phone ticket ofc	8,223.54	11,384.00
109 Total	17,410.59	29,384.00
110		
95724-1		
OptiPlex 7090 MNTLunchroom2		
Maintenance	1,562.19	2,400.00
110 Total	1,562.19	2,400.00
111		
65613-1		
2002 Chevy Silverado, Blue	19,307.29	60,000.00
95397-1		
Fluke FTK 1450 Test Kit w/ Accessories	6,480.90	12,000.00
95743-1		
OptiPlex 5090 Commission Rm PC		
Administration	1,358.43	2,400.00
111 Total	27,146.62	74,400.00
213		
95737-1		
OptiPlex 7090 ADMBenH		
Ben Howard	1,740.70	2,400.00
213 Total	1,740.70	2,400.00
220		
95731-1		
Latitude 3320 BCTEventsMBL		
Events	1,468.72	2,700.00
95738-1		
OptiPlex 7090 BCTStephanieW		
Stephanie Wiley	1,740.70	2,400.00
220 Total	3,209.42	5,100.00
Grand Total	160,201.99	296,384.00

New_Proposed Computer/Network Equipment - 2026

Div/Prog	Description	Estimated Cost
111-011	Accounting 1801 Roeder Lobby Display	\$ 1,400
110-016	Engineering BlueROV2 Laptop	\$ 4,200
114-014	Executive Deputy Director (new position) PC	\$ 2,800
114-014	Executive Tribal Liaison (new position) PC	\$ 2,800
101-001	Aviation uAvionix FlightLine (APRT)	\$ 2,400
111-013	IT <i>Unexpected/Emergency Equipment</i>	\$ 10,000
Grand Total		\$ 23,600

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 provided by Horizon Airlines to SEA, accounted for the 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 features a single all-weather precision Instrument Landing System (ILS) runway, designated as Runway 16-34, with an FAA-contracted Air Traffic Control Tower. The facility also includes 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 a 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 and local buses, 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. Service to Burbank, CA is scheduled to be served by Allegiant starting February 12th, and service will be suspended to Los Angeles on January 4th.

Additionally, several carriers, including Sun Country, Elite, and regional carriers, operate seasonal charter services. 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.

2026 Objectives

1. **Implement Strategic Cost Management and Revenue Optimization**
Continue to refine cost management strategies that enhance operational efficiency while identifying new and sustainable revenue-generating opportunities. This includes leveraging technology and process improvements to ensure long-term financial stability and operational excellence.
2. **Advance Air Service Development and Route Expansion**
Leverage BLI’s competitive cost structure and strong market position to retain and grow existing airline services while recruiting new carriers that align with community demand. Target markets include additional daily/weekly frequencies to Seattle and the Los Angeles Basin Area, as well as new opportunities in Orange County, Hawaii, Portland, Long Beach, Denver, and Mexico. Collaborate with Volaire Aviation Consulting to refine data-driven air service recruitment strategies and foster engagement with airline network planners.
3. **Deliver Key Capital Projects and Enhance Infrastructure Resilience**
Complete FAA- and Infrastructure Investment and Jobs Act-funded capital projects on schedule and within budget, ensuring compliance with federal standards. Advance planning and stakeholder coordination for the U.S. Customs and Border Protection Federal Inspection Services facility to support future international service and economic development.
4. **Develop New Aeronautical and Non-Aeronautical Revenue Streams**
Identify and pursue new revenue opportunities that support airport sustainability and growth, including expanded commercial leasing, concession planning, and aeronautical development. Align these initiatives with the Airport Master Plan and long-term capital improvement goals to strengthen the airport’s financial position.
5. **Maintain a Competitive Airline Cost Per Enplanement (CPE)**
Manage the operating budget effectively to sustain a low and competitive CPE, ensuring BLI remains an attractive market for airline partners. Utilize data-driven forecasting and financial planning tools to balance operational needs with fiscal responsibility.
6. **Foster Organizational Excellence and Workforce Development**
Continue investing in training, safety, and leadership programs that strengthen the airport team's capabilities, enhance retention, and promote a high-performance culture aligned with FAA regulatory compliance and Port values.

The Operating Budget

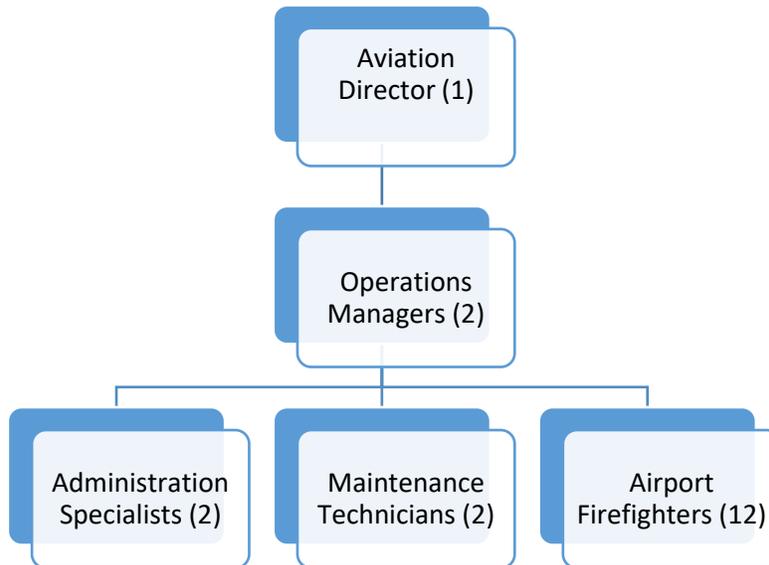
Funding sources include operating aeronautical and non-aeronautical revenues, user fees (Passenger Facility Charges and Customer Facility Charges), and federal grants.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$6,983,57	\$5,985,172	\$6,423,152
Operating Expenses	\$7,448,015	\$7,202,100	\$6,784,115
Net	(\$464,499)	(\$1,216,928)	(\$360,963)

2026 New Major Capital Items

	Construction: Runway Rehab	<ul style="list-style-type: none"> • Cost • Federal Aviation Administration Grant 	\$12,263,014 (\$11,099,863)
	Design Customs, Border Patrol Facility	<ul style="list-style-type: none"> • Cost • FAA Grant (Grant Contingent) 	\$1,100,000 (\$1,000,000)
	Com. Term. HVAC Chiller Replacement	<ul style="list-style-type: none"> • Cost • FAA Grant (Grant Contingent) 	\$958,000 (\$862,200)

Staffing



At the end of 2025, the airport employed 19 full-time employees as listed above.

Aviation

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Space/Land Rental	1-101-001-6305-0000	470,748	404,777	412,873	421,130	429,553	438,144	
Fuel Flowage Commercial	1-101-001-6353-0000	104,400	(12,500)	-	-	-	-	
External Revenue Transfer	1-101-001-6356-0000	-	119,840	145,412	148,320	151,287	154,312	
Miscellaneous Revenue	1-101-001-6360-0000	38,792	105,000	107,100	109,242	111,427	113,655	Law Enforcement
Security SIDA violation	1-101-001-6362-0000	200	39,180	39,964	40,763	41,578	42,410	
Employee Parking Permits	1-101-001-6363-0000	14,908	200	200	200	200	200	
Airline Landing Fees	1-101-001-6410-0000	302,500	18,654	19,027	19,408	19,796	20,192	
Based Aircraft RON Parking	1-101-001-6415-0000	44,640	315,510	321,820	328,256	334,822	341,518	
Airline Passenger Fees	1-101-001-6420-0000	666,600	54,640	55,733	56,847	57,984	59,144	
Concession Fees	1-101-001-6440-0000	771,902	666,600	800,000	800,000	800,000	800,000	
Additional Revenue	1-101-001-6445-0000	58,239	738,252	1,100,000	1,122,000	1,144,440	1,167,329	
Advertising Program Revenue	1-101-001-6450-0000	35,000	55,245	56,350	57,477	58,626	59,799	
Parking Fees	1-101-001-6455-0000	17,629	31,500	32,130	32,773	33,428	34,097	
Parking Service SP	1-101-001-6456-0000	2,275,000	18,100	18,462	18,831	19,208	19,592	
Rental Car Overflow Parking	1-101-001-6457-0000	1,000	2,745,058	3,300,000	3,366,000	3,433,320	3,501,986	
Space and Land Rental - GA	1-101-001-6460-0000	948,283	500	510	520	531	541	
Fuel Flowage Fees - GA	1-101-001-6461-0000	84,277	906,720	924,854	943,351	962,219	981,463	
Miscellaneous Revenue - GA	1-101-001-6462-0000	1,040	91,150	92,973	94,832	96,729	98,664	
Additional Revenue - GA	1-101-001-6463-0000	25,211	1,040	1,061	1,082	1,104	1,126	
Aircraft Tie Down Fees - GA	1-101-001-6464-0000	27,703	38,500	39,270	40,055	40,857	41,674	
Transient Landing/Parking - GA	1-101-001-6465-0000	96,600	19,685	20,079	20,480	20,890	21,308	
Derelict Aircraft Fine GA	1-101-001-6466-0000	500	65,000	66,300	67,626	68,979	70,358	
Donations Revenue	1-101-001-6600-0000	-	500	500	500	500	500	
	Operating Revenue	5,985,172	6,423,152	7,554,617	7,689,695	7,827,475	7,968,010	
	Operating Expense							
Salaries/Wages	1-101-001-7001-0000	2,013,834	1,852,168	1,907,733	1,964,965	2,023,914	2,084,631	
Salaries/Benefits Recovered	1-101-001-7002-0000	95,602	82,197	84,663	87,203	89,819	92,513	
Employee Benefits	1-101-001-7003-0000	812,602	677,817	698,152	719,096	740,669	762,889	
Employee Training/Development	1-101-001-7006-0000	60,000	60,000	61,800	63,654	65,564	67,531	
Travel	1-101-001-7050-0000	30,000	50,000	51,500	53,045	54,636	56,275	
Natural Gas	1-101-001-7101-0000	55,935	72,608	74,787	77,030	79,341	81,721	
Water	1-101-001-7102-0000	138,250	152,165	152,165	156,730	161,432	166,275	
Electricity	1-101-001-7103-0000	233,841	275,000	277,750	280,528	283,333	286,166	
Gasoline/Diesel	1-101-001-7104-0000	100,000	85,000	87,550	90,177	92,882	95,668	
Gasoline/Diesel (Resold)	1-101-001-7105-0000	(70,000)	(57,010)	(58,720)	(60,481)	(62,296)	(64,165)	
Electricity Resold (Contra)	1-101-001-7111-0000	12	25,000	25,750	26,523	27,318	28,138	
Garbage	1-101-001-7114-0000	63,163	65,000	66,950	68,959	71,027	73,158	
Telephone/Communication	1-101-001-7115-0000	29,399	36,743	37,845	38,981	40,150	41,355	
Equipment Rental	1-101-001-7203-0000	3,000	15,000	15,450	15,914	16,391	16,883	
Operating Supplies	1-101-001-7205-0000	162,429	167,302	172,321	177,490	182,815	188,299	
Office Supplies	1-101-001-7207-0000	1,972	2,334	2,404	2,476	2,550	2,627	
Signage	1-101-001-7208-0000	-	1,000	1,030	1,061	1,093	1,126	
Postage	1-101-001-7210-0000	262	1,000	1,030	1,061	1,093	1,126	
Janitorial	1-101-001-7211-0000	459,817	473,611	487,820	502,454	517,528	533,054	
Subscriptions	1-101-001-7213-0000	3,392	20,000	20,600	21,218	21,855	22,510	

Aviation

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Publications/Tariffs	1-101-001-7214-0000	241	250	258	265	273	281	
Legal Expense	1-101-001-7301-0000	5,000	10,000	10,300	10,609	10,927	11,255	
Membership Dues/Fees	1-101-001-7303-0000	9,481	17,500	18,025	18,566	19,123	19,696	
Parking Services	1-101-001-7305-0000	370,000	37,200	38,316	39,465	40,649	41,869	
Security	1-101-001-7306-0000	31,200	500	515	530	546	563	
External Operational Expense - LEO	1-101-001-7307-0000	480,271	530,000	545,900	562,277	579,145	596,520	
Outside Services	1-101-001-7308-0000	534,093	435,000	448,050	461,492	475,336	489,596	Law Enforcement Officer
Interfund Transfer	1-101-001-7312-0000	8,621	3,768	3,881	3,997	4,117	4,241	
Advertising/Promotion	1-101-001-7313-0000	1,329	2,500	2,575	2,652	2,732	2,814	
Promotional Hosting	1-101-001-7316-0000	1,534	10,000	10,300	10,609	10,927	11,255	
Incidental Meeting Expense	1-101-001-7317-0000	552	-	-	-	-	-	
General Aviation Services	1-101-001-7318-0000	31,507	30,000	30,900	31,827	32,782	33,765	
Air Service Development/Marketing	1-101-001-7320-0000	450,000	460,000	460,000	460,000	460,000	460,000	
Insurance/Claims	1-101-001-7401-0000	428,603	420,717	433,339	446,339	459,729	473,521	
Taxes	1-101-001-7402-0000	35,495	47,520	48,946	50,414	51,927	53,485	
Environmental Costs	1-101-001-7403-0000	3,000	6,617	6,816	7,020	7,231	7,448	
Uncollectible Revenue	1-101-001-7405-0000	24,200	500	515	530	546	563	
Miscellaneous	1-101-001-7406-0000	7,040	4,106	4,229	4,356	4,487	4,621	
Repair/Maintenance	1-101-001-7501-0000	386,638	400,000	412,000	424,360	437,091	450,204	
Groundskeeping	1-101-001-7502-0000	112,882	150,000	154,500	159,135	163,909	168,826	
Groundskeeping - Main Terminal	1-101-001-7502-1500	-	1,000	1,030	1,061	1,093	1,126	
Preventative Maintenance	1-101-001-7503-0000	86,903	160,000	164,800	169,744	174,836	180,081	
	Operating Expense	7,202,100	6,784,115	6,963,773	7,153,331	7,348,521	7,549,510	
	Aviation Net Income (Loss)	(1,216,928)	(360,963)	590,844	536,364	478,954	418,501	

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.

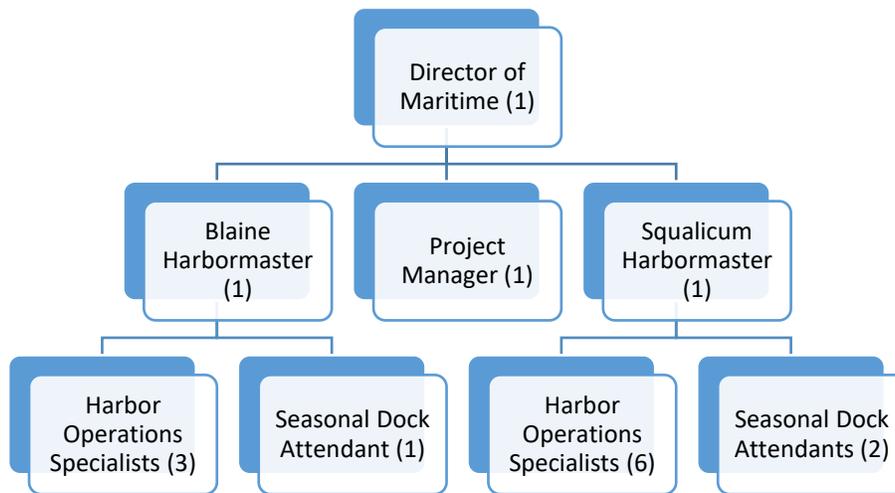
Physical Assets

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.

2026 Objectives

1. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
2. Assist the Engineering, Planning & Environmental Departments with Phase 1 plans to restore basic boatyard operations at Blaine Harbor in 2026. Continue working with stakeholders in planning efforts for Phase 2 Boatyard operations which includes redevelopment and operation of a Port operated DIY boatyard benefiting local marine trades and boat owners.
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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Revenue						
Commercial Berth/Moorage	483,221	504,127	516,614	529,475	542,722	556,367
Pleasure Berth/Moorage	9,637,653	10,258,895	10,566,662	10,788,419	11,016,828	11,252,090
Pleasure Transient Moorage	174,800	142,500	145,530	148,651	151,865	155,176
Commercial Transient Moorage	22,050	22,100	22,535	22,983	23,445	23,920
Work Dock Revenue	35,250	32,250	33,210	34,199	35,217	36,266
Boat Launch Fees	76,000	102,800	105,140	107,550	110,033	112,590
ACF Support 2	123,700	136,996	141,106	145,339	149,699	154,190
ACF Support	276,235	301,946	308,868	315,998	323,342	330,907
Equipment Rentals	39,250	44,500	45,550	46,632	47,745	48,893
Pavilion Rental	750	1,100	1,133	1,167	1,202	1,238
Space/Land Rental	43,056	46,117	47,303	48,524	49,781	51,077
Weblocker Rental	289,100	307,900	314,770	321,846	329,134	336,642
Dry Storage Area	45,500	52,200	53,295	54,423	55,585	56,781
Fuel Flowage Fees	11,565	10,490	10,745	11,008	11,278	11,557
Miscellaneous Revenue	121,900	113,000	115,175	117,415	119,723	122,099
Stores Item	2,750	15,357	15,362	15,367	15,372	15,377
Concession Fees	225	225	229	233	237	241
Haul-Outs	105,640	105,640	105,640	105,640	105,640	105,640
Boat Storage	16,800	16,800	16,800	16,800	16,800	16,800
Yard Lay-Days	57,245	57,245	57,245	57,245	57,245	57,245
Environmental Fees	7,950	7,950	7,950	7,950	7,950	7,950
Port Pressure Washing	53,126	32,100	32,100	32,100	32,100	32,100
Customer Pressure Washing	5,700	5,700	5,700	5,700	5,700	5,700
Additional Revenue	3,180	3,372	3,473	3,577	3,684	3,795
Operating Revenue	11,632,646	12,321,310	12,672,134	12,938,239	13,212,328	13,494,640
Operating Expense						
Salaries/Wages	1,089,448	1,127,877	1,036,116	1,067,200	1,099,216	1,132,192
Salaries/Benefits Recovered	901,916	924,654	951,999	980,559	1,009,976	1,040,275
Employee Benefits	520,942	480,329	478,306	492,655	507,435	522,658
Employee Training/Development	33,200	36,275	37,363	38,484	39,639	40,828
Travel	18,740	28,000	28,840	29,705	30,596	31,514
Natural Gas	21,558	27,400	28,222	29,069	29,941	30,839
Water	190,250	178,200	161,092	165,925	170,903	176,030
Electricity	728,900	841,540	866,786	892,790	919,573	947,161
Gasoline/Diesel	15,100	16,700	17,141	17,655	18,185	18,730
Electricity Resold (Contra)	(461,786)	(538,407)	(554,559)	(571,196)	(588,331)	(605,981)
Garbage	367,840	387,825	398,698	410,659	422,978	435,668
Telephone/Communication	44,475	48,050	49,394	50,876	52,402	53,974

