

2021 Strategic Budget

November 17, 2020



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2021 STRATEGIC BUDGET

Introduction:

The Port of Bellingham 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 government entities.

The Port of Bellingham's mission is:

"Promote sustainable economic development, optimize transportation gateways, and manage publicly owned land and facilities to benefit Whatcom County."

The Economy

According to the Bureau of Economic Analysis (BEA) (2020), real gross domestic product (GDP) decreased in all 50 states and the District of Columbia in the 1st quarter of 2020. The percent change in real GDP ranged from -1.3 in Nebraska to -8.2 percent in New York and Nevada. Washington State experienced a -5 percent change in real GDP, which is the same as the national average in Q1.

The per capita personal income in Whatcom County in 2016 was \$45,089 and \$48,792 in 2018, ranking 13 out of 39 counties, and ranking 20 out of 39 in terms of percent changed. This is the most current local data on personal income from the BEA.

Local highlights:

- The average unemployment rate of Whatcom County is 11.8% as of September 2020, which is marginally higher than the statewide rate of 10.2% (Employment Security Department 2020). While we suspect that much of the increased unemployment is due to COVID-19, Whatcom County also experienced the closure of Alcoa, which is a loss of approximately 700 jobs. The Regional Economic Partnership and the Port continue to work with the County and other partners to repurpose this industrial land and place workers in new positions.
- Of industries impacted by COVID-19, employment numbers have been most negatively impacted in leisure and hospitality (-26.4 percent) and state government (-25 percent). When comparing 2019 to 2020, nonfarm jobs

decreased by 4,400 (4.6 percent). However, there has been growth in retail trade employment, which changed by 21.6 percent or 2,400 new jobs (ESD July 2020).

- The number of Canadian shoppers remains down as the border was closed in March 2020 and will remain closed through at least October 21, 2020, with many experts expecting the border to remain closed through the end of the year. This has major impacts on sales tax revenue, lodging tax revenue, as well as revenue from gas, milk, and parcels. Whatcom County communities near the border such as Blaine, Birch Bay, Point Roberts, and Sumas are experiencing significant added economic stress due to the closure.

As many sectors and industries within the American economy have slowed, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2019-2020, significant progress was made in the Waterfront District to support economic investment, including the approval completion of an updated memorandum of understanding between the Port and Western Washington University regarding the future of Western Crossing. In addition, we were successful in gaining approval for the development of the Millworks project, which will provide much needed workforce housing and a food campus to our community.

In 2020 our team also aided in attracting 360 Modular, a modular building company, to Whatcom County. This company will not only provide much needed jobs to our community but specializes in building products that are in high demand and could be used to aid in the construction of schools, hospitals, childcare facilities, and affordable worker housing. We also successfully helped Silfab Solar, a local company paying living wages, win a Strategic Reserve Fund grant for \$250,000 to help fund pieces of their Bellingham expansion.

Through the Revolving Loan Fund (RLF), which has been in place in Whatcom County since the 1980s, the Port assists local businesses by enabling them to manage their working capital needs. As part of COVID-19 relief efforts, our team applied for and was awarded an additional \$500,000 in RLF funds for businesses impacted by COVID-19.

In addition to aiding businesses impacted negatively by COVID-19, the Regional Economic Partnership team has administered the Working Washington Small Business Emergency Grant (via Commerce funds), Whatcom ReStart Small Business Grants (via pooled Whatcom County and city CARES Act dollars), and a special grant program for nonprofits focusing on economic development work.

As the County's designed Associate Development Organization (ADO) we work County-wide to retain businesses and pursue new leads. The Port's Economic

Development Department will continue to focus on growing and retaining jobs in 2020-2021 by working with local companies wanting to expand or relocate to our region. For the remainder of 2020, the Regional Economic Partnership will continue outreach to the local business community, seek the re-opening of the Canadian border in order to aid retail and tourism recovery, and maintain a programmatic economic development program working with local and state partners.

Looking toward 2021

The Port operates four lines of business - aviation, marinas, marine terminals and real estate, with each line of business 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, environmental cleanups and parks and open space. The success of the business lines is directly tied to the amount of resources available for public priorities. The Port has planned several capital projects for 2021, which will help continue to drive the local economy.

Airport Management

The Airport was impacted in early 2020 by the Canadian dollar at near historic lows around \$0.74 to \$0.78, which is below the level it was during the peak enplanement years of 2013 and 2014, where it was mostly at par. Starting in March, COVID19 all but shut down operations. In late spring flights started to resume but nowhere near the pre pandemic levels. We don't expect a return to normal levels until the Canadian border opens. Federal funding was secured which will cover the airport operations through mid-year 2021. At that point, if passenger volumes haven't returned we will have to secure additional federal funding or supplement with local tax dollars.

Bellingham Waterfront Development Moves Forward

In 2018 The City of Bellingham constructed and opened to the public the first waterfront park, Waypoint Park. In 2019 The City also opened the first arterial streets in the development, Granary Avenue and Laurel Street. The Port opened a temporary parking lot off of Granary Avenue and built a very popular interim use - a bike park with Bellingham's largest pump track. For 2020, the Port continued to pursue public access projects and is looking at a temporary container village for some limited food & beverage and retail operations. Currently, a large grass area and bathrooms are being installed. Harcourt LLC, the Port's waterfront private development partner begin construction on three residential buildings along the Whatcom Waterway in 2020. The developer, city and port continue to plan the balance of the site including the third and fourth commercial projects, an office building and a hotel in the former Boardmill

Building. Other future developments include mixed-uses such the Millworks Project being championed by The Whatcom Community Foundation.

Summary

In 2020, the Port had many large capital projects in various stages of construction including Environmental projects in Blaine and Bellingham. The Blaine project spans multiple years and the project in Bellingham is a cleanup in the I & J Waterway. The Port is beginning construction on a community focused Fishers Pavilion in Squalicum Harbor and making some shipping terminal and cruise terminal repairs. The Port is also studying the inner harbor at the Squalicum Marina with the objective of maximizing the remaining life of this asset and planning for its replacement. The 2021 budget detailed on the following pages meets the Port goals of financial stewardship, job retention and creation, asset enhancement, public facilities operation (parks, etc.), economic development, and staff development and training.

2021 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for success. Work on these key corporate goals will likely span beyond 2021 into future years. Specific action steps relating to these goals can be found within each division's section of the Strategic Budget. The following issues are identified for 2021 as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District:

Harcourt began construction of the first project, the Granary Building, in 2016, which partially opened mid-2019. It is currently partially occupied with a salon leasing space in the tower portion of the building and a yoga studio on the third floor.

In 2018, Harcourt purchased property and began the permitting process for a second project: residential units on the Whatcom Waterway. Construction of these residential units commenced in 2020. A third and fourth project, a gateway office building and a hotel in the former Boardmill Building, are in the planning stages.

The Millworks Project was proposed for the former Lignin Building site by the Whatcom Community Foundation and includes a commercial kitchen, space for not-for-profits and several hundred housing units.

In 2019, streets and parks were opened and public access projects including a parking lot and a recreational pump track were completed. In 2020, planning was completed for bathrooms and a large lawn and installation began.

District energy will remain a focus as the site is built out. The Port installed piping in 2019, but connections to the system itself will need additional design and funding. Sources such as micro-hydro, waste steam, sewer-heat recovery and process water all need to be studied to determine if they are an effective and viable source for heat transfer. In 2019, the Port selected Corix as the district energy provider and agreements between the Port, Corix and Harcourt are currently in negotiations.

2. Plan Necessary Cleanups:

Charged with managing over a dozen environmental cleanup sites, the Port will focus on pursuing efficient and effective processes that ensure quality cleanup projects move ahead in a timely manner. Securing stable funding sources will be

a priority and a necessity for any future cleanups. Ongoing cleanup planning will occur for the Whatcom Waterway, Fairhaven area, Blaine Industrial Area, I & J Waterway and on Bellingham's central waterfront. The environmental department will also continue to ensure compliance with stormwater and National Pollutant Discharge Elimination System (NPDES) regulations to protect Puget Sound and prevent recontamination of environmental cleanup sites.

3. Expansion of Marine Trades:

Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. In 2018 the Port completed the replacement of the Fairhaven Shipyard Pier and continued to plan for infrastructure replacement in Blaine and the I & J Waterway. The Blaine work will include the replacement of several failing bulkheads. In-water work is expensive and regulatory permits are difficult to obtain. Currently, National Marine Fisheries Service is not processing permits, making these projects multiply years in length, but the Port will continue to work diligently towards improving the marine infrastructure for this important sector of our economy.

4. Strategic Management of the Airport:

In 2020, the Port completed an update to the Airport Master Plan which was required due to the significant decrease in pre-covid19 passenger demand. The pandemic decreased demand further and forced a dramatic reduction in routes flown by the airlines. The Port has implemented proper safety measures and will continue to monitor the situation and do everything it can to keep the facility operating in a safe manner. An increase in number of flights and routes is not expected until the border is re-opened.

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

The Port continues to invest in the shipping terminal infrastructure. In 2020, we continued to load large rock for the rebuilding of a jetty on the Columbia River. A significant lease and pier use agreement is being negotiated and is nearly complete at the time of this writing. There will still be additional capacity that the port will continue to aggressively market.

6. Stimulate Economic Development and Job Creation:

In late 2017, the Port, County and City revised the way economic development was to be funded in Whatcom County. Joint funding was used to establish a Regional Economic Partnership (REP) operation. In 2020, despite COVID-19, REP

continues to work on recruitment, retention and expansion, including with partners and businesses in Lower British Columbia and throughout Washington in order to create jobs that pay a living wage. REP has simultaneously implemented multiple COVID-19 small business and nonprofit grant programs and participates in multiple COVID-19 mitigation and resiliency taskforces and planning including but not limited to the Cross Border Taskforce, the Safer. Stronger. Together. business safety campaign, and multiple broadband and technology access work groups, in cooperation with Whatcom County school districts. These tasks are essential to keeping businesses open and maintaining current levels of employment. Additionally, the Port plans for improving rural broadband access, which will aid with maintaining and generating remote work for County residents. A significant focus has been and will continue to be on attracting clean, high-tech jobs to Whatcom County. As part of that work the Port continues to work on identifying P3 partners for Western Crossing and examining potential opportunities in Cherry Point. A GIS land parcel, infrastructure, and utility database as well as parcel inventory and development analysis was managed and completed by REP on behalf of the Port, County, and Cities and will be regularly updated and improved upon, allowing for efficient use of our remaining buildable lands and improving access to worker and affordable housing. REP is also completing the Whatcom County Comprehensive Economic Development Strategy update in 2020.

Financial Overview

2020 Budget Status Update

Through August 2020, the Port's overall revenues from all sources were nearly 4% higher than 2019 revenues for the same period and totaled \$25.7 million. The \$900 thousand increase in revenues was mainly due to grants received in 2020.

Operating Divisions

Operating Summary For the period through August 31, 2020 (in thousands)	<u>2020</u>	<u>2019</u>
Revenues for Enterprise Activities only	14,841	17,467
Enterprise Activities Expenses	9,667	10,428
Income from Enterprise Activities	5,174	7,039

The enterprise (operating) activities of the Port generated revenues of \$14.8 million through August 2020. 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. However, due to COVID-19 and the related Canada/US border closure and lack of air travel, the Aviation division's revenues were significantly impacted, resulting in a nearly 50% decrease from the same time period in 2019.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas are included in the figures above, and totaled \$2.6 million through August 2020. This represents a slight increase year over year due to inflation.

Public Priorities

Public Priorities Summary For the period through August 31, 2020 (in thousands)	<u>2020</u>	<u>2019</u>
Revenues	76	203
Expenses	1,456	1,489
Income	-1,380	-1,286

The Port engages in a number of activities for the benefit of the community, these activities are categorized as Public Priorities and are identified in the budget as follows:

Environmental (Division 213) 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 (Division 216) activities include enhancing the economies of Whatcom County and local municipalities.

Community Connections (Division 220) includes open spaces, meeting spaces, community outreach, records management, public records, the Marine Life Center and Commissioners' governance activities.

Public Infrastructure (Division 228) includes Port-owned roads and other non-revenue-generating infrastructure intended for public use.

For the eight months ending August 2020, the Port spent a net \$1,380,000 in direct costs for these divisions. Public Priorities are supported by property taxes.

Bellingham Waterfront Acquisition Site (BWAS)

BWAS Summary For the period through August 31, 2020 (in thousands)	<u>2020</u>	<u>2019</u>
Revenues	992	662
Expenses	639	633
Income	353	29

Bellingham Waterfront Acquisition Site (Division 215) 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 2020, this division had revenues of \$992 thousand from leasing building space, and expenses of \$639 thousand.

Summary of the 2020 Budget

Through the first eight months of the current budget, the Port's operating revenues were approximately \$2.4 million under budget, and below the prior year by over 15%.

Operating revenue is affected by aviation enplanements, marina occupancy and real estate leasing activity. The majority of this revenue reduction can be attributed to the effects of COVID-19 at the airport. As a result of focused expense management, the operating divisions' expenses came in under budget by nearly \$2 million, resulting in a net loss of \$385 thousand in the first eight months.

Summary of the 2021 Budget

The 2021 budget forecasts decreased operating revenues from the 2020 budget, with total operating revenues for the year projected at \$21.7 million. In response to decreased revenues, total operating expenses are projected to decrease over 7% from the 2020 budget.

The Public Priorities programs will generate revenues of \$303,000 and operating expenses of \$3.1 million on the development and promotion of economic development, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup of sites outside of the Bellingham Waterfront Acquisition Site is budgeted at \$1.6 million, net of grants and other reimbursements. Public Priorities debt service, including both principal and interest, for 2021 is \$1.2 million and capital expenses related to Public Priorities for 2021 will total \$4.8 million, offset by \$350 thousand in grants.

The Bellingham Waterfront Acquisition Site is budgeted for revenues of \$1.5 million in 2021, which is a 30% increase from 2020. The Port will continue to market the leasing of the large warehouse and other properties on the former Georgia Pacific site as they become available in 2021. Expenses, including environmental cleanups, are budgeted at over \$4.9 million and offset by \$3.3 million in grants and other reimbursements. \$2.6 million in capital projects for this division are budgeted for 2021.

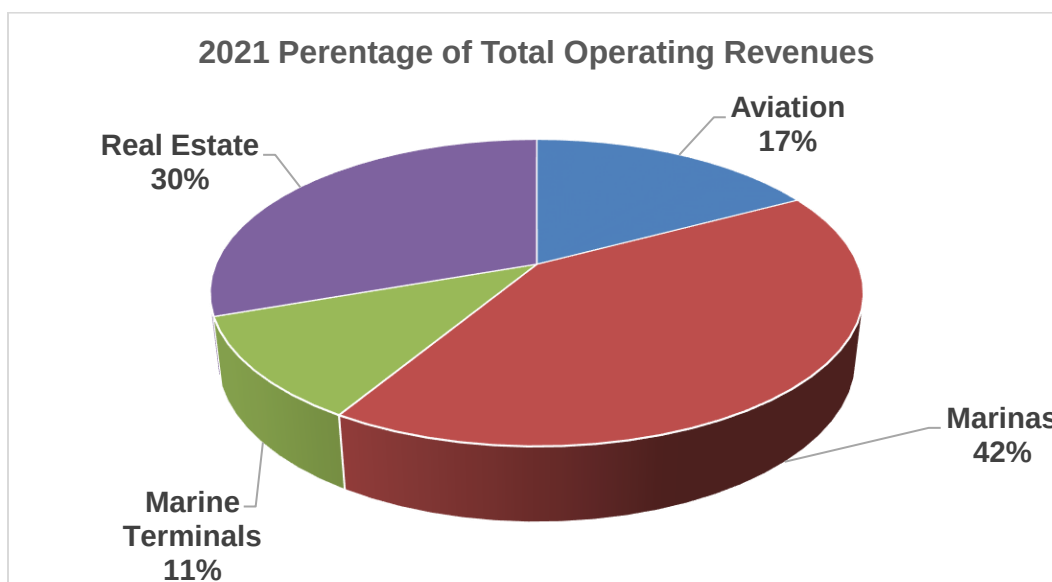
The 2021 budget reflects that overall, the Port is expected to generate positive cash flow of approximately \$1.5 million. This positive cash flow is largely due to fewer major capital projects in 2021 and property sales at the waterfront.

Following is a summary of the expected cash flow for 2021:

Sources of Cash Flows	in millions
Revenues from Port users and tenants	\$23.7
Property tax receipts	7.6
Capital grants	10.7
Operating grants	0.8
Third party environmental reimbursements	5.3
Passenger/Customer Facility Charges	.7
Interest earned on investments	0.9
Sale of Port Property	5.7
 Total Cash Generated	 \$55.4
 Uses of Cash Flows	
Operating divisional expenses	\$16.3
Public Priority Program expenses	4.4
Environmental cleanup and redevelopment costs	7.4
Principal and interest on outstanding debt	4.7
Capital investments	21.1
 Total Uses for Cash	 \$53.9
 Net Increase/(Decrease) in Cash	 \$1.5
 Projected Cash for future uses at 2020 Year End	 \$14.6
 Threshold Cash Reserves	 \$7.8
 Projected Debt Service Coverage Ratio for 2021	 3.43 times

Revenues and Other Sources of Cash Flow

The 2020 budget anticipates Port operating revenues of \$21.7 million (operating revenue only, does not include revenue of \$1.8 million in BWAS and Public Priorities). This represents a decrease from the 2020 budget of over 12%. The COVID-19 pandemic has largely only affected revenues at the airport, due to travel restrictions and the Canadian/US border closure. The Aviation Division is projected to produce just over \$3.7 million in revenues, a 44% decrease from the 2020 budget. The Marinas Division should realize a slight increase in revenues of 1.6% to nearly \$9 million. Real Estate revenues are expected to hold at 2020 levels, \$6.5 million, assuming the Port's tenants realize no additional significant financial impacts from COVID-19. Although Marine Terminals budgeted revenue is projected to decrease significantly to \$2.4 million, it is an increase from the actual revenues expected in 2020 as the Shipping Terminal continues to be marketed to potential users.



The Port expects to receive federal and state funding totaling \$16.9 million, of which \$10.7 million will support the Port's capital programs, \$838 thousand toward the Economic Development division, and \$5.3 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$650 thousand to the Port and be used to pay debt service on revenue bonds issued for airport improvements. These fees are charged through airline tickets with the Port receiving \$4.39 per enplaned passenger.

Bellingham International Airport is also expected to generate over \$91 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 \$0.206 per thousand of valuation. The levy request will provide an estimated \$7.5 million. Of that, \$5 million has been allocated to cover costs of current Public Priorities and Environmental programs and will service the debt previously issued to build public facilities and infrastructure throughout the Port district. The remaining \$2.5 million has been earmarked to fund costs related to the Bellingham Waterfront Acquisition Site.

Expenses and Other Uses of Cash

Port operating expenses are budgeted at \$19 million (before inter-company transfers), which is just over a 6% decrease from the 2020 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions and on capital projects; this inter-company transfer is anticipated to be a \$3 million credit to operating divisions in 2021.

Public Priorities expenses are expected to remain just over \$3.1 million. These expenses support the Economic Development, Public Access, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup at the Bellingham Waterfront Acquisition Site (BWAS), and other sites around the County. Non-BWAS related environmental cleanup is expected to cost just over \$3.6 million, and environmental cleanup in the BWAS area is budgeted at \$3.8 million. These cleanup costs are offset by grants, other liable parties, and insurance proceeds totaling nearly \$5.3 million.

Historically, the Port has issued various forms of long-term debt and the payments for both interest and principal on this debt totals \$4.7 million for 2021.

Capital Expenditures for 2021

In 2021 the Port's capital expenditures are budgeted at \$20.1 million, offset by \$10.7 million in capital grants for a net capital expenditure of \$9.5 million.

Operating Divisions

In 2021, the largest new capital projects will occur at the Bellingham Shipping Terminal, the Bellingham Cruise Terminal, Squalicum Marina, the airport, and in downtown waterfront area.

The Marine Terminals Division has a capital budget of nearly \$10.5 million, offset by grants of \$8.5 million in 2021. Projects include major repairs to the main pier, dredging, and structural upgrades to the rail span and stub pier at the Bellingham Shipping Terminal. The Bellingham Cruise Terminal is also scheduled for major repairs to the steel pilings and supports.

In the Marinas Division, the 2021 capital projects total nearly \$1.3 million, net of grants. The majority of the projects will occur at Squalicum Harbor. These include life extension projects in the inner harbor, and refurbishing Gate 3 restroom and comfort station. Various smaller capital maintenance projects are also scheduled in both harbors to maintain marina assets.

The airport has limited capital projects in 2021, totaling just \$80 thousand net of grants. The design of the runway shoulder and blast pads are budgeted at \$900 thousand, and are expected to be fully funded by the FAA. Other smaller maintenance projects such as obstruction and tree removal, and maintenance pavement are scheduled each year.

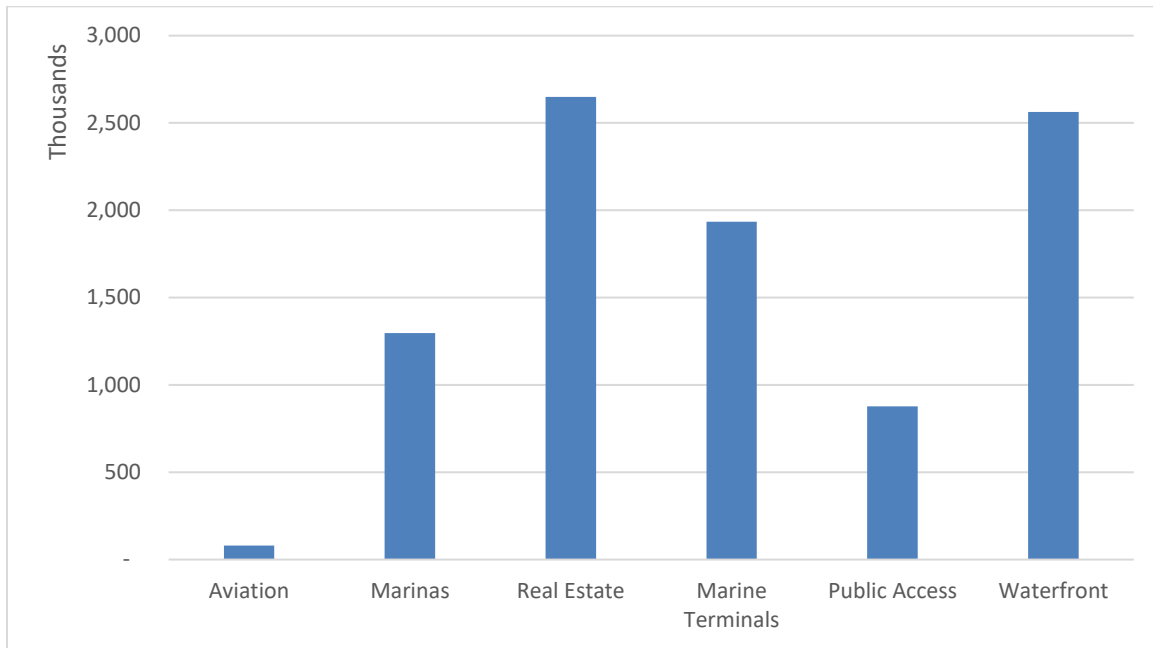
The Real Estate Division is budgeting \$2.6 million in 2021. The largest of these projects are the re-roof of two buildings and the design of stormwater at two locations. Various maintenance projects to Real Estate assets throughout the Port are also scheduled.

Public Priorities

Capital work is planned to continue in the Public Access areas in 2021. These projects include a hand launch vessel dock, and asphalt replacement in public areas.

Projects located in the Waterfront District are budgeted at just over \$2.5 million, and include the repair of the tile tanks, district utilities, safety elements, and planned interim uses for a portion of the site.

2021 Net Capital Expenditures by Division



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 Levies

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.

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 2021 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

Maximum Levy Available

The Port Commission has, since the adoption of the 1995 budget, unilaterally restricted the Port's property tax levy on existing property. The period of 1994 to 2020 reflects a decrease in the levy rate of \$0.236, going from \$0.4459 to \$0.2099 in 2020. In 2021, the Port will submit a levy request of approximately \$7.5 million, which is more than \$3.2 million less than the legal limit. The Port is requesting no increase in the tax levy for existing property, and depending upon new construction and assessed values, the levy rate is expected to decrease.

Tax at a Glance

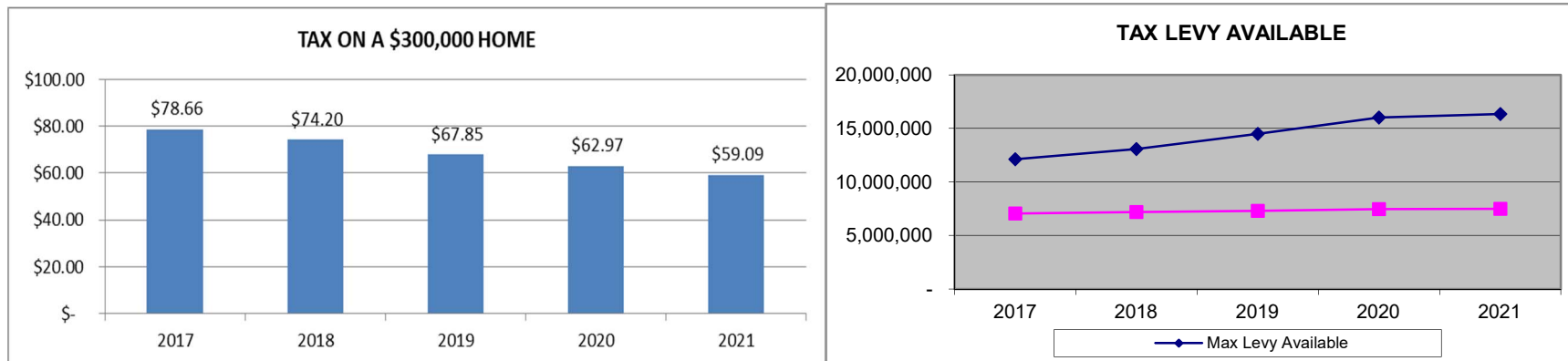
- ❖ Estimated 2021 Levy Rate \$.1970/\$1,000 Assessed Value
- ❖ The estimated levy for a \$300,000 home in 2021 is \$59.09
- ❖ Total 2021 Tax Levy Estimate \$7.57 Million
- ❖ The rate for 2020 was \$.2099/ \$1,000 Assessed Value
- ❖ The levy amount for a \$300,000 home in 2020 was \$62.97
- ❖ Last year the collection was \$7.46 million

The 2021 Levy will be used for:

Debt Service G. O. Bonds	\$843,800
Environmental Program Costs	344,934
Public Priority Programs Operating Expenses	2,493,825
Taxes Available for Public Priorities Capital Projects	1,317,441
Taxes Available for Bellingham Waterfront Acquisition Site	<u>2,573,847</u>
Total	\$7,573,847

TAX PAYER EFFECT

The following charts show the effect of the change in millage over the last seven years on a \$300,000 home.