Marinas

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Equipment Rental	13,250	13,400	13,802	14,216	14,643	15,082
Small Tools/Equipment	3,000	3,000	3,060	3,152	3,246	3,344
Operating Supplies	105,420	119,250	87,471	90,095	92,797	95,581
Office Supplies	16,375	15,962	16,381	16,872	17,378	17,900
Signage	7,500	7,500	7,590	4,183	4,308	4,437
Postage	5,000	4,500	4,635	4,774	4,917	5,065
Janitorial	131,800	182,500	187,975	193,614	199,423	205,405
Subscriptions	1,000	9,600	9,888	10,185	10,490	10,805
Publications/Tariffs	2,250	1,250	1,288	1,326	1,366	1,407
Legal Expense	27,500	27,500	28,175	28,870	29,586	30,324
Membership Dues/Fees	2,375	2,515	2,590	2,668	2,748	2,831
Security	14,100	6,000	6,180	6,365	6,556	6,753
Outside Services	371,650	404,250	415,238	426,555	438,211	450,218
Interfund Transfer	48,843	48,843	48,843	48,843	48,843	48,843
Advertising/Promotion	39,500	44,500	45,235	30,992	31,922	32,725
Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	2,100	2,200	2,266	2,334	2,404	2,476
Insurance/Claims	390,761	387,175	398,790	410,754	423,077	435,769
Taxes	9,120	8,884	9,150	9,425	9,708	9,999
Disposal Costs	78,300	55,000	56,650	58,350	60,100	61,903
Uncollectible Revenue	85,000	30,000	30,900	31,827	32,782	33,765
Miscellaneous	3,200	3,850	3,936	4,054	4,144	4,238
Repair/Maintenance	530,350	574,050	590,417	608,129	626,373	645,164
Groundskeeping	94,550	98,149	101,093	104,126	107,250	110,468
Preventative Maintenance	143,410	149,240	153,345	157,946	162,684	167,564
Operating Expense	5,597,937	5,758,561	5,725,326	5,875,096	6,048,562	6,227,078
Marinas Net Income (Loss)	6,034,709	6,562,748	6,946,808	7,063,144	7,163,766	7,267,561

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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$3,136,140	\$3,496,951	\$3,753,971
Operating Expenses	\$1,985,797	\$2,183,336	\$2,208,842
Net	\$1,150,343	\$1,313,615	\$1,545,129

2026 New Major Capital Items

	Westman Marine Site (2026 only)	
	Travel lift, piers, bulkhead, incremental cost	\$5,850,000
	Grant	(\$2,925,000)

Blaine Harbor

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-004-6150-0000	85,500	87,900	87,900	87,900	87,900	87,900	Commercial moorage
Pleasure Berth/Moorage	1-105-004-6151-0000	2,828,000	3,082,300	3,174,769	3,174,769	3,174,769	3,174,769	Recreational moorage
Pleasure Transient Moorage	1-105-004-6152-0000	39,800	41,500	41,500	41,500	41,500	41,500	Visitor moorage
Commercial Transient Moorage	1-105-004-6153-0000	7,300	7,600	7,600	7,600	7,600	7,600	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	21,000	24,800	24,800	24,800	24,800	24,800	Boat launch daily and annual pass
ACF Support 2	1-105-004-6160-0000	43,200	44,496	45,831	47,206	48,622	50,081	Lummi Nation moorage
ACF Support	1-105-004-6170-0000	69,200	71,200	71,200	71,200	71,200	71,200	ACF Moorage Support
Equipment Rentals	1-105-004-6200-0000	10,650	9,500	9,500	9,500	9,500	9,500	Forklift, crane and net reel rentals
Space/Land Rental	1-105-004-6305-0000	4,600	6,600	6,600	6,600	6,600	6,600	Upland space rental revenue
Weblocker Rental	1-105-004-6330-0000	72,100	78,900	78,900	78,900	78,900	78,900	Revenues for weblocker rental
Dry Storage Area	1-105-004-6332-0000	10,300	15,700	15,700	15,700	15,700	15,700	Fenced storage yard
Fuel Flowage Fees	1-105-004-6353-0000	1,990	1,990	1,990	1,990	1,990	1,990	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-004-6360-0000	37,700	23,800	23,800	23,800	23,800	23,800	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	3,231,790	3,496,736	3,590,540	3,591,915	3,593,331	3,594,790	
	Operating Expense							
Salaries/Wages	1-105-004-7001-0000	407,383	468,742	357,207	367,923	378,961	390,330	Salaries and wages expenses for harbor staff
Salaries/Benefits Recovered	1-105-004-7002-0000	450,958	462,327	475,802	490,076	504,779	519,922	Salaries and benefits recovered
Employee Benefits	1-105-004-7003-0000	206,156	185,051	174,170	179,395	184,777	190,320	Employee benefit costs
Employee Training/Development	1-105-004-7006-0000	11,700	11,000	11,330	11,670	12,020	12,381	First Aid/CPR, Hazmat Training, Marina safety, University of AK, Office development skills, Continuing education.
Travel	1-105-004-7050-0000	4,240	8,500	8,755	9,018	9,288	9,567	Travel to Pacific Coast Congress of Harbormasters
Natural Gas	1-105-004-7101-0000	4,308	3,900	4,017	4,138	4,262	4,389	Natural gas costs for heating and other services
Water	1-105-004-7102-0000	57,500	55,700	34,917	35,965	37,043	38,155	Potable water costs for the docks, weblockers, restrooms, and harbor office
Electricity	1-105-004-7103-0000	216,100	215,000	221,450	228,094	234,936	241,984	Electricity costs for the docks, weblockers, restrooms, and harbor office.
Gasoline/Diesel	1-105-004-7104-0000	3,100	4,200	4,326	4,456	4,589	4,727	Fuel for work vehicles, forklift, and harbor skiffs.
Electricity Resold (Contra)	1-105-004-7111-0000	(150,453)	(175,488)	(180,753)	(186,175)	(191,760)	(197,513)	Revenues generated from metered vessel electrical usage
Garbage	1-105-004-7114-0000	57,900	64,000	65,920	67,898	69,935	72,033	General garbage and recycling costs
Telephone/Communication	1-105-004-7115-0000	22,000	24,300	25,029	25,780	26,553	27,350	Network fiber lease, office telephone and dockside payphones.
Equipment Rental	1-105-004-7203-0000	4,750	4,900	5,047	5,198	5,354	5,515	Laundry and Copier Leases
Small Tools/Equipment	1-105-004-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	Small tools costs
Operating Supplies	1-105-004-7205-0000	17,700	17,700	18,231	18,778	19,341	19,922	Operating supplies
Office Supplies	1-105-004-7207-0000	3,900	3,900	4,017	4,138	4,262	4,389	General office supplies (Paper, pens, other incidentals)
Signage	1-105-004-7208-0000	2,000	2,000	2,060	2,122	2,185	2,251	Harbor signage replacement
Postage	1-105-004-7210-0000	1,500	1,000	1,030	1,061	1,093	1,126	Postage for all mailings
Janitorial	1-105-004-7211-0000	44,240	57,500	59,225	61,002	62,832	64,717	Janitorial services
Subscriptions	1-105-004-7213-0000	-	100	103	106	109	113	
Publications/Tariffs	1-105-004-7214-0000	250	250	48 258	265	273	281	Printing fees for special mailings

Blaine Harbor

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Legal Expense	1-105-004-7301-0000	15,000	15,000	15,450	15,914	16,391	16,883	General legal expenses
Membership Dues/Fees	1-105-004-7303-0000	760	900	927	955	983	1,013	Costs associated with known membership dues
Security	1-105-004-7306-0000	6,600	3,500	3,605	3,713	3,825	3,939	Harbor security staffing
Outside Services	1-105-004-7308-0000	96,600	100,300	103,309	106,408	109,601	112,889	Alarm monitoring , Pest control, Marina software contract , Credit card fees, Carwash, Printing, Website hosting, Legal Notice, Access control hosting, Towing, Boatlaunch Porta-Potti, Newsletter Design, Paystation Software Subscription, Radio Monitoring, Cashless Vending Fees, Teams Software, VenTek Server Hosting.
Advertising/Promotion	1-105-004-7313-0000	10,500	14,500	14,935	15,383	15,845	16,320	Costs associated with advertising and sponsorships, including: NW Travel Guide, Waggoner Cruising Guide, Waterside Magazine, Suncruiser Magazine, Semiahmoo Yearbook, Drayton Harbor Days, Print Ads in Northern Light, Social Media Targeted Ads, Tradeshow display and advertising
Promotional Hosting	1-105-004-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-004-7317-0000	1,100	1,200	1,236	1,273	1,311	1,351	MAC meeting expenses
Insurance/Claims	1-105-004-7401-0000	147,364	146,217	150,604	155,122	159,775	164,569	Insurance and claims expenses
Taxes	1-105-004-7402-0000	2,270	2,493	2,568	2,645	2,724	2,806	Taxes
Disposal Costs	1-105-004-7404-0000	53,300	30,000	30,900	31,827	32,782	33,765	Costs associated with the disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-004-7405-0000	40,000	15,000	15,450	15,914	16,391	16,883	
Miscellaneous	1-105-004-7406-0000	930	1,000	1,030	1,061	1,093	1,126	
Repair/Maintenance	1-105-004-7501-0000	140,700	149,000	153,470	158,074	162,816	167,701	Repair and maintenance of harbor
Groundskeeping	1-105-004-7502-0000	37,900	39,800	40,994	42,224	43,491	44,795	Harbor groundskeeping costs
Preventative Maintenance	1-105-004-7503-0000	48,100	51,600	53,148	54,742	56,385	58,076	Annual preventative maintenance of harbor
	Operating Expense	1,967,856	1,986,592	1,881,312	1,937,751	1,995,884	2,055,760	
	Blaine Harbor Net Income (Loss)	1,263,934	1,510,144	1,709,228	1,654,164	1,597,447	1,539,029	

Blaine Shipyard

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Haul-Outs	1-105-003-6316-0000	105,640	105,640	105,640	105,640	105,640	105,640	Boat Haul-Outs and Launches
Boat Storage	1-105-003-6317-0000	16,800	16,800	16,800	16,800	16,800	16,800	Off-Season Boat Storage
Yard Lay-Days	1-105-003-6318-0000	57,245	57,245	57,245	57,245	57,245	57,245	Short-Term Storage
Environmental Fees	1-105-003-6319-0000	7,950	7,950	7,950	7,950	7,950	7,950	Fees for Yard Cleanliness
Port Pressure Washing	1-105-003-6320-0000	53,126	32,100	32,100	32,100	32,100	32,100	Port Staff Pressure Washing Boat Bottoms
Customer Pressure Washing	1-105-003-6321-0000	5,700	5,700	5,700	5,700	5,700	5,700	DIY Pressure Washing of Boats
Miscellaneous Revenue	1-105-003-6360-0000	16,700	16,700	16,700	16,700	16,700	16,700	Tarping Fees
Stores Item	1-105-003-6361-0000	2,000	15,100	15,100	15,100	15,100	15,100	Store Items
	Operating Revenue	265,161	257,235	257,235	257,235	257,235	257,235	
	Operating Expense							
Employee Training/Development	1-105-003-7006-0000	6,300	7,300	7,519	7,745	7,977	8,216	Annual Equipment Training
Travel	1-105-003-7050-0000	2,000	2,500	2,575	2,652	2,732	2,814	Travel for Hands-On Training
Water	1-105-003-7102-0000	2,500	2,500	2,575	2,652	2,732	2,814	Water For Operations
Electricity	1-105-003-7103-0000	5,000	5,000	5,150	5,305	5,464	5,628	Electricity For Operations
Gasoline/Diesel	1-105-003-7104-0000	2,000	2,000	2,000	2,060	2,122	2,185	Gasoline For Travel Lift
Garbage	1-105-003-7114-0000	30,440	25,400	25,400	26,162	26,947	27,755	Garbage and Hazmat Disposal
Telephone/Communication	1-105-003-7115-0000	3,250	3,250	3,250	3,348	3,448	3,551	Cellphone, Yard Wifi, Business Line
Small Tools/Equipment	1-105-003-7204-0000	1,000	1,000	1,000	1,030	1,061	1,093	
Operating Supplies	1-105-003-7205-0000	48,070	61,900	28,400	29,252	30,130	31,033	Uniforms, Dockcarts, Hazmat Supplies, Tarps for Resale, Oil Recycling supplies, Medical and Safety, Pressure Washers, Oil Recycling Shed, Storage Shed, Boat Stands, Misc Supplies, Vacuum sanders, Oil Recycling tank.
Office Supplies	1-105-003-7207-0000	2,000	2,000	2,000	2,060	2,122	2,185	Office Supplies
Signage	1-105-003-7208-0000	4,500	4,500	4,500	1,000	1,030	1,061	Yard Safety and Environmental Signage
Legal Expense	1-105-003-7301-0000	5,000	5,000	5,000	5,000	5,000	5,000	Legal Review of Contracts
Outside Services	1-105-003-7308-0000	41,600	38,000	38,000	38,000	38,000	38,000	Pest Control, Marina Software, CC Fees, Website, printing, Legal Notices, Portable Toilets Travel Lift Certification, Stormwater Samples, Grant Assistance.
Advertising/Promotion	1-105-003-7313-0000	20,000	20,000	20,000	5,000	5,150	5,150	Advertising
Miscellaneous	1-105-003-7406-0000	920	1,000	1,000	1,030	1,030	1,030	Miscellaneous fees
Repair/Maintenance	1-105-003-7501-0000	28,500	28,500	28,500	29,355	30,236	31,143	Maintenance and Repair
Preventative Maintenance	1-105-003-7503-0000	12,400	12,400	12,400	12,772	13,155	13,550	Preventative Maintenance
	Operating Expense	215,480	222,250	189,269	174,422	178,334	182,208	
Blaine Shipyard Net Income (Loss)		49,681	34,985	67,966	82,813	78,901	75,027	

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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$7,802,331	\$8,135,695	\$8,567,339
Operating Expenses	\$3,150,175	\$3,414,601	\$3,549,719
Net	\$4,652,156	\$4,721,094	\$5,017,620

2026 New Major Capital Items

	<p>Inner Harbor Upgrades (2026 only)</p> <p>Analysis, Design, Permitting</p>	<p>\$2,500,000</p>
---	---	---------------------------

Squalicum Harbor

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-005-6150-0000	397,721	416,227	428,714	441,575	454,822	468,467	
Pleasure Berth/Moorage	1-105-005-6151-0000	6,809,653	7,176,595	7,391,893	7,613,650	7,842,059	8,077,321	
Pleasure Transient Moorage	1-105-005-6152-0000	135,000	101,000	104,030	107,151	110,365	113,676	
Commercial Transient Moorage	1-105-005-6153-0000	14,750	14,500	14,935	15,383	15,845	16,320	
Work Dock Revenue	1-105-005-6154-0000	35,000	32,000	32,960	33,949	34,967	36,016	
Boat Launch Fees	1-105-005-6157-0000	55,000	78,000	80,340	82,750	85,233	87,790	
ACF Support 2	1-105-005-6160-0000	80,500	92,500	95,275	98,133	101,077	104,110	
ACF Support	1-105-005-6170-0000	207,035	230,746	237,668	244,798	252,142	259,707	
Equipment Rentals	1-105-005-6200-0000	28,600	35,000	36,050	37,132	38,245	39,393	
Pavilion Rental	1-105-005-6210-0000	750	1,100	1,133	1,167	1,202	1,238	
Space/Land Rental	1-105-005-6305-0000	38,456	39,517	40,703	41,924	43,181	44,477	
Weblocker Rental	1-105-005-6330-0000	217,000	229,000	235,870	242,946	250,234	257,742	
Dry Storage Area	1-105-005-6332-0000	35,200	36,500	37,595	38,723	39,885	41,081	
Fuel Flowage Fees	1-105-005-6353-0000	9,575	8,500	8,755	9,018	9,288	9,567	
Miscellaneous Revenue	1-105-005-6360-0000	67,500	72,500	74,675	76,915	79,223	81,599	
Stores Item	1-105-005-6361-0000	650	157	162	167	172	177	
Concession Fees	1-105-005-6440-0000	125	125	129	133	137	141	
Additional Revenue	1-105-005-6445-0000	3,180	3,372	3,473	3,577	3,684	3,795	
	Operating Revenue	8,135,695	8,567,339	8,824,359	9,089,090	9,361,762	9,642,615	
	Operating Expense							
Salaries/Wages	1-105-005-7001-0000	682,065	659,135	678,909	699,276	720,255	741,862	
Salaries/Benefits Recovered	1-105-005-7002-0000	450,958	462,327	476,197	490,483	505,197	520,353	
Employee Benefits	1-105-005-7003-0000	314,786	295,278	304,136	313,260	322,658	332,338	
Employee Training/Development	1-105-005-7006-0000	15,200	17,975	18,514	19,070	19,642	20,231	Employee Training/Development
Travel	1-105-005-7050-0000	12,500	17,000	17,510	18,035	18,576	19,134	Travel to Pacific Coast Congress of Harbormasters
Natural Gas	1-105-005-7101-0000	17,250	23,500	24,205	24,931	25,679	26,449	Natural gas costs for heating and other services
Water	1-105-005-7102-0000	130,250	120,000	123,600	127,308	131,127	135,061	Potable water costs for the docks, weblockers, restrooms, and harbor office.
Electricity	1-105-005-7103-0000	507,800	621,540	640,186	659,392	679,174	699,549	Electricity costs for the harbor office, work docks, restrooms and weblockers
Gasoline/Diesel	1-105-005-7104-0000	10,000	10,500	10,815	11,139	11,474	11,818	Fuel for work vehicles, forklift, and harbor skiffs.
Natural Gas Resold (Contra)	1-105-005-7107-0000	-	-	-	-	-	-	Natural Gas Resold (Contra)
Electricity Resold (Contra)	1-105-005-7111-0000	(311,333)	(362,919)	(373,806)	(385,020)	(396,571)	(408,468)	Costs associated with dockside and upland power consumption
Garbage	1-105-005-7114-0000	279,500	298,425	307,378	316,599	326,097	335,880	General garbage and recycling costs
Telephone/Communication	1-105-005-7115-0000	19,225	20,500	21,115	21,748	22,401	23,073	Network fiber lease, office telephone and dockside payphones
Dock Boxes for Resale	1-105-005-7201-0000	-	-	-	-	-	-	Dock Boxes for Resale
Dock Boxes Resold	1-105-005-7202-0000	-	-	-	-	-	-	Dock Boxes Resold
Equipment Rental	1-105-005-7203-0000	8,500	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	Charges associated with small tools for operations use (hand tools, banding material, screws, etc)

Squalicum Harbor

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Operating Supplies	1-105-005-7205-0000	39,650	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 chargers associated with operations.
Office Supplies	1-105-005-7207-0000	10,475	10,062	10,364	10,675	10,995	11,325	Charges associated with general office supplies
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
Freight Charges	1-105-005-7209-0000	-	-	-	-	-	-	Freight Charges
Postage	1-105-005-7210-0000	3,500	3,500	3,605	3,713	3,825	3,939	Charges associated with postage for mailings (billings, newsletters, special mailings)
Janitorial	1-105-005-7211-0000	87,560	125,000	128,750	132,613	136,591	140,689	Janitorial services
Subscriptions	1-105-005-7213-0000	1,000	9,500	9,785	10,079	10,381	10,692	Subscriptions
Publications/Tariffs	1-105-005-7214-0000	2,000	1,000	1,030	1,061	1,093	1,126	Charges associated with special mailings and letters
Legal Expense	1-105-005-7301-0000	7,500	7,500	7,725	7,957	8,195	8,441	General legal expenses
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
Security	1-105-005-7306-0000	7,500	2,500	2,575	2,652	2,732	2,814	Harbor security staffing (All Employee and special events)
Outside Services	1-105-005-7308-0000	233,450	265,950	273,929	282,146	290,611	299,329	Credit card fees, pest control, alarm monitoring, website hosting, boat launch credit card services, harbor newsletter services, emergency dive services, misc services, legal notices, plant care, TMP software fees, harbor planning and assessment contractor fees
Interfund Transfer	1-105-005-7312-0000	48,843	48,843	48,843	48,843	48,843	48,843	Marina's Rent to Real Estate
Advertising/Promotion	1-105-005-7313-0000	9,000	10,000	10,300	10,609	10,927	11,255	Charges comprised of advertising
Promotional Hosting	1-105-005-7316-0000	500	500	515	530	546	563	Promotional hosting included on the budget on the off-chance we need to host a prospective client
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	243,397	240,958	248,187	255,632	263,301	271,200	Insurance and Claims
Taxes	1-105-005-7402-0000	6,850	6,391	6,582	6,780	6,983	7,193	Costs associated with Business & Occupation taxes
Disposal Costs	1-105-005-7404-0000	25,000	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	45,000	15,000	15,450	15,914	16,391	16,883	Costs associated with bad-debt write-off accounts throughout the year
Miscellaneous	1-105-005-7406-0000	1,350	1,850	1,906	1,963	2,022	2,082	Costs associated with water service, petty cash reimbursement, vehicle washing
Repair/Maintenance	1-105-005-7501-0000	361,150	396,550	408,447	420,700	433,321	446,321	Repair and maintenance of harbor
Groundskeeping	1-105-005-7502-0000	56,650	58,349	60,099	61,902	63,760	65,672	Harbor groundskeeping costs
Preventative Maintenance	1-105-005-7503-0000	82,910	85,240	87,797	90,431	93,144	95,938	Annual preventative maintenance of harbor
	Operating Expense	3,414,601	3,549,719	3,654,745	3,762,922	3,874,345	3,989,110	-
Squalicum Harbor Net Income (Loss)		4,721,094	5,017,620	5,169,614	5,326,167	5,487,418	5,653,505	

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 1,740 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, Squalicum Harbor, Bellwether on the Bay®, Hilton Harbor, Fairhaven, and Blaine Harbor. Improved property totals approximately 1.4 million square feet of office, commercial, industrial, and agricultural building space. Within these holdings are approximately 250 tenants holding 300 leases or other agreements (rentals, permits, or licenses).

2026 Objectives

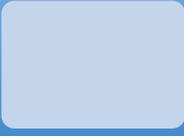
1. Promote economic development and new job creation, continue to manage Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community.
2. Maintain high occupancy levels in Port assets, and acquire or develop additional leasable inventory.
3. Continue 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 Port 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 Port 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 Port properties.

The Operating Budget

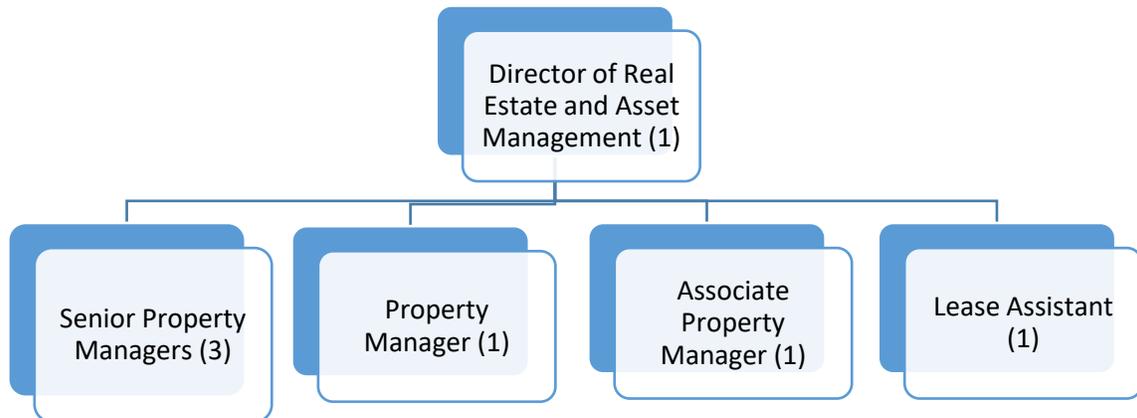
Funding sources include operating revenues from leases and other agreements.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$7,983,110	\$7,692,857	\$7,690,812
Operating Expenses	\$3,802,607	\$3,400,493	\$3,564,899
Net	\$4,180,503	\$4,292,364	\$4,125,913

2026 New Major Capital Projects

	Squalicum Esplanade Replace floor and decking	\$869,000
	Seaview North Travel Lift Float Replace 8 pilings	\$450,000

Staffing



Real Estate

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Space and Land Rental	1-107-007-6305-0000	7,465,906	7,431,286	7,636,890	7,848,664	8,066,790	8,291,461	
Discounts Given RE (Contra)---Discou	1-107-007-6307-0000	-	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	
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	101,000	103,305	82,460	84,842	87,293	89,817	
Additional Revenue	1-107-007-6445-0000	124,751	156,521	161,217	166,053	171,035	176,166	
	Operating Revenue	7,692,857	7,690,812	7,880,222	8,099,168	8,324,679	8,556,956	
	Operating Expense							
Salaries and Wages	1-107-007-7001-0000	771,910	810,690	835,011	860,061	885,863	912,439	
Salaries & Benefits Recovered	1-107-007-7002-0000	(219,528)	(236,530)	(243,626)	(250,935)	(258,463)	(266,217)	In-house security, property management for other derpartments
Employee Benefits	1-107-007-7003-0000	295,104	290,329	299,039	308,010	317,250	326,768	
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	127,686	128,870	132,736	136,718	140,820	145,044	
Water	1-107-007-7102-0000	125,389	136,183	140,268	144,477	148,811	153,275	
Electricity	1-107-007-7103-0000	364,991	379,792	391,186	402,921	415,009	427,459	
Natural Gas Resold (Contra)	1-107-007-7107-0000	(21,208)	(28,665)	(29,525)	(30,411)	(31,323)	(32,263)	
Water Resold (Contra)	1-107-007-7109-0000	(14,009)	(25,681)	(26,452)	(27,245)	(28,062)	(28,904)	
Electricity Resold (Contra)	1-107-007-7111-0000	(176,960)	(194,648)	(200,488)	(206,503)	(212,698)	(219,079)	
Garbage Resold (Contra)	1-107-007-7113-0000	(17,124)	(18,411)	(18,963)	(19,532)	(20,118)	(20,721)	
Garbage	1-107-007-7114-0000	86,273	97,684	100,615	103,633	106,742	109,944	
Telephone and Communication	1-107-007-7115-0000	16,010	15,799	16,273	16,761	17,264	17,782	
Equipment Rental	1-107-007-7203-0000	2,000	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	10,000	10,000	10,300	10,609	10,927	11,255	
Postage	1-107-007-7210-0000	3,000	2,000	2,060	2,122	2,185	2,251	
Janitorial	1-107-007-7211-0000	160,641	168,914	173,981	179,201	184,577	190,114	
Subscriptions	1-107-007-7213-0000	1,050	4,550	4,687	4,827	4,972	5,121	
Janitorial Resold	1-107-007-7215-0000	(11,442)	(10,946)	(11,274)	(11,612)	(11,961)	(12,320)	
Legal Expense	1-107-007-7301-0000	90,000	100,000	103,000	106,090	109,273	112,551	
Membership Dues and Fees	1-107-007-7303-0000	4,020	5,325	5,485	5,649	5,819	5,993	
Security	1-107-007-7306-0000	20,000	5,000	5,150	5,305	5,464	5,628	
Outside Services	1-107-007-7308-0000	252,500	286,520	295,116	303,969	313,088	322,481	
Lease Payments to Others	1-107-007-7311-0000	38,618	37,785	38,919	40,086	41,289	42,527	
Interfund Transfer	1-107-007-7312-0000	(89,489)	(88,416)	(88,416)	(88,416)	(88,416)	(88,416)	Rent from other departments
Advertising and Promotion	1-107-007-7313-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Promotional Hosting	1-107-007-7316-0000	12,500	12,500	12,875	13,261	13,659	14,069	
Incidental Meeting Expense	1-107-007-7317-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Insurance and Claims	1-107-007-7401-0000	459,161	453,237	466,834	480,839	495,264	510,122	
Taxes	1-107-007-7402-0000	1,800	2,277	2,345	2,415	2,488	2,562	
Uncollectible Revenue	1-107-007-7405-0000	5,000	2,500	2,575	2,652	2,732	2,814	
Miscellaneous	1-107-007-7406-0000	2,500	5,000	5,150	5,305	5,464	5,628	
Repair and Maintenance	1-107-007-7501-0000	647,000	702,775	723,858	745,574	767,941	790,979	
Groundskeeping	1-107-007-7502-0000	209,500	257,461	265,185	273,140	281,335	289,775	
Preventative Maintenance	1-107-007-7503-0000	221,600	229,005	235,875	242,951	250,240	257,747	
	Operating Expense	3,400,493	3,564,899	3,674,498	3,787,385	3,903,659	4,023,422	
	Real Estate Net Income (Loss)	4,292,364	4,125,913	4,205,724	4,311,782	4,421,019	4,533,534	

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Revenue						
Handling Fees	254,348	765,495	788,460	812,114	836,477	861,571
Man Hour Service/Other	260,553	268,362	276,413	284,705	293,246	302,044
Commercial Berth/Moorage	60,640	54,643	56,282	57,970	59,709	61,501
Pleasure Transient Moorage	3,050	3,766	3,879	3,995	4,115	4,238
Boat Launch Fees	3,150	3,330	3,430	3,533	3,639	3,748
Space/Land Rental	1,187,683	1,318,092	1,357,635	1,398,364	1,440,315	1,483,524
Fuel Flowage Fees	57,000	62,000	63,860	65,776	67,749	69,782
Miscellaneous Revenue	4,200	3,493	3,598	3,706	3,817	3,931
Passenger Tariff Fees	15,000	15,000	15,450	15,914	16,391	16,883
Concession Fees	15,450	16,995	17,505	18,030	18,571	19,128
Additional Revenue	494,756	486,636	501,235	516,272	531,760	547,713
Parking Fees	72,000	75,600	77,868	80,204	82,610	85,088
Dockage	750,501	267,193	2,389,388	5,694,779	7,797,622	8,031,551
Wharfage	100,000	310,000				
Service and Facilities Charges	36,000	89,400				
Operating Revenue	3,314,331	3,879,833	5,578,732	8,979,803	11,181,197	11,516,633
Operating Expense						
Salaries/Wages	582,618	635,401	613,160	631,555	650,501	670,017
Salaries/Benefits Recovered	86,973	73,553	75,769	78,042	80,383	82,795
Employee Benefits	198,430	217,925	223,730	230,442	237,356	244,476
Longshore Labor	304,869	585,052	602,603	620,681	639,302	658,481
Employee Training/Development	5,700	7,400	6,517	6,638	6,762	6,889
Travel	75,900	48,650	50,110	51,613	53,161	54,756
Natural Gas	31,973	44,332	45,662	47,032	48,443	49,896
Water	72,262	88,338	90,988	93,718	96,529	99,425
Electricity	215,134	242,805	250,089	257,592	265,320	273,279
Gasoline/Diesel	3,100	3,300	3,399	3,501	3,606	3,714
Natural Gas Resold (Contra)	(612)	(612)	(630)	(649)	(669)	(689)
Water Resold (Contra)	(674)	(450)	(464)	(477)	(492)	(506)
Electricity Resold (Contra)	(18,460)	(34,740)	(35,782)	(36,856)	(37,961)	(39,100)

Total Marine Terminals

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Garbage	63,212	72,747	74,929	77,177	79,493	81,877
Telephone/Communication	15,862	13,119	13,512	13,918	14,335	14,765
Equipment Rental	1,100	1,775	1,828	1,883	1,940	1,998
Operating Supplies	9,654	10,288	10,597	10,915	11,242	11,579
Office Supplies	2,600	2,600	2,678	2,758	2,841	2,926
Signage	4,500	4,500	4,635	4,774	4,917	5,065
Postage	125	125	129	133	137	141
Janitorial	81,457	94,501	97,336	100,256	103,264	106,362
Subscriptions	550	1,500	1,545	1,591	1,639	1,688
Legal Expense	11,000	17,000	17,510	18,035	18,576	19,134
Membership Dues/Fees	8,797	8,177	8,422	8,675	8,935	9,203
Security	191,819	306,931	316,138	325,623	335,391	345,453
Outside Services	229,400	257,597	265,325	273,285	281,483	289,928
Lease Payments/Others	29,140	28,926	29,794	30,687	31,608	32,556
Interfund Transfer	(39,576)	(40,059)	(40,763)	(41,986)	(43,245)	(44,543)
Advertising/Promotion	21,250	19,500	20,085	20,688	21,308	21,947
Promotional Hosting	9,500	10,500	10,815	11,139	11,474	11,818
Incidental Meeting Expense	2,000	4,300	4,429	4,562	4,699	4,840
Insurance/Claims	280,090	287,316	295,935	304,814	313,958	323,377
Taxes	5,164	7,466	4,601	4,740	4,882	5,028
Miscellaneous	1,200	3,901	4,018	4,139	4,263	4,391
Repair/Maintenance	311,840	325,923	335,701	345,772	356,145	366,829
Groundskeeping	90,020	110,698	114,019	117,440	120,963	124,592
Preventative Maintenance	124,366	152,259	156,827	161,532	166,378	171,369
Operating Expense	3,012,283	3,612,543	3,675,198	3,785,379	3,898,866	4,015,756
Marine Terminals Net Income (Loss)	302,048	267,290	1,903,534	5,194,424	7,282,331	7,500,876

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.

2026 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. In partnership with BNSF, and with funding provided by the FY 2024 RAISE (MARAD) grant program, complete the design and engineering to bring a rail spur back to the BST. Work with other internal departments on City of Bellingham permitting strategy and stakeholder engagement. Coordinate with BNSF to optimize the design for operational use.
3. Continue to provide potential customers with flexible BST and Cargo Support Area use options that will contribute to new import/export and domestic cargo movements, including site preparation for new cargo business.
4. Assist the Engineering & Environmental Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Cargo Support Area (including site

preparations for additional cargo) and along the Whatcom Waterway. Continue to provide support on the land use planning efforts for the Whatcom Waterway Phase II.

5. 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, other regional out-ports and engaging with potential local customers. This will include completing the construction of the barge ramp in 2026 funded in part by the USDOT (MARAD) funds.

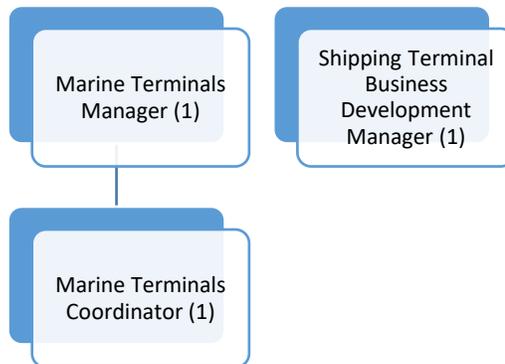
The Operating Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$1,082,754	\$1,145,134	\$1,731,673
Operating Expenses	\$1,457,453	\$1,671,275	\$2,151,163
Net	(\$374,699)	(\$526,141)	(\$419,490)

2026 New Major Capital Items

	<p>Rail Spur</p> <ul style="list-style-type: none"> • Construction • Grant 	<p>\$19,690,000 (\$17,900,000)</p>
--	---	--

Staffing



Marine Cargo

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Dockage	1-109-010-6010-0000	750,501	267,193	2,389,388	5,694,779	7,797,622	8,031,551	Cargo & Layberth + Foss dockage
Wharfage	1-109-010-6020-0000	100,000	310,000	-	-	-	-	
Service and Facilities Charges	1-109-010-6030-0000	36,000	89,400	-	-	-	-	
Cargo Storage Fees	1-109-010-6040-0000	-	23,040	23,731	24,443	25,176	25,932	
Cargo Security Fees	1-109-010-6050-0000	-	116,790	-	-	-	-	
Handling Fees	1-109-010-6060-0000	120,578	626,582	645,379	664,741	684,683	705,224	
Space/Land Rental	1-109-010-6305-0000	104,215	269,738	277,830	286,165	294,750	303,592	Granite; Opportunity Council; PTSC; JE
Additional Revenue	1-109-010-6445-0000	33,840	28,930	29,798	30,692	31,613	32,561	Opp. Council; PTSC
	Operating Revenue	1,145,134	1,731,673	3,366,127	6,700,820	8,833,844	9,098,859	
	Operating Expense							
Salaries/Wages	1-109-010-7001-0000	318,497	410,820	381,842	393,297	405,096	417,249	
Salaries/Benefits Recovered	1-109-010-7002-0000	44,683	30,065	30,976	31,906	32,863	33,849	For Real Estate management, waterfront
Employee Benefits	1-109-010-7003-0000	100,545	123,398	126,368	130,159	134,063	138,085	
Longshore Labor	1-109-010-7004-0000	213,229	489,288	503,967	519,086	534,658	550,698	Payments to PMA for longshore labor
Employee Training/Development	1-109-010-7006-0000	1,800	3,500	2,500	2,500	2,500	2,500	Training for new MTC
Travel	1-109-010-7050-0000	68,400	40,650	41,870	43,126	44,419	45,752	Sales travel, conferences, mileage reimb.
Natural Gas	1-109-010-7101-0000	6,264	7,929	8,167	8,412	8,664	8,924	
Water	1-109-010-7102-0000	50,444	64,339	66,269	68,257	70,305	72,414	
Electricity	1-109-010-7103-0000	60,427	91,935	94,693	97,534	100,460	103,474	
Gasoline/Diesel	1-109-010-7104-0000	2,100	2,200	2,266	2,334	2,404	2,476	
Electricity Resold (Contra)	1-109-010-7111-0000	(6,240)	(24,240)	(24,967)	(25,716)	(26,488)	(27,282)	
Garbage	1-109-010-7114-0000	3,797	3,574	3,681	3,792	3,905	4,023	
Telephone/Communication	1-109-010-7115-0000	6,345	5,398	5,560	5,727	5,899	6,075	
Equipment Rental	1-109-010-7203-0000	800	1,475	1,519	1,565	1,612	1,660	
Operating Supplies	1-109-010-7205-0000	6,000	6,000	6,180	6,365	6,556	6,753	Spill response supplies, uniforms, cargo op needs
Office Supplies	1-109-010-7207-0000	1,500	1,500	1,545	1,591	1,639	1,688	
Signage	1-109-010-7208-0000	500	500	515	530	546	563	
Postage	1-109-010-7210-0000	50	50	52	53	55	56	
Janitorial	1-109-010-7211-0000	12,270	11,501	11,846	12,201	12,567	12,944	625 Cornwall + Whse 1 & 2 recurring service and supplies
Subscriptions	1-109-010-7213-0000	500	1,500	1,545	1,591	1,639	1,688	
Legal Expense	1-109-010-7301-0000	10,000	15,000	15,450	15,914	16,391	16,883	
Membership Dues/Fees	1-109-010-7303-0000	7,827	7,077	7,289	7,508	7,733	7,965	NWMTA Membership, NWMTA reg. fees, FTZ Assoc, Pac. Ports Assoc., Propeller Club & Marine Exchange
Security	1-109-010-7306-0000	141,714	228,632	235,491	242,556	249,832	257,327	Contract security and cargo security
Outside Services	1-109-010-7308-0000	176,750	167,750	172,783	177,966	183,305	188,804	Liebherr service agreement, Struct. Eng, grant consulting, scale, stormwater, Dtech, Bio-Bug, COB, BST Copier lease
Lease Payments/Others	1-109-010-7311-0000	20,187	19,113	19,686	20,277	20,885	21,512	WW Permit payment, DNR lease payment
Advertising/Promotion	1-109-010-7313-0000	12,000	12,000	12,360	12,731	13,113	13,506	Shipping promo items, marketing materials
Promotional Hosting	1-109-010-7316-0000	7,500	8,500	8,755	9,018	9,288	9,567	
Incidental Meeting Expense	1-109-010-7317-0000	1,500	3,800	3,914	4,031	4,152	4,277	
Insurance/Claims	1-109-010-7401-0000	164,113	170,882	176,008	181,289	186,727	192,329	
Taxes	1-109-010-7402-0000	1,021	2,998	-	-	-	-	
Miscellaneous	1-109-010-7406-0000	200	201	207	213	220	226	
Repair/Maintenance	1-109-010-7501-0000	165,282	161,948	166,806	171,811	176,965	182,274	

Marine Cargo

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Groundskeeping	1-109-010-7502-0000	13,650	13,280	13,678	14,089	14,511	14,947	
Preventative Maintenance	1-109-010-7503-0000	57,620	68,600	70,658	72,778	74,961	77,210	
	Operating Expense	1,671,275	2,151,163	2,169,479	2,234,488	2,301,448	2,370,416	
	Marine Cargo Net Income (Loss)	(526,141)	(419,490)	1,196,648	4,466,332	6,532,396	6,728,443	

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.