2021 Tax Levy

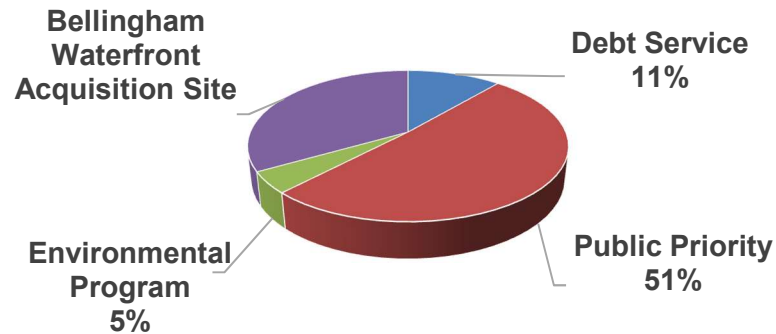
Sources:

	<u>2021</u>	<u>2020</u>
Regular Levy	\$6,730,047	\$6,620,217
G.O. Bonds/Debt Service	843,800	843,800
Special Levy	-	-
Industrial Development District (IDD)	-	-
Total Sources of Tax Levy	<u>\$7,573,847</u>	<u>\$7,464,017</u>

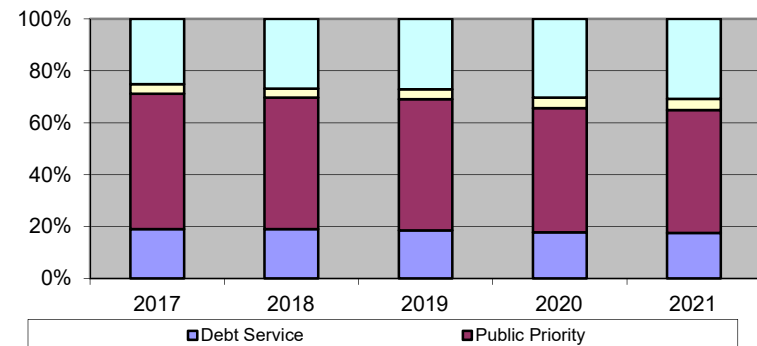
Uses:

Debt Service		
General Obligation Bonds Principal & Interest	\$843,800	\$843,800
Environmental Program Costs	344,934	394,081
Public Priority Programs Operating Expense	2,493,825	2,568,817
Taxes Available for Public Priorities Capital Projects	1,317,441	1,193,302
Cost Associated with Bellingham Waterfront Acquisition Site	2,573,847	2,464,017
Total Uses of Levy	<u>\$7,573,847</u>	<u>\$7,464,017</u>

USE OF TAX LEVY 2021



HISTORICAL USE OF TAX LEVY 2017-2021





	Budget 2020	Projected 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025
Beginning Cash Balance	35,640,709	35,640,709	13,072,426	14,595,897	11,995,754	9,783,764	9,032,882
Revenues from Operations	26,243,504	21,778,957	23,510,299	24,095,033	25,329,500	26,137,240	27,292,801
Deferred Revenue Payments		(221,701)	221,701				
Operating Expenses	(21,556,947)	(20,414,753)	(20,246,863)	(20,825,194)	(21,552,642)	(22,467,088)	(23,438,385)
Net Operating Revenues	4,686,557	1,142,503	3,485,137	3,269,839	3,776,858	3,670,152	3,854,416
Interest Income	948,448	625,000	948,448	948,448	948,448	948,448	948,448
Operating Grants	96,333	4,634,448	838,044	122,293	-	-	-
Bank Fees	(12,000)	(15,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Asset Replacement Costs	(358,903)	(358,903)	(392,242)	(337,417)	(337,417)	(332,417)	(332,417)
Election Expense	-	-	(150,000)	-	(150,000)	-	-
Property Tax Revenues	7,464,017	7,464,017	7,573,848	7,698,848	7,823,848	7,948,848	8,073,848
Net Cash Flow - Operations	12,824,452	13,492,065	12,291,235	11,690,011	12,049,737	12,223,031	12,532,295
Proceeds from Sale of Rev Bonds/Loans	-	-	-	-	-	-	-
Revenue Bond Payments	(3,326,470)	(3,326,470)	(3,019,075)	(3,024,150)	(3,022,501)	(3,015,000)	(3,012,750)
2010B Revenue Bond - IRS Interest Refu	9,023	9,023	-	-	-	-	-
Proceeds from Sale of GO Bonds/Loans	-	-	-	-	-	-	-
General Obligation Bond Payments	(843,800)	(843,800)	(843,400)	(842,400)	(838,600)	(843,800)	(847,600)
Proceeds from Long Term Loans	-	-	-	-	-	-	-
Other Long Term Loan Payments	(740,066)	(740,066)	(803,434)	(803,434)	(750,643)	(750,646)	(415,915)
Net Cash Flow - Debt	(4,901,313)	(4,901,313)	(4,665,909)	(4,669,984)	(4,611,744)	(4,609,446)	(4,276,265)
New Capital Projects	(22,061,559)	(36,527,122)	(21,152,472)	(15,509,796)	(14,076,539)	(12,634,500)	(4,357,600)
Capital Carryover from prior year	(18,865,299)	750,000	-	-	-	-	-
Capital Grants	11,093,133	5,659,450	10,693,878	9,000,000	6,200,000	5,000,000	756,000
Customer Facility Charges	327,069	91,822	91,822	101,004	111,104	122,215	324,175
Passenger Facility Charges	1,493,304	495,813	649,720	714,692	786,161	864,777	1,480,089
Net Cash Flow - Capital	(28,013,352)	(29,530,037)	(9,717,052)	(5,694,100)	(6,979,273)	(6,647,508)	(1,797,336)
Sale/Acquisition of Port property	5,687,432	-	5,687,432	1,742,400	-	-	-
Environmental Remediation	(5,912,684)	(5,912,684)	(7,421,078)	(17,093,683)	(14,743,642)	(6,726,334)	(625,496)
Environmental Remediation - Outside Funding			5,348,843	11,425,213	12,072,932	5,009,375	15,999
Environmental Remediation - Grants	2,345,383	2,345,383	-	-	-	-	-
Environmental Remediation - Chartis Reiml	1,478,743	1,478,743	-	-	-	-	-
Environmental Remediation - PLP Reimb	459,561	459,561	-	-	-	-	-
Net Cash Flow - Other	4,058,435	(1,628,997)	3,615,197	(3,926,070)	(2,670,710)	(1,716,959)	(609,497)
Cash Flow All Sources	(16,031,778)	(22,568,282)	1,523,471	(2,600,143)	(2,211,990)	(750,882)	5,849,197
Cumulative Cash Flow	19,608,931	13,072,426	14,595,897	11,995,754	9,783,764	9,032,882	14,882,079
Reserved	(8,925,013)	(8,323,031)	(7,846,325)	(8,675,373)	(8,832,792)	(9,007,527)	(9,173,278)
Available Cash	10,683,918	4,749,395	6,749,573	3,320,381	950,972	25,355	5,708,801

2021 Budget Summary 5-Year Forecast

	2020 Budget	2021	2022	2023	2024	2025
<u>Operating Activity</u>						
Aviation						
Revenues	6,668,991	3,728,377	3,784,203	3,844,830	3,906,770	3,972,435
Expenses	5,985,965	4,543,010	4,770,578	4,926,900	5,149,705	5,315,519
Operating Contribution	683,026	(814,633)	(986,375)	(1,082,070)	(1,242,935)	(1,343,084)
Marinas						
Revenues	8,846,567	8,987,723	9,216,691	9,535,882	9,867,824	10,213,027
Expenses	3,303,840	3,596,199	3,599,559	3,736,937	3,865,156	4,017,016
Operating Contribution	5,542,727	5,391,524	5,617,132	5,798,945	6,002,668	6,196,010
Real Estate						
Revenues	6,561,513	6,587,673	6,762,572	6,953,697	7,271,807	7,470,708
Expenses	2,109,151	2,150,646	2,243,712	2,319,580	2,399,116	2,482,590
Operating Contribution	4,452,362	4,437,027	4,518,860	4,634,117	4,872,691	4,988,118
Planning & Development						
Revenues	-	-	-	-	-	-
Expenses	340,042	383,266	261,430	272,021	283,415	295,907
Operating Contribution	(340,042)	(383,266)	(261,430)	(272,021)	(283,415)	(295,907)
Marine Terminals						
Revenues	2,701,449	2,375,518	2,445,884	3,039,084	3,076,812	3,548,836
Expenses	2,039,842	1,871,368	1,946,633	2,016,996	2,090,929	2,168,687
Operating Contribution	661,608	504,150	499,251	1,022,088	985,883	1,380,149
Facilities						
Revenues	-	-	-	-	-	-
Expenses	3,669,996	3,704,388	3,873,557	4,052,668	4,245,598	4,453,657
Inter-Company Transfers	(3,028,653)	(3,051,521)	(3,164,170)	(3,285,031)	(3,417,051)	(3,561,321)
Operating Contribution	(641,343)	(652,867)	(709,387)	(767,637)	(828,546)	(892,337)

	2020 Budget	2021	2022	2023	2024	2025
Administration						
Revenues	39,908	39,875	39,875	39,875	39,875	39,875
Expenses	1,687,291	1,596,580	1,637,530	1,707,927	1,783,523	1,864,799
Operating Contribution	(1,647,384)	(1,556,705)	(1,597,655)	(1,668,052)	(1,743,648)	(1,824,924)
Executive						
Revenues	-	-	-	-	-	-
Expenses	1,189,957	1,233,610	1,267,311	1,310,305	1,382,898	1,432,579
Operating Contribution	(1,189,957)	(1,233,610)	(1,267,311)	(1,310,305)	(1,382,898)	(1,432,579)
Total Operating Activity						
Revenues	24,818,428	21,719,166	22,249,225	23,413,368	24,163,088	25,244,881
Expenses	20,326,085	19,079,065	19,600,310	20,343,335	21,200,339	22,030,755
Inter-Company Transfers	(3,028,653)	(3,051,521)	(3,164,170)	(3,285,031)	(3,417,051)	(3,561,321)
Operating Contribution	7,520,995	5,691,622	5,813,085	6,355,064	6,379,801	6,775,447

	2020 Budget	2021	2022	2023	2024	2025
<u>Public Priorities</u>						
Economic Development						
Revenues	14,000	14,000	14,000	28,000	28,000	42,000
Expenses	570,787	585,328	553,803	596,889	687,650	725,675
Net Non Operating	660,299	521,328	533,020	555,185	638,888	655,714
Operating Contribution	103,512	(50,000)	(6,784)	(13,704)	(20,762)	(27,961)
Infrastructure						
Revenues	-	-	-	-	-	-
Expenses	579,850	530,716	546,638	563,037	579,928	597,326
Net Non-Operating Income	(579,850)	(530,716)	(546,638)	(563,037)	(579,928)	(597,326)
Operating Contribution	-	-	-	-	-	-
Public Access						
Revenues	280,638	288,827	297,485	306,404	315,590	325,052
Expenses	1,719,559	1,680,608	1,736,692	1,801,236	1,870,184	1,942,918
Net Non-Operating Income	1,438,921	1,391,781	1,281,580	1,479,426	1,381,254	1,586,433
Operating Contribution	-	-	(157,627)	(15,406)	(173,340)	(31,433)
Total Public Priority						
Revenues	294,638	302,827	311,485	334,404	343,590	367,052
Expenses	2,870,196	2,796,652	2,837,133	2,961,161	3,137,762	3,265,919
Net Non-Operating Income	2,099,220	1,913,108	1,814,600	2,034,611	2,020,142	2,242,147
Operating Contribution	(476,338)	(580,716)	(711,048)	(592,146)	(774,030)	(656,720)

	2020 Budget	2021	2022	2023	2024	2025
Bellingham Waterfront Acquisition						
Revenues	1,170,347	1,528,181	1,574,198	1,621,603	1,670,437	1,720,743
Expenses	1,093,579	1,117,606	1,236,134	1,205,158	1,204,821	1,283,842
Net Non-Operating Income	1,957,576	2,096,118	2,278,112	2,420,417	2,941,472	2,736,904
Operating Contribution	2,034,343	2,506,692	2,616,176	2,836,861	3,407,088	3,173,806
Total Bellingham Waterfront Acquisition						
Revenues	1,170,347	1,528,181	1,574,198	1,621,603	1,670,437	1,720,743
Expenses	1,093,579	1,117,606	1,236,134	1,205,158	1,204,821	1,283,842
Net Non-Operating Income	1,957,576	2,096,118	2,278,112	2,420,417	2,941,472	2,736,904
Operating Contribution	2,034,343	2,506,692	2,616,176	2,836,861	3,407,088	3,173,806
Environmental						
Revenues	-	-	-	-	-	-
Expenses	397,384	344,934	355,662	367,895	381,092	459,065
Net Non-Operating Income	(738,628)	(1,244,917)	(4,887,419)	(1,894,730)	(1,323,837)	191,166
Operating Contribution	(1,136,012)	(1,589,851)	(5,243,081)	(2,262,625)	(1,704,929)	(267,899)
Total Environmental						
Revenues	-	-	-	-	-	-
Expenses	397,384	344,934	355,662	367,895	381,092	459,065
Net Non-Operating Income	(738,628)	(1,244,917)	(4,887,419)	(1,894,730)	(1,323,837)	191,166
Operating Contribution	(1,136,012)	(1,589,851)	(5,243,081)	(2,262,625)	(1,704,929)	(267,899)
Operating Contribution	7,942,988	6,027,747	2,475,131	6,337,154	7,307,929	9,024,633

Division: Aviation

Description of Services:

The airport is a Federal Aviation Regulation Part 139 primary non-hub commercial air service airport with daily originating and/or connecting flights to destinations throughout the United States and other countries. The airport is located approximately 100 miles north of Seattle and 40 miles south of Vancouver, Canada. Service at the airport has historically been provided by leisure and regional/commuter carriers. Allegiant Travel Company and Alaska Air Group accounted for a majority of scheduled service in 2020. With a small portion of enplanements served by air-taxi and charter carriers.

Currently, the airport has facilities for commercial passengers, air cargo, general aviation, and maintenance on a site of approximately 1,018 acres. Airside facilities are served by Runway 16-34, a 6,701-foot precision-instrumented runway. Also, the airport provides a 16.5-hour air traffic control tower and weather service, hangars, domestic and international terminal for air carrier use, and serves as an International Port of Entry with U.S. Customs and Border Protection facility.

The scheduled air service business component consists of a 105,000 sq. ft. commercial air passenger and cargo terminal with related support facilities, including an eight aircraft parking apron, six boarding gates, revenue parking lots, airport safety and security facilities, and food, beverage, and retail concessions. Ground transportation services are also provided at the terminal including rental cars, inter-city, and local bus and shuttle transportation services as well as on-demand taxi and transportation network operators to meet the travel needs of the region.

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

Additionally, there is seasonal charter service. 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 a variety of corporate and general aviation users. The general aviation terminal is owned by the Port and leased to the fixed base operator ("FBO") and is equipped with a corporate meeting room and pilot lounge with a flight planning facility. General aviation facilities include one FBO, one aircraft maintenance facilities, 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.

Aviation 2021 Objectives:

1. Implement efficiencies to further reduce operating costs through the COVID-19 pandemic.
2. Retain, recover, and restore airline service.
3. Complete the environmental Categorical Exclusion for CIP projects in the adopted Airport Master Plan.
4. Identify new aeronautical and non-aeronautical revenue sources.
5. Market new service routes for service to Reno, Chicago, Dallas, Albuquerque, and leisure markets in Mexico.
6. Manage operating and capital expenses to coincide with the slowed recovery in passenger demand.
7. Complete the Runway Safety Area construction project to obtain fully compliance with FAA standards.

Staff, Facilities and Structure:

Administrative staff at the airport include the Director of Aviation, Airport Operations Managers (3)), Airport Administration Specialists (2), and an Airport Maintenance Technician (1). The airport has 8 full-time Airport Firefighters who staff the Aircraft Rescue Fire Fighting station, perform safety and security duties, and maintain runways, taxiways, and terminals in compliance with FAA and the Transportation Security Administration (TSA) standards.

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.

Staff: 15 FTE's work across all Aviation Division Programs

Source of Funding: Operating revenues, User Fees (PFC/CFCs) and federal grants

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	3,728,377	6,668,990	6,843,273
Operating Expenses	4,543,010	5,985,965	5,335,672
Net Cash Flow	-814,633	683,026	1,507,601

Major 2021 Capital Projects (over \$100,000):

Design runway shoulders & blast pads (100% grant funded)	\$900,000
Design Relocation/Demolition of taxiways C, D, E, F (100% grant funded)	\$236,000
Conversion of terminal lights to LED (100% grant funded)	\$200,000
Design snow removal equipment facility (100% grant funded)	\$250,000

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Aviation							
	Operating Revenue							
1-101-001-6305-0000	Space and Land Rental	371,993	325,196	330,074	335,025	340,050	345,151	COVID-19 /Border "X"
1-101-001-6353-0000	Fuel Flowage Commercial	120,099	80,781	80,308	84,455	88,603	92,750	COVID-19 /Border "X"
1-101-001-6356-0000	External Revenue Transfer	120,780	49,680	60,600	71,000	82,000	96,000	COVID-19 /Border "X"
1-101-001-6360-0000	Miscellaneous Revenue	46,938	47,000	47,705	48,421	49,147	49,884	COVID-19 /Border "X"
1-101-001-6362-0000	Security SIDA Violation	200	200	200	200	200	200	COVID-19 /Border "X"
1-101-001-6363-0000	Employee Parking Permits	17,720	12,000	12,180	12,363	12,548	12,736	COVID-19 /Border "X"
1-101-001-6410-0000	Airline Landing Fees	453,191	235,287	238,816	242,399	246,035	249,725	COVID-19 /Border "X"
1-101-001-6415-0000	Based Aircraft RON Parking	58,400	29,160	29,597	30,041	30,492	30,949	COVID-19 /Border "X"
1-101-001-6420-0000	Airline Passenger Fees	600,000	600,000	600,000	600,000	600,000	600,000	COVID-19 /Border "X"
1-101-001-6440-0000	Concession Fees	700,000	200,000	203,000	206,045	209,136	212,273	COVID-19 /Border "X"
1-101-001-6445-0000	Triple Net and CAM Charges	60,000	63,615	64,569	65,538	66,521	67,519	COVID-19 /Border "X"
1-101-001-6450-0000	Advertising Program Revenue	16,000	12,000	12,600	13,230	13,892	14,586	COVID-19 /Border "X"
1-101-001-6455-0000	Parking Fees	3,331,788	1,332,000	1,351,980	1,372,260	1,392,844	1,413,736	COVID-19 /Border "X"
1-101-001-6460-0000	Space and Land Rental - GA	621,267	646,208	655,901	665,740	675,726	685,862	COVID-19 /Border "X"
1-101-001-6461-0000	Fuel Flowage Fee - GA	75,000	29,950	30,399	30,855	31,318	31,788	COVID-19 /Border "X"
1-101-001-6462-0000	Miscellaneous Revenue - GA	4,000	3,500	3,553	3,606	3,660	3,715	COVID-19 /Border "X"
1-101-001-6463-0000	Additional Revenue - GA-Aviation--	6,750	4,300	4,365	4,430	4,496	4,564	COVID-19 /Border "X"
1-101-001-6464-0000	Aircraft Tie Down Fees - GA	12,865	11,000	11,165	11,332	11,502	11,675	COVID-19 /Border "X"
1-101-001-6465-0000	Transient Landing and Park - GA	51,500	46,000	46,690	47,390	48,101	48,823	COVID-19 /Border "X"
1-101-001-6466-0000	Derelict Aircraft Fine - GA	500	500	500	500	500	500	COVID-19 /Border "X"
	Operating Revenue	6,668,991	3,728,377	3,784,203	3,844,830	3,906,770	3,972,435	
	Expense							
	Variable Expenses							
1-101-001-7001-0000	Salaries and Wages	1,352,367	1,221,200	1,245,624	1,270,536	1,295,947	1,321,866	
1-101-001-7002-0000	Salaries & Benefits Recovered	60,573	65,163	68,421	71,842	75,434	79,206	
1-101-001-7003-0000	Employee Benefits	625,328	528,244	581,068	639,175	703,093	773,402	
1-101-001-7006-0000	Employee Training	37,500	38,000	38,570	39,149	39,736	40,332	
1-101-001-7050-0000	Travel	27,000	20,000	20,300	20,605	20,914	21,227	
1-101-001-7101-0000	Natural Gas	34,091	30,032	31,533	33,110	34,765	36,504	
1-101-001-7102-0000	Water	125,907	88,640	93,072	97,726	102,612	107,743	
1-101-001-7103-0000	Electricity	274,328	230,965	242,513	254,639	267,371	280,740	
1-101-001-7104-0000	Gasoline and Diesel	71,077	31,796	74,631	33,386	78,363	35,055	
1-101-001-7105-0000	Gasoline/Diesel Resold (Contra)	(36,423)	(17,276)	(38,244)	(18,140)	(40,156)	(19,047)	
1-101-001-7110-0000	Electricity for Resale	15,000	12,500	13,125	13,781	14,470	15,194	

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Aviation							
1-101-001-7111-0000	Electricity Resold (Contra)	(16,500)	(11,907)	(17,325)	(12,502)	(18,191)	(13,127)	
1-101-001-7114-0000	Garbage	39,825	31,217	41,816	32,778	43,907	34,417	
1-101-001-7115-0000	Telephone and Communication	33,915	27,467	34,932	28,291	35,980	29,140	
1-101-001-7203-0000	Equipment Rental	4,000	2,000	2,060	2,122	2,185	2,251	
1-101-001-7204-0000	Small Tools and Equipment	16,000	2,000	2,060	2,122	2,185	2,251	
1-101-001-7205-0000	Operating Supplies	66,010	50,000	50,750	51,511	52,284	53,068	
1-101-001-7207-0000	Office Supplies	3,000	1,500	1,523	1,545	1,569	1,592	
1-101-001-7208-0000	Signage	1,750	450	457	464	471	478	
1-101-001-7210-0000	Postage	1,350	322	327	332	337	342	
1-101-001-7211-0000	Janitorial	346,773	357,176	362,534	367,972	373,491	379,094	
1-101-001-7213-0000	Subscriptions	1,531	3,200	3,248	3,297	3,346	3,396	
1-101-001-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-101-001-7301-0000	Legal Expense	55,000	5,000	5,075	5,151	5,228	5,307	
1-101-001-7303-0000	Membership Dues and Fees	8,750	8,000	8,120	8,242	8,365	8,491	
1-101-001-7305-0000	Parking Services	803,737	501,865	509,393	517,034	524,790	532,661	
1-101-001-7306-0000	Security	1,000	500	508	515	523	531	
1-101-001-7307-0000	External Operational Expense	395,472	250,000	253,750	257,556	261,420	265,341	
1-101-001-7308-0000	Outside Services	415,310	150,000	152,250	154,534	156,852	159,205	
1-101-001-7312-0000	Interfund Transfer	54,650	1,500	1,500	1,500	1,500	-	
1-101-001-7313-0000	Advertising and Promotion	200,000	50,000	70,000	100,000	120,000	150,000	
1-101-001-7316-0000	Promotional Hosting	750	500	600	700	800	900	
1-101-001-7317-0000	Incidental Meeting Expense	400	200	200	200	200	200	
1-101-001-7318-0000	General Aviation Services	18,000	14,000	14,210	14,423	14,639	14,859	
1-101-001-7401-0000	Insurance and Claims	312,911	331,255	364,380	375,312	386,571	398,168	
1-101-001-7402-0000	Taxes	46,747	26,500	27,295	28,114	28,957	29,826	
1-101-001-7403-0000	Environmental Costs	23,000	15,000	15,000	15,000	15,000	15,000	
1-101-001-7405-0000	Uncollectable Revenue	800	5,000	5,000	5,000	5,000	5,000	
1-101-001-7406-0000	Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000	
1-101-001-7501-0000	Repair and Maintenance	272,535	310,000	319,300	328,879	338,745	348,908	
1-101-001-7502-0000	Groundskeeping	148,500	85,000	95,000	105,000	115,000	120,000	
1-101-001-7503-0000	Preventative Maintenance	141,000	70,000	70,000	70,000	70,000	70,000	
1-101-001-7504-0000	Equipment	-	3,000	3,000	3,000	3,000	3,000	
	Expense	5,985,965	4,543,010	4,770,578	4,926,900	5,149,705	5,315,519	
	Aviation	683,026	(814,633)	(986,375)	(1,082,070)	(1,242,935)	(1,343,084)	

Division: 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.

Marinas 2021 Objectives:

8. Continue working to improve the safety and security of the marinas. This will include continued customer outreach, including Marine Advisory Committee and newsletter columns intended to educate and encourage safe behavior in the facilities.
9. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
10. Continue marketing efforts for Blaine Harbor to promote harbor availability to recreational boating and commercial fishing communities toward increasing overall occupancy, utilizing a variety of focused marketing products from print media to participation in regional boat and trade shows.
11. Promote environmental stewardship and Best Management Practices to customers, tenants, and harbor users through newsletter columns, educational displays, and other forms of customer outreach.
12. Continue the development of long-term plan to replace aging moorage infrastructure with a focus on the inner basin at Squalicum Harbor that includes implementing short-term life extension projects.
13. In support of the Corporate Goals toward expansion of Marine Trades, provide support to other Port divisions to improve marine infrastructures and provide support to Real Estate for the continued development of the Blaine Marine Industrial area.

Staff, Facilities and Structure:

Staffing for this division includes one Blaine Harbormaster, one Squalicum Harbormaster, eight Harbor Operations Specialists (3 in Blaine Harbor and 5 in Squalicum Harbor), one Special Projects Administrator, one half-time Manager of Marinas, and three seasonal Dock Attendants (1 in Blaine Harbor and 2 in Squalicum Harbor). At Blaine and Squalicum Harbors combined, the Port maintains 2,015 permanent moorage slips for recreational, commercial fishing, and charter vessels; 1,800 lineal feet of visitor moorage; 248 web lockers for gear storage; dedicated commercial fishing gear storage areas; and oversees the day-to-day operation of 2 boat launches.