2026 Objectives

1. Work together with the State of Alaska Department of Transportation to develop and finalize a lease renewal agreement ensuring continued Alaska Marine Highway System operations at the Bellingham Cruise Terminal beyond September 2026.
2. Continue to work with Port Meetings and Events staff to fully activate potential opportunities at the Bellingham Cruise Terminal.
3. Collaborate with the Real Estate department to assess the leasing framework for the Bellingham Cruise Terminal, Warehouse #4 and Fairhaven Station, exploring innovative

strategies to attract and support a diverse tenant base. Additionally, assist Port staff with a feasibility study aimed at identifying opportunities to activate the Cruise Terminal for future cruise ship operations.

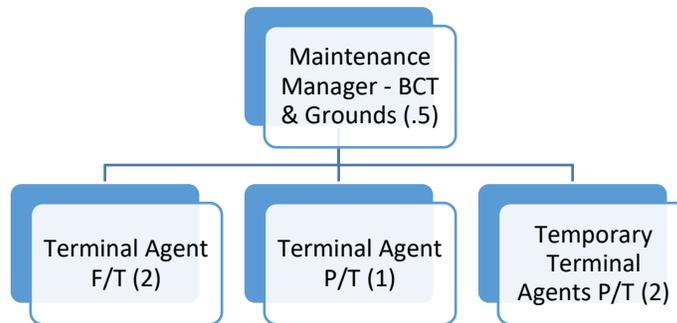
The Operating Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$2,186,926	\$2,169,197	\$2,148,160
Operating Expenses	\$1,247,837	\$1,341,008	\$1,461,380
Net	\$939,089	\$828,189	\$686,780

2026 New Major Capital Items

None.

Staffing



Ferry, Bus, Rail

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Handling Fees	1-109-009-6060-0000	133,770	138,913	143,080	147,373	151,794	156,348	Longshore labor provided to AMHS
Man Hour Service/Other	1-109-009-6115-0000	260,553	268,362	276,413	284,705	293,246	302,044	Per Amend. #6 of AMHS TS agreement
Commercial Berth/Moorage	1-109-009-6150-0000	60,640	54,643	56,282	57,970	59,709	61,501	Charter vessel & USCG moorage
Pleasure Transient Moorage	1-109-009-6152-0000	3,050	3,766	3,879	3,995	4,115	4,238	
Boat Launch Fees	1-109-009-6157-0000	3,150	3,330	3,430	3,533	3,639	3,748	
Space/Land Rental	1-109-009-6305-0000	1,083,468	1,048,354	1,079,805	1,112,199	1,145,565	1,179,932	
Fuel Flowage Fees	1-109-009-6353-0000	57,000	62,000	63,860	65,776	67,749	69,782	
Miscellaneous Revenue	1-109-009-6360-0000	4,200	3,493	3,598	3,706	3,817	3,931	
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	15,450	16,995	17,505	18,030	18,571	19,128	Fees from vending machines, taxi services.
Additional Revenue	1-109-009-6445-0000	460,916	457,706	471,437	485,580	500,147	515,152	
Parking Fees	1-109-009-6455-0000	72,000	75,600	77,868	80,204	82,610	85,088	
	Operating Revenue	2,169,197	2,148,160	2,212,605	2,278,983	2,347,353	2,417,773	
	Operating Expense							
Salaries/Wages	1-109-009-7001-0000	264,121	224,581	231,318	238,258	245,406	252,768	
Salaries/Benefits Recovered	1-109-009-7002-0000	42,290	43,488	44,793	46,136	47,521	48,946	Real Estate management, security
Employee Benefits	1-109-009-7003-0000	97,885	94,527	97,363	100,284	103,292	106,391	
Longshore Labor	1-109-009-7004-0000	91,640	95,764	98,637	101,596	104,644	107,783	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	7,500	8,000	8,240	8,487	8,742	9,004	Travel to AK; fuel reimbursement
Natural Gas	1-109-009-7101-0000	25,709	36,403	37,495	38,620	39,779	40,972	
Water	1-109-009-7102-0000	21,818	23,999	24,719	25,461	26,224	27,011	
Electricity	1-109-009-7103-0000	154,707	150,870	155,396	160,058	164,860	169,806	
Gasoline/Diesel	1-109-009-7104-0000	1,000	1,100	1,133	1,167	1,202	1,238	
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)	(450)	(464)	(477)	(492)	(506)	USCG water billings
Electricity Resold (Contra)	1-109-009-7111-0000	(12,220)	(10,500)	(10,815)	(11,139)	(11,474)	(11,818)	Elec. Billed to tenants & moorage customers
Garbage	1-109-009-7114-0000	59,415	69,173	71,248	73,386	75,587	77,855	
Telephone/Communication	1-109-009-7115-0000	9,517	7,721	7,953	8,191	8,437	8,690	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	4,288	4,417	4,549	4,686	4,826	Uniforms, flags, B/L envelopes, spill supplies
Office Supplies	1-109-009-7207-0000	1,100	1,100	1,133	1,167	1,202	1,238	
Signage	1-109-009-7208-0000	4,000	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	69,187	83,000	85,490	88,055	90,696	93,417	
Legal Expense	1-109-009-7301-0000	1,000	2,000	2,060	2,122	2,185	2,251	
Membership Dues/Fees	1-109-009-7303-0000	970	1,100	1,133	1,167	1,202	1,238	SEC, AK Chamber of Commerce
Security	1-109-009-7306-0000	50,105	78,299	80,647	83,067	85,559	88,126	Contract Security Services + OT
Outside Services	1-109-009-7308-0000	52,650	89,847	92,542	95,319	98,178	101,124	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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Lease Payments/Others	1-109-009-7311-0000	8,953	9,813	10,107	10,410	10,723	11,044	Lease payment to DNR
Interfund Transfer	1-109-009-7312-0000	(39,576)	(40,059)	(40,763)	(41,986)	(43,245)	(44,543)	leased space to Meetings & Events
Advertising/Promotion	1-109-009-7313-0000	9,250	7,500	7,725	7,957	8,195	8,441	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	115,977	116,434	119,927	123,525	127,231	131,047	
Taxes	1-109-009-7402-0000	4,143	4,467	4,601	4,740	4,882	5,028	
Miscellaneous	1-109-009-7406-0000	1,000	3,700	3,811	3,925	4,043	4,164	
Repair/Maintenance	1-109-009-7501-0000	146,558	163,975	168,894	173,961	179,180	184,555	
Groundskeeping	1-109-009-7502-0000	76,370	97,418	100,341	103,351	106,451	109,645	
Preventative Maintenance	1-109-009-7503-0000	66,746	83,659	86,169	88,754	91,417	94,159	
	Operating Expense	1,341,008	1,461,380	1,505,719	1,550,891	1,597,418	1,645,340	
	Ferry, Bus, Rail Net Income (Loss)	828,189	686,780	706,886	728,092	749,935	772,433	

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.



2026 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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Expense						
Salaries/Wages	3,732,429	4,022,416	4,143,088	4,267,381	4,395,403	4,527,265
Salaries/Benefits Recovered	(874,722)	(1,038,583)	(1,069,740)	(1,101,833)	(1,134,888)	(1,168,934)
Employee Benefits	1,691,755	1,740,189	1,792,395	1,846,167	1,901,552	1,958,598
Employee Training/Development	92,000	99,600	102,528	105,544	108,650	111,850
Travel	8,100	45,800	47,159	48,559	50,001	51,486
Telephone/Communication	33,280	33,000	33,990	35,010	36,060	37,142
Equipment Rental	8,800	5,650	5,859	6,035	6,216	6,402
Office Supplies	28,000	8,100	8,428	8,763	9,105	9,454
Postage	350	275	283	290	298	306
Janitorial	66,000	69,675	71,765	73,918	76,136	78,420
Subscriptions	4,400	18,400	27,652	28,221	28,806	29,409
Membership Dues/Fees	300	1,050	1,084	583	1,008	758
Outside Services	44,595	63,450	49,754	56,346	52,783	59,567
Interfund Transfer	1,970	(561)	(178)	(195)	(213)	(231)
Incidental Meeting Expense	750	1,050	1,080	1,111	1,143	1,176
Insurance/Claims	73,296	71,168	72,861	75,047	77,299	79,618
Miscellaneous	5,350	5,650	5,797	5,998	6,204	6,415
Repair/Maintenance	112,650	122,500	129,825	137,220	144,686	157,227
Preventative Maintenance	65,410	73,585	75,793	78,066	80,408	82,821
Equipment	48,800	48,000	45,360	52,058	49,095	49,571
Natural Gas	19,364	19,600	20,188	20,794	21,417	22,060
Water	7,050	7,000	7,210	7,426	7,649	7,879
Electricity	61,450	57,750	59,483	61,267	63,105	64,998
Garbage	13,400	14,400	14,832	15,277	15,735	16,207
Legal Expense	8,000	4,000	4,120	4,244	4,371	4,502
Groundskeeping	31,800	31,270	32,608	33,956	35,315	36,684
Gasoline/Diesel	72,100	73,000	75,190	77,446	79,769	82,162
Small Tools/Equipment	37,000	38,000	39,140	40,314	41,524	42,769
Operating Supplies	18,000	18,900	19,467	20,051	20,653	21,272
Operating Supplies - Internal	6,500	6,700	6,901	7,108	7,321	7,541
Outside Services - Internal	2,500	2,500	2,575	2,652	2,732	2,814
Lease Payments/Others	4,355	4,600	4,738	4,880	5,027	5,177
Taxes	200	386	397	409	421	434
Capital Interfund Transfer	(450,000)	(472,500)	(486,675)	(501,275)	(516,314)	(531,803)
Interdepartmental Transfer	(3,630,000)	(3,833,732)	(3,948,744)	(4,067,206)	(4,189,222)	(4,314,899)
Operating Expense	1,345,232	1,362,288	1,396,212	1,451,632	1,489,254	1,546,116
Total Facilities Net Income (Loss)	(1,345,232)	(1,362,288)	(1,396,212)	(1,451,632)	(1,489,254)	(1,546,116)

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.

2026 Objectives

1. Efficient, timely and cost effective completion of Commission-approved capital improvement projects.
2. Continue to 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. Continue to develop and implement a new capital project filing system for efficiency and consistency.
5. Continue to develop and implement a new capital project naming structure.
6. Work with accounting and maintenance to implement new asset management and work order software supporting all Port divisions.

The Operating Budget

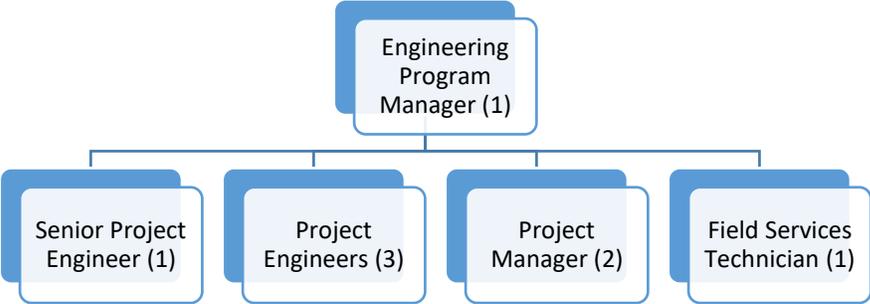
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$475,340	\$622,008	\$564,815
Net	(\$475,340)	(\$622,008)	(\$564,815)

2026 New Major Capital Projects

None.

Staffing



Engineering

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-016-7001-0000	943,596	987,618	1,017,247	1,047,764	1,079,197	1,111,573	
Salaries/Benefits Recovered	1-110-016-7002-0000	(799,519)	(956,654)	(985,354)	(1,014,914)	(1,045,362)	(1,076,723)	
Employee Benefits	1-110-016-7003-0000	392,923	409,284	421,563	434,209	447,236	460,653	
Employee Training/Development	1-110-016-7006-0000	12,500	19,600	20,188	20,794	21,417	22,060	Registration fees for corporate training, professional education, conferences, seminars, OSHA HAZWOPER, and continuing education
Travel	1-110-016-7050-0000	2,000	37,300	38,419	39,572	40,759	41,981	Engineering related travel cost to attend training, conferences, seminars, and misc. business travel
Telephone/Communication	1-110-016-7115-0000	8,700	7,900	8,137	8,381	8,633	8,892	Cell phones, admin fire alarm, and share of admin phone & long distance
Equipment Rental	1-110-016-7203-0000	5,000	2,000	2,060	2,122	2,185	2,251	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-016-7207-0000	22,000	3,600	3,708	3,819	3,934	4,052	General office supplies
Postage	1-110-016-7210-0000	50	50	52	53	55	56	
Subscriptions	1-110-016-7213-0000	500	14,100	14,523	14,959	15,407	15,870	Annual subscriptions/fees for AutoCAD, Bluebeam, Egnyte, MS Projects, Topcon, and Zoom
Membership Dues/Fees	1-110-016-7303-0000	-	750	775	265	680	420	PE license renewals and TWIC renewals
Outside Services	1-110-016-7308-0000	15,000	23,050	18,592	24,249	19,724	25,515	ROM assistance and Pictometry (even years)
Interfund Transfer	1-110-016-7312-0000	3,050	-	-	-	-	-	GIS Licenses
Incidental Meeting Expense	1-110-016-7317-0000	250	1,000	1,030	1,061	1,093	1,126	
Insurance/Claims	1-110-016-7401-0000	1,558	1,517	1,563	1,609	1,658	1,707	
Miscellaneous	1-110-016-7406-0000	4,200	4,400	4,532	4,668	4,808	4,952	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	4,800	4,944	5,092	5,245	5,402	Engineering fleet vehicles
Equipment	1-110-016-7504-0000	6,800	3,000	2,100	7,500	3,200	2,300	Small tools and PPE (hardhats)
	Operating Expense	622,008	564,815	575,622	602,794	611,507	633,776	
	Engineering Net Income (Loss)	(622,008)	(564,815)	(575,622)	(602,794)	(611,507)	(633,776)	

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.

2026 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. Successfully implement and integrate e-procurement software to streamline contract solicitation, approval workflows, and vendor management, enhancing efficiency, compliance, and data accessibility.

The Operating Budget

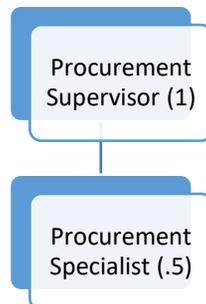
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$342,437	\$313,583	\$401,589
Net	(\$342,437)	(\$313,583)	(\$401,589)

2026 New Major Capital Projects

None.

Staffing



Contracts

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-017-7001-0000	89,269	152,602	157,180	161,895	166,752	171,755	
Salaries/Benefits Recovered	1-110-017-7002-0000	(50,090)	(54,632)	(56,271)	(57,959)	(59,698)	(61,489)	
Employee Benefits	1-110-017-7003-0000	43,619	69,986	72,086	74,248	76,476	78,770	
Employee Training/Development	1-110-017-7006-0000	1,500	2,000	2,000	2,000	2,000	2,000	Corporate training, professional education, etc.
Travel	1-110-017-7050-0000	100	500	500	500	500	500	
Natural Gas	1-110-017-7101-0000	14,600	14,600	15,038	15,489	15,954	16,432	1801 Roeder
Water	1-110-017-7102-0000	2,800	2,500	2,575	2,652	2,732	2,814	1801 Roeder
Electricity	1-110-017-7103-0000	47,400	43,000	44,290	45,619	46,987	48,397	1801 Roeder & 2121 Roeder
Garbage	1-110-017-7114-0000	6,800	7,400	7,622	7,851	8,086	8,329	1801 Roeder
Telephone/Communication	1-110-017-7115-0000	1,500	1,100	1,133	1,167	1,202	1,238	Cell phones, fire alarm, share of admin phone & long distance
Equipment Rental	1-110-017-7203-0000	500	350	400	412	424	437	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-017-7207-0000	2,000	500	600	700	800	900	
Postage	1-110-017-7210-0000	100	25	25	25	25	25	
Janitorial	1-110-017-7211-0000	42,500	45,000	46,350	47,741	49,173	50,648	1801 Roeder
Subscriptions	1-110-017-7213-0000	-	-	8,700	8,700	8,700	8,700	E-Procurement Software
Legal Expense	1-110-017-7301-0000	7,000	3,000	3,090	3,183	3,278	3,377	
Outside Services	1-110-017-7308-0000	4,600	15,000	5,000	5,150	5,305	5,464	OMWBE, Legal Notices, Pest Control, PO Box, Security System, E-Procurement Software Implementation
Interfund Transfer	1-110-017-7312-0000	(1,480)	(561)	(578)	(595)	(613)	(631)	
Incidental Meeting Expense	1-110-017-7317-0000	500	50	50	50	50	50	
Insurance/Claims	1-110-017-7401-0000	17,715	17,419	17,500	18,025	18,566	19,123	
Miscellaneous	1-110-017-7406-0000	650	750	750	800	850	900	Coffee & Water
Repair/Maintenance	1-110-017-7501-0000	45,000	45,000	50,000	55,000	60,000	70,000	1801 Roeder, fleet vehicle(s), and floriculture
Groundskeeping	1-110-017-7502-0000	22,000	20,000	21,000	22,000	23,000	24,000	1801 Roeder
Preventative Maintenance	1-110-017-7503-0000	15,000	13,000	13,390	13,792	14,205	14,632	1801 Roeder
Equipment	1-110-017-7504-0000	-	3,000	-	-	-	-	Digital Kiosk Reception
	Operating Expense	313,583	401,589	412,430	428,444	444,754	466,369	
	Contracts Net Income (Loss)	(313,583)	(401,589)	(412,430)	(428,444)	(444,754)	(466,369)	

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.