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Marinas						
Operating Revenue						
Commercial Berth and Moorage	344,285	390,080	390,080	390,080	390,080	390,080
Pleasure Berth and Moorage	7,668,090	7,711,000	7,938,360	8,255,894	8,586,130	8,929,575
Pleasure Transient Moorage	75,300	76,220	76,220	76,220	76,220	76,220
Commercial Transient Moorage	19,000	21,935	21,935	21,935	21,935	21,935
Work Dock Revenue	25,450	34,050	34,050	34,050	34,050	34,050
Boat Launch Fees	54,840	68,400	68,400	68,400	68,400	68,400
ACF Support 2	121,198	120,000	120,000	120,000	120,000	120,000
ACF Support	61,743	64,000	64,000	64,000	64,000	64,000
Equipment Rentals	16,730	30,600	30,600	30,600	30,600	30,600
Electric Meter Base Fee	9,485	-	-	-	-	-
Space and Land Rental	36,235	36,900	37,911	38,952	40,025	41,130
Weblocker Rental	310,355	291,520	291,520	291,520	291,520	291,520
Dry Storage Area	18,360	32,750	32,750	32,750	32,750	32,750
Fuel Flowage Fees	23,015	21,800	21,800	21,800	21,800	21,800
Miscellaneous Revenue	59,130	85,000	85,510	86,035	86,576	87,134
Stores Items	260	230	230	230	230	230
Concession Fees	225	330	330	330	330	330
Triple Net and CAM Charges	2,866	2,908	2,995	3,085	3,178	3,273
Operating Revenue	8,846,567	8,987,723	9,216,691	9,535,882	9,867,824	10,213,027
Expense						
Salaries and Wages	753,150	759,604	774,796	790,292	806,098	822,220
Salaries & Benefits Recovered	-	-	-	-	-	-
Employee Benefits	399,791	410,345	451,380	496,517	546,169	600,786
Employee Training	4,150	4,100	4,223	4,350	4,480	4,615
Travel	4,700	11,325	3,581	11,665	3,664	12,015
Natural Gas	12,150	13,840	14,255	14,683	15,123	15,577
Water	136,200	136,550	140,647	144,866	149,212	153,688
Electricity	80,440	78,100	80,443	82,856	85,342	87,902
Gasoline and Diesel	7,800	6,500	6,695	6,896	7,103	7,316
Natural Gas for Resale	-	-	-	-	-	-
Natural Gas Resold (Contra)	-	-	-	-	-	-
Electricity for Resale	435,000	498,900	503,256	507,743	512,364	517,124
Electricity Resold (Contra)	(342,805)	(413,430)	(417,118)	(420,916)	(424,829)	(428,859)
Garbage	221,230	237,800	244,934	252,282	259,850	267,646
Telephone and Communication	26,460	27,600	28,428	29,281	30,159	31,064
Dock Boxes for Resale	-	-	-	-	-	-
Dock Boxes Resold	-	-	-	-	-	-
Equipment Rental	11,775	11,350	11,691	12,041	12,402	12,775
Small Tools and Equipment	1,500	1,900	1,957	2,016	2,076	2,138
Operating Supplies	30,475	39,650	40,840	42,065	43,327	44,626
Office Supplies	10,000	9,900	10,197	10,503	10,818	11,143
Signage	2,800	2,800	2,860	2,922	2,985	3,051

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Marinas						
Freight Charges	-	-	-	-	-	-
Postage	10,900	10,900	11,227	11,564	11,911	12,268
Janitorial	117,545	119,940	117,583	121,110	124,744	128,486
Subscriptions	465	505	520	536	552	568
Publications and Tariffs	1,000	1,800	1,854	1,910	1,967	2,026
Legal Expense	12,500	17,500	18,025	18,566	19,123	19,696
Membership Dues and Fees	1,910	2,295	2,364	2,435	2,508	2,583
Security	200,450	226,700	233,501	240,506	247,721	255,153
Outside Services	236,585	235,970	243,049	250,341	257,851	265,586
Interfund Transfer	48,843	48,843	49,820	50,816	51,883	52,869
Advertising and Promotion	28,125	30,900	31,827	32,782	33,765	34,778
Promotional Hosting	1,000	1,000	1,015	1,030	1,046	1,063
Incidental Meeting Expense	1,525	1,440	1,483	1,528	1,574	1,621
Insurance and Claims	222,971	283,687	312,056	321,418	331,060	340,992
Taxes	5,450	8,300	8,549	8,805	9,070	9,342
Disposal Costs	17,500	185,000	61,500	63,345	65,245	67,203
Uncollectible Revenue	35,000	45,000	46,350	47,741	49,173	50,648
Miscellaneous	1,540	1,550	1,597	1,644	1,694	1,745
Repair and Maintenance	361,120	378,035	389,376	401,057	413,089	425,482
Groundskeeping	103,095	66,600	68,598	70,656	72,776	74,959
Preventative Maintenance	101,500	93,400	96,202	99,088	102,061	105,123
Equipment	-	-	-	-	-	-
Expense	3,303,840	3,596,199	3,599,559	3,736,937	3,865,156	4,017,016
Marinas	5,542,727	5,391,524	5,617,132	5,798,945	6,002,668	6,196,010

Divisional Program: Blaine Harbor

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, a sawtooth dock for gear transfer, visitor moorage, a two-lane boat launch, and restroom, shower and laundry facilities.

Staff: 4 FTE's, 2 shared position within the Marinas program, and 1 seasonal FTE.

Source of Funding: Operating Revenues

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	2,336,655	2,318,065	2,406,627
Operating Expenses	1,383,250	1,188,563	1,103,530
Net Cash Flow	953,405	1,129,502	1,303,097

Major 2021 Capital Projects (over \$100,000):

Sawtooth power, water, and lighting upgrades	\$150,000
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Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Blaine Harbor	Blaine Harbor							
	Operating Revenue							
1-105-004-6150-0000	Commercial Berth and Moorage	62,285	94,980	94,980	94,980	94,980	94,980	Commercial moorage
1-105-004-6151-0000	Pleasure Berth and Moorage	2,047,090	2,027,000	2,027,000	2,108,080	2,192,403	2,280,099	Recreational moorage
1-105-004-6152-0000	Pleasure Transient Moorage	17,200	16,220	16,220	16,220	16,220	16,220	Visitor moorage
1-105-004-6153-0000	Commercial Transient Moorage	4,500	7,735	7,735	7,735	7,735	7,735	ACF visitor moorage
1-105-004-6154-0000	Work Dock Revenue	250	250	250	250	250	250	ACF moorage at work docks
1-105-004-6157-0000	Boat Launch Fees	15,840	19,700	19,700	19,700	19,700	19,700	Boat launch daily and annual pass
1-105-004-6160-0000	ACF Support 2	43,630	43,200	43,200	43,200	43,200	43,200	Lummi Nation Moorage
1-105-004-6170-0000	ACF Support	15,485	16,600	16,600	16,600	16,600	16,600	ACF Moorage Support
1-105-004-6200-0000	Equipment Rentals	3,330	5,400	5,400	5,400	5,400	5,400	Forklift, crane and net reel rentals
1-105-004-6221-0000	Electric Meter Base Fee	5,985	-	-	-	-	-	Power hook-up fees
1-105-004-6305-0000	Space and Land Rental	2,835	3,200	3,200	3,200	3,200	3,200	Upland rental revenue
1-105-004-6330-0000	Weblocker Rental	80,255	77,620	77,620	77,620	77,620	77,620	Revenues for weblocker rental
1-105-004-6332-0000	Dry Storage Area	4,460	6,450	6,450	6,450	6,450	6,450	Fenced storage yard
1-105-004-6353-0000	Fuel Flowage Fees	1,615	1,100	1,100	1,100	1,100	1,100	Revenue for over-the-dock fueling
1-105-004-6360-0000	Miscellaneous Revenue	13,030	17,000	17,510	18,035	18,576	19,134	Laundry, shower, waitlists, new customer, and other assorted revenue
1-105-004-6361-0000	Stores Items	100	100	100	100	100	100	
1-105-004-6440-0000	Concession Fees	175	100	100	100	100	100	Vending Machine Revenue
	Operating Revenue	2,318,065	2,336,655	2,337,165	2,418,770	2,503,635	2,591,888	
	Expense							
1-105-004-7001-0000	Salaries and Wages	315,574	314,485	320,775	327,190	333,734	340,409	
1-105-004-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-105-004-7003-0000	Employee Benefits	189,302	202,292	222,521	244,773	269,251	296,176	
1-105-004-7006-0000	Employee Training	2,050	2,000	2,060	2,122	2,185	2,251	Forklift (\$400), CPR (\$100), Hazmat (\$600), Marine electrical safety (\$200), University of AK (\$400)Office development skills (\$300)
1-105-004-7050-0000	Travel	2,000	3,525	800	3,631	800	3,740	Travel expense for Blaine Harbormaster (Pacific Coast Congress of Harbormaster) and travel to promote Blaine Harbor at 2021 Vancouver International Boat Show
1-105-004-7101-0000	Natural Gas	2,650	2,840	2,925	3,013	3,103	3,196	Natural gas costs for heating and other services
1-105-004-7102-0000	Water	40,400	41,550	42,797	44,080	45,403	46,765	Potable water costs for the docks, restrooms, and harbor office.

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Blaine Harbor	Blaine Harbor							
1-105-004-7103-0000	Electricity	21,440	21,900	22,557	23,234	23,931	24,649	Electricity costs for the harbor office, work docks, restrooms and weblockers
1-105-004-7104-0000	Gasoline and Diesel	3,000	2,700	2,781	2,864	2,950	3,039	Fuel for work vehicles, forklift, and harbor skiffs.
1-105-004-7107-0000	Natural Gas Resold (Contra)	-		-	-	-	-	
1-105-004-7110-0000	Electricity for Resale	133,400	145,200	149,556	154,043	158,664	163,424	Electricity metered for resale
1-105-004-7111-0000	Electricity Resold (Contra)	(105,705)	(122,930)	(126,618)	(130,416)	(134,329)	(138,359)	Revenues generated from metered vessel electrical usage
1-105-004-7114-0000	Garbage	35,730	36,200	37,286	38,405	39,557	40,743	General garbage and recycling costs
1-105-004-7115-0000	Telephone and Communication	18,760	18,800	19,364	19,945	20,543	21,160	Network fiber lease, office telephone and dockside payphones.
1-105-004-7201-0000	Dock Boxes for Resale	-		-	-	-	-	
1-105-004-7202-0000	Dock Boxes Resold	-		-	-	-	-	
1-105-004-7203-0000	Equipment Rental	4,575	4,350	4,481	4,615	4,753	4,896	Laundry and copier leasing costs
1-105-004-7204-0000	Small Tools and Equipment	1,000	1,000	1,030	1,061	1,093	1,126	Small tools costs
1-105-004-7205-0000	Operating Supplies	10,575	14,550	14,987	15,436	15,899	16,376	Dock carts (\$5,000), uniforms (\$1,000), hazmat materials (\$750), safety equipment (\$300), Chlor-dtect kits (\$600), boatlaunch envelopes (\$500), visitor envelopes (\$500), boatlaunch passes (\$150), misc supplies & parts (\$500), harbor skiff supplies (\$250), Oil Recycling Supplies (\$200), key fobs for ACS (\$4,750).
1-105-004-7207-0000	Office Supplies	3,900	3,900	4,017	4,138	4,262	4,389	General office supplies (Paper, pens, other incidentals)
1-105-004-7208-0000	Signage	2,000	2,000	2,060	2,122	2,185	2,251	
1-105-004-7209-0000	Freight Charges	-		-	-	-	-	Harbor signage replacement
1-105-004-7210-0000	Postage	3,100	3,000	3,090	3,183	3,278	3,377	Postage for all mailings
1-105-004-7211-0000	Janitorial	46,945	44,940	40,333	41,543	42,789	44,073	Janitorial services
1-105-004-7213-0000	Subscriptions	65	55	57	58	60	62	Latitude 38 (\$36)
1-105-004-7214-0000	Publications and Tariffs	500	200	206	212	219	225	Printing fees for special mailings
1-105-004-7301-0000	Legal Expense	7,500	10,000	10,300	10,609	10,927	11,255	General legal expenses

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Blaine Harbor	Blaine Harbor							
1-105-004-7303-0000	Membership Dues and Fees	545	930	958	987	1,016	1,047	Costs associated with known membership dues including: NMTA (230), PCC (285), BC Marine Trade Association (\$415).
1-105-004-7306-0000	Security	99,950	115,500	118,965	122,534	126,210	129,996	Harbor security staffing.
1-105-004-7308-0000	Outside Services	56,785	68,820	70,885	73,011	75,201	77,458	Credit card fees (\$57,500), pest control (\$2,900), alarm monitoring (\$870), website hosting (\$450), harbor newsletter services (\$1,718), Marina Software Contract (\$2,100), Access Control Hosting (\$720), Legal Notice (\$1000), Printing (\$1400), USPS PO Box (\$120), Carwash (\$100).
1-105-004-7312-0000	Interfund Transfer		-	-	-	-	-	
1-105-004-7313-0000	Advertising and Promotion	21,425	22,100	22,763	23,446	24,149	24,874	Costs associated with advertising and sponsorships, including: NW Travel Guide (\$1,440), Waggoner Cruising Guide (\$1875), Suncruiser Magazine (\$1,000), Semiahmoo Yearbook (\$450), 48' North Boating Magazine (\$3,260), Pacific Yachting Magazine (\$4,409), Northwest Yachting (\$3,750), Drayton Harbor Days \$1500, Print Ads in Northern Light (\$1,145), Waterside Magazine (\$1,195), Vancouver Boat Show Booth (\$2000)
1-105-004-7316-0000	Promotional Hosting	500	500	515	530	546	563	Per resolution 989c
1-105-004-7317-0000	Incidental Meeting Expense	625	740	762	785	809	833	MAC meeting expenses
1-105-004-7401-0000	Insurance and Claims	80,152	106,268	116,895	120,402	124,014	127,735	Insurance and claims expenses
1-105-004-7402-0000	Taxes	1,050	1,100	1,133	1,167	1,202	1,238	Taxes
1-105-004-7404-0000	Disposal Costs	8,000	135,000	10,000	10,300	10,609	10,927	Costs associated with the disposal of items abandoned at the harbor
1-105-004-7405-0000	Uncollectible Revenue	10,000	10,000	10,300	10,609	10,927	11,255	Account writeoffs
1-105-004-7406-0000	Miscellaneous	640	500	515	530	546	563	
1-105-004-7501-0000	Repair and Maintenance	95,035	105,035	108,186	111,432	114,775	118,218	Repair and maintenance of harbor
1-105-004-7502-0000	Groundskeeping	34,095	25,100	25,853	26,629	27,427	28,250	Harbor groundskeeping costs

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Blaine Harbor	Blaine Harbor							
1-105-004-7503-0000	Preventative Maintenance	41,000	39,100	40,273	41,481	42,726	44,007	Annual preventative maintenance of harbor
1-105-004-7504-0000	Equipment	-						
	Expense	1,188,563	1,383,250	1,305,366	1,359,703	1,411,416	1,472,185	
	Blaine Harbor	1,129,502	953,405	1,031,799	1,059,068	1,092,218	1,119,703	

Divisional Program: Squalicum Harbor

Description of Services:

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

Staff: 6 FTE's, 2 shared positions within the Marinas program, and 2 seasonal FTE's.

Source of Funding: Operating Revenues

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$6,651,068	\$6,528,502	\$6,122,398
Operating Expenses	2,212,949	2,115,277	1,875,532
Net Cash Flow	4,438,119	4,413,225	4,246,866

Major 2021 Capital Projects (over \$100,000):

Refurbish Gate 3 restrooms & comfort station	\$300,000
Inner Harbor Life Extension Projects	\$300,000
Gate 8 parking asphalt repairs	\$144,000

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Squalicum Harbor	Squalicum Harbor							
	Operating Revenue							
1-105-005-6150-0000	Commercial Berth and Moorage	282,000	295,100	295,100	295,100	295,100	295,100	Commercial moorage
1-105-005-6151-0000	Pleasure Berth and Moorage	5,621,000	5,684,000	5,911,360	6,147,814	6,393,727	6,649,476	Recreational moorage
1-105-005-6152-0000	Pleasure Transient Moorage	58,100	60,000	60,000	60,000	60,000	60,000	Visitor moorage
1-105-005-6153-0000	Commercial Transient Moorage	14,500	14,200	14,200	14,200	14,200	14,200	ACF visitor moorage
1-105-005-6154-0000	Work Dock Revenue	25,200	33,800	33,800	33,800	33,800	33,800	ACF moorage on work docks
1-105-005-6157-0000	Boat Launch Fees	39,000	48,700	48,700	48,700	48,700	48,700	Boat launch daily and annual pass
1-105-005-6160-0000	ACF Support 2	77,568	76,800	76,800	76,800	76,800	76,800	Tribal credit allocation
1-105-005-6170-0000	ACF Support	46,258	47,400	47,400	47,400	47,400	47,400	ACF moorage support
1-105-005-6200-0000	Equipment Rentals	13,400	25,200	25,200	25,200	25,200	25,200	Forklift, crane and net reel rentals
1-105-005-6221-0000	Electric Meter Base Fee	3,500	-	-	-	-	-	Meter base set up fee for new customers
1-105-005-6305-0000	Space and Land Rental	33,400	33,700	34,711	35,752	36,825	37,930	Upland rental revenue
1-105-005-6330-0000	Weblocker Rental	230,100	213,900	213,900	213,900	213,900	213,900	Revenues for weblocker rental
1-105-005-6332-0000	Dry Storage Area	13,900	26,300	26,300	26,300	26,300	26,300	ACF fenced storage yard
1-105-005-6353-0000	Fuel Flowage Fees	21,400	20,700	20,700	20,700	20,700	20,700	Revenue for over-the-dock fueling
1-105-005-6360-0000	Miscellaneous Revenue	46,100	68,000	68,000	68,000	68,000	68,000	Laundry, shower, waitlists and other assorted revenue
1-105-005-6361-0000	Stores Items	160	130	130	130	130	130	Laundry soap and harbor hats sold to customers
1-105-005-6440-0000	Concession Fees	50	230	230	230	230	230	Soda machine revenue
1-105-005-6445-0000	Triple Net and CAM Charges	2,866	2,908	2,995	3,085	3,178	3,273	Utility fees for upland lease customers
	Operating Revenue	6,528,502	6,651,068	6,879,526	7,117,112	7,364,190	7,621,139	
	Expense							
1-105-005-7001-0000	Salaries and Wages	437,576	445,119	454,021	463,102	472,364	481,811	Salaries and wages expense for harbor staff
1-105-005-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	Salaries and benefits recovered
1-105-005-7003-0000	Employee Benefits	210,489	208,053	228,858	251,744	276,919	304,610	Employee benefit costs
1-105-005-7006-0000	Employee Training	2,100	2,100	2,163	2,228	2,295	2,364	Forklift training (600), CPR (300), U of A courses 2 persons (400), Office development skills 2 persons (300), Management training (500)
1-105-005-7050-0000	Travel	2,700	7,800	2,781	8,034	2,864	8,275	Expenses related to overnight travel
1-105-005-7101-0000	Natural Gas	9,500	11,000	11,330	11,670	12,020	12,381	Natural gas costs for furnace heating
1-105-005-7102-0000	Water	95,800	95,000	97,850	100,786	103,809	106,923	Potable water costs for the docks, restrooms, and harbor office
1-105-005-7103-0000	Electricity	59,000	56,200	57,886	59,623	61,411	63,254	Electricity costs for the harbor office, work docks, restrooms and weblockers
1-105-005-7104-0000	Gasoline and Diesel	4,800	3,800	3,914	4,031	4,152	4,277	Fuel for work vehicles and vessels
1-105-005-7106-0000	Natural Gas for Resale	-	-	-	-	-	-	N/A
1-105-005-7107-0000	Natural Gas Resold (Contra)	-	-	-	-	-	-	N/A
1-105-005-7110-0000	Electricity for Resale	301,600	353,700	353,700	353,700	353,700	353,700	Electricity metered for resale

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Squalicum Harbor	Squalicum Harbor							
1-105-005-7111-0000	Electricity Resold (Contra)	(237,100)	(290,500)	(290,500)	(290,500)	(290,500)	(290,500)	Revenues generated from metered vessel electrical usage
1-105-005-7114-0000	Garbage	185,500	201,600	207,648	213,877	220,294	226,903	General garbage costs
1-105-005-7115-0000	Telephone and Communication	7,700	8,800	9,064	9,336	9,616	9,904	Office and dockside telephone services
1-105-005-7201-0000	Dock Boxes for Resale	-		-	-	-	-	N/A
1-105-005-7202-0000	Dock Boxes Resold	-		-	-	-	-	N/A
1-105-005-7203-0000	Equipment Rental	7,200	7,000	7,210	7,426	7,649	7,879	Laundry and copier leasing expenses
1-105-005-7204-0000	Small Tools and Equipment	500	900	927	955	983	1,013	Small tools costs
1-105-005-7205-0000	Operating Supplies	19,900	25,100	25,853	26,629	27,427	28,250	Charges associated with operations purchases including dock carts (6,000), Uniforms (2,000), Life Jackets (600), safety equipment (2,000), visitor envelopes (900), Permits/tags (800), repair materials/parts (1,500), hazmat response materials (2,200), new barricades/cones (1,500), inspection tags (300), no parking/moorage signs (1000), foul weather equip (1000), sign bracketing (600), FOB replacements (4700)
1-105-005-7207-0000	Office Supplies	6,100	6,000	6,180	6,365	6,556	6,753	Charges associated with general office supplies from office depot
1-105-005-7208-0000	Signage	800	800	800	800	800	800	Costs associated with regular replacement of aging signage at Squalicum Harbor
1-105-005-7209-0000	Freight Charges	-	-	-	-	-	-	N/A
1-105-005-7210-0000	Postage	7,800	7,900	8,137	8,381	8,633	8,892	Charges associated with postage for mailings (billings, newsletters, special mailings)
1-105-005-7211-0000	Janitorial	70,600	75,000	77,250	79,568	81,955	84,413	Janitorial charges for harbor office and restrooms
1-105-005-7213-0000	Subscriptions	400	450	464	477	492	506	Bellingham Herald subscription (450)
1-105-005-7214-0000	Publications and Tariffs	500	1,600	1,648	1,697	1,748	1,801	Printing fees for special mailings
1-105-005-7301-0000	Legal Expense	5,000	7,500	7,725	7,957	8,195	8,441	General legal expenses
1-105-005-7303-0000	Membership Dues and Fees	1,365	1,365	1,406	1,448	1,492	1,536	NMTA (325), PCC (315), IMI (275), SE Seiners assoc. (350), CMM (100)
1-105-005-7306-0000	Security	100,500	111,200	114,536	117,972	121,511	125,157	Harbor security staffing
1-105-005-7308-0000	Outside Services	179,800	167,150	172,165	177,329	182,649	188,129	Charges comprised costs related to outside vendor services including credit card fees (108,540), pest control (3,400), alarm monitoring (2,300), website hosting (1,600), boat launch credit card services (5,000), harbor newsletter services (1300), emergency dive services (6,500), Misc services (1,500), Legal notices (2,500), Plant care (330), TMP software fees (2,500), Harbor planning and assessment contractor fees (30,000), Security Access Control (1680)

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
Squalicum Harbor	Squalicum Harbor							
1-105-005-7312-0000	Interfund Transfer	48,843	48,843	49,820	50,816	51,883	52,869	Charges comprised of harbor office rental
1-105-005-7313-0000	Advertising and Promotion	6,700	8,800	9,064	9,336	9,616	9,904	* Note: Charges comprised of advertising through NW Travel Guide (2,000), Waggoner Cruising Guide (2,000), Pitch Regatta (1,500), Pink Boat Regatta (500), Suncruiser Magazine (1000), Boat Show (1,800)
1-105-005-7316-0000	Promotional Hosting	500	500	500	500	500	500	Per resolution 989c
1-105-005-7317-0000	Incidental Meeting Expense	900	700	721	743	765	788	MAC meeting expenses
1-105-005-7401-0000	Insurance and Claims	142,819	177,419	195,161	201,016	207,046	213,257	Insurance and claims expenses
1-105-005-7402-0000	Taxes	4,400	7,200	7,416	7,638	7,868	8,104	
1-105-005-7404-0000	Disposal Costs	9,500	50,000	51,500	53,045	54,636	56,275	Costs associated with the disposal of items and vessels abandoned at the harbor
1-105-005-7405-0000	Uncollectible Revenue	25,000	35,000	36,050	37,132	38,245	39,393	Account writeoffs
1-105-005-7406-0000	Miscellaneous	900	1,050	1,082	1,114	1,147	1,182	Costs associated with water service (650), petty cash reimbursement (200), and vehicle washing (200)
1-105-005-7501-0000	Repair and Maintenance	266,085	273,000	281,190	289,626	298,314	307,264	Repair and maintenance of the harbor
1-105-005-7502-0000	Groundskeeping	69,000	41,500	42,745	44,027	45,348	46,709	Harbor groundskeeping costs
1-105-005-7503-0000	Preventative Maintenance	60,500	54,300	55,929	57,607	59,335	61,115	Annual preventative maintenance of harbor
1-105-005-7504-0000	Equipment	-						
	Expense	2,115,277	2,212,949	2,294,193	2,377,235	2,453,740	2,544,832	
	Squalicum Harbor	4,413,225	4,438,119	4,585,333	4,739,877	4,910,450	5,076,307	

Division: Marine Terminals

Description of Services:

The Marine Terminals Division operates deep water terminals at the Bellingham Shipping Terminal (BST) and the Bellingham Cruise Terminal (BCT).

Marine Terminals Objectives:

To provide first-class transportation facilities to meet the needs of the traveling public, and provide industrial properties and resources to promote regional and international cargo operations.

Staff, Facilities and Structure:

The Marine Terminals are overseen by the Director of Real Estate and operated by a Marine Terminals Manager, Marine Terminal Business Development Manager, 2 full-time Reservations Agents and 3 part-time Reservations Agents.

The facilities include the BST, the BCT, Fairhaven Station and a small boat launch and mooring area in Fairhaven.

The BST, located at 625 Cornwall Avenue, includes warehouses, lay-down acreage, and a deep water pier, with nearby rail access.

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 there. Fairhaven Station includes an inter-modal transportation station for bus, rail, and taxi, along with several thousand square feet of office space.

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Marine Terminals						
Operating Revenue						
Dockage	69,054	65,787	67,761	238,017	263,203	328,168
Wharfage	250,000	75,000	77,250	385,568	396,000	666,000
Service and Facilities Charges	21,500	7,800	8,034	84,775	99,000	166,500
Cargo Storage Fees	-	-	-	-	-	-
Cargo Security Fees	-	-	-	-	-	-
Handling Fees	390,598	176,553	181,850	187,305	110,888	114,214
Man Hour Service - Other	212,245	216,975	223,484	230,189	237,094	244,207
Commercial Berth and Moorage	72,512	69,971	72,070	74,232	76,459	78,753
Pleasure Berth and Moorage	1,850	-	-	-	-	-
Pleasure Transient Moorage	-	1,825	1,880	1,936	1,994	2,054
Boat Launch Fees	3,500	4,050	4,172	4,297	4,426	4,558
Space and Land Rental	1,138,957	1,155,906	1,190,583	1,226,301	1,263,090	1,300,982
Fuel Flowage Fees	59,000	64,610	66,548	68,545	70,601	72,719
Miscellaneous Revenue	3,113	33,113	33,206	3,303	3,402	3,504
Passenger Tariff Fees	13,500	12,337	12,707	13,088	13,481	13,885
Concession Fees	17,255	22,648	23,327	24,027	24,748	25,491
Triple Net and CAM Charges	396,241	414,353	426,784	439,587	452,775	466,358
Parking Fees	52,124	54,590	56,228	57,915	59,652	61,442
Operating Revenue	2,701,449	2,375,518	2,445,884	3,039,084	3,076,812	3,548,836
Expense						
Salaries and Wages	360,896	333,020	339,680	346,474	353,403	360,472
Salaries & Benefits Recovered	42,510	70,457	73,980	77,679	81,563	85,641
Employee Benefits	191,207	190,253	209,278	230,206	253,227	278,549
Longshore Labor Expense	294,256	136,055	139,531	143,099	146,762	150,522
Employee Training	4,150	4,150	4,275	4,403	4,535	4,671
Travel	32,300	19,650	20,240	20,847	21,472	22,116
Natural Gas	19,232	21,613	22,261	22,929	23,617	24,326
Water	57,324	46,787	48,191	49,636	51,125	52,659
Electricity	111,816	110,961	114,290	117,719	121,250	124,888
Gasoline and Diesel	825	700	721	743	765	788
Natural Gas Resold (Contra)	(409)	(395)	(407)	(419)	(432)	(445)
Water for Resale	6,914	7,121	7,335	7,555	7,781	8,015
Water Resold (Contra)	(877)	(906)	(933)	(961)	(990)	(1,020)
Electricity for Resale	21,449	20,186	20,792	21,415	22,058	22,720
Electricity Resold (Contra)	(12,972)	(12,154)	(12,519)	(12,894)	(13,281)	(13,679)
Garbage	41,107	43,431	44,734	46,076	47,458	48,882
Telephone and Communication	8,590	14,283	9,561	9,848	10,144	10,448
Equipment Rental	10,550	550	567	583	601	619
Small Tools and Equipment	-	-	-	-	-	-
Operating Supplies	4,148	2,586	2,664	2,743	2,826	2,911
Office Supplies	1,840	1,535	1,581	1,628	1,677	1,728

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Marine Terminals						
Signage	3,200	3,000	3,090	3,183	3,278	3,377
Freight Charges	-	-	-	-	-	-
Postage	150	125	129	133	137	141
Janitorial	46,475	73,100	75,293	77,552	79,878	82,275
Subscriptions	1,975	825	850	875	901	929
Publications and Tariffs	-	-	-	-	-	-
Legal Expense	7,000	6,500	6,545	6,591	6,639	6,688
Membership Dues and Fees	4,716	4,616	4,754	4,897	5,044	5,195
Security	48,943	47,346	48,766	50,229	51,736	53,288
Outside Services	72,375	76,525	78,821	81,185	83,621	86,130
Lease Payments to Others	9,833	16,739	17,241	17,758	18,291	18,840
Interfund Transfer	(24,374)	(23,166)	(23,861)	(24,577)	(25,314)	(26,074)
Advertising and Promotion	40,250	32,750	33,733	34,744	35,787	36,860
Promotional Hosting	4,000	3,000	3,090	3,183	3,278	3,377
Incidental Meeting Expense	2,000	2,000	2,060	2,122	2,185	2,251
Insurance and Claims	154,412	194,759	214,235	220,662	227,282	234,100
Taxes	4,172	5,588	5,756	5,928	6,106	6,289
Uncollectible Revenue	750	750	773	796	820	844
Miscellaneous	700	730	752	774	798	822
Repair and Maintenance	252,260	212,718	219,100	225,673	232,443	239,416
Groundskeeping	111,611	91,797	94,551	97,387	100,309	103,318
Preventative Maintenance	104,536	111,783	115,136	118,591	122,148	125,813
Equipment	-	-	-	-	-	-
Expense	2,039,842	1,871,368	1,946,633	2,016,996	2,090,929	2,168,687
Marine Terminals	661,608	504,150	499,251	1,022,088	985,883	1,380,149

Divisional Program: Bellingham Shipping Terminal

Description of Services:

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

Staff, Facilities and Structure:

The Bellingham Shipping Terminal is overseen by the Director of Real Estate and managed by the Marine Terminals Manager and Marine Terminal Business Development Manager.

The facilities, located at 625 Cornwall Avenue, include approximately 10 acres at the BST complex and 25 acres of supporting uplands adjacent to the terminal known as the log pond area.

The BST includes two large warehouses, paved and unpaved lay-down areas, and nearly 1,800 linear feet of deep water pier with nearby rail access.

2021 Objectives:

1. Work closely with the Real Estate department to provide potential customers with flexible BST and Log Pond use options that will contribute to new import/export and domestic cargo movements. Maintain strong relationships with the current customer base to ensure their continued viability.
2. Assist the Environmental & Engineering Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Log Pond and along the Whatcom Waterway. Continue to provide support on the land use planning efforts for the Aeration Stabilization Basin (ASB).
3. Continue efforts to apply for suitable Federal & State port infrastructure improvement and repair grants applicable to the BST and Log Pond locations.
4. Encourage partnerships with stevedoring contractors to take part in joint marketing efforts to secure new cargo-related business at the BST, and to service existing Port customers.

Staff: 2 FTE's

Source of Funding: Operating Revenue

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	540,452	934,140	863,634
Operating Expenses	724,462	905,282	768,864
Net Cash Flow	-184,010	28,858	94,950

Major 2021 Capital Projects (over \$100,000):

Structural upgrades to rail span and pier (partially grant funded)	\$4,793,453
Pier dredging (partially grant funded)	\$3,800,000
Continuation of Main Pier Repairs, Phase III	\$1,157,000

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Marine Cargo							
	Operating Revenue							
1-109-010-6010-0000	Dockage	69,054	65,787	67,761	238,017	263,203	328,168	Foss Annual Dockage Pmt = \$19,741; Est. Cargo/layberth moorage = \$46,046
1-109-010-6020-0000	Wharfage	250,000	75,000	77,250	385,568	396,000	666,000	15000 MT of cargo @ \$5/MT
1-109-010-6030-0000	Service and Facilities Charges	21,500	7,800	8,034	84,775	99,000	166,500	15000 MT of cargo @ \$.52/MT
1-109-010-6040-0000	Cargo Storage Fees	-	-	0	0	0	0	
1-109-010-6050-0000	Cargo Security Fees	-	-	0	0	0	0	
1-109-010-6353-0000	Fuel Flowage Fees	-	-	0	0	0	0	
1-109-010-6060-0000	Handling Fees	292,500	75,075	77,327	79,647	0	0	Est. 77 shifts @ \$975/shift
1-109-010-6305-0000	Space and Land Rental	292,757	281,563	290,010	298,710	307,671	316,902	
1-109-010-6360-0000	Miscellaneous Revenue	-	30,000	30,000	-	-	-	
1-109-010-6445-0000	Additional Revenue	8,329	5,227	5,384	5,545	5,712	5,883	
	Operating Revenue	934,140	540,452	555,766	1,092,263	1,071,586	1,483,453	
	Expense							
1-109-010-7001-0000	Salaries and Wages	143,534	126,840	129,377	131,964	134,604	137,296	
1-109-010-7002-0000	Salaries & Benefits Recovered	24,219	42,659	44,792	47,032	49,383	51,852	
1-109-010-7003-0000	Employee Benefits	66,749	63,179	69,497	76,447	84,091	92,500	
1-109-010-7004-0000	Longshore Labor Expense	220,000	60,577	61,789	63,024	64,285	65,570	Payments to PMA for Longshore Labor
1-109-010-7006-0000	Employee Training	250	250	258	265	273	281	CPR/First Aid course
1-109-010-7050-0000	Travel	23,300	11,650	12,000	12,359	12,730	13,112	Shipping Conferences = \$4,750k; NWMTA travel = \$3k; 1 overseas trip = \$3k; Mileage reimb. = \$900
1-109-010-7101-0000	Natural Gas	3,681	4,213	4,339	4,470	4,604	4,742	
1-109-010-7102-0000	Water	47,324	34,462	35,496	36,561	37,658	38,787	
1-109-010-7103-0000	Electricity	27,995	28,228	29,075	29,947	30,845	31,771	
1-109-010-7104-0000	Gasoline and Diesel	360	250	258	265	273	281	
1-109-010-7110-0000	Electricity for Resale	1,815	1,683	1,733	1,785	1,839	1,894	
1-109-010-7111-0000	Electricity Resold (Contra)	-	-	-	-	-	-	
1-109-010-7114-0000	Garbage	-	950	979	1,008	1,038	1,069	625 Cornwall
1-109-010-7115-0000	Telephone and Communication	3,320	3,708	3,819	3,934	4,052	4,173	Phone lines to BST; Cell Phone expenses
1-109-010-7203-0000	Equipment Rental	10,000	250	258	265	273	281	Water sprayer
1-109-010-7204-0000	Small Tools and Equipment	-	-	-	-	-	-	
1-109-010-7205-0000	Operating Supplies		-	-	-	-	-	
1-109-010-7207-0000	Office Supplies	500	285	294	302	311	321	
1-109-010-7208-0000	Signage	500	500	515	530	546	563	Security Signage
1-109-010-7210-0000	Postage	25	25	26	27	27	28	
1-109-010-7211-0000	Janitorial	10,000	10,000	10,300	10,609	10,927	11,255	Janitorial Contractor + supplies
1-109-010-7213-0000	Subscriptions	1,900	775	798	822	847	872	JOC = \$465; Misc. = \$310
1-109-010-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-109-010-7301-0000	Legal Expense	5,000	5,000	5,000	5,000	5,000	5,000	Legal document review
1-109-010-7303-0000	Membership Dues and Fees	3,866	3,766	3,879	3,995	4,115	4,239	NWMTA Membership = \$1,216; NWMTA reg. fees (3 mtgs x 2 pp x \$225) = \$1,350; FTZ Assoc. = \$1.2k
1-109-010-7306-0000	Security	9,072	9,813	10,107	10,411	10,723	11,045	Security guard coverage
1-109-010-7308-0000	Outside Services	30,500	32,800	33,784	34,798	35,841	36,917	Consultants = \$18.5k; Scale Inspections = \$5k; Stormwater Consultant = \$2,300; Bio-Bug = \$2k; COB = \$2k; Dtech alarm monitoring = \$3k

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Marine Cargo							
1-109-010-7311-0000	Lease Payments to Others	6,339	6,248	6,435	6,629	6,827	7,032	WW Permit = \$5,584; DNR lease = \$664
1-109-010-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-109-010-7313-0000	Advertising and Promotion	15,000	7,500	7,725	7,957	8,195	8,441	Shipping promo = \$5k; Marketing Materials = \$2.5k
1-109-010-7316-0000	Promotional Hosting	2,000	1,000	1,030	1,061	1,093	1,126	Gifts per Res. 989C
1-109-010-7317-0000	Incidental Meeting Expense	1,500	1,500	1,545	1,591	1,639	1,688	Meetings expenses
1-109-010-7401-0000	Insurance and Claims	83,541	106,975	117,672	121,202	124,838	128,583	
1-109-010-7402-0000	Taxes	1,422	1,465	1,509	1,554	1,601	1,649	
1-109-010-7405-0000	Uncollectible Revenue	-	-	-	-	-	-	
1-109-010-7406-0000	Miscellaneous	200	230	237	244	251	259	% of admin. services
1-109-010-7501-0000	Repair and Maintenance	88,395	88,395	91,047	93,778	96,592	99,489	
1-109-010-7502-0000	Groundskeeping	22,688	19,000	19,570	20,157	20,762	21,385	
1-109-010-7503-0000	Preventative Maintenance	50,286	50,286	51,795	53,348	54,949	56,597	
1-109-010-7504-0000	Equipment	-	-	-	-	-	-	
	Expense	905,282	724,462	756,935	783,342	811,034	840,101	
	Marine Cargo	28,858	(184,010)	(201,170)	308,920	260,552	643,352	

Divisional Program: Bellingham Cruise Terminal

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 foot ferries and charter vessels also 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.

Staff, Facilities and Structure:

The BCT is overseen by the Director of Real Estate and operated by the Marine Terminals Manager and 2 full-time and 3 part-time employees.

The facilities include the BCT and Fairhaven Station, a small boat launch and mooring area, along with short and long-term parking options.

The BCT facilities are operated in support of the (AMHS) ferry and several smaller charter vessels. BCT includes the terminal building, a warehouse, docks for large and small vessels, and a fuel tank farm. A small boat launch and seasonal moorage for small vessels, and open-water moorings are also maintained there. Fairhaven Station includes an inter-modal transportation station for bus, rail, and taxi, along with several thousand square feet of office space.

2021 Objectives:

1. Close coordination with Alaska State Lobbyist to ensure continued ferry services to Bellingham in 2021/22.
2. Support the AMHS in maximizing vessel occupancy through implementation of AMHS's dynamic pricing models, and schedules, by coordinating with AMHS and the Southeast Alaska Conference.
3. Negotiate Amendment No. 6 to the AMHS Terminal Services Agreement by Sept. 2021.
4. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal to market vacant lease areas.

Staff: 3 FTE's, 3 PTE's

Source of Funding: Operating Revenue

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	1,835,066	1,767,309	1,803,090
Operating Expenses	1,146,906	1,134,560	1,033,490
Net Cash Flow	688,160	632,750	769,600

Major 2021 Capital Projects (over \$100,000):

Repair to steel piling & supports	\$551,401
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Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Ferry, Bus, Rail							
	Operating Revenue							
1-109-009-6115-0000	Man Hour Service - Other	212,245	216,975	223,484	230,189	237,094	244,207	Per Terminal Services Agreement
1-109-009-6150-0000	Commercial Berth and Moorage	72,512	69,971	72,070	74,232	76,459	78,753	Charter vessel & USCG moorage at BCT
1-109-009-6151-0000	Pleasure Berth and Moorage	1,850	-	-	-	-	-	
1-109-009-6152-0000	Pleasure Transient Moorage	-	1,825	1,880	1,936	1,994	2,054	Linear & mooring buoy visitor moorage
1-109-009-6157-0000	Boat Launch Fees	3,500	4,050	4,172	4,297	4,426	4,558	450 launches x \$9/launch
1-109-009-6305-0000	Space and Land Rental	846,200	874,343	900,573	927,590	955,418	984,081	
1-109-009-6353-0000	Fuel Flowage Fees	59,000	64,610	66,548	68,545	70,601	72,719	Fuel provided to AMHS, tugs & processors
1-109-009-6060-0000	Handling Fees	98,098	101,478	104,522	107,658	110,888	114,214	Longshore labor provided to AMHS: 26 sailings x \$1,923/sailing; 26 sailings x \$1,980 (after July 1 (~3%))
1-109-009-6360-0000	Miscellaneous Revenue	3,113	3,113	3,206	3,303	3,402	3,504	
1-109-009-6430-0000	Passenger Tariff Fees	13,500	12,337	12,707	13,088	13,481	13,885	Per passenger fees for charter vessel operators
1-109-009-6440-0000	Concession Fees	17,255	22,648	23,327	24,027	24,748	25,491	Fees from vending machines, taxi services, etc.
1-109-009-6445-0000	Additional Revenue	387,912	409,126	421,400	434,042	447,063	460,475	
1-109-009-6455-0000	Parking Fees	52,124	54,590	56,228	57,915	59,652	61,442	Short & Long Term parking fees
	Operating Revenue	1,767,309	1,835,066	1,890,118	1,946,822	2,005,226	2,065,383	
	Expense							
1-109-009-7001-0000	Salaries and Wages	217,362	206,180	210,304	214,510	218,800	223,176	
1-109-009-7002-0000	Salaries & Benefits Recovered	18,291	27,798	29,188	30,647	32,180	33,789	
1-109-009-7003-0000	Employee Benefits	124,458	127,074	139,781	153,760	169,135	186,049	
1-109-009-7004-0000	Longshore Labor	74,256	75,478	77,742	80,075	82,477	84,951	PMA payments for ILWU Longshoremen
1-109-009-7006-0000	Employee Training	3,900	3,900	4,017	4,138	4,262	4,389	3 quarters tuition reimb (\$2.4k); CPR, HazMat, Stormwater courses (\$1k); Misc. online courses (\$500)
1-109-009-7050-0000	Travel	9,000	8,000	8,240	8,487	8,742	9,004	3 trips to AK (SEC + Legislature)(\$5k); 1 emp. Training (\$2.5k); Fuel reimb. (\$500)
1-109-009-7101-0000	Natural Gas	15,551	17,400	17,922	18,460	19,013	19,584	
1-109-009-7102-0000	Water	10,000	12,325	12,695	13,076	13,468	13,872	
1-109-009-7103-0000	Electricity	83,821	82,733	85,215	87,771	90,405	93,117	
1-109-009-7104-0000	Gasoline and Diesel	465	450	464	477	492	506	Fuel for POB truck & equipment
1-109-009-7107-0000	Natural Gas Resold (Contra)	(409)	(395)	(407)	(419)	(432)	(445)	Gas for Café
1-109-009-7108-0000	Water for Resale	6,914	7,121	7,335	7,555	7,781	8,015	Water for USCG & AMHS
1-109-009-7109-0000	Water Resold (Contra)	(877)	(906)	(933)	(961)	(990)	(1,020)	USCG water billing only; COB bills AMHS directly for usage
1-109-009-7110-0000	Electricity for Resale	19,634	18,503	19,058	19,630	20,219	20,825	
1-109-009-7111-0000	Electricity Resold (Contra)	(12,972)	(12,154)	(12,519)	(12,894)	(13,281)	(13,679)	Elec. billed to tenants & moorage customers
1-109-009-7114-0000	Garbage	41,107	42,481	43,755	45,068	46,420	47,813	yearly services + seasonal 8 yard & Garbage Plus bins
1-109-009-7115-0000	Telephone and Communication	5,270	10,575	5,742	5,914	6,092	6,274	\$3415 phone lines, fiber lease, program upgrades; \$2,160 cell phone stipends + 2 POB phone plans. \$5k for 4 POB radio replacements
1-109-009-7203-0000	Equipment Rental	550	300	309	318	328	338	
1-109-009-7205-0000	Operating Supplies	4,148	2,586	2,664	2,743	2,826	2,911	Uniforms, flags, envelopes, spill supplies, TWIC card renewals (2)
1-109-009-7207-0000	Office Supplies	1,340	1,250	1,288	1,326	1,366	1,407	Paper, storage boxes, misc. office supplies
1-109-009-7208-0000	Signage	2,700	2,500	2,575	2,652	2,732	2,814	Tenant signage updates (\$2,075); Misc. security signage (\$500)

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Ferry, Bus, Rail							
1-109-009-7209-0000	Freight Charges	-	-	-	-	-	-	
1-109-009-7210-0000	Postage	125	100	103	106	109	113	Letters, marketing materials, etc.
1-109-009-7211-0000	Janitorial	36,475	63,100	64,993	66,943	68,951	71,020	Janitorial Contract \$50,100 (T&M); BCT cleaning supplies (\$12k); Aramark (rugs/Purell) (\$1k)
1-109-009-7213-0000	Subscriptions	75	50	52	53	55	56	Trade magazines/publications
1-109-009-7301-0000	Legal Expense	2,000	1,500	1,545	1,591	1,639	1,688	Document review & consultation
1-109-009-7303-0000	Membership Dues and Fees	850	850	876	902	929	957	SEC Annual Membership (\$350); AK Chamber of Commerce (\$500)
1-109-009-7306-0000	Security	39,871	37,533	38,659	39,819	41,013	42,244	Contract Security + Patrols
1-109-009-7308-0000	Outside Services	41,875	43,725	45,037	46,388	47,779	49,213	Reed Stoores (\$15,850); Diving Services (\$12k); Elev. Inspections (\$5k); Copier Lease (\$4k); Alarm Monitoring (\$2.5k); Bio-Bug (\$2k); Stormwater consultant (\$1500); Hart Health (\$400); Culligan (\$300); Website admin. (\$175)
1-109-009-7311-0000	Lease Payments to Others	3,494	10,491	10,806	11,130	11,464	11,808	Lease payments to DNR (\$4,119 + \$3,100 Lakeside Marine); BCT office space (\$3,180)
1-109-009-7312-0000	Interfund Transfer	(24,374)	(23,166)	(23,861)	(24,577)	(25,314)	(26,074)	
1-109-009-7313-0000	Advertising and Promotion	25,250	25,250	26,008	26,788	27,591	28,419	KTOO-TV sponsorship AMHS video (\$16k); Visitors Bureau - Tourism Ambassador (\$4k); Tenant promo ad's (\$5k); Maps (\$250)
1-109-009-7316-0000	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	Gifts per Resolution 989C: SEC sponsorship (\$1.5k); Misc. promo items (\$500)
1-109-009-7317-0000	Incidental Meeting Expense	500	500	515	530	546	563	Refreshments, etc. for tenant meetings & trainings
1-109-009-7401-0000	Insurance and Claims	70,871	87,784	96,563	99,460	102,444	105,517	
1-109-009-7402-0000	Taxes	2,750	4,123	4,247	4,374	4,505	4,640	state & local taxes
1-109-009-7405-0000	Uncollectible Revenue	750	750	773	796	820	844	
1-109-009-7406-0000	Miscellaneous	500	500	515	530	546	563	
1-109-009-7501-0000	Repair and Maintenance	163,865	124,323	128,053	131,894	135,851	139,927	
1-109-009-7502-0000	Groundskeeping	88,923	72,797	74,981	77,230	79,547	81,934	
1-109-009-7503-0000	Preventative Maintenance	54,250	61,497	63,342	65,242	67,199	69,215	
1-109-009-7504-0000	Equipment							
	Expense	1,134,560	1,146,906	1,189,698	1,233,654	1,279,895	1,328,587	
	Ferry, Bus, Rail	632,750	688,160	700,420	713,168	725,332	736,796	

Division: Real Estate

Description of Services

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

The Real Estate Division also manages the long-term physical condition of its assets while ensuring the assets financial viability and continued increase in value. The division's assets range from class "A" office buildings on the Bellwether peninsula to warehouses and vacant land in Bellingham, Blaine and Sumas.

The Real Estate Division is charged with assisting other Port Divisions in the strategic long-range analysis and marketing of undeveloped real estate assets of the Port (including the Waterfront District, Blaine Harbor, Fairhaven and the Airport areas) and negotiating tenant participation in environmental clean-up projects.

Real Estate 2021 Objectives

1. In support of the Corporate Goals for economic development and new job creation continue to manage Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community. Maintain occupancy rate at or above 94%.
2. Continue to provide exceptional customer service and transparency in all aspects of business.
3. 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.
4. Continue to work cooperatively with the Working Waterfront Coalition to update the Port of Bellingham's Comprehensive Scheme of Harbor Improvements addressing land use and management policies focused on preserving and expanding marine trades properties. Make recommendations to the Port Commission while maintaining absolute flexibility for the Commission to lease property for whatever it deems appropriate. Implement management policies in accordance with Comprehensive Scheme of Harbor Improvements as updated, adopted and approved.
5. Identify Port investment opportunities to enhance revenues and business development, including identifying locations for new development that will entice new tenants or enhance tenant retention and job creation.
6. Stimulate private investment by offering opportunities to develop vacant land, including commencement of construction of Building A on the I&J Properties LLC

leasehold premise and the redevelopment of 1.5 acres in Fairhaven Marine Industrial Park.

7. Evaluate and prioritize the replacement and upgrades of Port infrastructure for enhanced long term physical condition of its assets. Invest in Port infrastructure in support of our marine trades businesses.
8. Encourage efficient energy options for Port tenants and Port's real estate assets where operational savings can be realized.
9. In concert with Aviation and Environmental and Planning Services Divisions, work to realign Airport Industrial Park properties to provide for increased development opportunities. Continue to market the underutilized assets to secure new tenants.
10. In light of the possible changing economies and markets caused by the Covid-19 Pandemic, consider, adjust and adapt management strategies, strategic plans, marketing and development of real estate assets at the Port to ensure financial viability over time.

Physical Assets:

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

Staff Structure

The Real Estate Division has five (5) FTE staff and one (1) part-time staff: The Director of Real Estate, two Senior Property Managers, one Property Manager and one Analyst/Senior Property Manager, and a part-time Lease/Administrative Assistant.

Source of Funding: Operating Revenues

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	6,587,673	6,561,513	6,972,912
Operating Expenses	2,150,646	2,109,151	2,202,384
Net Cash Flow	4,437,027	4,452,362	4,770,528

Major 2021 Capital Projects (over \$100,000):

Design & permit FMIP stormwater improvements	\$620,000
Re-roof Harbor Mall Building	\$430,000
Re-roof International Trades Building (partial tenant reimbursement)	\$406,000
Bellwether: new fire panel and detectors	\$150,000

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Real Estate							
	Operating Revenue							
1-107-007-6305-0000	Space and Land Rental	6,317,584	6,339,115	6,517,535	6,701,309	7,011,847	7,202,950	Contractual rent
1-107-007-6360-0000	Miscellaneous Revenue	12,600	12,600	2,000	2,060	2,122	2,185	Option fees, BW sign
1-107-007-6440-0000	Concession Fees	155,000	155,000	159,650	164,440	169,373	174,454	
1-107-007-6445-0000	Triple Net and CAM Charges	76,329	80,958	83,387	85,888	88,465	91,119	Contractual
	Operating Revenue	6,561,513	6,587,673	6,762,572	6,953,697	7,271,807	7,470,708	
	Expense							
#N/A	Variable Expenses							
1-107-007-7001-0000	Salaries and Wages	441,428	469,224	478,608	488,181	497,944	507,903	
1-107-007-7002-0000	Salaries & Benefits Recovered	(184,088)	(222,850)	(233,993)	(245,692)	(257,977)	(270,876)	
1-107-007-7003-0000	Employee Benefits	200,628	221,371	243,508	267,859	294,645	324,109	
1-107-007-7006-0000	Employee Training	5,000	5,000	5,150	5,305	5,464	5,628	Annual planned training
1-107-007-7050-0000	Travel	4,000	4,000	4,120	4,244	4,371	4,502	Projected employee education travel
1-107-007-7101-0000	Natural Gas	38,091	41,800	43,054	44,346	45,676	47,046	
1-107-007-7102-0000	Water	77,754	80,750	83,172	85,668	88,238	90,885	
1-107-007-7103-0000	Electricity	104,362	104,708	107,850	111,085	114,418	117,850	
1-107-007-7106-0000	Natural Gas for Resale	13,000	13,000	13,390	13,792	14,205	14,632	
1-107-007-7107-0000	Natural Gas Resold (Contra)	(13,000)	(13,000)	(13,390)	(13,792)	(14,205)	(14,632)	
1-107-007-7108-0000	Water for Resale	6,000	3,000	3,090	3,183	3,278	3,377	
1-107-007-7109-0000	Water Resold (Contra)	(6,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	
1-107-007-7110-0000	Electricity for Resale	291,726	190,775	196,498	202,393	208,464	214,718	
1-107-007-7111-0000	Electricity Resold (Contra)	(291,726)	(190,775)	(196,498)	(202,393)	(208,464)	(214,718)	
1-107-007-7112-0000	Garbage for Resale	14,665	14,665	15,105	15,558	16,025	16,506	
1-107-007-7113-0000	Garbage Resold (Contra)	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
1-107-007-7114-0000	Garbage	43,516	45,869	47,245	48,662	50,122	51,626	
1-107-007-7115-0000	Telephone and Communication	13,000	13,000	13,390	13,792	14,205	14,632	
1-107-007-7203-0000	Equipment Rental	2,500	2,500	2,575	2,652	2,732	2,814	projected allocated share
1-107-007-7207-0000	Office Supplies	4,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7208-0000	Signage	4,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7210-0000	Postage	4,500	4,000	4,120	4,244	4,371	4,502	
1-107-007-7211-0000	Janitorial	83,998	85,272	87,830	90,465	93,178	95,974	
1-107-007-7213-0000	Subscriptions	150	150	155	159	164	169	
1-107-007-7301-0000	Legal Expense	50,000	40,000	41,200	42,436	43,709	45,020	
1-107-007-7303-0000	Membership Dues and Fees	4,058	4,058	4,180	4,305	4,435	4,568	
1-107-007-7306-0000	Security	31,224	31,224	32,161	33,126	34,119	35,143	
1-107-007-7308-0000	Outside Services	171,642	173,303	178,502	183,857	189,373	195,054	D&B Credit reporting, AIP Fire, Towing, BioBug, Guardian, Thyssen, Appraisals, credit card fees, broker fees, website header, PSM Maintenance
1-107-007-7311-0000	Lease Payments to Others	1,616	1,616	6,664	6,864	7,070	7,282	PMA payment to DNR - 2020 actual + estimated
1-107-007-7312-0000	Interfund Transfer	(58,066)	(65,916)	(66,935)	(67,966)	(69,011)	(70,067)	includes Gate 2 habitat bench restoration
1-107-007-7313-0000	Advertising and Promotion	25,000	25,000	25,750	26,523	27,318	28,138	To promote high level of occupancy & focused marketing e

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Real Estate							
1-107-007-7316-0000	Promotional Hosting	5,000	3,000	5,150	5,305	5,464	5,628	Developer/broker meetings; annual tenant mixer
1-107-007-7317-0000	Incidental Meeting Expense	2,000	2,000	2,060	2,122	2,185	2,251	
1-107-007-7401-0000	Insurance and Claims	271,524	326,946	350,935	361,463	372,307	383,476	
1-107-007-7402-0000	Taxes	3,500	3,500	3,605	3,713	3,825	3,939	
1-107-007-7405-0000	Uncollectible Revenue	20,000	20,000	20,600	21,218	21,855	22,510	
1-107-007-7406-0000	Miscellaneous	1,500	1,500	1,545	1,591	1,639	1,688	
1-107-007-7501-0000	Repair and Maintenance	419,729	411,268	423,607	436,315	449,405	462,887	
1-107-007-7502-0000	Groundskeeping	149,485	150,796	155,320	159,980	164,779	169,722	
1-107-007-7503-0000	Preventative Maintenance	168,100	159,557	164,343	169,274	174,352	179,583	
1-107-007-7504-0000	Equipment	-	-					
	Expense	2,109,151	2,150,646	2,243,712	2,319,580	2,399,116	2,482,590	
	Real Estate	4,452,362	4,437,027	4,518,860	4,634,117	4,872,691	4,988,118	

Division: 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.