2026 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. Work with accounting and engineering to implement new asset management and work order software supporting all Port divisions.

The Operating Budget

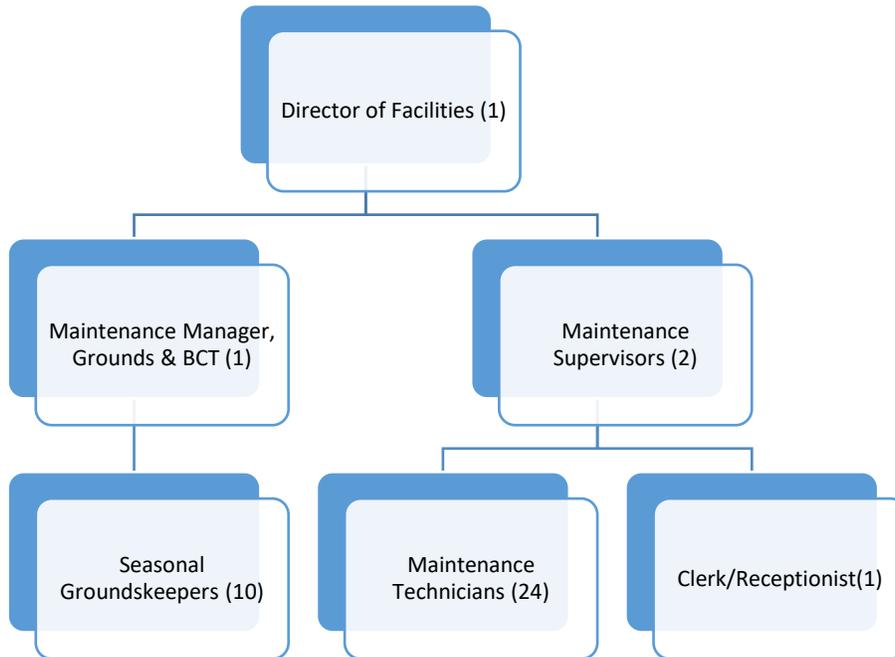
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$17,103	\$0	\$0
Operating Expenses	\$4,030,792	\$4,489,641	\$4,702,116
Interfund Transfers (in)	\$3,389,710	\$4,080,000	\$4,306,232
Net	(\$623,978)	(\$409,641)	(\$395,884)

2026 New Major Capital Projects

None.

Staffing



Maintenance

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-018-7001-0000	2,699,564	2,882,196	2,968,662	3,057,722	3,149,453	3,243,937	
Salaries/Benefits Recovered	1-110-018-7002-0000	(25,113)	(27,297)	(28,116)	(28,959)	(29,828)	(30,723)	
Employee Benefits	1-110-018-7003-0000	1,255,213	1,260,919	1,298,747	1,337,709	1,377,840	1,419,175	
Employee Training/Development	1-110-018-7006-0000	78,000	78,000	80,340	82,750	85,233	87,790	
Travel	1-110-018-7050-0000	6,000	8,000	8,240	8,487	8,742	9,004	Travel for training
Natural Gas	1-110-018-7101-0000	4,764	5,000	5,150	5,305	5,464	5,628	
Water	1-110-018-7102-0000	4,250	4,500	4,635	4,774	4,917	5,065	
Electricity	1-110-018-7103-0000	14,050	14,750	15,193	15,648	16,118	16,601	
Gasoline/Diesel	1-110-018-7104-0000	72,100	73,000	75,190	77,446	79,769	82,162	
Garbage	1-110-018-7114-0000	6,600	7,000	7,210	7,426	7,649	7,879	
Telephone/Communication	1-110-018-7115-0000	23,080	24,000	24,720	25,462	26,225	27,012	
Equipment Rental	1-110-018-7203-0000	3,300	3,300	3,399	3,501	3,606	3,714	Ricoh lease and propane tank
Small Tools/Equipment	1-110-018-7204-0000	37,000	38,000	39,140	40,314	41,524	42,769	Blades, saws, drills, batteries and hand tools
Operating Supplies	1-110-018-7205-0000	18,000	18,900	19,467	20,051	20,653	21,272	Filters, parts and supplies
Operating Supplies - Internal	1-110-018-7206-0000	6,500	6,700	6,901	7,108	7,321	7,541	
Office Supplies	1-110-018-7207-0000	4,000	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	23,500	24,675	25,415	26,178	26,963	27,772	
Subscriptions	1-110-018-7213-0000	3,900	4,300	4,429	4,562	4,699	4,840	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	24,995	25,400	26,162	26,947	27,755	28,588	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	4,355	4,600	4,738	4,880	5,027	5,177	DNR Lease/ 10%Contingency
Interfund Transfer	1-110-018-7312-0000	400	-	400	400	400	400	
Insurance/Claims	1-110-018-7401-0000	54,023	52,232	53,799	55,413	57,075	58,788	
Taxes	1-110-018-7402-0000	200	386	397	409	421	434	
Miscellaneous	1-110-018-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-110-018-7501-0000	66,150	76,000	78,280	80,628	83,047	85,539	
Groundskeeping	1-110-018-7502-0000	9,800	11,270	11,608	11,956	12,315	12,684	
Preventative Maintenance	1-110-018-7503-0000	48,510	55,785	57,459	59,182	60,958	62,787	
Equipment	1-110-018-7504-0000	42,000	42,000	43,260	44,558	45,895	47,271	
Interdepartmental Transfer	1-110-018-6357-0000	(3,630,000)	(3,833,732)	(3,948,744)	(4,067,206)	(4,189,222)	(4,314,899)	
Capital Interfund Transfer	1-110-018-6358-0000	(450,000)	(472,500)	(486,675)	(501,275)	(516,314)	(531,803)	
	Operating Expense	409,641	395,884	408,160	420,393	432,993	445,970	
	Maintenance Net Income (Loss)	(409,641)	(395,884)	(408,160)	(420,393)	(432,993)	(445,970)	

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Revenue						
Conduit Leases	13,331	13,836	13,836	13,836	13,836	13,836
Fiber Leases	7,197	7,008	7,008	7,008	7,008	7,008
Bandwidth Sales	19,800	19,560	19,560	19,560	19,560	19,560
Operating Revenue	40,328	40,404	40,404	40,404	40,404	40,404
Operating Expense						
Salaries/Wages	2,302,730	2,356,155	2,426,840	2,499,645	2,574,634	2,651,873
Salaries/Benefits Recovered	(1,279,433)	(1,329,058)	(1,368,930)	(1,409,998)	(1,452,298)	(1,495,866)
Employee Benefits	879,957	869,874	895,970	922,849	950,535	979,051
Employee Training/Development	25,010	33,500	25,510	26,854	24,075	24,632
Gasoline/Diesel	7,680	10,418	10,731	11,052	11,383	11,724
Travel	-	15,000	-	-	-	-
Telephone/Communication	23,430	36,800	37,904	39,071	40,212	41,418
Equipment Rental	6,900	6,700	6,901	7,108	7,321	7,540
Office Supplies	18,100	13,000	13,390	13,791	14,204	14,631
Freight Charges	200	200	200	200	200	200
Postage	2,250	1,950	2,006	2,063	2,122	2,182
Subscriptions	-	175,445	188,169	193,814	199,628	205,617
Legal Expense	11,000	8,000	7,725	7,957	8,195	8,441
Outside Services	342,422	195,000	174,850	180,096	185,499	191,063
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	400	600	615	630	646	662
Insurance/Claims	82,848	84,824	83,121	85,615	88,183	90,828
Taxes	-	674	-	-	-	-
Miscellaneous	8,600	9,600	9,060	9,121	9,185	9,251
Repair/Maintenance	23,500	25,500	25,815	26,139	26,473	26,818
Small Tools/Equipment	500	1,000	1,030	1,061	1,092	1,125
Operating Supplies	3,000	10,000	10,300	10,609	10,927	11,255
Membership Dues/Fees	1,780	1,880	2,164	1,997	2,054	2,343
Operating Expense	2,474,533	2,540,721	2,567,030	2,643,333	2,717,930	2,798,446
Administration Net Income (Loss)	(2,434,205)	(2,500,317)	(2,526,626)	(2,602,929)	(2,677,526)	(2,758,042)

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.



2026 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

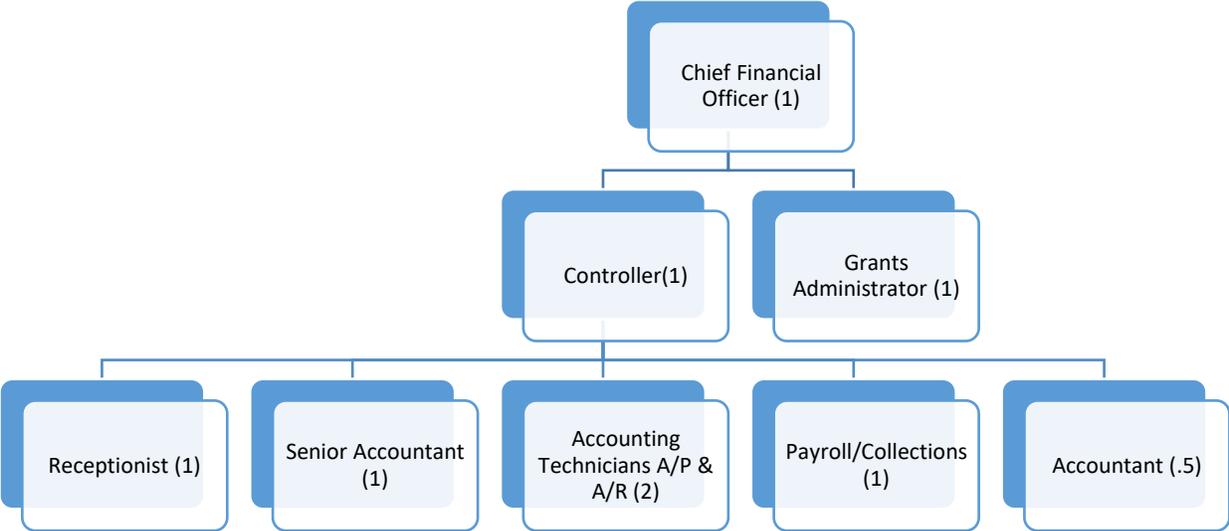
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$1,251,333	\$1,497,750	\$1,473,058
Net	(\$1,251,333)	(\$1,497,750)	(\$1,473,058)

2026 New Major Capital Projects

None.

Staffing



Finance

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-011-7001-0000	904,101	898,361	925,312	953,071	981,663	1,011,113	
Salaries/Benefits Recovered	1-111-011-7002-0000	(8,125)	(8,125)	(8,369)	(8,620)	(8,878)	(9,145)	
Employee Benefits	1-111-011-7003-0000	306,995	285,102	293,655	302,465	311,539	320,885	
Employee Training/Development	1-111-011-7006-0000	9,200	16,500	8,000	8,819	5,500	5,500	Fundamental Payroll Certification, misc trainings, NGMA Training, CGMA Certification
Travel	1-111-011-7050-0000	4,000	5,800	5,974	6,153	6,338	6,528	WPPA meeting, Travel to NGMA Training
Telephone/Communication	1-111-011-7115-0000	6,500	7,000	7,210	7,426	7,649	7,879	
Equipment Rental	1-111-011-7203-0000	5,500	5,500	5,665	5,835	6,010	6,190	Ricoh Lease, Canon copier, Pitney Bowes
Office Supplies	1-111-011-7207-0000	12,100	7,000	7,210	7,426	7,649	7,879	
Postage	1-111-011-7210-0000	2,100	1,800	1,854	1,910	1,967	2,026	
Subscriptions	1-111-011-7213-0000	-	47,720	75,152	77,406	79,728	82,120	Sonic Wall Security, Adobe Licenses, Zoom, Cloud Hosting, Microsoft Copilot, Stampi
Legal Expense	1-111-011-7301-0000	7,000	4,000	4,120	4,244	4,371	4,502	
Membership Dues/Fees	1-111-011-7303-0000	1,700	1,800	2,084	1,917	1,974	2,263	GFOA, WFOA, WSCPA, AICPA, NACM, CPA license renewal
Outside Services	1-111-011-7308-0000	165,000	120,000	97,600	100,528	103,544	106,650	Software maintenance and licensing, Audit, DAC, ACFR, Moody's, Shredding.
Insurance/Claims	1-111-011-7401-0000	80,079	79,500	81,885	84,342	86,872	89,478	
Miscellaneous	1-111-011-7406-0000	600	600	-	-	-	-	
Repair/Maintenance	1-111-011-7501-0000	1,000	500	515	530	546	563	
	Operating Expense	1,497,750	1,473,058	1,507,867	1,553,452	1,596,472	1,644,431	
	Finance Net Income (Loss)	(1,497,750)	(1,473,058)	(1,507,867)	(1,553,452)	(1,596,472)	(1,644,431)	

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 maritime Homeland Security requirements.

2026 Objectives

1. Provide the necessary training, guidance, oversight & support to ensure the Port security team is successful. Ensure goals are attainable, clearly defined and employees are provided with the necessary tools to accomplish those goals. Continue to reduce reliance on contract security by cross-training security specialists so they are confident working in all areas of the Port to include Harbors, Real Estate and Marine Terminals.
2. Maintain and update the Port Emergency Operations Plan, Spill Response Plans and Harbor Boat Fire Protocols as needed. Assist if needed with review of the Airport Emergency Plans. Implement the actionable items within the Natural Hazards Mitigation Plan in coordination with necessary Port staff support. Partner closely with the Whatcom County Division of Emergency Management to ensure the Port's needs are met in the event of a disaster or crisis.
3. Ensure Port compliance with emergency management and federal security regulatory requirements for the Bellingham Cruise Terminal and the Bellingham Shipping Terminal. This includes oversight of the cybersecurity regulatory plan & program directed by DHS.

The Operating Budget

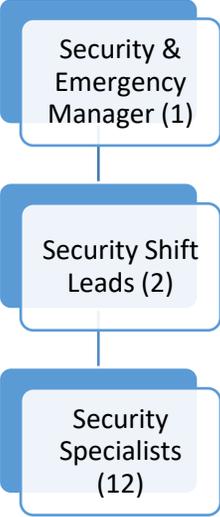
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$211,040	\$181,309	\$223,421
Net	(\$211,040)	(\$181,309)	(\$223,421)

2026 New Major Capital Projects

None.

Staffing



Security

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-012-7001-0000	948,872	985,098	1,014,651	1,045,090	1,076,443	1,108,736	
Salaries/Benefits Recovered	1-111-012-7002-0000	(1,271,308)	(1,320,933)	(1,360,561)	(1,401,378)	(1,443,419)	(1,486,722)	
Employee Benefits	1-111-012-7003-0000	397,838	396,097	407,980	420,219	432,826	445,811	
Employee Training/Development	1-111-012-7006-0000	13,750	15,000	15,450	15,913	16,390	16,881	Security certification, CPR & First Aid, Haz Mat training, and AAPA MTSA training & seminars, also includes education reimbursements for security specialists taking other training courses.
Travel	1-111-012-7050-0000	3,080	4,000	4,120	4,243	4,370	4,501	Reimbursement for mileage and flights/lodging for security manager + security specialists.
Gasoline/Diesel	1-111-012-7104-0000	-	15,000	-	-	-	-	
Telephone/Communication	1-111-012-7115-0000	11,930	25,000	25,750	26,553	27,318	28,137	COB Tower lease, COB Freq. lease, cell phone stipends, sec. data plans, misc. software upgrades, TrackTix license renewal/additions, yearly contract for emergency management mass notification for employees, tenants and live-aboard.
Equipment Rental	1-111-012-7203-0000	500	500	515	530	546	562	Ricoh printer rental & replacement supplies
Small Tools/Equipment	1-111-012-7204-0000	500	1,000	1,030	1,061	1,092	1,125	Radio accessories, flashlights, etc.
Operating Supplies	1-111-012-7205-0000	3,000	10,000	10,300	10,609	10,927	11,255	Staff uniforms, misc. patrol items, equipment replacement, perishable equipment used daily for security.
Office Supplies	1-111-012-7207-0000	1,000	1,000	1,030	1,061	1,092	1,125	
Postage	1-111-012-7210-0000	50	50	52	53	55	56	
Legal Expense	1-111-012-7301-0000	500	500	-	-	-	-	
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	68,092	75,000	77,250	79,568	81,955	84,413	DEM/EOC support, Misc. services, towing and recovery POB call out cards, contract security, etc.
Incidental Meeting Expense	1-111-012-7317-0000	300	500	515	530	546	562	Meetings w/ security & emerg. mgmt. professionals
Insurance/Claims	1-111-012-7401-0000	1,125	3,529	1,236	1,273	1,311	1,350	
Miscellaneous	1-111-012-7406-0000	2,000	2,000	2,060	2,121	2,185	2,251	General misc. smaller expenses that may fall outside other budget categories.
Repair/Maintenance	1-111-012-7501-0000	-	10,000	10,300	10,609	10,927	11,255	PM/repair for security vehicles
	Operating Expense	181,309	223,421	211,758	218,135	224,644	231,378	PM/repair for security vehicles
	Security Net Income (Loss)	(181,309)	(223,421)	(211,758)	(218,135)	(224,644)	(231,378)	

Information Technology Services



Description of Services

The Information Technology (IT) program manages both the Port’s internal and external communications networks. This includes designing, implementing, and maintaining all network infrastructure, computers, and servers. IT also manages the Port’s data center, which houses the data and infrastructure used by all Port divisions. IT also assists staff with increasing their cybersecurity awareness and implements preventive measures to strengthen the organization’s cybersecurity.

2026 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

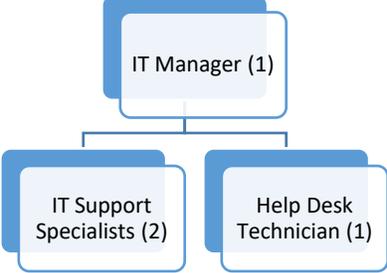
IT generates a small amount of revenue from leases. The remaining costs are funded by the operating divisions of the Port.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$38,928	\$40,328	\$40,404
Operating Expenses	\$657,430	\$795,474	\$844,242
Net	(\$618,503)	(\$755,146)	(\$803,838)

2026 New Major Capital Projects

None.