Facilities 2021 Objectives:

1. Enhance Coordination between the various divisional programs within the Facilities Division to maintain a high level of service to other Port Divisions.
2. Evaluate opportunities to complete dredging and pile replacement with Port crews, including development of programmatic Federal permits for in-water work.

Staff, Facilities and Structure:

Staffing for this Division includes one Senior Engineer, one Contracts Administrator, three Project Engineers, one Assistant Project Manager, one Maintenance Manager, two Maintenance Supervisors, 1 quarter-time Maintenance Clerical Assistant, and in the Maintenance Department, 19 craft employees and 12 seasonal employees.

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

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Facilities						
Revenue						
Operating Revenue						
External Revenue Transfer	-	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Expense						
Salaries and Wages	2,164,368	2,168,066	2,211,427	2,255,656	2,300,769	2,346,784
Salaries & Benefits Recovered	(340,892)	(356,346)	(374,163)	(392,871)	(412,515)	(433,141)
Employee Benefits	1,135,541	1,202,677	1,322,945	1,455,239	1,600,763	1,760,839
Employee Training	72,000	72,000	74,160	76,385	78,676	81,037
Travel	5,200	5,200	5,356	5,517	5,682	5,853
Natural Gas	12,913	12,640	13,019	13,410	13,812	14,226
Water	5,105	5,500	5,665	5,835	6,010	6,190
Electricity	49,164	49,500	50,985	52,515	54,090	55,713
Gasoline and Diesel	45,000	42,500	43,775	45,088	46,441	47,834
Garbage	9,976	10,300	10,609	10,927	11,255	11,593
Telephone and Communication	22,560	23,440	24,143	24,867	25,614	26,382
Equipment Rental	7,800	6,500	6,695	6,896	7,103	7,316
Small Tools and Equipment	31,000	32,000	32,960	33,949	34,967	36,016
Operating Supplies	12,360	12,500	12,875	13,261	13,659	14,069
Operating Supplies - Internal	5,000	4,000	4,120	4,244	4,371	4,502
Office Supplies	7,000	6,500	6,695	6,896	7,103	7,316
Postage	479	350	361	371	382	394
Janitorial	64,264	69,425	71,508	73,653	75,863	78,138
Janitorial Supplies - Port Use	-	-	-	-	-	-
Subscriptions	18,300	18,850	19,416	19,998	20,598	21,216
Legal Expense	6,000	4,500	4,635	4,774	4,917	5,065
Membership Dues and Fees	1,300	1,050	809	833	858	884
Outside Services	50,347	38,500	39,655	40,845	42,070	43,332
Outside Services - Internal	5,000	2,500	2,575	2,652	2,732	2,814
Lease Payments to Others	3,476	4,500	4,635	4,774	4,917	5,065
Interfund Transfer	(500)	2,950	2,935	2,920	2,904	2,887

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Facilities						
Advertising and Promotion	-	-	-	-	-	-
Incidental Meeting Expense	750	750	773	796	820	844
Insurance and Claims	39,539	43,335	47,669	49,099	50,572	52,089
Taxes	248	200	206	212	219	225
Miscellaneous	4,600	1,840	1,895	1,952	2,011	2,071
Repair and Maintenance	93,500	85,500	88,065	90,707	93,428	96,231
Groundskeeping	29,608	26,300	27,089	27,902	28,739	29,601
Preventative Maintenance	68,730	66,600	68,598	70,656	72,776	74,959
Equipment	40,260	40,260	41,468	42,712	43,993	45,313
Interfund Transfer	(2,828,653)	(2,851,521)	(2,958,170)	(3,072,851)	(3,198,506)	(3,336,219)
Capital Interfund Transfer	(200,000)	(200,000)	(206,000)	(212,180)	(218,545)	(225,102)
Interfund Expensed Transfer	-	-	-	-	-	-
Expense	641,343	652,867	709,387	767,637	828,546	892,337
Facilities	(641,343)	(652,867)	(709,387)	(767,637)	(828,546)	(892,337)

Divisional Program: 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.

Staff: 5 FTE's: 1 Senior Engineer, 3 Project Engineers and 1 Assistant Project Manager

2021 Objectives:

1. Efficient, timely and cost effective completion of Commission-approved capital improvement projects.
2. Complete conversion of Facilities records, including record drawings, studies, inspections, permits, and logs to location based filing structure to improve record keeping and searchability by Port Staff.
3. Continue development of standardized construction contract documents to ensure consistency and improve records management.
4. Continue improvement of budgetary cost estimating through identification of additional resources and training opportunities.

Source of Funding: Net operating income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	425,756	393,087	222,977
Net Cash Flow	-425,756	-393,087	-222,977

Major 2021 Capital Projects (over \$100,000): None

Engineering								
Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Engineering Expense							
1-110-016-7001-0000	Salaries and Wages	432,565	443,617	452,489	461,539	470,770	480,185	
1-110-016-7002-0000	Salaries & Benefits Recovered	(258,358)	(269,721)	(283,207)	(297,367)	(312,236)	(327,848)	
1-110-016-7003-0000	Employee Benefits	167,135	195,048	214,553	236,008	259,609	285,570	
1-110-016-7006-0000	Employee Training	10,000	10,000	10,300	10,609	10,927	11,255	\$2K per employee
1-110-016-7050-0000	Travel	100	100	103	106	109	113	WPPA Meetings
1-110-016-7115-0000	Telephone and Communication	5,400	6,240	6,427	6,620	6,819	7,023	Cell Phones/Admin Fire Alarm
1-110-016-7203-0000	Equipment Rental	2,300	2,400	2,472	2,546	2,623	2,701	Copier Lease
1-110-016-7207-0000	Office Supplies	2,500	2,500	2,575	2,652	2,732	2,814	
1-110-016-7210-0000	Postage	50	50	52	53	55	56	
1-110-016-7213-0000	Subscriptions	16,500	16,500	16,995	17,505	18,030	18,571	AutoCAD and ArcGIS
1-110-016-7303-0000	Membership Dues and Fees	800	750	500	515	530	546	1 PE license renewal, 1 PE exam
1-110-016-7308-0000	Outside Services	10,000	10,000	10,300	10,609	10,927	11,255	Pictometry and ROM Assistance
1-110-016-7312-0000	Interfund Transfer	-	3,000	3,000	3,000	3,000	3,000	GIS Software Licenses per Greg McHenry
1-110-016-7317-0000	Incidental Meeting Expense	250	250	258	265	273	281	
1-110-016-7401-0000	Insurance and Claims	685	822	904	932	959	988	
1-110-016-7406-0000	Miscellaneous	500	840	865	891	918	945	
1-110-016-7501-0000	Maintenance & Repair	1,500	1,500	1,545	1,591	1,639	1,688	
1-110-016-7503-0000	Preventative Maintenance	900	1,600	1,648	1,697	1,748	1,801	
1-110-016-7504-0000	Equipment	260	260	268	276	284	293	
	Expense	393,087	425,756	442,047	460,048	479,717	501,239	
	Engineering	(393,087)	(425,756)	(442,047)	(460,048)	(479,717)	(501,239)	

Divisional Program: 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.

Staff: 1 FTE: One Contracts Administrator

2021 Objectives:

1. Maintain all construction contracts and service agreements in accordance with the current federal and state regulations and internal policies and guidelines.
2. Development of a Job Order Contracting procedure to reduce lead-time and the cost for construction of public works projects for repair and renovation of facilities.

Source of Funding: Net operating income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	227,325	237,012	258,613
Net Cash Flow	-227,325	-237,012	-258,613

Major 2021 Capital Projects (over \$100,000): None

Contracts								
Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Contracts							
	Expense							
1-110-017-7001-0000	Salaries and Wages	85,346	82,893	84,551	86,242	87,967	89,726	
1-110-017-7002-0000	Salaries & Benefits Recovered	(69,313)	(72,509)	(76,134)	(79,941)	(83,938)	(88,135)	
1-110-017-7003-0000	Employee Benefits	26,684	27,270	29,997	32,997	36,296	39,926	
1-110-017-7006-0000	Employee Training	2,000	2,000	2,060	2,122	2,185	2,251	
1-110-017-7050-0000	Travel	100	100	103	106	109	113	
1-110-017-7101-0000	Natural Gas	6,800	7,140	7,354	7,575	7,802	8,036	
1-110-017-7102-0000	Water	1,500	1,500	1,545	1,591	1,639	1,688	
1-110-017-7103-0000	Electricity	37,000	37,000	38,110	39,253	40,431	41,644	
1-110-017-7114-0000	Garbage	5,340	5,500	5,665	5,835	6,010	6,191	
1-110-017-7115-0000	Telephone and Communication	4,200	4,200	4,326	4,456	4,589	4,727	
1-110-017-7203-0000	Equipment Rental	500	500	515	530	546	563	
1-110-017-7207-0000	Office Supplies	1,500	1,500	1,545	1,591	1,639	1,688	
1-110-017-7210-0000	Postage	100	100	103	106	109	113	
1-110-017-7211-0000	Janitorial	42,000	45,425	46,788	48,191	49,637	51,126	
1-110-017-7301-0000	Legal Expense	5,000	3,500	3,605	3,713	3,825	3,939	
1-110-017-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-110-017-7308-0000	Outside Services	6,500	3,500	3,605	3,713	3,825	3,939	
1-110-017-7312-0000	Interfund Transfer	(500)	(500)	(515)	(530)	(546)	(563)	Public Disclosure
1-110-017-7313-0000	Advertising and Promotion	-	-	-	-	-	-	
1-110-017-7317-0000	Incidental Meeting Expense	500	500	515	530	546	563	
1-110-017-7401-0000	Insurance and Claims	11,254	13,705	15,076	15,528	15,994	16,474	
1-110-017-7406-0000	Miscellaneous	500	500	515	530	546	563	
1-110-017-7501-0000	Repair and Maintenance	25,000	24,000	24,720	25,462	26,225	27,012	
1-110-017-7502-0000	Groundskeeping	23,000	19,500	20,085	20,688	21,308	21,947	
1-110-017-7503-0000	Preventative Maintenance	22,000	20,000	20,600	21,218	21,855	22,510	
1-110-017-7504-0000	Equipment			-	-	-	-	
	Expense	237,012	227,325	234,733	241,507	248,601	256,041	
	Contracts	(237,012)	(227,325)	(234,733)	(241,507)	(248,601)	(256,041)	

Divisional Program: 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. Maintenance works closely with Engineering 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.

Staff: 22 FTE's, 1 quarter-time clerical assistant, and 12 Seasonal Employees

2021 Objectives:

1. Continue to provide services quickly, efficiently and safely.
2. Continue developing and training staff, maintaining all professional licensing and certifications.
3. Continue to explore new and refine existing Maintenance strategies to improve efficiency and lower overall maintenance costs.
4. Continue to work with Engineering to assist with Capital Repair projects.

Source of Funding: Interfund transfers from divisions, payments from tenants, and net operating income.

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Interfund Transfers	3,051,521	3,028,653	2,351,871
Operating Expenses	3,051,307	3,039,898	2,651,637
Net Cash Flow	214	-11,245	-299766

Major 2021 Capital Projects (over \$100,000): None

Maintenance								
Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Maintenance							
	Operating Revenue							
1-110-018-6356-0000	External Revenue Transfer	-	-	-	-	-	-	
1-110-018-6360-0000	Miscellaneous Revenue	-	-	-	-	-	-	
	Operating Revenue	-	-	-	-	-	-	
	Expense							
1-110-018-7001-0000	Salaries and Wages	1,646,457	1,641,556	1,674,387	1,707,875	1,742,032	1,776,873	
1-110-018-7002-0000	Salaries & Benefits Recovered	(13,221)	(14,116)	(14,822)	(15,563)	(16,341)	(17,158)	
1-110-018-7003-0000	Employee Benefits	941,722	980,359	1,078,395	1,186,234	1,304,858	1,435,344	
1-110-018-7006-0000	Employee Training	60,000	60,000	61,800	63,654	65,564	67,531	CDL, OTJ Training, Electrical Recert., NICET, Backflow
1-110-018-7050-0000	Travel	5,000	5,000	5,150	5,305	5,464	5,628	Travel for training
1-110-018-7101-0000	Natural Gas	6,113	5,500	5,665	5,835	6,010	6,190	
1-110-018-7102-0000	Water	3,605	4,000	4,120	4,244	4,371	4,502	
1-110-018-7103-0000	Electricity	12,164	12,500	12,875	13,261	13,659	14,069	
1-110-018-7104-0000	Gasoline and Diesel	45,000	42,500	43,775	45,088	46,441	47,834	
1-110-018-7114-0000	Garbage	4,636	4,800	4,944	5,092	5,245	5,402	
1-110-018-7115-0000	Telephone and Communication	12,960	13,000	13,390	13,792	14,205	14,632	
1-110-018-7203-0000	Equipment Rental	5,000	3,600	3,708	3,819	3,934	4,052	Ricoh, Propane Tank
1-110-018-7204-0000	Small Tools and Equipment	31,000	32,000	32,960	33,949	34,967	36,016	Blades, Saws, Drills, Batteries and Hand Tools
1-110-018-7205-0000	Operating Supplies	12,360	12,500	12,875	13,261	13,659	14,069	Filters, Parts and Supplies
1-110-018-7206-0000	Operating Supplies - Internal	5,000	4,000	4,120	4,244	4,371	4,502	Misc. shop supplies
1-110-018-7207-0000	Office Supplies	3,000	2,500	2,575	2,652	2,732	2,814	Copier, paper, timebooks, notebooks
1-110-018-7210-0000	Postage	329	200	206	212	219	225	
1-110-018-7211-0000	Janitorial	22,264	24,000	24,720	25,462	26,225	27,012	5 Star, Aramark, West Coast Paper
1-110-018-7212-0000	Janitorial Supplies - Port Use	-	-	-	-	-	-	
1-110-018-7213-0000	Subscriptions	1,800	2,350	2,421	2,493	2,568	2,645	Bellingham Herald, All Data, ArcGIS
1-110-018-7301-0000	Legal Expense	1,000	1,000	1,030	1,061	1,093	1,126	
1-110-018-7303-0000	Membership Dues and Fees	500	300	309	318	328	338	Costco
1-110-018-7308-0000	Outside Services	33,847	25,000	25,750	26,523	27,318	28,138	Key2Act 11K, Simple K 2K, Biobug, Guardian
1-110-018-7310-0000	Outside Services - Internal	5,000	2,500	2,575	2,652	2,732	2,814	811 Service, Environmental Plans
1-110-018-7311-0000	Lease Payments to Others	3,476	4,500	4,635	4,774	4,917	5,065	DNR Lease/ 10%Contingency
1-110-018-7312-0000	Interfund Transfer	-	450	450	450	450	450	GIS Software Licenses per Greg McHenry
1-110-018-7401-0000	Insurance and Claims	27,600	28,808	31,689	32,639	33,618	34,627	Insurance Allocation
1-110-018-7402-0000	Taxes	248	200	206	212	219	225	Wa State Dept of Revenue
1-110-018-7406-0000	Miscellaneous	3,600	500	515	530	546	563	Walton Beverage Coffee, Culligan Water
1-110-018-7501-0000	Repair and Maintenance	67,000	60,000	61,800	63,654	65,564	67,531	
1-110-018-7502-0000	Groundskeeping	6,608	6,800	7,004	7,214	7,431	7,653	
1-110-018-7503-0000	Preventative Maintenance	45,830	45,000	46,350	47,741	49,173	50,648	
1-110-018-7504-0000	Equipment	40,000	40,000	41,200	42,436	43,709	45,020	Repairs on trucks and equipment
1-110-018-6357-0000	Interfund Transfer	(2,828,653)	(2,851,521)	(2,958,170)	(3,072,851)	(3,198,506)	(3,336,219)	
1-110-018-6358-0000	Capital Interfund Transfer	(200,000)	(200,000)	(206,000)	(212,180)	(218,545)	(225,102)	
1-110-018-6359-0000	Interfund Expensed Transfer	-	-	-	-	-	-	
	Expense	11,245	-214	32606	66082	100228	135057	

Division: Administrative Services

Description of Services:

The Administrative Services Division provides accounting, finance, treasury, information technology, insurance/risk management, emergency management/security and general administrative support services to the entire Port. The division also serves as the Internal Auditor and Treasurer for the Port and manages the relationship with the State Auditor.

Administrative Services 2021 Objectives:

1. Continue to provide accurate and timely financial statements and present relevant and insightful quarterly information to the Port Commission.
2. Administer the Port's network and telecommunications systems, providing support and expertise for all telecommunication infrastructure, software, and computer assets as necessary.
3. Ensure proper implementation of, and compliance with, all emergency management plans.

Staff, Facilities and Structure:

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

The Finance and Administrative Services program includes the Chief Financial Officer (CFO), one Accounting Supervisor, four accounting staff, and two (part-time) Administrative Receptionists. This program not only maintains and produces all financial records and the annual budget document, but also serves as the Port Treasurer and provides the primary relationship with the State Auditor.

The Information Technology Services program has a staff of three and is managed by the Information Technology Manager who reports to the CFO. This program is responsible for the selection, procurement, and installation and servicing of all computer and telecommunications assets.

The Emergency Management and Security is responsible for corporate-wide emergency preparedness and security, and reports to the Director of Real Estate.

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Administration						
Revenue						
Operating Revenue						
Other Property Rentals	-	-	-	-	-	-
Conduit Leases	13,000	12,967	12,967	12,967	12,967	12,967
Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008
HTCI Cabinet Rentals	-	-	-	-	-	-
Bandwidth Sales	19,900	19,900	19,900	19,900	19,900	19,900
Operating Revenue	39,908	39,875	39,875	39,875	39,875	39,875
Expense						
Salaries and Wages	906,565	837,245	853,990	871,070	888,491	906,261
Salaries/Benefits Recovered	(8,438)	(7,063)	(7,416)	(7,787)	(8,176)	(8,585)
Employee Benefits	448,648	424,597	467,057	513,762	565,139	621,652
Employee Training	13,000	7,500	7,725	7,957	8,195	8,441
Travel	8,600	3,600	3,708	3,820	3,934	4,052
Telephone and Communication	13,900	14,150	14,575	15,011	15,462	15,926
Equipment Rental	6,850	6,850	7,056	7,268	7,486	7,710
Small Tools and Equipment	1,500	1,000	1,030	1,061	1,093	1,126
Office Supplies	15,900	11,400	11,742	12,095	12,457	12,831
Freight Charges	200	200	200	200	200	200
Postage	1,850	1,850	1,903	1,957	2,012	2,070
Subscriptions	600	600	618	637	656	675
Legal Expense	9,200	6,000	6,180	6,366	6,556	6,753
Memberships Dues/Fees	1,880	1,880	1,936	1,994	2,054	2,116
Outside Services	157,054	180,680	160,351	165,161	170,116	175,220
Interfund Transfers	11,959	13,459	13,728	14,003	14,283	14,568
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	400	300	306	312	319	325
Insurance and Claims	79,913	79,672	80,139	80,293	80,451	80,615
Taxes	610	610	628	647	666	686
Miscellaneous	7,600	6,750	6,773	6,796	6,820	6,844
Repair and Maintenance	9,300	5,100	5,103	5,106	5,109	5,113
Preventative Maintenance	-	-	-	-	-	-
Expense	1,687,291	1,596,580	1,637,530	1,707,927	1,783,523	1,864,799
Administration	(1,647,384)	(1,556,705)	(1,597,655)	(1,668,052)	(1,743,648)	(1,824,924)
	(1,647,384)	(1,556,705)	(1,597,655)	(1,668,052)	(1,743,648)	(1,824,924)

Divisional Program: Finance and Administrative Services

Description of Services:

The Finance and Administrative Services Program is managed by the Chief Financial Officer, and is responsible for the internal accounting structure for the entire Port including all Accounts Payable, Accounts Receivable, Collections, Budgeting and Financial Reporting. In addition, this program provides internal audit services including the management of external reporting requirements for federal, state and local agencies. The program provides all banking and treasury services and insurance services for the Port. Two part-time administrative receptionists are also part of this program.

Finance and Administrative Services 2021 Objectives:

1. Distribute timely and accurate monthly financial statements within 10 business days of month end.
2. Present accurate and relevant quarterly financial information that provides insight into the financial health and direction of the Port.
3. Monitor and implement new accounting standards issued by the Governmental Accounting Standards Board.

Staff: 7 FTEs

Source of Funding: Net Operating Income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	987,993	1,089,963	922,793
Net Cash Flow	-987,993	-1,089,963	-922,793

Major 2021 Capital Projects (over \$100,000): None

	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Finance							
Account	Expense							
1-111-011-7001-0000	Salaries and Wages	577,517	503,589	513,661	523,934	534,413	545,101	
1-111-011-7002-0000	Salaries & Benefits Recovered	(8,438)	(7,063)	(7,416)	(7,787)	(8,176)	(8,585)	
1-111-011-7003-0000	Employee Benefits	298,208	258,944	284,838	313,322	344,654	379,120	
1-111-011-7006-0000	Employee Training	10,000	5,000	5,150	5,305	5,464	5,628	
1-111-011-7050-0000	Travel	6,500	2,000	2,060	2,122	2,185	2,251	
1-111-011-7115-0000	Telephone and Communication	7,500	7,500	7,725	7,957	8,195	8,441	
1-111-011-7203-0000	Equipment Rental	5,000	5,000	5,150	5,305	5,464	5,628	
1-111-011-7207-0000	Office Supplies	9,500	6,500	6,695	6,896	7,103	7,316	
1-111-011-7210-0000	Postage	1,700	1,700	1,751	1,804	1,858	1,913	
1-111-011-7213-0000	Subscriptions	600	600	618	637	656	675	
1-111-011-7301-0000	Legal Expense	4,000	1,000	1,030	1,061	1,093	1,126	
1-111-011-7303-0000	Membership Dues and Fees	1,800	1,800	1,854	1,910	1,967	2,026	GFOA, Payroll, AICPA, WPPA, NACM, notary, collections
1-111-011-7308-0000	Outside Services	98,000	123,000	100,940	103,968	107,087	110,300	GP upgrade; GP Maint & support; DAC; Audit; CAFR submit; shredding
1-111-011-7312-0000	Interfund Transfer	(1,500)	-	-	-	-	-	
1-111-011-7316-0000	Promotional Hosting	-	-					
1-111-011-7317-0000	Incidental Meeting Expense	100	-					
1-111-011-7401-0000	Insurance and Claims	78,076	77,823	78,105	78,198	78,294	78,393	
1-111-011-7406-0000	Miscellaneous	1,100	500	515	530	546	563	
1-111-011-7501-0000	Repair and Maintenance	300	100	103	106	109	113	
1-111-011-7503-0000	Preventative Maintenance	-						
	Expense	1,089,963	987,993	1,002,780	1,045,266	1,090,911	1,140,007	
	Finance	(1,089,963)	(987,993)	(1,002,780)	(1,045,266)	(1,090,911)	(1,140,007)	

Divisional Program: Emergency Management and Security

Description of Services:

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

Emergency Management and Security 2021 Objectives:

1. Manage the Professional Services Contract for security.
2. Maintain and update the Port Emergency Operations Plan, Airport Emergency Plans, Spill Response Plans and Harbor Boat Fire Protocols as needed.
3. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal.

Staff: 1.25 FTE

Source of Funding: Net Operating Income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	183,315	174,861	145,500
Net Cash Flow	-183,315	-174,861	-145,500

Major 2021 Capital Projects (over \$100,000): None

	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Security							
Account	Expense							
1-111-012-7001-0000	Salaries and Wages	101,914	101,980	104,020	106,100	108,222	110,386	
1-111-012-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-012-7003-0000	Employee Benefits	40,655	48,168	52,985	58,283	64,112	70,523	
1-111-012-7006-0000	Employee Training	1,000	500	515	530	546	563	CPR/First Aid, Haz-Mat Training
1-111-012-7050-0000	Travel	1,500	1,000	1,030	1,061	1,093	1,126	Fuel Reimb. for travel
1-111-012-7115-0000	Telephone and Communication	1,500	1,750	1,803	1,857	1,912	1,970	Cell reimb., misc. software updates
1-111-012-7203-0000	Equipment Rental	500	500	515	530	546	563	% of Admin. Bldg. rental exp.
1-111-012-7204-0000	Small Tools and Equipment	1,500	1,000	1,030	1,061	1,093	1,126	Radio accessories, etc.
1-111-012-7207-0000	Office Supplies	1,500	1,000	1,030	1,061	1,093	1,126	% of Admin. Bldg. supplies
1-111-012-7210-0000	Postage	50	50	52	53	55	56	
1-111-012-7301-0000	Legal Expense	1,200	1,000	1,030	1,061	1,093	1,126	Document review
1-111-012-7303-0000	Membership Dues and Fees	80	80	82	85	87	90	Wa. State Emerg. Mgmt. Assoc. Fee - \$80
1-111-012-7308-0000	Outside Services	21,978	25,050	25,802	26,576	27,373	28,194	DEM EOC Rent - \$21,700; POB MRE Updates - \$1k; Misc. Services - \$2k; % Admin. Pool Car fuel - \$100; POB Call Out Cards - \$250
1-111-012-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-111-012-7316-0000	Promotional Hosting	-						
1-111-012-7317-0000	Incidental Meeting Expense	200	200	206	212	219	225	Outside meetings w/ security prof. + FSO meetings
1-111-012-7401-0000	Insurance and Claims	784	787	866	892	919	946	
1-111-012-7406-0000	Miscellaneous	500	250	258	265	273	281	% of Admin. Bldg. beverage services
1-111-012-7501-0000	Repair and Maintenance	-						
	Expense	174,861	183,315	191,222	199,627	208,635	218,299	
	Security	(174,861)	(183,315)	(191,222)	(199,627)	(208,635)	(218,299)	

Divisional Program: Information Technology Services

Description of Services:

The Information Technology program manages the Port's internal computer, server and telecommunications networks and interfaces with external users of the Port's telecommunications systems.

Information Technology Services 2021 Objectives:

1. Successfully administer the Port's network and telecommunications systems.
2. Guide technology decision making to ensure it properly supports the workforce and the Port's strategic goals.
3. Provide high quality customer service.
4. Assist in design and implementation of telecommunications infrastructure in the waterfront development site, and within all other Port property.
5. Continue to provide technology and support needed to staff to successfully work remotely during the current Coronavirus pandemic.

Staff: 3 FTEs

Source of Funding: User fees, and net operating income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$39,875	\$39,908	\$40,564
Operating Expenses	425,271	422,467	381,168
Net Cash Flow	-385,396	-382,559	-340,604

Major 2021 Capital Projects (over \$100,000): None

	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Information Technology Services							
Account	Revenue							
	Operating Revenue							
1-111-013-6340-0000	Other Property Rentals	-	-	-	-	-	-	
1-111-013-6341-0000	Conduit Leases	13,000	12,967	12,967	12,967	12,967	12,967	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo
1-111-013-6446-0000	Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB
1-111-013-6447-0000	HTCI Cabinet Rentals	-	-	-	-	-	-	
1-111-013-6448-0000	Bandwidth Sales	19,900	19,900	19,900	19,900	19,900	19,900	15% gross from CSS and flat rate with Pogozone
	Operating Revenue	39,908	39,875	39,875	39,875	39,875	39,875	
	Expense							
1-111-013-7001-0000	Salaries and Wages	227,134	231,676	236,310	241,036	245,856	250,774	
1-111-013-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-013-7003-0000	Employee Benefits	109,785	117,485	129,234	142,157	156,373	172,010	
1-111-013-7006-0000	Employee Training	2,000	2,000	2,060	2,122	2,185	2,251	First aid training along with periodic software/hardware training
1-111-013-7050-0000	Travel	600	600	618	637	656	675	Mileage
1-111-013-7115-0000	Telephone and Communication	4,900	4,900	5,047	5,198	5,354	5,515	Cell phones, mifi, administration lines share
1-111-013-7203-0000	Equipment Rental	1,350	1,350	1,391	1,433	1,476	1,520	
1-111-013-7207-0000	Office Supplies	4,900	3,900	4,017	4,138	4,262	4,390	IT purchases various items used by the entire organization (e.g. software, switches, patch cables, hard drives, and other peripherals). Slight reduction in purchases
1-111-013-7209-0000	Freight Charges	200	200	200	200	200	200	
1-111-013-7210-0000	Postage	100	100	100	100	100	100	
1-111-013-7213-0000	Subscriptions	-	-	-	-	-	-	
1-111-013-7301-0000	Legal Expense	4,000	4,000	4,120	4,244	4,371	4,502	HTCI lease agreement reviews
1-111-013-7308-0000	Outside Services	37,076	32,630	33,609	34,617	35,656	36,726	Annual software and support renewals for various Division software and hardware. Remaining used for telecommunications and phone equipment changes, network hardware, Microsoft support, and other hardware support when needed. Varies year to year.
1-111-013-7312-0000	Interfund Transfer	13,459	13,459	13,728	14,003	14,283	14,568	Suite 112 rent
1-111-013-7316-0000	Promotional Hosting	200	200	200	200	200	200	Leave flat. Limited promotional hosting done by IT, but essential for key vendors
1-111-013-7317-0000	Incidental Meeting Expense	100	100	100	100	100	100	Have never used this account and assume it is an allocation
1-111-013-7401-0000	Insurance and Claims	1,053	1,061	1,167	1,202	1,239	1,276	
1-111-013-7402-0000	Taxes	610	610	628	647	666	686	Allocation of B & O, Sales tax, Use tax, etc
1-111-013-7406-0000	Miscellaneous	6,000	6,000	6,000	6,000	6,000	6,000	Covers unforeseen expenses made by IT on behalf of entire port (e.g. data rooms, HTCI, capital improvements, hardware, additions and changes due to projects). Varies greatly year to year
1-111-013-7501-0000	Repair and Maintenance	9,000	5,000	5,000	5,000	5,000	5,000	Equipment purchases and replacements when needed for out of warranty hardware. Includes replacement for unexpected failures for entire port infrastructure
	Expense	422,467	425,271	443,528	463,034	483,976	506,492	
	Information Systems	(382,559)	(385,396)	(403,653)	(423,159)	(444,101)	(466,617)	

Division: 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.

Staff, Facilities and Structure: 5 FTE's

The Executive Division is made up of the following programs:

- Executive
- Human Resources

Executive 2021 Objectives:

1. Develop and enhance partnership opportunities with public and private entities to create, foster and maintain efficiencies and improve the success of Port operations. These efforts shall include City and County partnerships in state legislative efforts, Harcourt and Western Washington University partnership in development, State officials for Model Toxics Controls Act (MTCA) funding, and far reaching partnerships in economic development including the development of the Port's Rural Broadband initiative.
2. Adapt community outreach to remain effective during COVID19 through social media, video production, press releases, public displays, public tours, websites, newsletters and participation at networking and community events. During 2021, outreach will continue to target helping Whatcom County understand the diverse operations of their Port.
3. Continue to improve the strong safety focus through accident prevention, communication, awareness, and training. Maintain the goal of continuing to reduce the Recordable Incident Rate over the prior year.
4. Continually evaluate measures to minimize increases to benefit costs while maintaining competitive total benefits and compensation for our employees.

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Executive Division						
Expense						
Salaries and Wages	578,298	575,176	586,680	598,413	610,381	622,589
Salaries & Benefits Recovered	(4,219)	(3,531)	(3,708)	(3,893)	(4,088)	(4,292)
Employee Benefits - Port Wide	-	3,836,404	4,220,044	4,642,049	5,106,254	5,616,879
Employee Benefits Allocation to Divisions	-	(3,836,404)	(4,220,044)	(4,642,049)	(5,106,254)	(5,616,879)
Employee Benefits	205,056	214,232	235,655	259,221	285,143	313,657
Staff Recruitment & Relocation	34,505	35,500	70,000	72,100	74,263	76,491
Employee Training	12,582	12,400	9,682	9,972	10,272	10,580
Travel	22,000	22,000	22,660	23,340	24,040	24,761
Telephone and Communication	10,400	11,622	11,971	12,330	12,700	13,081
Equipment Rental	2,792	3,029	3,120	3,213	3,310	3,409
Office Supplies	5,917	17,540	6,116	6,300	6,489	6,683
Postage	1,419	1,000	1,030	1,061	1,093	1,126
Subscriptions	2,550	2,500	2,575	2,652	2,732	2,814
Legal Expense	78,045	80,000	82,400	84,872	87,418	90,041
Membership Dues and Fees	81,000	81,000	81,030	81,061	81,093	81,126
Outside Services	120,900	137,250	113,368	114,519	142,484	144,509
Interfund Transfer	(2,500)	-	-	-	-	-
Advertising and Promotion	25,000	30,000	30,000	30,000	30,000	30,000
Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	7,900	5,400	5,562	5,729	5,901	6,078
Insurance and Claims	6,312	6,492	7,141	7,355	7,576	7,803
Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000
Expense	1,189,957	1,233,610	1,267,311	1,310,305	1,382,898	1,432,579
Executive Division	(1,189,957)	(1,233,610)	(1,267,311)	(1,310,305)	(1,382,898)	(1,432,579)

Divisional Program: Executive

Description of Services:

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

Staff: 3 FTE's

Source of Funding: Net of operating income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	805,382	787,638	670,033
Net Cash Flow	-805,382	-787,638	-670,033

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Executive							
	Expense							
1-114-014-7001-0000	Salaries and Wages	382,600	375,564	383,075	390,737	398,552	406,523	
1-114-014-7002-0000	Salaries & Benefits Recovered	(4,219)	(3,531)	(3,708)	(3,893)	(4,088)	(4,292)	
1-114-014-7003-0000	Employee Benefits	128,099	132,782	146,060	160,666	176,733	194,406	
1-114-014-7006-0000	Employee Training	3,182	3,000					
1-114-014-7050-0000	Travel	20,000	20,000	20,600	21,218	21,855	22,510	
1-114-014-7115-0000	Telephone and Communication	6,900	8,000	8,240	8,487	8,742	9,004	
1-114-014-7203-0000	Equipment Rental	1,350	1,500	1,545	1,591	1,639	1,688	
1-114-014-7207-0000	Office Supplies	3,377	15,000	3,500	3,605	3,713	3,825	Increased Remote Work Capability in 2021
1-114-014-7210-0000	Postage	819	500	515	530	546	563	
1-114-014-7213-0000	Subscriptions	1,500	1,500	1,545	1,591	1,639	1,688	
1-114-014-7301-0000	Legal Expense	53,045	55,000	56,650	58,350	60,100	61,903	
1-114-014-7303-0000	Membership Dues and Fees	80,000	80,000	80,000	80,000	80,000	80,000	WPPA, PNWA, AAPA,
1-114-014-7308-0000	Outside Services	75,000	75,000	75,000	75,000	75,000	75,000	Graphic Design, Video, Photography, Port
1-114-014-7312-0000	Interfund Transfer	(2,500)		-	-	-	-	Centennial, Civic Plus Web Hosting
1-114-014-7313-0000	Advertising and Promotion	25,000	30,000	30,000	30,000	30,000	30,000	Marine Trades Support, Economic Development,
1-114-014-7316-0000	Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126	Transportation Terminals
1-114-014-7317-0000	Incidental Meeting Expense	7,500	5,000	5,150	5,305	5,464	5,628	
1-114-014-7401-0000	Insurance and Claims	3,985	4,067	4,474	4,608	4,746	4,889	
1-114-014-7406-0000	Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	
	Expense	787,638	805,382	814,677	839,856	866,733	895,459	
	Executive	(787,638)	(805,382)	(814,677)	(839,856)	(866,733)	(895,459)	

Divisional Program: Human Resources

Description of Services:

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

The operational roles include recruitment/staffing, compensation/benefits administration, employee/labor relations, union contract negotiation and administration, employment policies, legal compliance, ethics, training, Human Resources Information System, safety, counseling/coaching, discipline, and performance management. The Human Resources Department provides administrative backup support for the Executive Division.

Human Resources 2021 Objectives:

1. Continue to improve the strong safety focus through accident prevention, communication, awareness, and education. Maintain the goal of continuing to reduce the Recordable Incident Rate over the prior year.
2. Examine Port policies and culture through the social justice lens. Where opportunities for improvement exist, develop and implement systems and education to enhance diversity, inclusion and equity.
3. Continually evaluate measures to minimize increases to health care costs while maintaining competitive total benefits and compensation for our employees.
4. Explore and implement HR policies and practices that enhance and support remote work.

Staff: 2 FTE's

Source of Funding: Net operating income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	428,227	437,140	311,613
Net Cash Flow	-428,227	-437,140	-311,613

Major 2021 Capital Projects (over \$100,000): None

Human Resources								
Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Human Resources							
	Expense							
1-114-015-7001-0000	Salaries and Wages	195,698	199,612	203,604	207,676	211,830	216,066	
1-114-015-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
	Employee Benefits - Port Wide	-	3,836,404	4,220,044	4,642,049	5,106,254	5,616,879	\$1,859,823 medical; \$125,331 Dental; \$1,701 FSA; \$569,512 FICA; \$43,037 Unempl; \$217,601 L&I; \$909,713 Retirement; \$18,147 Life Ins; \$2,723 AD&D; \$26,391 LTD; \$2,996 EAP; \$59,429 Broker Fee
	Employee Benefits Allocation to Divisions		(3,836,404)	(4,220,044)	(4,642,049)	(5,106,254)	(5,616,879)	Allocation of benefits to Divisions
1-114-015-7003-0000	Employee Benefits - HR	76,957	81,450	89,595	98,555	108,410	119,251	
1-114-015-7005-0000	Staff recruitment & relocation	34,505	35,500	70,000	72,100	74,263	76,491	\$500 Port Buddy Program, \$15K merit/promotion, \$10k relocation, \$10K recruitment/advertising
1-114-015-7006-0000	Employee Training	9,400	9,400	9,682	9,972	10,272	10,580	\$5800 employee recog lunch, \$2,000 HR confs, \$300 safety training, \$1,000 corp training, \$300 SHRM meetings
1-114-015-7050-0000	Travel	2,000	2,000	2,060	2,122	2,185	2,251	\$1500 for 2 HR conf, \$500 various meetings/mileage
1-114-015-7115-0000	Telephone and Communication	3,500	3,622	3,731	3,843	3,958	4,077	
1-114-015-7203-0000	Equipment Rental	1,442	1,529	1,575	1,622	1,671	1,721	
1-114-015-7207-0000	Office Supplies	2,540	2,540	2,616	2,695	2,776	2,859	\$700 stand/sit desk, general supplies
1-114-015-7210-0000	Postage	600	500	515	530	546	563	
1-114-015-7213-0000	Subscriptions	1,050	1,000	1,030	1,061	1,093	1,126	salary surveys \$500 each
1-114-015-7301-0000	Legal Expense	25,000	25,000	25,750	26,523	27,318	28,138	Contract negotiations, personnel, compliance
1-114-015-7303-0000	Membership Dues and Fees	1,000	1,000	1,030	1,061	1,093	1,126	
1-114-015-7308-0000	Outside Services	45,900	62,250	38,368	39,519	67,484	69,509	Dayforce \$28,550, Self insurance audit \$25,000 in 2021 and 2024, Self insurance fee \$2000, Safety consultant \$1500, Org Dev consultant \$2000, RTK fee \$300, video tape meetings \$1050, Hearing tests \$1200, Random CDL fee \$150, ICMA \$500
1-114-015-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-114-015-7316-0000	Promotional Hosting	-	-	-	-	-	-	
1-114-015-7317-0000	Incidental Meeting Expense	400	400	412	424	437	450	
1-114-015-7401-0000	Insurance and Claims	2,327	2,424	2,667	2,747	2,829	2,914	
1-114-015-7406-0000	Miscellaneous	-	-	-	-	-	-	
	Expense	402,319	428,227	452,634	470,449	516,165	537,120	

Environmental and Planning Services Group

The Environmental and Planning Services Group consists of the Environmental and Planning Divisions which jointly provide assistance to operating divisions while overseeing site cleanup projects and managing the Waterfront District redevelopment project. Environmental and Planning Services is managed as a single group to provide efficient cross-divisional support, however for budget purposes and to maintain funding source differentiation, the Environmental and Planning Divisions are tracked separately as described below.

Staff, Facilities and Structure: 5.5 FTE's

The Environmental and Planning Group has three full-time and three half-time employees: Director of Environmental and Planning Services, Manager of Strategic Project Development, Environmental Site Manager, Senior Planning Analyst, Environmental Planner and two Environmental Specialists.

Division: 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 and tenants to ensure compliance with permit requirements.

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

The Environmental Division also manages an Environmental Compliance Assessment Program (ECAP) to ensure that both Port and tenant operations are performed in a way that maintains the value of Port publicly-owned assets. On-site inspections are performed at tenant properties to provide information on regulatory requirements and to ensure that Port properties are being protected from potential commercial and industrial impacts.

Environmental 2021 Objectives:

1. Work with Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including: the Weldcraft Boatyard, Westman Marine, the Harris Avenue Shipyard, and Sea-K-Fish with the goal of getting these projects "shovel ready" and prioritized for MTCA Grant funding.
2. Continue development of a Port Climate Action Strategy including a Port-wide vision, completion of a greenhouse gas inventory and establishing mitigation goals. Ongoing support of best management practices in Port operations related to sustainable strategies for resource conservation, energy efficiency,

material re-use and recycling, and environmental stewardship of publicly-owned assets.

3. Provide on-call support to operating divisions through the Environmental Compliance Assessment Program to provide waste management technical assistance and educational information on the impact of stormwater discharges.
4. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater, Industrial Stormwater General Permit, and Individual NPDES Permit requirements. Update each program to meet requirements of current and renewed permits. Provide ongoing Industrial Stormwater General Permit compliance support to Bellingham Shipping Terminal and Bellingham International Airport.

Source of Funding: Insurance settlement proceeds, property taxes, contributions from potentially liable parties, state and federal grants.

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	344,934	397,384	264,750
Net Operating Cash Flow	-344,934	-397,384	-264,750

Current Environmental Remediation Sites (over \$500,000):

Harris Avenue Shipyard	\$933,291
Westman Marine	\$809,437
I&J Waterway	\$526,311

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Environmental							
	Expense							
1-213-030-7001-0000	Salaries and Wages	262,555	262,913	268,171	273,535	279,005	284,585	
1-213-030-7002-0000	Salaries & Benefits Recovered	(213,898)	(215,488)	(226,262)	(237,576)	(249,454)	(261,927)	Work performed for BWAS Division 15 (S & W and Benefits for 2021); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
1-213-030-7003-0000	Employee Benefits	107,623	114,120	125,532	138,085	151,894	167,083	
1-213-030-7006-0000	Employee Training	2,500	3,800	3,000	3,090	3,183	3,278	Corporate training (1st aid/CPR/Defib/etc); Enviro con ed (workshops / seminars)
1-213-030-7050-0000	Travel	5,000	5,000	5,150	5,305	5,464	5,628	Conference attendance (i.e. stormwater & WPPA), agency meetings, grant solicitation, and convention attendance such NEBC stormwater
1-213-030-7115-0000	Telephone and Communication	6,000	6,000	6,180	6,365	6,556	6,753	Divisional telephone cost (portion of port-wide telephone system, long distance calls, 4.5 mobile devices)
1-213-030-7203-0000	Equipment Rental	1,400	1,400	1,442	1,485	1,530	1,576	Divisional usage of internal rental equipment (printers/copiers/faxes)
1-213-030-7207-0000	Office Supplies	1,800	1,800	1,854	1,910	1,967	2,026	Divisional office supplies
1-213-030-7210-0000	Postage	100	100	103	106	109	113	Divisional related postage (US Mail, FedEx, etc)
1-213-030-7301-0000	Legal Expense	15,000	15,000	15,450	15,914	16,391	16,883	Divisional related legal fees (stormwater regulations, monthly programmatic meetings, etc)
1-213-030-7303-0000	Membership Dues and Fees	100	226	103	106	109	113	Geologist license \$100/year & TWIC renewal
1-213-030-7308-0000	Outside Services	50,000	55,000	56,650	58,350	60,100	61,903	Strategic environmental support to other divisions and grant preparation \$5k; Port-wide Sustainable Program including Climate Action Plan/GHG inventory \$50k .
1-213-030-7312-0000	Interfund Transfer	(2,500)	(1,900)	(1,975)	(2,052)	(2,132)	(2,214)	Public Disclosure Cost (\$2.5k) and GIS Licensing renewals (Planning) (\$600)
1-213-030-7317-0000	Incidental Meeting Expense	500	750	773	796	820	844	Misc Divisional incidental meeting expenses & Sustainability team meetings
1-213-030-7401-0000	Insurance and Claims	5,604	5,613	6,174	6,359	6,550	6,747	
1-213-030-7403-0000	Environmental Costs	155,000	90,000	92,700	95,481	98,345	165,000	Environmental Compliance Assessment Program (\$32k); ISGPs (\$16k); Phase II & GIS SW Map Update (\$19k); Port-wide Dangerous Waste Disposal (\$23k);
1-213-030-7406-0000	Miscellaneous	600	600	618	637	656	675	
	Expense	397,384	344,934	355,662	367,895	381,092	459,065	
	Environmental	(397,384)	(344,934)	(355,662)	(367,895)	(381,092)	(459,065)	
1-213-030-8010-0000	Taxes Levied/Operating	394,444	344,934	355,662	367,895	381,092	459,065	
1-213-030-8236-0000	3rd Party Reimbursement	459,561	2,017,963	4,793,197	1,909,979	1,188,640	15,999	
1-213-030-8237-0000	Grant Reimbursement	811,177						
1-213-030-8800-0000	Capital Contributions							
	Non-Operating Revenues	1,665,182	2,362,897	5,148,859	2,277,874	1,569,732	475,064	
1-213-030-8537-0000	Grant Expense	1,860,028						
1-213-030-8700-0000	Environmental Remediation	543,781	3,607,814	10,036,278	4,172,604	2,893,569	283,898	
	Non-Operating Expenses	2,403,809	3,607,814	10,036,278	4,172,604	2,893,569	283,898	

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Environmental							
	Net Non-Operating Income	(738,628)	(1,244,917)	(4,887,419)	(1,894,730)	(1,323,837)	191,166	

Environmental Remediation Detail: (non-BWAS sites)

<u>Site</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
4th & Harris	(4,128)	(4,269)	(4,414)	(4,564)	(4,719)
Blaine Marina Tank Farm	(198,251)	(68,331)	(37,682)	(38,963)	(35,252)
Blaine Sediments	(70,257)	(172,109)	(555,156)	(489,890)	
G2/Weldcraft	(152,030)	(736,995)	(45,403)	(11,267)	(11,650)
Harris Ave Shipyard	(933,291)				
I&J Waterway	(526,311)				
Northwest Fuels				(251,563)	(35,752)
Sea-K Fish	(328,361)	(5,324,299)	(75,444)	(28,367)	(29,332)
Westman Marine	(809,437)	(2,100,031)	(2,739,775)	(1,535,567)	
UST Sites	(114,880)	(118,786)	(122,824)		
Yorkston Oil	(137,807)	(3,632)	(2,347)	(2,427)	(2,510)
Add'l Sites - Pending	(333,061)	(1,507,826)	(589,559)	(530,961)	(164,683)
	(3,607,814)	(10,036,278)	(4,172,604)	(2,893,569)	(283,898)
Outside funding for above sites:	2,017,963	4,793,197	1,909,979	1,188,640	15,999
Net Port cost	(1,589,851)	(5,243,081)	(2,262,625)	(1,704,929)	(267,899)
<i><u>Other sites identified, adequate funding not secured. Not included in budget.</u></i>					
American Wood Treaters	(68,264)	(86,155)	(155,629)	(218,227)	(225,647)
Harris Ave Shipyard		(3,175,127)	(6,900,562)	(4,327,533)	(280,099)
I&J Waterway		(4,729,059)	(9,687,077)	(2,614,025)	(214,283)
Inactive Tank Farms		(66,592)	(106,414)	(12,945)	(128,496)
Marine Svcs NW			(242,512)	(172,501)	(135,732)
Mt Baker Plywood			(74,840)	(77,384)	(159,244)
Murray Chris Craft			(258,750)	(234,818)	(264,970)
	(68,264)	(8,056,933)	(17,425,784)	(7,657,433)	(1,408,471)

Division: Planning and Development

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 Improvement Plans and other Port planning documents. 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.

Planning & Development 2021 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 cooperatively with the Working Waterfront Coalition to update the Port of Bellingham's Comprehensive Scheme of Harbor Improvements addressing land use and management policies focused on preserving and expanding marine trades properties.
3. Work with Port operating divisions and the City of Blaine to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District.
4. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval, including evaluation and growth of a Port-wide GIS program.
5. Continue to build a Port-wide Resiliency Initiative and climate adaptation plan, including a vulnerability assessment to evaluate and mitigate natural hazard risks to Port assets and infrastructure.
6. Continue Port involvement in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.

Staff, Facilities and Structure:

Source of Funding: Net operating Income

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	383,266	340,042	220,591
Net Cash Flow	-383,266	-340,042	-220,591

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Planning Services							
	Expense							
	Variable Expenses							
1-108-008-7001-0000	Salaries and Wages	223,217	227,682	232,236	236,880	241,618	246,450	
1-108-008-7002-0000	Salaries & Benefits Recovered	(131,903)	(137,094)	(143,949)	(151,146)	(158,703)	(166,639)	
1-108-008-7003-0000	Employee Benefits	105,907	113,275	124,603	137,063	150,769	165,846	
1-108-008-7006-0000	Employee Training	2,000	2,000	2,040	2,081	2,122	2,165	Continuing Ed. & First Aid
1-108-008-7050-0000	Travel	2,500	2,500	2,550	2,601	2,653	2,706	Travel for training, conferences and WPPA
1-108-008-7115-0000	Telephone and Communication	2,652	2,705	2,759	2,815	2,871	2,928	Office phones and 2 cell phones for 2 FTE's
1-108-008-7203-0000	Equipment Rental	2,781	2,500	2,550	2,601	2,653	2,706	Richor copier/printer/scanner plus shared equipment.
1-108-008-7207-0000	Office Supplies	3,000	25,501	14,178	14,464	14,566	14,670	\$3,000 pens, paper, toner etc., \$11,005 Purchase of GIS Enterprise & \$11,496 2-ArcGIS Desktop Licensing Fees for updates and maintenance. Thereafter POB GIS U&M \$11,088/yr.
1-108-008-7210-0000	Postage	50	50	50	50	50	50	shipping/mailling fees and stamps
1-108-008-7213-0000	Subscriptions	350	-	-	-	-	-	
1-108-008-7301-0000	Legal Expense	30,000	10,000	5,000	5,000	5,000	5,000	Legal advice on planning Issues not covered by operating divisions, or BWAS. \$10K Blaine Wharf District Development Agmt & Utility Easement Revisions.
1-108-008-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-108-008-7308-0000	Outside Services	90,000	130,000	15,000	15,000	15,000	15,000	\$5K in Document Recording Fees, Title Reports/Subdivision Gurantees; \$10K in Un-anticipated Consultant Services & Application Fees; \$50K Port Resiliency Planning - Sea Level Rise (SLR) Infrastructure Vulnerability Assessment - \$40K in Coastal Resliance Planning per ILA with COB, \$10K BLI Trail Planning , \$15K GIS Consortium Support
1-108-008-7311-0000	Lease Payment to Others	10,000	1,500	1,500	1,500	1,500	-	Use of Slater Rd. Site (owned by WDFW) for Mitigation@ BLI
1-108-008-7312-0000	Interfund Transfer	(2,965)	485	646	810	977	2,648	\$8,035 Rent for HCB Suite# 124 (+2% 2022-25) and \$1,000 for public records, less \$1,500 from BLI for wetland mitigations site thru 2024. Less GIS Licensing Fees by division- Economic Development: 2 AGO Creator Licenses \$1,000; Engineering: 1 ArcGIS Desktop License \$3,000; Environmental: 1 AGO Creator License and 1 AGO Viewer License- \$600; Maintenance: 1 AGO Fieldworker License \$450.
1-108-008-7313-0000	Advertising and Promotion	600	750	750	750	750	750	Legal Notice for Public Hearing amending CSHI 1/yr
1-108-008-7317-0000	Incidental Meeting Expense	100	100	100	100	100	100	Refreshments
1-108-008-7401-0000	Insurance and Claims	1,053	1,061	1,167	1,202	1,239	1,276	
1-108-008-7402-0000	Taxes	200	200	200	200	200	200	
1-108-008-7406-0000	Miscellaneous	500	50	50	50	50	50	Corporate First Aid Kit, Coffee and Water Dispenser
	Expense	340,042	383,266	261,430	272,021	283,415	295,907	Allocations per accounting
	Planning Services	(340,042)	(383,266)	(261,430)	(272,021)	(283,415)	(295,907)	

Division: Bellingham Waterfront Acquisition Site

Description of Services:

The Bellingham Waterfront Acquisition Site (BWAS) 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.