Staffing



Information Technology

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Conduit Leases	1-111-013-6341-0000	13,331	13,836	13,836	13,836	13,836	13,836	Wave Broadband, Anvil, NW Explorations
Fiber Leases	1-111-013-6446-0000	7,197	7,008	7,008	7,008	7,008	7,008	Wave Broadband, City of Bellingham
Bandwidth Sales	1-111-013-6448-0000	19,800	19,560	19,560	19,560	19,560	19,560	Pogozone, CSS Communications
	Operating Revenue	40,328	40,404	40,404	40,404	40,404	40,404	
	Operating Expense							
Salaries/Wages	1-111-013-7001-0000	449,757	472,696	486,877	501,483	516,528	532,024	
Employee Benefits	1-111-013-7003-0000	175,124	188,675	194,335	200,165	206,170	212,355	
Employee Training/Development	1-111-013-7006-0000	2,060	2,000	2,060	2,122	2,185	2,251	First aid training, TWIC renewals, as well as periodic software/hardware training
Travel	1-111-013-7050-0000	600	618	637	656	675	695	Staff Mileage
Telephone/Communication	1-111-013-7115-0000	5,000	4,800	4,944	5,092	5,245	5,402	Staff cell phones, mobile data device, administration share of phone lines
Equipment Rental	1-111-013-7203-0000	900	700	721	743	765	788	Copier and other building's equipment share based on 2025 projected
Office Supplies	1-111-013-7207-0000	5,000	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, headsets, and other peripherals). Also includes division share of supplies purchased for organization
Freight Charges	1-111-013-7209-0000	200	200	200	200	200	200	Depends on shipping needs which vary according to equipment failures, returns, repairs, etc.
Postage	1-111-013-7210-0000	100	100	100	100	100	100	Depends on shipping needs which change according to equipment failures, returns, repairs, etc.
Subscriptions	1-111-013-7213-0000	-	127,725	113,017	116,408	119,900	123,497	Annual software subscription renewals, maintenance renewals, and support renewals for various software and hardware used organization wide. Additional costs from additions and changes to subscriptions, network hardware, Microsoft support, and other hardware support when needed.
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	109,330	-	-	-	-	-	None at this time
Interfund Transfer	1-111-013-7312-0000	13,459	13,459	13,459	13,459	13,459	13,459	For IT Office
Promotional Hosting	1-111-013-7316-0000	200	200	200	200	200	200	Limited promotional hosting done by IT, but essential for key vendors
Incidental Meeting Expense	1-111-013-7317-0000	100	100	100	100	100	100	
Insurance/Claims	1-111-013-7401-0000	1,644	1,795	-	-	-	-	Insurance allocation
Taxes	1-111-013-7402-0000	-	674	-	-	-	-	Allocation of B & O, Sales tax, Use tax, etc.
Miscellaneous	1-111-013-7406-0000	6,000	7,000	7,000	7,000	7,000	7,000	Covers unforeseen expenses made by IT on behalf of entire organization (e.g. data rooms, HTCI, capital improvements, hardware, additions and changes due to port wide projects). Can vary greatly year to year

Information Technology

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Repair/Maintenance	1-111-013-7501-0000	22,500	15,000	15,000	15,000	15,000	15,000	Equipment purchases and replacements when needed (e.g. end of warranty, failures, and end of life). Includes replacement for unexpected infrastructure hardware failures for all divisions. Can vary greatly year to year as equipment ages. Hardware prices have increased drastically after 2020 and current tariffs
	Operating Expense	795,474	844,242	847,405	871,745	896,814	922,637	
	Information Technology Net Income (Loss)	(755,146)	(803,838)	(807,001)	(831,341)	(856,410)	(882,233)	

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Expense						
Salaries/Wages	805,862	1,374,775	1,416,018	1,458,499	1,502,254	1,547,321
Salaries/Benefits Recovered	(4,063)	(4,063)	(4,185)	(4,310)	(4,440)	(4,573)
Employee Benefits	308,230	472,457	486,631	501,230	516,267	531,755
Staff Recruitment/Relocate	68,445	69,736	71,828	73,983	76,202	78,488
Employee Training/Development	48,625	47,902	51,339	52,879	54,466	56,100
Travel	32,652	34,100	35,123	36,177	37,262	38,380
Telephone/Communication	8,090	7,183	7,398	7,620	7,849	8,085
Equipment Rental	2,854	2,910	2,997	3,087	3,180	3,275
Office Supplies	13,240	13,742	12,154	12,519	12,894	13,281
Postage	509	418	431	443	457	470
Subscriptions	6,640	8,929	9,197	9,473	9,757	10,050
Legal Expense	175,000	144,350	148,681	202,738	157,735	162,467
Membership Dues/Fees	86,475	76,515	78,810	81,175	83,610	86,118
Outside Services	170,196	316,337	224,850	196,037	201,918	245,700
Interfund Transfer	(704)	-	-	-	-	-
Advertising/Promotion	10,000	5,000	5,150	5,305	5,464	5,628
Promotional Hosting	5,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	8,500	10,515	10,830	11,155	11,490	11,835
Insurance/Claims	7,432	7,908	8,145	8,390	8,641	8,901
Miscellaneous	1,150	655	675	695	716	737
Operating Expense	1,754,133	2,590,369	2,567,103	2,658,155	2,686,814	2,805,143
Executive Division Net Income (Loss)	(1,754,133)	(2,590,369)	(2,567,103)	(2,658,155)	(2,686,814)	(2,805,143)

Executive Program



Description of Services

The Executive Program provides strategic leadership, program management, and policy direction for all Port of Bellingham operations and initiatives. This includes overall Port program coordination, strategic communications, and Commission support to ensure alignment with the Port's mission, financial stability, and community values.

The program manages the development and execution of the Port's legislative and intergovernmental priorities at the local, state, tribal, and federal levels. Through collaboration with elected officials, partner agencies, and stakeholders, the Executive Program advocates for policies and funding that advance the Port's economic development, environmental stewardship, and public access goals.

Strategic communications efforts ensure transparency, public trust, and consistent messaging across Port projects and initiatives. The program also supports the Board of Commissioners by facilitating effective governance, strategic planning, and community engagement.

2026 Objectives

1. Strategic Coordination and Program Management

Enhance coordination across all Port divisions to ensure efficient delivery of capital projects, operational programs, and community initiatives. Focus on performance tracking, interdepartmental collaboration, and continuous improvement to align with the Port's long-term strategic goals and fiscal priorities.

2. Legislative and Communications Strategy

Develop and implement an integrated legislative and communications plan that advances the Port's policy priorities at local, state, tribal, and federal levels. Strengthen relationships with key partners and stakeholders, promote Port initiatives through clear and consistent messaging, and ensure the Port's interests are effectively represented in policy discussions and funding opportunities.

The Operating Budget

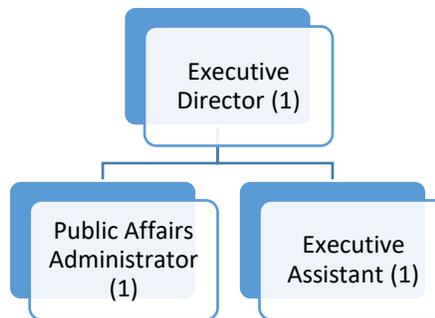
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$890,851	\$941,584	\$1,727,445
Net	(\$890,851)	(\$941,584)	(\$1,727,445)

2026 New Major Capital Projects

None.

Staffing



Executive

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-014-7001-0000	473,474	1,016,166	1,046,651	1,078,051	1,110,392	1,143,704	
Salaries/Benefits Recovered	1-114-014-7002-0000	(4,063)	(4,063)	(4,185)	(4,310)	(4,440)	(4,573)	
Employee Benefits	1-114-014-7003-0000	172,257	322,788	332,472	342,446	352,719	363,301	
Employee Training/Development	1-114-014-7006-0000	3,000	2,000	2,060	2,122	2,185	2,251	
Travel	1-114-014-7050-0000	30,000	30,000	30,900	31,827	32,782	33,765	
Telephone/Communication	1-114-014-7115-0000	5,000	4,000	4,120	4,244	4,371	4,502	
Equipment Rental	1-114-014-7203-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Office Supplies	1-114-014-7207-0000	5,000	5,000	3,150	3,245	3,342	3,442	
Postage	1-114-014-7210-0000	200	100	103	106	109	113	
Subscriptions	1-114-014-7213-0000	3,000	5,000	5,150	5,305	5,464	5,628	
Legal Expense	1-114-014-7301-0000	40,000	50,000	51,500	53,045	54,636	56,275	
Membership Dues/Fees	1-114-014-7303-0000	85,000	75,000	77,250	79,568	81,955	84,413	PNWA, WPPA, Chelan, Alaska Chamber
Outside Services	1-114-014-7308-0000	100,000	200,000	103,000	106,090	109,273	112,551	Website, legislative services, organizational planning
Advertising/Promotion	1-114-014-7313-0000	10,000	5,000	5,150	5,305	5,464	5,628	
Promotional Hosting	1-114-014-7316-0000	5,000	1,000	1,030	1,061	1,093	1,126	
Incidental Meeting Expense	1-114-014-7317-0000	8,000	10,000	10,300	10,609	10,927	11,255	
Insurance/Claims	1-114-014-7401-0000	3,716	3,954	4,073	4,195	4,321	4,450	
Miscellaneous	1-114-014-7406-0000	1,000	500	515	530	546	563	
	Operating Expense	941,584	1,727,445	1,674,268	1,724,496	1,776,231	1,829,518	
	Executive Net Income (Loss)	(941,584)	(1,727,445)	(1,674,268)	(1,724,496)	(1,776,231)	(1,829,518)	

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.

2026 Objectives

1. Enhance employee engagement and experience to encourage a high level of commitment, retention, and satisfaction.
2. Audit, update, and communicate policies, contracts, and labor laws across the organization for greater compliance and practice uniformity.
3. Drive leadership and talent development through a comprehensive development program and consistent employee training.
4. Ensure continuity across leadership team through standardized processes and improved knowledge transfer.

The Operating Budget

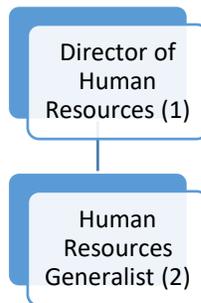
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$658,824	\$812,549	\$862,924
Net	(\$658,824)	(\$812,549)	(\$862,924)

2026 New Major Capital Projects

None.

Staffing



Human Resources

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-015-7001-0000	332,388	358,609	369,367	380,448	391,862	403,618	
Employee Benefits - Port Wide		5,473,067	5,521,090	5,686,723	5,857,324	6,033,044	6,214,035	Medical, dental, FSA, FICA, unemployment, L&I, retirement, life insurance, AD&D, LTD, LTC, EAP,WA PFML, broker fee.
Employee Benefits Allocation to Divisions		(5,473,067)	(5,521,090)	(5,686,723)	(5,857,324)	(6,033,044)	(6,214,035)	
Employee Benefits	1-114-015-7003-0000	135,973	149,669	154,159	158,784	163,547	168,454	
Staff Recruitment/Relocate	1-114-015-7005-0000	68,445	69,736	71,828	73,983	76,202	78,488	
Employee Training/Development	1-114-015-7006-0000	45,625	45,902	49,279	50,757	52,280	53,849	Port-wide training (safety , leadership development), HR training & development, employee recognition luncheon.
Travel	1-114-015-7050-0000	2,652	4,100	4,223	4,350	4,480	4,615	Travel fees (lodging/meals/mileage) associated with conferences and meetings
Telephone/Communication	1-114-015-7115-0000	3,090	3,183	3,278	3,377	3,478	3,582	Telephone/communication
Equipment Rental	1-114-015-7203-0000	1,854	1,910	1,967	2,026	2,087	2,150	Printer/copier
Office Supplies	1-114-015-7207-0000	8,240	8,742	9,004	9,274	9,553	9,839	Office supplies
Postage	1-114-015-7210-0000	309	318	328	337	347	358	Postage
Subscriptions	1-114-015-7213-0000	3,640	3,929	4,047	4,168	4,293	4,422	Salary & benefits surveys, and software subscriptions
Legal Expense	1-114-015-7301-0000	135,000	94,350	97,181	149,693	103,099	106,192	Compliance, employee/labor issues, and negotiations support
Membership Dues/Fees	1-114-015-7303-0000	1,475	1,515	1,560	1,607	1,655	1,705	HR association memberships
Outside Services	1-114-015-7308-0000	70,196	116,337	121,850	89,947	92,645	133,149	HRIS fees, safety & wellness programs, CDL program, insurance fees.
Interfund Transfer	1-114-015-7312-0000	(704)	-	-	-	-	-	
Incidental Meeting Expense	1-114-015-7317-0000	500	515	530	546	563	580	
Insurance/Claims	1-114-015-7401-0000	3,716	3,954	4,073	4,195	4,321	4,450	
Miscellaneous	1-114-015-7406-0000	150	155	160	164	169	174	
	Operating Expense	812,549	862,924	892,835	933,658	910,583	975,625	
	Human Resource Net Income (Loss)	(812,549)	(862,924)	(892,835)	(933,658)	(910,583)	(975,625)	

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.

2026 Objectives

1. Work with the Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including the Weldcraft Boatyard and Sea-K-Fish with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
2. Initiate construction on the Westman Marine MTCA cleanup project in Blaine to support future boatyard operations.
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 and other areas requiring permit coverage.

The Operating Budget

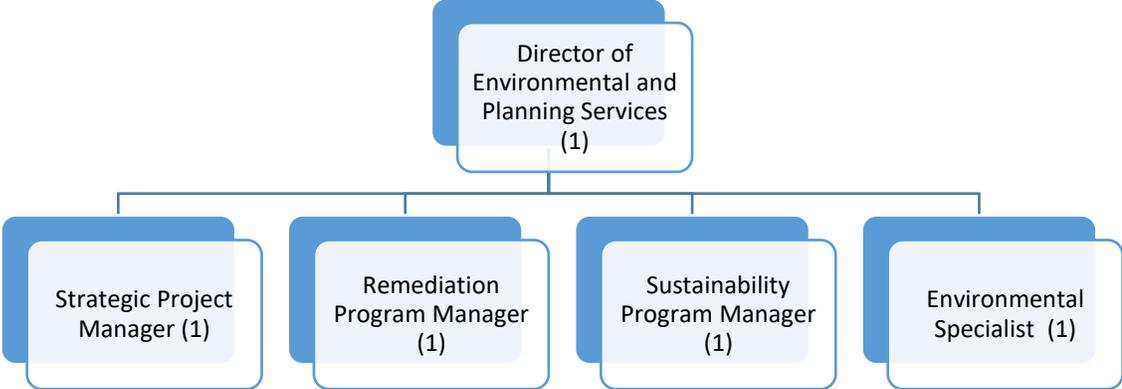
Source of funding includes insurance settlement proceeds, property taxes, contributions from other potentially liable parties, and state and federal grants.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$490,298	\$635,240	\$700,332
Net	(\$490,298)	(\$635,240)	(\$700,332)

2026 New Major Capital Projects

None.

Staffing



Environmental

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries and Wages	1-213-030-7001-0000	493,336	532,276	548,244	564,692	581,632	599,081	-
Salaries & Benefits Recovered	1-213-030-7002-0000	(307,840)	(316,833)	(326,338)	(336,128)	(346,212)	(356,598)	Work performed for BWAS Division 215 (S & W and Benefits for 2026), grant reimbursement for Enviro Salaries & Wages related to remedial clean-up sites
Employee Benefits	1-213-030-7003-0000	153,234	173,013	178,203	183,549	189,056	194,728	
Employee Training	1-213-030-7006-0000	2,500	11,100	11,433	11,776	12,129	12,493	Course/Registration fees for corporate training, continuing education, conferences, and seminars (i.e. stormwater, sustainability, sediments/remediation, W/PPA).
Travel	1-213-030-7050-0000	24,500	21,000	21,630	22,279	22,947	23,636	Travel cost associated with Employee Training and misc. travel for agency / project meetings.
Telephone and Communication	1-213-030-7115-0000	5,600	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, 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	6,500	1,545	1,591	1,639	1,688	General office supplies and small office meeting station for Director.
Postage	1-213-030-7210-0000	100	100	103	106	109	113	
Subscriptions	1-213-030-7213-0000	-	2,300	2,369	2,440	2,513	2,589	Annual subscriptions/fees for Adobe, Egnyte, MS Planner, and Zoom
Legal Expense	1-213-030-7301-0000	15,000	15,750	16,223	16,709	17,210	17,727	Stormwater regulations, periodic programmatic meetings, ILA support, etc.
Membership Dues and Fees	1-213-030-7303-0000	135	135	485	139	143	148	Geologist license
Outside Services	1-213-030-7308-0000	72,000	87,000	89,610	92,298	95,067	97,919	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	2,076	-	3,000	3,000	3,000	3,000	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	7,699	7,491	7,716	7,947	8,186	8,431	
Environmental Costs	1-213-030-7403-0000	162,000	152,000	156,560	171,200	176,336	226,000	Environmental Compliance Assessment Program, ISGPs, Phase II & GIS SW Map Update, Port-wide Dangerous Waste Disposal.
Miscellaneous	1-213-030-7406-0000	500	500	515	530	546	563	Fuel, allocated admin coffee & water
	Operating Expense	635,240	700,332	719,538	750,617	773,045	840,521	
	Environmental Net Income (Loss)	(635,240)	(700,332)	(719,538)	(750,617)	(773,045)	(840,521)	
Taxes Levied/Operating	1-213-030-8010-0000	635,240	700,332	719,538	750,617	773,045	840,521	
3rd Party Reimbursement	1-213-030-8236-0000	9,406,357	8,944,135	4,045,917	11,295,836	5,972,523	108,427	
	Non-Operating Revenues	10,041,597	9,644,467	4,765,455	12,046,453	6,745,568	948,948	
Environmental Remediation	1-213-030-8700-0000	20,936,505	19,474,161	11,291,765	18,728,636	10,393,414	598,464	
	Non-Operating Expenses	20,936,505	19,474,161	11,291,765	18,728,636	10,393,414	598,464	
	Net Non-Operating Income (Loss)	(10,894,908)	(9,829,694)	(6,526,309)	(6,682,183)	(3,647,846)	350,484	

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.

2026 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

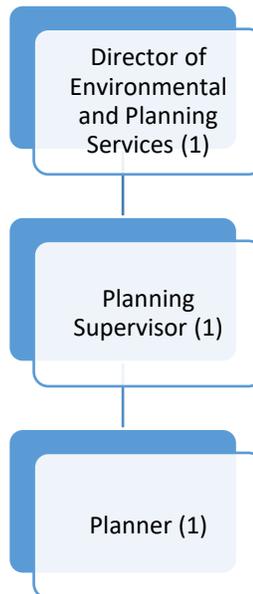
The operating divisions of the Port fund these services.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$331,380	\$731,337	\$498,029
Net	(\$331,380)	(\$731,337)	(\$498,029)

2026 New Major Capital Projects

None.