BWAS 2021 Objectives:

1. Support the activation and redevelopment of the Downtown Waterfront with project partners through installation of roads, parks, utilities and infrastructure, including responsibilities set forth in the Port/City Interlocal Agreement for Facilities.
2. Continue detailed design for Phase 2 cleanup activities at the Whatcom Waterway/ASB MTCA site. Complete Marine Trades area planning, programming, to confirm cleanup approach and design/engineering. Amend existing Ecology approved documents and Consent Decree as necessary.
3. Complete property transaction(s) to support development of a local food campus and affordable workforce housing at the 3-acre former Lignin Warehouse Parcel.
4. Work with Harcourt to support ongoing redevelopment in the Downtown Waterfront including amending the Master Development Agreement to revise layout of boundary and incorporate the Boardmill Building. Complete property transaction for sale of Boardmill Building and parcel.
5. Promote interim uses in the Downtown Waterfront including public access, community events, activities for all ages and abilities, temporary arts facilities etc.
6. Continue design and implement initial phases of GP Wharf Improvements to provide interim public access, and evaluate long-term options including visitor moorage, habitat improvements and compatibility with planned environmental cleanup.
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, Central Waterfront and the Cornwall Landfill with the goal of getting these projects "shovel ready" and prioritized for MTCA Grant funding.

Staff, Facilities and Structure:

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 every division within the Port. Division budgets and programs are overseen by the Environmental and Planning Divisions and BWAS provides funding support for a portion of staff in these divisions.

The BWAS 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.

Source of Funding: Property Tax Receipts, Sale of Port Property, Grants, Cost Cap insurance proceeds through the policy with AIG

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$1,528,181	\$1,170,347	\$1,146,326
Operating Expenses	1,117,606	1,093,579	951,648
Net Operating Cash Flow	410,575	767,680	194,678

Current Environmental Remediation Sites (over \$500,000):

Whatcom Waterway	\$907,854
Central Waterfront	\$884,805
Chlor-Alkali	\$771,478
Aeration Stabilization Basin	\$647,752
Cornwall Avenue Landfill	\$505,313

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Bellingham Waterfront							
	Revenue							
	Operating Revenue							
1-215-031-6010-0000	Dockage		-	-	-	-	-	
1-215-031-6305-0000	Space and Land Rental	1,151,543	1,510,987	1,556,317	1,603,006	1,651,096	1,700,629	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, LCW Dockage
1-215-031-6353-0000	Fuel Flowage Fees		-	-	-	-	-	
1-215-031-6360-0000	Miscellaneous Revenue		-	-	-	-	-	
1-215-031-6445-0000	Triple Net/CAM Charges	18,804	17,194	17,881	18,597	19,340	20,114	1000 F St
	Operating Revenue	1,170,347	1,528,181	1,574,198	1,621,603	1,670,437	1,720,743	
	Expense							
1-215-031-7002-0000	Salaries & Benefits Recovered	366,129	393,503	413,178	433,837	455,529	478,305	BWAS related work performed by Environmental& Planning staff, a portion of four Real Estate staff, and portion of two Facilities Staff; less grant reimbursement for Env Salaries and Wages related to BWAS remedial clean-up sites.
1-215-031-7006-0000	Employee Training	200	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7050-0000	Travel	5,000	5,000	5,150	5,305	5,464	5,628	Environmental, Planning & Real Estate Allocation for development and cleanup related travel.
1-215-031-7101-0000	Natural Gas	5,000	4,000	4,120	4,244	4,371	4,502	1001 C St, 1000 F St
1-215-031-7102-0000	Water	10,000	10,000	10,300	10,609	10,927	11,255	1000 F St & two fire lines, 801 Roeder Ave, 100 W. Laurel St
1-215-031-7103-0000	Electricity	35,000	30,000	30,900	31,827	32,782	33,765	Area lighting and BWAS buildings, 1000 F St, 921 Cornwall, 800 C St, 1001 C St, 1211 Granary Ave
1-215-031-7106-0000	Natural Gas for Resale	-	-	-	-	-	-	
1-215-031-7110-0000	Electricity for Resale	55,000	50,000	51,500	53,045	54,636	56,275	projected + 3%; includes additional usage at 1000 F St, 629 Cornwall, & 801 Roeder
1-215-031-7111-0000	Electricity Resold (Contra)	(49,500)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
1-215-031-7114-0000	Garbage	5,000	3,500	3,605	3,713	3,825	3,939	Estimated then 3%; 1000 F St off set by BTC reimbursement
1-215-031-7115-0000	Telephone and Communication	500	300	309	318	328	338	Projected + 3%
1-215-031-7203-0000	Equipment Rental	-		-	-	-	-	
1-215-031-7205-0000	Operating Supplies	-		-	-	-	-	
1-215-031-7207-0000	Office Supplies	200	200	206	212	219	225	
1-215-031-7210-0000	Postage	400	400	412	424	437	450	
1-215-031-7211-0000	Janitorial	27,000	10,000	10,300	10,609	10,927	11,255	Service at 1000 F St off set by BTC reimbursement
1-215-031-7301-0000	Legal Expense	100,000	100,000	133,000	106,090	99,273	102,251	Legal & legislative policy support in Olympia \$30k; Federal lobbyist \$20k; CC&R & contract development \$20k; and sales contract negotiations & misc legal review \$30k. Subarea Plan & Docs in 2022 \$30k.
1-215-031-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-215-031-7306-0000	Security	30,000	25,000	25,750	26,523	27,318	28,138	Estimated then 3%, includes transient management Bio Bug, Guardian Security, and ASB outfall buoy inspection \$10k; RE consultant planning / studies / support (Westen Crossing RE support) \$35k; waterfront video documentation \$10k; bi-annual traffic study \$20k; and bi-annual economic analysis \$10k.
1-215-031-7308-0000	Outside Services	98,191	85,000	121,350	79,568	46,786	81,955	

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Bellingham Waterfront							
1-215-031-7311-0000	Lease Payments to Others	14,100	13,000	13,390	13,792	14,205	14,632	Includes \$1,816/acre for Whatcom Waterway use permit for 2/3rd of 8.5 acres - then 3%
1-215-031-7312-0000	Interfund Transfer	-	-	-	-	-	-	Public Disclosure
1-215-031-7313-0000	Advertising and Promotion	20,000	20,000	20,600	21,218	21,855	22,510	Tenant & developer promotion, open house, and related marketing events and waterfront related marketing/public info.
1-215-031-7316-0000	Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126	Environmental, Real Estate & Planning Allocation
1-215-031-7317-0000	Incidental Meeting Expense	2,000	1,500	1,545	1,591	1,639	1,688	Environmental, Real Estate & Planning Allocation
1-215-031-7401-0000	Insurance and Claims	161,775	190,418	209,460	215,744	222,216	228,883	Per Accounting
1-215-031-7402-0000	Taxes	35	35	36	37	38	39	
1-215-031-7403-0000	Environmental Costs	96,500	105,500	108,665	111,925	115,283	118,741	2020 projected + 3%; City of Bellingham surface & stormwater fees
1-215-031-7406-0000	Miscellaneous	250	250	258	265	273	281	Environmental & Planning Allocation
1-215-031-7501-0000	Repair and Maintenance	81,000	79,000	81,370	83,811	86,325	88,915	Estimated + \$10k Pump Track then 3%
1-215-031-7502-0000	Groundskeeping	7,800	11,000	11,330	11,670	12,020	12,381	Estimated + New Waterfront Landscaping then 3%
1-215-031-7503-0000	Preventative Maintenance	21,000	28,800	29,664	30,554	31,471	32,415	Estimated then 3%
	Expense	1,093,579	1,117,606	1,236,134	1,205,158	1,204,821	1,283,842	
	Bellingham Waterfront	76,767	410,574	338,064	416,444	465,616	436,902	
1-215-031-8010-0000	Taxes Levied/Operating	2,453,502	2,578,502	2,703,502	2,828,502	2,953,502	3,078,502	
1-215-031-8101-0000	Env Insurance Claim Revenue	1,478,743						
1-215-031-8236-0000	3rd Part Reimbursement	-	3,330,880	6,632,016	10,162,953	3,820,735	-	
1-215-031-8237-0000	Grant Reimbursement	1,534,206						
1-215-031-8800-0000	Capital Contributions--Bellingham Water	-						
	Non-Operating Revenues	5,466,451	5,909,382	9,335,518	12,991,455	6,774,237	3,078,502	
1-215-031-8537-0000	Grant Expense	3,449,028						
1-215-031-8700-0000	Environmental Remediation	59,847	3,813,264	7,057,406	10,571,038	3,832,765	341,598	
1-215-031-8710-0000	Environmental Non-Remediation	-						
1-215-000-8900-0000	Depreciation	-						
	Non-Operating Expenses	3,508,875	3,813,264	7,057,406	10,571,038	3,832,765	341,598	
	Net Non-Operating Income	1,957,576	2,096,118	2,278,112	2,420,417	2,941,472	2,736,904	

Environmental Remediation Detail: (BWAS sites)

<u>Site</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Airport landfill	(49,336)	(49,336)	(49,336)	(49,366)	(64,244)
ASB	(647,752)	(555,472)	(574,358)		
Central Waterfront	(884,805)	(1,184,244)	(1,674,495)	(373,360)	(147,704)
Chlor Alkali	(771,478)	(619,001)			
Cornwall Ave Landfill	(505,313)	(4,125,107)	(7,751,900)	(3,381,036)	(100,647)
Pulp & Tissue Mill	(46,726)	(40,634)	(41,914)	(29,003)	(29,003)
Whatcom Waterway	(907,854)	(483,612)	(479,035)		
	(3,813,264)	(7,057,406)	(10,571,038)	(3,832,765)	(341,598)
Outside funding for above sites:	3,330,880	6,632,016	10,162,953	3,820,735	-
Net Port cost	(482,384)	(425,390)	(408,085)	(12,030)	(341,598)

Other sites identified, adequate funding not secured. Not included in budget.

ASB				(24,902,903)	(14,563,002)
Chlor Alkali			(3,269,448)	(6,063,583)	(5,558,535)
Whatcom Waterway				(5,194,610)	(21,698,857)
	-	-	(3,269,448)	(36,161,096)	(41,820,394)

Division: Economic Development

Description of Services:

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

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

Economic Development 2021 Objectives

1. Business Retention/Expansion: Continue outreach to local companies with up to 50 new business contacts and 25 follow-up contacts. Directly assist companies to achieve their expansion goals.
2. Business Recruitment: Proactively pursue inbound leads and promote the county and cities for business attraction by directly contacting prospects, marketing and fostering trade relationships, with continued emphasis on Lower Mainland, British Columbia. Target 60 contacts in Canada and the U.S. Work closely with Canadian-owned businesses who express interest in relocating or expanding to the U.S. market. Focus on key sectors.
3. Manage and promote our Economic Development web pages hosted by the Port of Bellingham and the Choose Whatcom websites, utilizing them as tools to market our brand and to connect local businesses with regional resources.
4. Market our Regional Economic Partnership (REP), a division of the Port of Bellingham as a regional economic development engine, through publications (digital and print), sponsorship and participation in virtual community events throughout Whatcom County.
5. Build relations and strategic opportunities outside the Port, including but not limited to small cities, workforce development, higher education, and strategic partners (i.e. County Business and Commerce Committee), such as Team Whatcom.
6. Support Port operating divisions (Real Estate, Aviation, Planning, and Maritime) to facilitate job creation on Port property.
7. Update the Comprehensive Economic Development Strategy (CEDS) report for 2020.
8. Continue to develop, plan, and begin implementation of a County wide rural broadband program.

9. Update the I-5 corridor infrastructure and utilities data collection study and move the database to the Whatcom County GIS Department.
10. Develop an economic resiliency strategy for Whatcom County.

Staff: 4 FTE's

Facilities and Structure:

This Division includes an Economic Development Director, two Economic Development Project Managers, and a Research and Communications Manager.

Source of Funding: Port of Bellingham, Whatcom County, City of Bellingham, property taxes, service agreements and ADO Contract with Washington State Department of Commerce.

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	14,000	14,000	14,830
Operating Expenses	1,218,633	1,185,646	947,204
Outside Funding	633,305	614,859	596,950
Net Cash Flow	-571,328	-556,787	-335,424

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Economic Development							
	Revenue							
	Operating Revenue							
1-216-032-6310-0000	Foreign Trade Zones	14,000	14,000	14,000	28,000	28,000	42,000	FTZ administrative agreement
1-216-032-6360-0000	Miscellaneous Revenue							
	Operating Revenue	14,000	14,000	14,000	28,000	28,000	42,000	
	Revenue	14,000	14,000	14,000	28,000	28,000	42,000	
	Expense							
1-216-032-7001-0000	Salaries and Wages	332,545	339,196	345,980	352,900	359,958	367,157	
1-216-032-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-216-032-7003-0000	Employee Benefits	114,180	120,512	132,563	145,820	160,401	176,442	
1-216-032-7006-0000	Employee Training	7,500	7,500	7,500	7,500	10,000	10,000	training and education for team
1-216-032-7050-0000	Travel	15,000	7,000	7,000	10,000	12,000	15,000	travel for conferences and business recruitment
1-216-032-7115-0000	Telephone and Communication	4,500	4,500	5,500	5,500	7,500	7,500	4 cell phones and 4 landlines, 1 computer cell line, communication program
1-216-032-7203-0000	Equipment Rental	1,550	1,550	1,700	1,800	1,800	2,000	copier, water for office
1-216-032-7207-0000	Office Supplies	3,000	2,000	2,000	2,000	2,000	2,500	general office supplies
1-216-032-7210-0000	Postage	750	500	600	600	650	650	postage for mailings
1-216-032-7213-0000	Subscriptions	2,500	1,500	1,500	1,500	1,500	1,500	various publications for economic development
1-216-032-7214-0000	Publications and Tariffs	-						
1-216-032-7301-0000	Legal Expense	7,500	10,000	10,000	10,000	12,000	12,000	general legal and contractual support
1-216-032-7303-0000	Membership Dues and Fees	36,605	43,846	45,000	47,500	50,000	55,000	\$24,866 WCOG, \$2,000 Bellingham Chamber, \$1,300 Sustainable connection, \$2,000 Housing Alliance, \$1,000 N W Recreation, \$1,000 Downtown Bellingham Partnership, \$500 WBA, \$1,000 WEDA, \$1,000 IEDC, \$830 Surrey Board of Trade, \$500, Clean Tech Alliance, \$500 Blaine Chamber, \$300 Lynden Chamber, \$300 Birch Bay Chamber, \$300 Ferndale Chamber, \$150 Mt Baker Chamber, \$100 Everson Chamber, \$100 Pt Roberts Chamber, \$100 Sumas Chamber\$5,000 TAG
1-216-032-7304-0000	ACF Support	61,743	64,000	64,000	64,000	64,000	64,000	ACF support
1-216-032-7308-0000	Outside Services	448,955	493,700	445,000	457,000	500,000	500,000	\$270,100 SBDC, \$9,000 Tourism, \$4,000 Whatcom Prospector, \$1,000 Choose Whatcom Website, \$100,000 Small Cities Grant, \$50,000 Fast Foiling Ferry, \$25,000 Marketing material, \$25,000 research/special programs, \$7,500 Livestories, \$2,100 GIS licensing,
1-216-032-7312-0000	Interfund Transfer	18,079	19,079	19,441	19,810	20,186	20,570	Rent to RE + GIS Software License from Planning
1-216-032-7313-0000	Advertising and Promotion	65,000	55,000	50,000	50,000	55,000	60,000	\$30,000 local sponsorships, \$25,000 advertising
1-216-032-7315-0000	Marine Trades Promotion	20,000	20,000	20,000	20,000	25,000	25,000	advertising, promotion and directory for marine trades
1-216-032-7316-0000	Promotional Hosting	25,000	15,000	15,000	15,000	16,500	17,000	hosting meals and events for prospective business
1-216-032-7317-0000	Incidental Meeting Expense	15,000	7,500	7,500	12,000	15,000	15,000	Economic development for public events and meetings
1-216-032-7401-0000	Insurance and Claims	5,739	5,750	6,325	6,515	6,710	6,911	
1-216-032-7402-0000	Taxes	-						
1-216-032-7406-0000	Miscellaneous	500	500	500	750	750	750	Miscellaneous
1-216-032-7600-0000	Tri-Funder Reimbursement	(614,859)	(633,305)	(633,305)	(633,305)	(633,305)	(633,305)	
	Expense	570,787	585,328	553,803	596,889	687,650	725,675	

<u>Account</u>	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Economic Development							
	Economic Development	(556,787)	(571,328)	(539,803)	(568,889)	(659,650)	(683,675)	

Division: Community Connections

Description of Services:

The Port engages in a number of programs and activities for the benefit of the community. Categorized as Public Priorities in the Strategic Budget, 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.

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Public Access						
Revenue						
Operating Revenue						
Equipment Rental	8,800	9,064	9,335	9,615	9,903	10,200
Space and Land Rental	264,195	272,120	280,283	288,691	297,351	306,271
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous Revenue	12,643	12,643	12,867	13,098	13,336	13,581
Donated Asset Revenue	-	-	-	-	-	-
Operating Revenue	280,638	288,827	297,485	306,404	315,590	325,052
Expense						
Salaries and Wages	382,214	381,325	388,952	396,731	404,665	412,758
Salaries & Benefits Recovered	-	-	-	-	-	-
Employee Benefits	255,871	250,056	275,062	302,568	332,825	366,107
Employee Training	14,736	14,000	14,249	14,505	14,770	15,042
Travel	22,493	21,888	22,514	23,159	23,823	24,507
Natural Gas	-	-	-	-	-	-
Water	26,423	28,000	28,840	29,705	30,596	31,514
Electricity	12,597	13,000	13,390	13,792	14,205	14,632
Gasoline and Diesel	100	100	103	106	109	113
Garbage	11,717	13,000	13,390	13,792	14,205	14,632
Telephone and Communication	15,244	15,565	16,030	16,509	17,003	17,512
Equipment Rental	1,490	1,554	1,591	1,629	1,668	1,709
Small Tools and Equipment	10,000	10,000	10,300	10,609	10,927	11,255
Operating Supplies	12,464	13,627	11,975	12,050	12,679	13,045
Office Supplies	5,750	5,595	5,728	5,865	6,006	6,151
Signage	700	700	721	743	765	788
Postage	750	650	662	674	687	700
Janitorial	41,836	46,093	47,474	48,897	50,362	51,872
Subscriptions	300	300	306	312	319	325
Legal Expense	71,500	48,500	49,955	51,454	52,997	54,587
Public Disclosure Costs	-	-	-	-	-	-
Membership Dues and Fees	730	450	456	462	469	475
Security	14,588	19,304	19,883	20,479	21,092	21,724
Outside Services	133,603	149,681	152,176	154,715	157,392	160,119
Lease Payments to Others	15,639	21,256	21,893	22,549	23,225	23,921

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Public Access						
Interfund Transfer	39,874	29,666	30,451	31,260	32,092	32,951
Advertising and Promotion	39,890	45,017	46,217	47,453	48,733	50,044
Promotional Hosting	900	900	908	915	923	931
Incidental Meeting Expense	1,250	1,250	1,273	1,296	1,320	1,344
Insurance and Claims	19,015	25,468	28,014	28,855	29,720	30,612
Taxes	8,425	6,304	6,493	6,687	6,887	7,093
Uncollectible Revenue	-	-	-	-	-	-
Miscellaneous	1,700	1,700	1,700	1,700	1,700	1,700
Repair and Maintenance	140,544	138,659	137,678	141,807	146,060	150,440
Groundskeeping	370,534	335,000	345,050	355,402	366,064	377,045
Preventative Maintenance	26,682	24,000	24,720	25,462	26,225	27,012
Equipment	20,000	18,000	18,540	19,096	19,669	20,259
Expense	1,719,559	1,680,608	1,736,692	1,801,236	1,870,184	1,942,918
Public Access	(1,438,921)	(1,391,781)	(1,439,207)	(1,494,832)	(1,554,594)	(1,617,866)
Election Expense	-	-	150,000	-	150,000	-

Divisional Program: 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.

Staff: 3 elected Commissioners

Source of Funding: Property tax receipts

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	184,862	187,437	147,023
Net Cash Flow	-184,862	-187,437	-147,023

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Commission							
	Expense							
1-220-038-7001-0000	Salaries and Wages	67,682	69,050	70,431	71,840	73,276	74,742	
1-220-038-7003-0000	Employee Benefits	75,363	74,214	81,635	89,799	98,779	108,657	
1-220-038-7050-0000	Travel	15,000	15,000	15,450	15,914	16,391	16,883	
1-220-038-7054-0000	Travel- Briscoe	-		-	-	-	-	
1-220-038-7055-0001	Travel- Shepard	-		-	-	-	-	
1-220-038-7056-0002	Travel- Bell	-		-	-	-	-	
1-220-038-7115-0000	Telephone/Communication	3,500	3,500	3,605	3,713	3,825	3,939	
1-220-038-7207-0000	Office Supplies	1,500	1,500	1,545	1,591	1,639	1,688	
1-220-038-7301-0000	Legal Expense	4,000	4,000	4,120	4,244	4,371	4,502	
1-220-038-7308-0000	Outside Services	17,850	15,000	15,000	15,000	15,000	15,000	
1-220-038-7316-0000	Promotional Hosting	250	250	258	265	273	281	
1-220-038-7317-0000	Incidental Meeting Expense	750	750	773	796	820	844	
1-220-038-7401-0000	Insurance and Claims	1,342	1,398	1,538	1,584	1,631	1,680	
1-220-038-7406-0000	Miscellaneous	200	200	200	200	200	200	
	Expense	187,437	184,862	194,554	204,945	216,205	228,416	
	Commission	(187,437)	(184,862)	(194,554)	(204,945)	(216,205)	(228,416)	
1-220-038-8600-0000	Election Expense	-		150,000		150,000		

Divisional Program: 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. The main venues available for rent are located in the Bellingham Cruise Terminal, Squalicum Boathouse, Blaine Harbor Conference Center, Tom Glenn Commons, Bellwether Ballroom and Port Parks.

Meetings and Events 2021 Objectives:

1. Continue to boost online presence with regular and responsive social media posts and marketing.
2. Continue marketing and hosting efforts with local networking organizations to fill Monday-Thursday meeting spaces.
3. Provide positive responsive customer service both internal and external.
4. Make available top quality meeting and event spaces and access to Port parks convenient and readily available.
5. Field and process community requests for site use agreements to facilitate and support local access across port properties.

Staff, Facilities and Structure: The Community Outreach and Meetings & Events programs are overseen by the Real Estate Director and managed by the Community Outreach Supervisor. In addition, these programs have 3.5 FTE facility/program coordinators.

Source of Funding: User fees, property tax receipts

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$283,677	\$275,488	\$302,180
Operating Expenses	360,545	351,007	330,298
Net Cash Flow	-76,868	-75,519	-28,118

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Meeting Space							
	Operating Revenue							
1-220-036-6200-0000	Equipment Rental	8,800	9,064	9,335	9,615	9,903	10,200	
1-220-036-6305-0000	Space and Land Rental	264,195	272,120	280,283	288,691	297,351	306,271	
1-220-036-6307-0000	Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
1-220-036-6308-0000	Cancellation Fees	5,000	5,000	5,000	5,000	5,000	5,000	
1-220-036-6360-0000	Miscellaneous Revenue	7,493	7,493	7,717	7,948	8,186	8,431	
	Operating Revenue	275,488	283,677	292,335	301,254	310,440	319,902	
	Expense							
1-220-036-7001-0000	Salaries and Wages	131,226	133,621	136,293	139,019	141,800	144,636	
1-220-036-7003-0000	Employee Benefits	86,554	94,208	103,629	113,992	125,391	137,930	
1-220-036-7006-0000	Employee Training	3,000	3,000	3,000	3,000	3,000	3,000	\$1000 per employee for first aid, software and equipment training
1-220-036-7050-0000	Travel	3,193	3,288	3,386	3,487	3,591	3,698	Staff tavel for showing, opening and closing events
1-220-036-7115-0000	Telephone and Communication	5,623	5,791	5,964	6,142	6,326	6,515	
1-220-036-7203-0000	Equipment Rental	1,218	1,254	1,291	1,329	1,368	1,409	
1-220-036-7205-0000	Operating Supplies	5,464	5,627	5,795	5,698	6,147	6,331	
1-220-036-7207-0000	Office Supplies	1,150	1,150	1,150	1,150	1,150	1,150	
1-220-036-7210-0000	Postage	150	150	150	150	150	150	
1-220-036-7211-0000	Janitorial	23,333	23,333	24,032	24,752	25,494	26,258	
1-220-036-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-220-036-7308-0000	Outside Services	13,493	13,897	14,313	14,712	15,184	15,639	This assumes events return (safe start- phase 4) in 2021 \$8000 Kelly temp,5000 cc fees,\$1100 reservation software
1-220-036-7311-0000	Lease Payments to Others	3,559	3,256	3,353	3,453	3,556	3,662	
1-220-036-7312-0000	Interfund Transfer	24,374	23,166	23,861	24,577	25,314	26,074	
1-220-036-7313-0000	Advertising and Promotion	4,243	4,370	4,501	4,636	4,782	4,925	
1-220-036-7316-0000	Promotional Hosting	-	-	-	-	-	-	
1-220-036-7401-0000	Insurance and Claims	5,470	5,476	6,023	6,204	6,390	6,582	
1-220-036-7402-0000	Taxes	5,304	5,304	5,463	5,626	5,794	5,967	
1-220-036-7405-0000	Uncollectible Revenue	-	-	-	-	-	-	
1-220-036-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-036-7501-0000	Repair and Maintenance	33,154	33,154	34,148	35,172	36,227	37,313	
	Expense	351,007	360,545	376,853	393,599	412,164	431,738	
	Meeting Space	(75,519)	(76,868)	(84,518)	(92,345)	(101,724)	(111,836)	

Divisional Program: 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 showcase key port operations, tenants and facilities and are intended to strengthen social and economic connections to the community.