Staffing



Planning Services

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries and Wages	1-108-008-7001-0000	369,042	288,708	297,369	306,290	315,479	324,943	
Salaries & Benefits Recovered	1-108-008-7002-0000	(170,512)	(160,516)	(165,331)	(170,291)	(175,400)	(180,662)	
Employee Benefits	1-108-008-7003-0000	139,293	96,965	99,874	102,870	105,956	109,135	
Employee Training	1-108-008-7006-0000	2,500	7,000	7,210	7,426	7,649	7,879	Continuing education & First Aid training
Travel	1-108-008-7050-0000	5,000	10,000	10,300	10,609	10,927	11,255	Travel expense for training , conferences, and milage reimbursement for use of personal vehicles
Telephone and Communication	1-108-008-7115-0000	3,000	3,500	3,605	3,713	3,825	3,939	
Equipment Rental	1-108-008-7203-0000	2,000	2,500	2,575	2,652	2,732	2,814	
Office Supplies	1-108-008-7207-0000	2,500	10,000	3,000	3,090	3,183	3,278	
Postage	1-108-008-7210-0000	60	75	77	80	82	84	
Legal Expense	1-108-008-7301-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Membership Dues and Fees	1-108-008-7303-0000	-	1,000	1,000	1,000	1,000	1,000	
Outside Services	1-108-008-7308-0000	372,500	225,250	232,008	238,968	246,137	253,521	
Lease Payment to Others	1-108-008-7311-0000	10,000	12,000	12,360	12,731	13,113	13,506	Tree removal and wetland mitigation
Interfund Transfer	1-108-008-7312-0000	(9,815)	(3,965)	(4,325)	(4,696)	(5,078)	(5,471)	
Advertising and Promotion	1-108-008-7313-0000	1,000	1,200	1,236	1,273	1,311	1,351	Legal notices for public hearings
Incidental Meeting Expense	1-108-008-7317-0000	125	150	155	159	164	169	Meeting refreshments
Insurance and Claims	1-108-008-7401-0000	1,644	1,362	1,403	1,445	1,488	1,533	
Miscellaneous	1-108-008-7406-0000	500	300	309	318	328	338	Corporate first-aid kit, coffee and water
	Operating Expense	731,337	498,029	505,399	520,290	535,627	551,425	
	Planning Services Net Income (Loss)	(731,337)	(498,029)	(505,399)	(520,290)	(535,627)	(551,425)	

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.

2026 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 and permitting for Phase 2 cleanup activities at the Whatcom Waterway/ASB MTCA site.
3. Complete Sub-Area Plan Amendment application with City of Bellingham focused on Marine Trades area planning and repurposing of former Aerated Stabilization Basin.
4. Support project partner efforts with design and permitting for the MillWorks Phase 2 development at the former Lignin Parcel and the BoardMill redevelopment.
5. Continue to promote activation of the Downtown Waterfront through interim uses including public access, community events, and activities for all ages and abilities.
6. Engage in Community-wide discussions on approach for implementing Waterfront master plan.
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 permitting for multiple light-industrial parcels between the Downtown Waterfront and Log Pond/Cargo Support Area.

The Operating Budget

Funding sources include property taxes and grants.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$1,568,717	\$1,809,349	\$1,808,395
Operating Expenses	\$2,567,068	\$2,286,731	\$2,524,928
Net	(\$998,350)	(\$477,382)	(\$716,533)

2026 New Major Capital Projects

	Parking Construct Parking Lot	\$450,000
---	---	-----------

Staffing

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

Bellingham Waterfront

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							-
Space and Land Rental	1-215-031-6305-0000	1,788,868	1,785,476	1,839,040	1,894,211	1,951,038	2,009,569	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, The Portal, LCW dockage & crane
Fuel Flowage Fees	1-215-031-6353-0000	-	1,500	1,545	1,591	1,639	1,688	
Miscellaneous Revenue	1-215-031-6360-0000	500	500	500	500	500	500	
Triple Net/CAM Charges	1-215-031-6445-0000	19,981	20,919	21,756	22,626	23,531	24,472	1000 F St
	Operating Revenue	1,809,349	1,808,395	1,862,841	1,918,929	1,976,708	2,036,230	
	Operating Expense							
Salaries/Wages	1-215-031-7001-0000	3,576	27,316	28,135	28,980	29,849	30,744	Summer temp waterfront host
Salaries & Benefits Recovered	1-215-031-7002-0000	787,836	858,114	883,857	910,373	937,684	965,815	BWAS related work performed by staff from Environmental, Planning, Engineering, Real Estate, 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	14,305	12,106	12,469	12,843	13,229	13,625	Summer temp waterfront host
Employee Training	1-215-031-7006-0000	100	1,080	1,112	1,146	1,180	1,216	Environmental and Planning allocation of registration fees for related training, conferences, and seminars.
Travel	1-215-031-7050-0000	5,000	7,000	7,210	7,426	7,649	7,879	Allocation of travel costs related to training and Environmental, Planning, and Executive cleanup related travel.
Natural Gas	1-215-031-7101-0000	4,500	4,500	4,635	4,774	4,917	5,065	1000 F St, 921 Cornwall
Water	1-215-031-7102-0000	25,200	25,500	26,265	27,053	27,865	28,700	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	227,300	254,700	262,341	270,211	278,318	286,667	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 continued increase of Portal activities.
Natural Gas Resold (Contra)	1-215-031-7107-0000	(1,000)	(1,100)	(1,133)	(1,167)	(1,202)	(1,238)	
Water Resold (Contra)	1-215-031-7109-0000	(3,300)	(6,800)	(7,004)	(7,214)	(7,431)	(7,653)	801 Roeder & The Portal
Electricity Resold (Contra)	1-215-031-7111-0000	(50,000)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
Garbage Resold (Contra)	1-215-031-7113-0000	(3,750)	(5,600)	(5,768)	(5,941)	(6,119)	(6,303)	The Portal garbage reimbursement
Garbage	1-215-031-7114-0000	20,000	26,300	27,089	27,902	28,739	29,601	1000 F St off set by BTC reimbursement, includes pump track and The Portal.
Telephone and Communication	1-215-031-7115-0000	2,000	3,750	3,863	3,978	4,098	4,221	Wireless network and mobile device
Operating Supplies	1-215-031-7205-0000	25,000	25,000	25,750	26,523	27,318	28,138	Supplies for The Portal: container village and pump track
Office Supplies	1-215-031-7207-0000	100	100	103	106	109	113	
Postage	1-215-031-7210-0000	200	100	103	106	109	113	
Janitorial	1-215-031-7211-0000	31,700	36,600	37,698	38,829	39,994	41,194	Service at 1000 F St off set by BTC reimbursement and includes The Portal restrooms.
Legal Expense	1-215-031-7301-0000	243,000	243,000	168,000	176,000	181,280	186,718	Legal & legislative policy support in Olympia; Federal lobbyist; CC&R & contract development; sales contract negotiations & misc. legal review; developer agreements; 2026 includes Subarea Plan & Docs for Subarea ASB and Settlement negotiations.

Bellingham Waterfront

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
Security	1-215-031-7306-0000	25,000	5,000	5,150	5,305	5,464	5,628	WF corporate events and transient management
Outside Services	1-215-031-7308-0000	185,000	282,500	183,000	173,500	169,100	159,700	Rodent control, alarm monitoring, and ASB outfall buoy inspection, strategic communication initiatives, consultant support, Grant Planning, Appraisals, Short Plats LLAs & BSPs, WF Economic Study, The Portal (container wraps, events, etc.), Market Forecast & Waterfront Planning.
Lease Payments to Others	1-215-031-7311-0000	24,900	24,200	24,926	25,674	26,444	27,237	Department of Natural Resources Whatcom Waterway use permit for 2/3rd of 8.5 acres
Advertising and Promotion	1-215-031-7313-0000	10,000	10,000	10,300	10,609	10,927	11,255	Related WF marketing events/public info
Promotional Hosting	1-215-031-7316-0000	5,000	5,000	5,150	5,305	5,464	5,628	Related WF promotional hosting
Incidental Meeting Expense	1-215-031-7317-0000	3,000	2,000	2,060	2,122	2,185	2,251	Related WF incidental meeting expense
Insurance and Claims	1-215-031-7401-0000	282,529	279,839	288,234	296,881	305,788	314,961	
Taxes	1-215-031-7402-0000	35	23	24	25	26	26	
Environmental Costs	1-215-031-7403-0000	92,000	92,000	94,760	97,603	100,531	103,547	City of Bellingham surface & stormwater fees
Miscellaneous	1-215-031-7406-0000	1,500	1,500	1,545	1,591	1,639	1,688	Related WF miscellaneous expenses
Repair and Maintenance	1-215-031-7501-0000	264,000	280,100	288,503	297,158	306,073	315,255	Waterfront properties including The Portal (Container Village and Pump Track), Pump Track annual maintenance contract.
Groundskeeping	1-215-031-7502-0000	30,000	47,400	48,822	50,287	51,795	53,349	Waterfront properties including The Portal (Container Village and Pump Track).
Preventative Maintenance	1-215-031-7503-0000	32,000	33,700	34,711	35,752	36,825	37,930	Waterfront properties including The Portal (Container Village and Pump Track) for SW utility inspections & cleaning, fire systems, backflow systems, etc.
	Operating Expense	2,286,731.00	2,524,928	2,410,411.33	2,470,693.67	2,535,209.48	2,596,792.76	
	Bellingham Waterfront Net Income (Loss)	(477,382)	(716,533)	(547,570)	(551,765)	(558,502)	(560,563)	
3rd Part Reimbursement	1-215-031-8236-0000	13,238,165	27,032,847	37,098,862	37,852,330	3,474,421	2,443,340	
	Non-Operating Revenues	13,238,165	27,032,847	37,098,862	37,852,330	3,474,421	2,443,340	
Environmental Remediation	1-215-031-8700-0000	13,701,109	27,825,828	59,660,675	65,388,868	4,859,606	4,717,389	
	Non-Operating Expenses	13,701,109	27,825,828	59,660,675	65,388,868	4,859,606	4,717,389	
	Net Non-Operating Income (Loss)	(462,944)	(792,981)	(22,561,813)	(27,536,538)	(1,385,185)	(2,274,049)	

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.

2026 Objectives

1. Business Retention/Expansion: Continue outreach to local companies with 55 business contacts to retain existing business and to provide assistance for businesses to expand within Whatcom County.
2. Start-up Support: Provide start up assistance to 5 local entrepreneurs and refer to WWU Small Business Center for ongoing technical support.
3. Training: Offer 5 trainings for local area businesses geared towards assisting with employee retention, market share or expansion, financing and/or resiliency.
4. Export Assistance: Continue providing export assistance, directly assisting 30 companies to help achieve expansion goals.
5. 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.
6. Community Engagements: Continue readiness and capacity building with 50 coordinated state and local engagement efforts as success requires an adequately funded and coordinated state effort and an adequately funded and coordinated local effort.
7. Focus on key sectors: agriculture, aviation, advanced manufacturing (includes food processing, energy, recreation), construction, cyber security, healthcare, and marine trades.
8. Focus on 2026 key initiatives: workforce, industrial lands, and infrastructure.
9. Develop the 2027-2031 Comprehensive Economic Development Strategy (CEDS), including introducing business and industry leaders to the CEDS, developing a SWOT analysis of the region and sectors, collecting stakeholder and community leaders feedback and outlining Whatcom County's strategy for economic development for the next 5 years.
10. 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.
11. Support Port operating divisions (Real Estate, Aviation, Marinas, and Marine Terminals) to facilitate job creation on Port property.
12. Implement the Comprehensive Economic Development Strategy (CEDS) report for 2022-2026.
13. 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.

14. Explore options for a deliverables dashboard with economic development metrics over time.
15. Continue to develop, plan and implement a County wide rural broadband program.
16. Implement the findings of the Whatcom County Industrial Lands Study through coordination with the County and cities and aligning the recommendations to identify business retention, expansion and recruitment opportunities.
17. Promote and share the findings and recommendations of the Economic Development Strategy for Point Roberts with key stakeholders and partners.
18. Work with regional partners on economic resiliency and recovery.

The Operating Budget

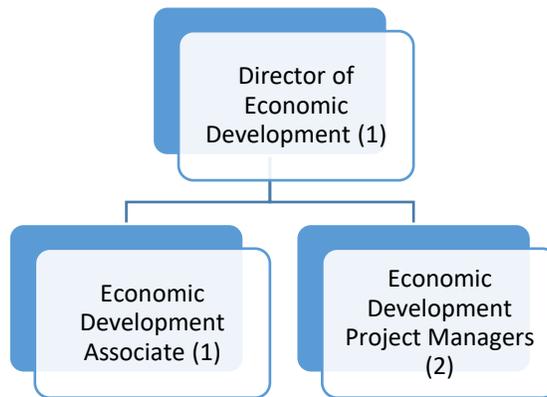
Funding sources include property taxes, service agreements, contributions from Whatcom County and the City of Bellingham, and grants.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$25,977	\$24,000	\$32,160
County/City Contributions	\$801,302	\$973,562	\$882,438
Operating Expenses	\$1,357,957	\$2,032,307	\$2,072,849
Net	(\$530,678)	(\$1,034,745)	(\$1,158,251)

2026 New Major Capital Projects

None.

Staffing



Economic Development

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Foreign Trade Zone	1-216-032-6310-0000	24,000	24,000	24,720	25,462	26,225	27,012	
Broadband Revenue	1-216-032-6449-0000	-	8,160	-	-	-	-	
	Operating Revenue	24,000	32,160	24,720	25,462	26,225	27,012	
	Operating Expense							
Salaries and Wages	1-216-032-7001-0000	490,864	510,728	526,050	541,831	558,086	574,829	
Employee Benefits	1-216-032-7003-0000	173,412	163,517	168,423	173,475	178,679	184,040	
Employee Training	1-216-032-7006-0000	12,360	12,360	12,731	13,113	13,506	13,911	
Travel	1-216-032-7050-0000	36,050	35,000	36,050	37,132	38,245	39,393	Travel to events, conferences, etc.
Telephone and Communication	1-216-032-7115-0000	5,665	3,500	3,605	3,713	3,825	3,939	
Equipment Rental	1-216-032-7203-0000	3,605	2,500	2,575	2,652	2,732	2,814	
Office Supplies	1-216-032-7207-0000	2,060	4,000	4,120	4,244	4,371	4,502	Office supplies and equipment
Postage	1-216-032-7210-0000	515	150	155	159	164	169	
Subscriptions	1-216-032-7213-0000	258	12,445	12,818	13,203	13,599	14,007	Implan Software
Legal Expense	1-216-032-7301-0000	41,200	20,000	20,600	21,218	21,855	22,510	General legal support, FTZ and broadband
Membership Dues and Fees	1-216-032-7303-0000	45,698	48,345	49,795	51,289	52,828	54,413	WCOG, Bellingham chamber, Sustainable Connections, Sustainable Connections Farm to Table, NAFTZ, Maritime WA National Heritage Area, Housing Alliance, Downtown Bellingham Partnership, WBA, WEDA, IEDC, Surrey Board of Trade, NW Innovation Resource Center, Blaine Chamber, Lynden Chamber, Birch Bay Chamber, Ferndale Chamber, Mt Baker Chamber, Pt Roberts Chamber, Sumas Chamber; Maritime Blue;
ACF Support	1-216-032-7304-0000	261,197	301,946	311,004	320,335	329,945	339,843	From Marina's Budget
Outside Services	1-216-032-7308-0000	817,711	824,736	745,036	767,387	790,409	814,121	SBDC, Tourism, Whatcom Prospector, Choose Whatcom, Small Cities, Special Projects, Downtown Partnership Main Street Program (\$60,000, less \$45,000 tax credit), Broadband, BLI business planning
Interfund Transfer	1-216-032-7312-0000	19,479	18,079	18,079	18,079	18,079	18,079	Rent
Advertising and Promotion	1-216-032-7313-0000	61,800	61,800	63,654	65,564	67,531	69,556	General marketing and advertising
Marine Trades Promotion	1-216-032-7315-0000	25,750	20,000	20,600	21,218	21,855	22,510	Support of Maritime Apprenticeship program and general maritime support
Promotional Hosting	1-216-032-7316-0000	15,450	15,000	15,450	15,914	16,391	16,883	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	7,960	6,841	7,046	7,258	7,475	7,700	
Taxes	1-216-032-7402-0000	500	402	414	427	440	453	
Miscellaneous	1-216-032-7406-0000	773	1,500	1,545	1,591	1,639	1,688	
Tri-Funder Reimbursement	1-216-032-7600-0000	(973,562)	(882,438)	(908,911)	(936,178)	(964,264)	(993,192)	County Contribution
	Operating Expense	1,058,745	1,190,411	1,121,139	1,154,231	1,188,316	1,223,423	
Economic Development Net Income (Loss)		(1,034,745)	(1,158,251)	(1,096,419)	(1,128,770)	(1,162,090)	(1,196,411)	

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Operating Revenue						
Equipment Rental	16,500	17,000	17,510	18,035	18,576	19,133
Space and Land Rental	400,000	380,000	391,400	403,142	415,236	427,693
Dockside Market	5,000	5,000	5,000	5,000	5,000	5,000
Discounts Given M&E (Contra)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Cancellation Fees	7,000	8,000	8,240	8,487	8,741	9,004
Miscellaneous Revenue	2,650	1,150	1,155	1,159	1,164	1,169
Donated Asset Revenue	5,000	2,000	2,000	2,000	2,000	2,000
Operating Revenue	426,150	408,150	420,305	432,823	445,717	458,999
Operating Expense						
Salaries and Wages	780,701	943,771	972,084	1,001,247	1,031,284	1,062,223
Salaries & Benefits Recovered	71,571	79,256	81,634	84,083	86,605	89,203
Employee Benefits	381,720	387,505	399,130	411,104	423,437	436,140
Employee Training	30,500	25,000	25,360	25,731	26,113	26,506
Travel	27,000	26,620	27,418	28,239	29,087	29,961
Water	40,504	48,656	50,116	51,619	53,168	54,763
Electricity	15,457	19,654	20,244	20,851	21,476	22,121
Gasoline and Diesel	100	150	155	159	164	169
Garbage	17,200	22,565	23,242	23,939	24,657	25,397
Telephone and Communication	15,500	14,540	14,940	15,351	15,776	16,214
Equipment Rental Expense	1,300	1,100	1,100	1,100	1,100	1,100
Small Tools and Equipment	15,600	16,380	16,871	17,378	17,899	18,436
Operating Supplies	26,500	25,500	23,315	24,014	24,734	25,476
Office Supplies	5,400	11,930	8,517	8,683	8,853	9,028
Signage	700	700	721	743	765	788
Postage	2,350	345	354	363	373	383
Janitorial	59,107	68,982	71,051	73,182	75,377	77,639
Subscriptions	300	2,400	2,472	2,545	2,622	2,701
Legal Expense	35,000	50,000	51,500	53,045	54,636	56,275
Membership Dues and Fees	450	600	612	624	637	650
Security	12,053	13,685	14,095	14,518	14,953	15,403
Outside Services	217,320	284,300	225,879	232,654	239,634	246,823
Lease Payments to Others	20,337	22,045	22,706	23,387	24,089	24,811
Interfund Transfer	45,136	40,620	41,341	42,581	43,858	45,174
Advertising and Promotion	32,000	20,800	12,800	13,100	13,409	13,727
Promotional Hosting	1,150	750	750	750	750	750
Incidental Meeting Expense	1,700	1,550	1,580	1,611	1,643	1,676
Insurance and Claims	20,071	26,181	26,985	27,580	28,195	28,827
Taxes	420	766	807	828	850	872

Community Connections

Description	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Miscellaneous	1,250	1,400	1,403	1,406	1,409	1,413
Repair and Maintenance	132,749	139,610	143,348	147,648	152,076	156,639
Groundskeeping	416,415	495,000	509,850	525,146	540,900	557,127
Preventative Maintenance	31,450	39,500	40,685	41,906	43,163	44,458
Equipment	18,000	18,000	18,540	19,096	19,669	20,259
Operating Expense	2,477,011	2,849,861	2,851,603	2,936,210	3,023,361	3,113,130
Community Connections Net Income (Loss)	(2,050,861)	(2,441,711)	(2,431,298)	(2,503,387)	(2,577,645)	(2,654,131)

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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$171,167	\$191,952	\$206,845
Net	(\$171,167)	(\$191,952)	(\$206,845)

Elected Officials



Commission

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-038-7001-0000	83,160	83,160	85,655	88,224	90,871	93,597	
Employee Benefits	1-220-038-7003-0000	76,944	79,289	81,668	84,118	86,641	89,240	
Travel	1-220-038-7050-0000	15,000	10,000	10,300	10,609	10,927	11,255	
Telephone and Communication	1-220-038-7115-0000	3,500	3,000	3,090	3,183	3,278	3,377	
Office Supplies	1-220-038-7207-0000	500	500	515	530	546	563	
Legal Expense	1-220-038-7301-0000	-	5,000	5,150	5,305	5,464	5,628	
Outside Services	1-220-038-7308-0000	9,000	22,000	22,660	23,340	24,040	24,761	Legal ads, Commission meeting streaming
Incidental Meeting Expense	1-220-038-7317-0000	1,200	1,000	1,030	1,061	1,093	1,126	
Insurance and Claims	1-220-038-7401-0000	2,648	2,796	2,880	2,966	3,055	3,147	
Miscellaneous	1-220-038-7406-0000	-	100	103	106	109	113	
	Operating Expense	191,952	206,845	213,050	219,442	226,025	232,806	
	Commission Net Income (Loss)	(191,952)	(206,845)	(213,050)	(219,442)	(226,025)	(232,806)	
Election Expense	1-220-038-8600-0000	150,000	200,000	-	-	-	-	

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.

2026 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$165,480	\$200,996	\$225,177
Net	(\$165,480)	(\$200,996)	(\$225,177)

2026 New Major Capital Projects

None.

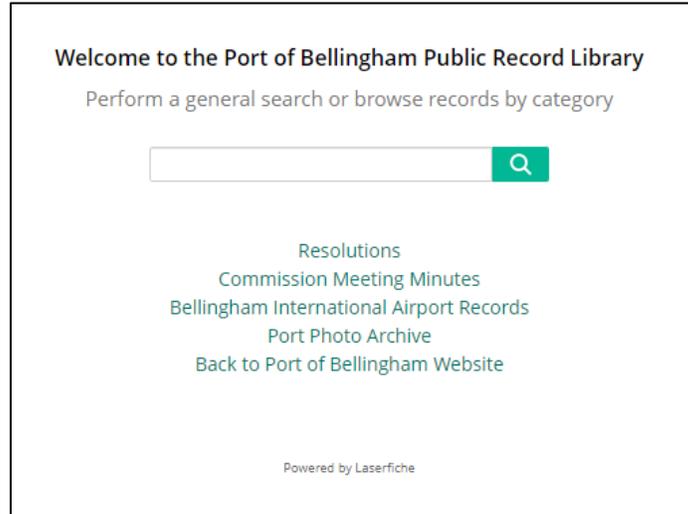
Staffing



Records Management

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-039-7001-0000	101,752	112,925	116,313	119,802	123,396	127,098	
Employee Benefits	1-220-039-7003-0000	28,806	31,142	32,076	33,039	34,030	35,051	
Employee Training	1-220-039-7006-0000	500	2,000	2,060	2,122	2,185	2,251	WAPRO, ARMA, Laserfiche and RIMS Conferences
Travel	1-220-039-7050-0000	2,500	5,000	5,150	5,305	5,464	5,628	WAPRO, ARMA, Laserfiche and RIMS Conferences
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	1,500	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-039-7301-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Membership Dues and Fees	1-220-039-7303-0000	300	400	412	424	437	450	WAPRO, ARMA, RIMS membership dues
Outside Services	1-220-039-7308-0000	73,200	74,000	76,220	78,507	80,862	83,288	Laserfiche software subscription Social media archiving DocuSign services Scanning services
Interfund Transfer	1-220-039-7312-0000	(12,354)	(6,007)	(6,187)	(6,373)	(6,564)	(6,761)	
Insurance and Claims	1-220-039-7401-0000	292	217	-	-	-	-	
	Operating Expense	200,996	225,177	231,709	238,660	245,820	253,194	
	Records Mgmt Net Income (Loss)	(200,996)	(225,177)	(231,709)	(238,660)	(245,820)	(253,194)	

Public Disclosure



Description of Services

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

2026 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$150	\$150
Operating Expenses	\$84,988	\$53,412	\$57,573
Net	(\$84,988)	(\$53,262)	(\$57,423)

2026 New Major Capital Projects

None.

Staffing

The Public Records Officer manages all public records requests.

Public Disclosure

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 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	40,000	41,200	42,436	43,709	45,020	Legal review for public disclosure
Outside Services	1-220-035-7308-0000	620	6,800	7,004	7,214	7,431	7,653	Public Records Request software File transfer service PRR scanning costs
Interfund Transfer	1-220-035-7312-0000	22,692	10,673	10,993	11,323	11,662	12,012	
	Operating Expense	53,412	57,573	59,300	61,079	62,911	64,799	
	Public Disclosure Net Income (Loss)	(53,262)	(57,423)	(59,145)	(60,920)	(62,747)	(64,630)	

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.

2026 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$703,434	\$810,909	\$914,619
Net	(\$703,434)	(\$810,909)	(\$914,619)

2026 New Major Capital Projects

	Hand Launch Vessel Dock	
	Fairhaven dock	\$1,891,713
	Grant	(\$500,000)

Staffing

The Open Spaces program is managed by the Director of Facilities.

Open Space

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Salaries & Benefits Recovered	1-220-034-7002-0000	71,571	79,256	81,634	84,083	86,605	89,203	
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	40,504	48,656	50,116	51,619	53,168	54,763	Irrigation- TGC, ZPP, Marine Park
Electricity	1-220-034-7103-0000	15,457	19,654	20,244	20,851	21,476	22,121	
Gasoline and Diesel	1-220-034-7104-0000	100	150	155	159	164	169	
Garbage	1-220-034-7114-0000	17,200	22,565	23,242	23,939	24,657	25,397	Yard waste and garbage at ZPP, TGC, Marine Park
Telephone and Communication	1-220-034-7115-0000	3,800	4,260	4,388	4,519	4,655	4,795	Wireless internet at Boathouse & Marine Park
Small Tools and Equipment	1-220-034-7204-0000	15,600	16,380	16,871	17,378	17,899	18,436	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	2,000	200	206	212	219	225	
Janitorial	1-220-034-7211-0000	24,800	30,371	31,282	32,221	33,187	34,183	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	3,000	3,000	3,090	3,183	3,278	3,377	
Outside Services	1-220-034-7308-0000	20,000	1,000	1,030	1,061	1,093	1,126	Blaine Rain Gardens, IPM Consulting, Park Plan Consultant, Alarm monitoring
Lease Payments to Others	1-220-034-7311-0000	17,080	18,788	19,352	19,932	20,530	21,146	BNSF Lease
Insurance and Claims	1-220-034-7401-0000	9,432	8,588	8,846	9,111	9,384	9,666	
Taxes	1-220-034-7402-0000	-	341	352	362	373	384	
Repair and Maintenance	1-220-034-7501-0000	88,200	92,610	95,388	98,250	101,197	104,233	
Groundskeeping	1-220-034-7502-0000	416,415	495,000	509,850	525,146	540,900	557,127	
Preventative Maintenance	1-220-034-7503-0000	31,450	39,500	40,685	41,906	43,163	44,458	
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	810,909	914,619	942,058	970,320	999,429	1,029,412	
	Open Space Net Income (Loss)	(810,909)	(914,619)	(942,058)	(970,320)	(999,429)	(1,029,412)	

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

2026 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.

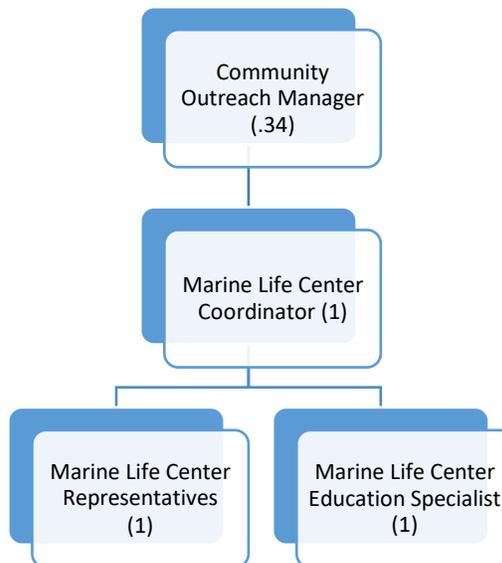
The Operating Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$500	\$5,000	\$2,000
Operating Expenses	\$363,107	\$386,286	\$391,380
Net	(\$362,607)	(\$381,286)	(\$389,380)

2026 New Major Capital Projects

None.

Staffing



Marine Life Center

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Donated Asset Revenue	1-220-040-6600-0000	5,000	2,000	2,000	2,000	2,000	2,000	Pursuing grant funding for Marine Life Center projects
	Operating Revenue	5,000	2,000	2,000	2,000	2,000	2,000	
	Operating Expense							
Salaries and Wages	1-220-040-7001-0000	219,648	264,404	272,336	280,506	288,921	297,589	
Employee Benefits	1-220-040-7003-0000	110,639	71,738	73,890	76,107	78,390	80,742	
Employee Training	1-220-040-7006-0000	10,500	3,000	3,000	3,000	3,000	3,000	Tuition assistance program, professional development
Travel	1-220-040-7050-0000	1,500	1,500	1,545	1,591	1,639	1,688	Mileage for collections, beach classes, travel to and from conferences
Telephone and Communication	1-220-040-7115-0000	1,200	1,200	1,200	1,200	1,200	1,200	
Operating Supplies	1-220-040-7205-0000	8,000	9,000	9,270	9,548	9,834	10,129	Animal food, animal collection, equipment
Office Supplies	1-220-040-7207-0000	1,000	3,000	3,000	3,000	3,000	3,000	Office supplies, educational supplies
Janitorial	1-220-040-7211-0000	7,500	11,000	11,330	11,669	12,019	12,380	laundry services
Outside Services	1-220-040-7308-0000	4,500	3,500	3,605	3,713	3,824	3,939	Gas for octopus collection, equipment servicing
Interfund Transfer	1-220-040-7312-0000	-	(3,401)	(3,503)	(3,608)	(3,716)	(3,828)	
Advertising and Promotion	1-220-040-7313-0000	5,000	2,500	2,500	2,500	2,500	2,500	Promotional supplies, digital advertising, FB ads
Promotional Hosting	1-220-040-7316-0000	500	250	250	250	250	250	
Incidental Meeting Expense	1-220-040-7317-0000	-	300	300	300	300	300	
Insurance and Claims	1-220-040-7401-0000	-	7,089	7,089	7,089	7,089	7,089	Insurance for MLC
Miscellaneous	1-220-040-7406-0000	250	300	300	300	300	300	
Repair and Maintenance	1-220-040-7501-0000	16,049	16,000	16,480	16,974	17,483	18,008	
	Operating Expense	386,286	391,380	402,592	414,139	426,033	438,286	
	Marine Life Center Net Income (Loss)	(381,286)	(389,380)	(400,592)	(412,139)	(424,033)	(436,286)	

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.

2026 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$397,781	\$413,500	\$400,000
Operating Expenses	\$522,720	\$405,102	\$520,582
Net	(\$124,940)	\$8,398	(\$120,582)

2026 New Major Capital Projects

None.

Staffing



Meeting Space

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Equipment Rental	1-220-036-6200-0000	16,500	17,000	17,510	18,035	18,576	19,133	
Space and Land Rental	1-220-036-6305-0000	400,000	380,000	391,400	403,142	415,236	427,693	
Discounts Given M&E (Contra)	1-220-036-6307-0000	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
Cancellation Fees	1-220-036-6308-0000	7,000	8,000	8,240	8,487	8,741	9,004	
	Operating Revenue	413,500	400,000	412,150	424,664	437,553	450,830	
	Operating Expense							
Salaries and Wages	1-220-036-7001-0000	172,901	263,515	271,420	279,563	287,950	296,588	
Employee Benefits	1-220-036-7003-0000	80,630	101,967	105,026	108,177	111,422	114,765	
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	4,000	4,120	4,243	4,370	4,502	4,637	Mileage for opening & closing events
Telephone and Communication	1-220-036-7115-0000	4,000	4,000	4,120	4,243	4,370	4,502	
Equipment Rental Expense	1-220-036-7203-0000	1,200	1,000	1,000	1,000	1,000	1,000	
Operating Supplies	1-220-036-7205-0000	17,000	15,000	12,500	12,875	13,261	13,659	Reservation software, facility equipment replacements
Office Supplies	1-220-036-7207-0000	1,000	1,030	1,060	1,092	1,125	1,159	
Postage	1-220-036-7210-0000	150	25	25	25	25	25	
Janitorial	1-220-036-7211-0000	26,807	27,611	28,439	29,292	30,171	31,076	
Outside Services	1-220-036-7308-0000	30,000	32,000	32,960	33,948	34,967	36,016	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	34,798	39,355	40,038	41,239	42,476	43,751	Office rent from meeting spaces & public disclosure
Advertising and Promotion	1-220-036-7313-0000	2,000	300	300	300	300	300	
Promotional Hosting	1-220-036-7316-0000	500	500	500	500	500	500	
Insurance and Claims	1-220-036-7401-0000	7,439	7,057	7,892	8,128	8,371	8,622	
Taxes	1-220-036-7402-0000	420	345	355	366	377	388	
Miscellaneous	1-220-036-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-036-7501-0000	15,500	16,000	16,480	16,974	17,483	18,008	
	Operating Expense	405,102	520,582	533,212	549,047	565,358	582,161	
	Meeting Space Net Income (Loss)	8,398	(120,582)	(121,062)	(124,383)	(127,805)	(131,331)	

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 SeaFest 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.

2026 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$5,320	\$7,500	\$6,000
Operating Expenses	\$338,518	\$428,354	\$533,685
Net	(\$333,198)	(\$420,854)	(\$527,685)

2026 New Major Capital Projects

None.

Staffing



Community Outreach

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Revenue							
Dockside Market	1-220-037-6315-0000	5,000	5,000	5,000	5,000	5,000	5,000	Dockside Market Vendor Fees
Miscellaneous Revenue	1-220-037-6360-0000	2,500	1,000	1,000	1,000	1,000	1,000	Event Sponsorships,
	Operating Revenue	7,500	6,000	6,000	6,000	6,000	6,000	
	Operating Expense							
Salaries and Wages	1-220-037-7001-0000	203,240	219,767	226,360	233,151	240,145	247,350	
Employee Benefits	1-220-037-7003-0000	84,701	103,369	106,470	109,664	112,954	116,343	
Employee Training	1-220-037-7006-0000	6,500	7,000	7,000	7,000	7,000	7,000	GSMCON, Training and Development, WPPA
Travel	1-220-037-7050-0000	2,000	4,000	4,120	4,243	4,370	4,502	Travel to and from meetings, events, conferences and trade shows
Telephone and Communication	1-220-037-7115-0000	2,000	1,080	1,112	1,145	1,180	1,215	
Equipment Rental Expense	1-220-037-7203-0000	100	100	100	100	100	100	
Office Supplies	1-220-037-7207-0000	1,000	6,000	2,500	2,575	2,652	2,731	Supplies and equipment for Dockside Market Community Outreach events and social media
Postage	1-220-037-7210-0000	100	20	20	20	20	20	
Subscriptions	1-220-037-7213-0000	100	2,200	2,266	2,333	2,403	2,476	
Membership Dues and Fees	1-220-037-7303-0000	150	200	200	200	200	200	
Security	1-220-037-7306-0000	9,053	10,685	11,005	11,335	11,675	12,026	Security for Ski to Sea, J4, SeaFeast, Holiday Port
Outside Services	1-220-037-7308-0000	80,000	145,000	82,400	84,872	87,418	90,040	Ski to Sea, 4th of July, NW Tune Up, Pacific Marine Expo, SeaFeast, Holiday Port, Blaine Harbor Community Activations
Advertising and Promotion	1-220-037-7313-0000	25,000	18,000	10,000	10,300	10,609	10,927	Promotional materials for Corporate Events (including 4th of July, Holiday Port, and smaller Port hosted events), promotions and advertising for FIFA Watch Parties, Dockside Market promotions and advertising.
Incidental Meeting Expense	1-220-037-7317-0000	500	250	250	250	250	250	
Insurance and Claims	1-220-037-7401-0000	260	434	278	286	295	303	
Taxes	1-220-037-7402-0000	-	80	100	100	100	100	
Miscellaneous	1-220-037-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-037-7501-0000	13,000	15,000	15,000	15,450	15,913	16,390	Corporate Events Prep
	Operating Expense	428,354	533,685	469,681	483,524	497,784	512,472	
	Community Outreach Net Income (Loss)	(420,854)	(527,685)	(463,681)	(477,524)	(491,784)	(506,472)	

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.

2026 Objectives

1. Continue to 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 2024 Actual	FY 2025 Budget	FY 2026 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$705,537	\$1,019,600	\$2,259,532
Net	(\$705,537)	(\$1,019,600)	(\$2,259,532)

2026 New Major Capital Projects

Included in other divisions.

Staffing

The Facilities Division staff manage infrastructure assets.

Infrastructure

Description	Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	Description
	Operating Expense							
Outside Services	1-228-046-7308-0000	370,000	1,560,000	420,500	433,115	446,108	459,492	Building energy management program, Lummi agreement, Waterways Fish Study, BNSF Crossing Maintenance Fees
Interfund Transfer	1-228-046-7312-0000	-	8,232	-	-	-	-	
Lummi Agreement #2	1-228-046-7319-0000	120,000	123,600	127,308	131,127	135,061	139,113	Annual moorage credit
Insurance and Claims	1-228-046-7401-0000	-	-	-	-	-	-	
Environmental Costs	1-228-046-7403-0000	360,000	385,000	396,550	408,447	420,700	433,321	Surface & stormwater fees / federal permit review liaisons / mitigation monitoring
Repair and Maintenance	1-228-046-7501-0000	79,000	80,000	84,000	88,200	92,610	97,241	
Groundskeeping	1-228-046-7502-0000	84,000	95,000	99,750	104,738	109,974	115,473	
Preventative Maintenance	1-228-046-7503-0000	6,600	7,700	8,085	8,489	8,914	9,359	
	Operating Expense	1,019,600	2,259,532	1,136,193	1,174,115	1,213,367	1,253,998	
	Infrastructure Net Income (Loss)	(1,019,600)	(2,259,532)	(1,136,193)	(1,174,115)	(1,213,367)	(1,253,998)	

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.