Corporate Events 2021 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

Staff: The Community Outreach and Meetings & Events programs are overseen by the Real Estate Director and managed by the Community Outreach Supervisor. In addition, these programs have 3.5 FTE facility/program coordinators.

Source of Funding: Property taxes, sponsorships

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$5,000	\$5,000	\$0
Operating Expenses	152,520	152,513	131,957
Net Cash Flow	-147,520	-147,513	-131,957

Major 2021 Capital Projects (over \$100,000): None

Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Community Outreach							
	Operating Revenue							
1-220-037-6305-0000	Space and Land Rental							
1-220-037-6360-0000	Miscellaneous Revenue	5,000	5,000	5,000	5,000	5,000	5,000	Event sponsorships
	Operating Revenue	5,000	5,000	5,000	5,000	5,000	5,000	
	Expense							
1-220-037-7001-0000	Salaries and Wages	30,749	31,203	31,827	32,464	33,113	33,775	
1-220-037-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-037-7003-0000	Employee Benefits	13,485	14,687	16,156	17,771	19,548	21,503	
1-220-037-7006-0000	Employee Training	1,236	1,200	1,200	1,200	1,200	1,200	
1-220-037-7050-0000	Travel	500	500	500	500	500	500	
1-220-037-7115-0000	Telephone and Communication	2,121	2,184	2,249	2,316	2,385	2,456	
1-220-037-7203-0000	Equipment Rental	272	300	300	300	300	300	
1-220-037-7207-0000	Office Supplies	-	-	-	-	-	-	
1-220-037-7210-0000	Postage	100	100	100	100	100	100	
1-220-037-7211-0000	Janitorial	-	-	-	-	-	-	
1-220-037-7213-0000	Subscriptions	100	100	100	100	100	100	
1-220-037-7303-0000	Membership Dues and Fees	230	250	250	250	250	250	
1-220-037-7306-0000	Security	2,250	2,317	2,386	2,457	2,530	2,605	
1-220-037-7308-0000	Outside Services	51,500	51,500	51,500	51,500	51,500	51,500	Bike to work day, Ski to Sea, 4th of July, Airfest, Seafest, Holiday Port
1-220-037-7312-0000	Interfund Transfer	-						
1-220-037-7313-0000	Advertising and Promotion	35,647	35,647	36,716	37,817	38,951	40,119	\$6000 for CO promotional event materials, \$10000 J4 marketing,\$6000 Holiday Port marketing, \$10000 overall port community outreach (bike to work day, Chamber business to business, waterfront promotion)
1-220-037-7316-0000	Promotional Hosting	150	150	150	150	150	150	
1-220-037-7317-0000	Incidental Meeting Expense	500	500	500	500	500	500	
1-220-037-7401-0000	Insurance and Claims	134	137	151	155	160	165	
1-220-037-7402-0000	Taxes	2,121						
1-220-037-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-037-7501-0000	Repair and Maintenance	10,918	11,245	11,582	11,929	12,286	12,654	
	Expense	152,513	152,520	156,166	160,009	164,073	168,377	
	Community Outreach	(147,513)	(147,520)	(151,166)	(155,009)	(159,073)	(163,377)	

Divisional Program: 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.

Marine Life Center 2021 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. Run a summer internship program for WWU students to gain work experience.
4. Provide a marine experience to local school children through educational programs.
5. Partner with other port departments to continue to build social media presence to help communicate information on MLC activities to the public.

Staff: This program is managed by the Community Outreach Supervisor, and has 1.75 FTE.

Source of Funding: Property taxes, user fees

Financial Summary*:

	2021 Budget	2020 Budget
Operating Revenues	\$0	\$0
Operating Expenses	154,262	152,873
Net Cash Flow	-154,262	-152,873

*Limited financial information available, as the Port acquired this program in 2020.

Major 2021 Capital Projects (over \$100,000): None.

Marine Life Center								
Account	Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	Description
	Marine Life Center							
1-220-040-6600-0000	Donated Asset Revenue	-	-	-	-	-	-	
	Operating Revenue	-	-	-	-	-	-	
	Expense							
1-220-040-7001-0000	Salaries and Wages	70,547	77,876	79,434	81,022	82,643	84,295	
1-220-040-7003-0000	Employee Benefits	55,326	41,931	46,124	50,737	55,810	61,391	
1-220-040-7006-0000	Employee Training	1,500	1,500	1,500	1,500	1,500	1,500	
1-220-040-7050-0000	Travel	500	500	500	500	500	500	
1-220-040-7115-0000	Telephone and Communication	3,000	3,090	3,182	3,277	3,375	3,476	
1-220-040-7205-0000	Operating Supplies	3,500	5,500	3,605	3,700	3,800	3,900	Increased 2021 by \$200 to account for sanitation supplies due to COVID
1-220-040-7207-0000	Office Supplies	1,500	1,545	1,591	1,638	1,687	1,737	
1-220-040-7211-0000	Janitorial	2,000	2,060	2,121	2,184	2,249	2,316	
1-220-040-7301-0000	Legal Expense	-	-	-	-	-	-	
1-220-040-7303-0000	Membership Dues and Fees	-						
1-220-040-7308-0000	Outside Services	-						
1-220-040-7312-0000	Interfund Transfer	5,000	-	-	-	-	-	
1-220-040-7313-0000	Advertising and Promotion	-	5,000	5,000	5,000	5,000	5,000	\$2000 for virtual beach scavenger hunt, \$2000 for promotional supplies, \$1000 digital advertsing
1-220-040-7316-0000	Promotional Hosting	500	500	500	500	500	500	
1-220-040-7401-0000	Insurance and Claims	-	-	-	-	-	-	
1-220-040-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-040-7501-0000	Repair and Maintenance	9,000	14,260	9,548	9,834	10,129	10,432	
	Expense	152,873	154,262	153,605	160,392	167,693	175,548	

Divisional Program: 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, and is managed by the Maintenance Manager.

2021 Objectives:

1. Continued development and implementation of a 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.

Source of Funding: Property taxes, grants

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	620,007	649,541	597,735
Net Cash Flow	-620,007	-649,541	-597,735

Major 2021 Capital Projects (over \$100,000):

Repair/Replace promenade asphalt at Squalicum gates 5 - 6	\$250,000
Harbor Center boardwalk replacement	\$100,000
Paint Squalicum Boathouse	\$107,000
Hand launch vessel dock (grant-funded)	\$350,000

<u>Account</u>	<u>Description</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>Description</u>
	Open Space							
1-220-034-7001-0000	Salaries and Wages	-	-	-	-	-	-	
1-220-034-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-034-7003-0000	Employee Benefits	-	-	-	-	-	-	
1-220-034-7006-0000	Employee Training	7,500	7,500	7,725	7,957	8,195	8,441	Public Operator, Arborist Cert., IPM Training.
1-220-034-7050-0000	Travel	1,800	1,800	1,854	1,910	1,967	2,026	
1-220-034-7101-0000	Natural Gas	-	-	-	-	-	-	
1-220-034-7102-0000	Water	26,423	28,000	28,840	29,705	30,596	31,514	Irrigation- TGC, ZPP, Mairne Park
1-220-034-7103-0000	Electricity	12,597	13,000	13,390	13,792	14,205	14,632	Squalicum Boathouse, Marine Park, TGC
1-220-034-7104-0000	Gasoline and Diesel	100	100	103	106	109	113	
1-220-034-7114-0000	Garbage	11,717	13,000	13,390	13,792	14,205	14,632	Yard Wast and Garbage at ZPP, TGC, Marine Park
1-220-034-7115-0000	Telephone and Communication	-	-	-	-	-	-	
1-220-034-7204-0000	Small Tools and Equipment	10,000	10,000	10,300	10,609	10,927	11,255	Safety supplies, shovels, rakes, loppers, chainsaws
1-220-034-7205-0000	Operating Supplies	500	500	515	530	546	563	
1-220-034-7207-0000	Office Supplies	400	400	412	424	437	450	
1-220-034-7208-0000	Signage	700	700	721	743	765	788	
1-220-034-7210-0000	Postage	300	300	309	318	328	338	
1-220-034-7211-0000	Janitorial	16,503	20,700	21,321	21,961	22,619	23,298	15% increase for additional cleanings due to COVID19 ZPP, Marine Park, Harbor Center, Harbor Mall, TGC
1-220-034-7213-0000	Subscriptions	200	200	206	212	219	225	
1-220-034-7301-0000	Legal Expense	2,500	2,500	2,575	2,652	2,732	2,814	
1-220-034-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-220-034-7306-0000	Security	12,338	16,987	17,497	18,022	18,562	19,119	Larger COL increase for 21
1-220-034-7308-0000	Outside Services	16,260	10,000	10,300	10,609	10,927	11,255	Blaine Rain Gardents 4K, IPM Consulting 6K
1-220-034-7311-0000	Lease Payments to Others	12,080	18,000	18,540	19,096	19,669	20,259	BNSF Lease
1-220-034-7313-0000	Advertising and Promotion	-	-	-	-	-	-	
1-220-034-7401-0000	Insurance and Claims	11,935	18,320	20,152	20,757	21,379	22,021	
1-220-034-7402-0000	Taxes	1,000	1,000	1,030	1,061	1,093	1,126	
1-220-034-7501-0000	Repair and Maintenance	87,472	80,000	82,400	84,872	87,418	90,041	
1-220-034-7502-0000	Groundskeeping	370,534	335,000	345,050	355,402	366,064	377,045	
1-220-034-7503-0000	Preventative Maintenance	26,682	24,000	24,720	25,462	26,225	27,012	
1-220-034-7504-0000	Equipment	20,000	18,000	18,540	19,096	19,669	20,259	Repairs on trucks, tractors and equipment.
	Expense	649,541	620,007	639,890	659,086	678,859	699,225	
	Open Space	(649,541)	(620,007)	(639,890)	(659,086)	(678,859)	(699,225)	

Divisional Program: 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. Staff maintains the record repository and facilitates the streamlining of records.

Records Management 2021 Objectives

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

Staff: 1 FTE, Public Records Officer

Source of Funding: Property taxes

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	161,192	149,988	115,523
Net Cash Flow	-161,192	-149,988	-115,523

Major 2021 Capital Projects (over \$100,000): None.

<u>Account</u>	<u>Description</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>Description</u>
	Records Management							
	Expense							
1-220-039-7001-0000	Salaries and Wages	82,011	69,575	70,967	72,386	73,834	75,310	
1-220-039-7003-0000	Employee Benefits	25,143	25,016	27,518	30,269	33,296	36,626	
1-220-039-7006-0000	Employee Training	1,500	800	824	849	874	900	WAPRO, Laserfiche seminars.
1-220-039-7050-0000	Travel	1,500	800	824	849	874	900	
1-220-039-7115-0000	Telephone and Communication	1,000	1,000	1,030	1,061	1,093	1,126	
1-220-039-7205-0000	Operating Supplies	3,000	2,000	2,060	2,122	2,185	2,251	Containers and shelving for records storage.
1-220-039-7207-0000	Office Supplies	1,200	1,000	1,030	1,061	1,093	1,126	
1-220-039-7301-0000	Legal Expense	5,000	2,000	2,060	2,122	2,185	2,251	Legal review for records management practices.
1-220-039-7303-0000	Membership Dues and Fees	500	200	206	212	219	225	WAPRO membership and recertification.
1-220-039-7308-0000	Outside Services	34,000	58,664	60,424	62,237	64,104	66,027	Annual Laserfiche Software Maintenance ArchiveSocial Annual Social Media Archiving DocuSign Annual Service Digitization of Environmental Records Archive
1-220-039-7312-0000	Interfund Transfer	(5,000)						
1-220-039-7401-0000	Insurance and Claims	134	137	151	155	160	165	
1-220-039-7406-0000	Miscellaneous	-						
1-220-039-7501-0000	Repair and Maintenance	-						
	Expense	149,988	161,192	167,093	173,322	179,917	186,907	
	Records Management	(149,988)	(161,192)	(167,093)	(173,322)	(179,917)	(186,907)	

Divisional Program: Public Records

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. The Public Records Officer facilitates the processing and gathering of responsive records and then prepares them for release to the public.

Public Records 2021 Objectives

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

Staff: This program is managed by the Public Records Officer.

Source of Funding: Property taxes, user fees

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$150	\$150	\$54
Operating Expenses	47,220	76,200	11,580
Net Cash Flow	-47,070	-76,050	-11,526

Major 2021 Capital Projects (over \$100,000): None.

<u>Account</u>	<u>Description</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>Description</u>
	Public Disclosure							
	Operating Revenue							
1-220-035-6360-0000	Miscellaneous Revenue	150	150	150	150	150	150	
	Operating Revenue	150	150	150	150	150	150	
	Expense							
1-220-035-7210-0000	Postage	200	100	103	106	109	113	
1-220-035-7301-0000	Legal Expense	60,000	40,000	41,200	42,436	43,709	45,020	Legal review for public disclosure requests.
1-220-035-7302-0000	Public Disclosures	-						
1-220-035-7308-0000	Outside Services	500	620	639	658	677	698	WeTransfer Cloud-Transfer Service
1-220-035-7312-0000	Interfund Transfer	15,500	6,500	6,590	6,683	6,778	6,877	Scanning services
	Telephone and Communication	-						
	Travel	-						
	Employee Training	-						
	Miscellaneous	-						
	Insurance and Claims	-	-	-	-	-	-	
	Expense	76,200	47,220	48,532	49,883	51,274	52,707	
	Public Disclosure	(76,050)	(47,070)	(48,382)	(49,733)	(51,124)	(52,557)	

Division: Infrastructure/Federal Waterways

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 Corps of Engineers and Port tenants.

2021 Objectives:

1. Provide the organization recommendations for budgeting and maintenance to Port-wide infrastructure such as marine structures, roads, and stormwater treatment facilities, including development of an infrastructure asset management system.
2. Continue safety improvements at all three Port-owned railroad crossings to support the Fairhaven Quiet Zone.
3. Continue repair and replacement of bulkheads surrounding the Blaine Industrial Area that have surpassed their useful lives.

Staff: This division is managed by the Facilities staff.

Source of Funding: Property taxes, grants

Financial Summary:

	2021 Budget	2020 Budget	2019 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	530,716	579,850	184,429
Net Cash Flow	-530,716	-579,850	-184,429

Major 2021 Capital Projects (over \$100,000):

Programmatic federal shoreline permitting	\$300,000
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<u>Account</u>	<u>Description</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>2024 Budget</u>	<u>2025 Budget</u>	<u>Description</u>
	Infrastructure							
	Expense							
1-228-046-7312-0000	Interfund Transfer	(54,650)	(25,000)	(25,750)	(26,523)	(27,318)	(28,138)	Environmental Costs to RE
1-228-046-7319-0000	Lummi Agreement #2	120,000	120,000	123,600	127,308	131,127	135,061	Annual moorage credit
1-228-046-7401-0000	Insurance and Claims	50,000	-	-	-	-	-	
1-228-046-7403-0000	Environmental Costs	292,500	262,216	270,083	278,185	286,531	295,127	SW fees and Mitigation Costs
1-228-046-7405-0000	Uncollectible Revenue	-				-	-	
1-228-046-7501-0000	Repair and Maintenance	85,000	85,000	87,550	90,177	92,882	95,668	Coho Tree Removal, roadways and bulkheads
1-228-046-7502-0000	Groundskeeping	75,000	76,500	78,795	81,159	83,594	86,101	Roadside landscaping
1-228-046-7503-0000	Preventative Maintenance	12,000	12,000	12,360	12,731	13,113	13,506	Irrigation, backflow PMs
	Expense	579,850	530,716	546,638	563,037	579,928	597,326	
	Infrastructure	(579,850)	(530,716)	(546,638)	(563,037)	(579,928)	(597,326)	

Equipment Replacement Schedule

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 2021, the Port's asset replacement schedule is budgeted at approximately \$392 thousand, and consists mainly of computer equipment, vehicles and shop equipment. These assets will be replaced over the course of the year.

Equipment Replacement - 2021

101		
41995		
Fuel Storage, Repair System		
	21,498	28,892
95548		
Dell OptiPlex 7040 - ARFF		
ARFF	1,869	1,975
95549		
Dell OptiPlex 7040 - ARFF		
ARFF	1,869	1,975
95550		
Dell OptiPlex 7040 - ARFF		
ARFF	1,869	1,975
95551		
Dell OptiPlex 7040 - Connor		
Connor	1,355	1,975
95552		
Dell OptiPlex 7040 - Harman		
Harman	1,355	1,975
95555		
Dell OptiPlex 7040 - Phillipe		
Phillipe	1,355	1,975
95556		
Dell OptiPlex 7040 - Collins		
Collins	1,355	1,975
95558		
Dell OptiPlex 7040 - Finger print		
Finger Print	1,390	1,500
95562		
Dell OptiPlex 7040 - BLIConfRm		
BLI Conf Rm	1,726	1,800
101 Total		46,017
105		
44426		
Tuff Boat 18' w/ 90hp Honda outboard		
	26,988	42,000

64679		
Hyster 7,000 1992		
	31,600	60,000
65146		
1998 Tiger Tow Motor		
	24,424	49,000
95559		
Dell OptiPlex 7040 - Schoenbohm		
Bawn	1,266	1,975
95561		
Dell Optiplex 7040 - SQ Counter		
SQ Counter	1,266	1,500
105 Total		154,475
107		
95545		
Dell Optiplex 7040 - Baker		
Baker	1,411	1,975
95546		
Dell Optiplex 7040 - Carlson		
Carlson	1,411	1,975
95547		
Dell Optiplex 7040 - Harvey		
Harvey	1,411	1,975
107 Total		5,925
110		
44407		
25 Hp Honda Outboard Motor		
	3,082	23,000
Workboat / Motor		
	7,913	65,000
65205		
Green Machine Model 400 (Vacuum Sweeper)		
	28,204	62,000

95563		
	Dell OptiPlex 7040 - Maint Lunch Room	
	Maint Lunch Room	1,726 1,500
110 Total		151,500
111		
95544		
	Dell Sonic Wall 4600	
	POB Firewall	8,615 9,000
95564		
	Dell OptiPlex 7040 - Podium PC	
	Podium PC	2,098 1,975
95567		
	Ultrium Tape Drive	
		7,691 8,000
111 Total		18,975
213		
95566		
	Dell OptiPlex 7020 - Howard	
	Environ	2,020 1,975
213 Total		1,975
220		
95554		
	Dell OptiPlex 7040 - DeSimone	
	DeSimone	1,505 1,975
95565		
	Dell Latitude 3460 - Events Laptop	
	Events Laptop	1,057 1,400
220 Total		3,375
Grand Total		382,242
<u>Unexpected Computer Replacements:</u>		
Failures, etc.		10,000
Total Equipment Replacement - 2021		\$ 392,242

Capital Budget

The Port's capital budget includes purchases and construction of new assets and equipment, as well as major repairs of existing assets. Minor repairs and purchases are included in the operating budget.

In 2020, the Port's strategic goals include ongoing development of the Waterfront District, environmental cleanup, expansion of marine trades, strategic management of an international airport, redevelopment of the Shipping Terminal and Log Pond Area, and economic development and job creation. The capital budget supports these goals with key projects.

SUM OF CAPITAL BUDGET

Row Labels	Cost/Funding	Sum of 2021	Sum of 2022	Sum of 2023	Sum of 2024	Sum of 2025
101 - Aviation	Cost	1,666,000	9,080,000	5,030,000	10,438,500	920,000
	Funding	-1,586,000	-9,000,000	-4,500,000	-5,000,000	-756,000
101 - Aviation Total		80,000	80,000	530,000	5,438,500	164,000
105 - Marinas	Cost	1,318,235	832,495	2,762,470	1,610,000	2,747,600
	Funding	-22,125				
105 - Marinas Total		1,296,110	832,495	2,762,470	1,610,000	2,747,600
107 - RE	Cost	2,792,200	1,507,000	402,000	115,000	115,000
	Funding	-142,300				
107 - RE Total		2,649,900	1,507,000	402,000	115,000	115,000
109 - MT	Cost	10,528,637	2,199,301	1,963,232	10,000	130,000
	Funding	-8,593,453				
109 - MT Total		1,935,184	2,199,301	1,963,232	10,000	130,000
110 - Fac	Cost	25,000				
110 - Fac Total		25,000				
111 - Admin	Cost	32,000	16,000	32,000	16,000	
111 - Admin Total		32,000	16,000	32,000	16,000	
215 - BWAS	Cost	2,563,400	1,255,000	275,000	225,000	225,000
	Funding			-300,000		
215 - BWAS Total		2,563,400	1,255,000	-25,000	225,000	225,000
216-Ec Dev	Cost					
	Funding					
216-Ec Dev Total						
220 - Pub	Cost	807,000	500,000	3,491,837	100,000	100,000
	Funding	-350,000		-1,400,000		
220 - Pub Total		457,000	500,000	2,091,837	100,000	100,000
228-Infr	Cost	420,000	120,000	120,000	120,000	120,000
	Funding					
228-Infr Total		420,000	120,000	120,000	120,000	120,000
Grand Total		9,458,594	6,509,796	7,876,539	7,634,500	3,601,600

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
1	101 - Aviation	101-752	001 - Av	Harman		AP - Maintain pavement 2018-2020	125,000						125,000
2	101 - Aviation		001 - Av	Harman		AP - Maintain pavement 2021-2025 (add to 101-752)		50,000	50,000	50,000	50,000	50,000	250,000
3	101 - Aviation		001 - Av	Harman		AP - Design runway shoulders & blast pads		900,000					900,000
4	101 - Aviation		001 - Av	Harman		AP - Design runway shoulders & blast pads (FAA Grant)		(900,000)					(900,000)
5	101 - Aviation		001 - Av	Harman		AP - Design perimeter ground access road							-
6	101 - Aviation		001 - Av	Harman		AP - Design perimeter ground access road (FAA Grant)							-
7	228-Infr	101-421	046 - Infra		Keenan	BLI PUD/BSP Permit Mods & Sidewalks	719,100						719,100
8	101 - Aviation	101-824	001 - Av	Harman	Nicoll	AP - Rental Car QTA Facility - Design/Construction (CFC)	371,000				1,858,500		2,229,500
9	101 - Aviation	101-720	001 - Av	Harman	Keenan	AP-Remove Obstructions	70,000	20,000	20,000	20,000	20,000	20,000	170,000
10	101 - Aviation	101-723	001 - Av	Harman	Keenan	AP-Mitigate Tree Removal	110,000	10,000	10,000	10,000	10,000	10,000	160,000
11	101 - Aviation	101-771	001 - Av	Harman		AP-Conduct Environmental Study of Master Plan Projects	250,000						250,000
12	101 - Aviation		001 - Av	Harman		AP-Conduct Environmental Study of Master Plan Projects (FAA Grant)	(225,000)						(225,000)
13	101 - Aviation		001 - Av	Harman		AP - Demolish Pit Stop to construct secured airline employee parking lot							-
14	101 - Aviation	101-819	001 - Av	Harman		AP-30% Design Runway Safety Area	150,000						150,000
15	101 - Aviation		001 - Av	Harman		AP-30% Design Runway Safety Area (FAA Grant 56)	(135,000)						(135,000)
16	101 - Aviation	101-825	001 - Av	Harman		AP - CBP Building IT Upgrades and Generator Tie-In	207,728						207,728
17	101 - Aviation	101-827	001 - Av	Harman		AP- Taxiway F Directional Sign	28,000						28,000
18	101 - Aviation	101-828	001 - Av	Harman		AP - RSA Env/Design & land acq	910,000						910,000
19	101 - Aviation		001 - Av	Harman		AP - RSA Env/Design & land acq (FAA GRANT #57)	(819,000)						(819,000)
20	101 - Aviation	101-941	001 - Av	Harman		AP - Runway RSA Compliance Construction	950,000						950,000
21	101 - Aviation		001 - Av	Harman		AP - Runway RSA Compliance Construction (FAA Grant)	(855,000)						(855,000)
22	101 - Aviation		001 - Av	Harman		AP - Design Relocation/Demolition of TWYS C,D,E,F		236,000					236,000
23	101 - Aviation		001 - Av	Harman		AP - Design Relocation/Demolition of TWYS C,D,E,F (FAA Grant)		(236,000)					(236,000)
24	101 - Aviation		001 - Av	Harman		AP - Construct Relocation/Demolition of TWYS C,D,E,F			2,000,000				2,000,000
25	101 - Aviation		001 - Av	Harman		AP - Construct Relocation/Demolition of TWYS C,D,E,F (FAA Grant)			(2,000,000)				(2,000,000)
26	101 - Aviation		001 - Av	Harman		AP - Conversion of Airfield Lights to LED				2,000,000			2,000,000
27	101 - Aviation		001 - Av	Harman		AP - Conversion of Airfield Lights to LED (FAA Grant)				(2,000,000)			(2,000,000)
28	101 - Aviation		001 - Av	Harman		AP - Conversion of Terminal Lights to LED		200,000					200,000
29	101 - Aviation		001 - Av	Harman		AP - Conversion of Terminal Lights to LED (FAA Grant)		(200,000)					(200,000)
30	101 - Aviation		001 - Av	Harman		AP - Design and Construct New Jet A Fuel Farm				450,000	3,000,000		3,450,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
31	101 - Aviation	101-830	001 - Av	Gouran	Keenan	AP-Airport Wetland Mitigation Phase 1 Buffer (split ratios)	200,000						200,000
32	101 - Aviation	101-832	001 - Av	Harman	Gibson	AP - Admin Offices - Security	50,000						50,000
33	101 - Aviation	101-808	001 - Av	Harman		AP - Design CBP Facility Improvements	147,745						147,745
34	101 - Aviation		001 - Av	Harman		AP - Construct CBP Facility Improvements					5,000,000		5,000,000
35	101 - Aviation		001 - Av	Harman		AP - Construct CBP Facility Improvements - Grant contingent					(5,000,000)		(5,000,000)
36	101 - Aviation		001 - Av	Harman		AP - Design Snow Removal Equipment Facility		250,000					250,000
37	101 - Aviation		001 - Av	Harman		AP - Design Snow Removal Equipment Facility (FAA GRANT)		(250,000)					(250,000)
38	101 - Aviation		001 - Av	Harman		AP - Construct Snow Removal Equipment Facility				2,500,000			2,500,000
39	101 - Aviation		001 - Av	Harman		AP - Construct Snow Removal Equipment Facility (FAA GRANT)				(2,500,000)			(2,500,000)
40	101 - Aviation		001 - Av	Harman		AP - Construct Runway shoulders & blast pads			7,000,000				7,000,000
41	101 - Aviation		001 - Av	Harman		AP - Construct Runway shoulders & blast pads (FAA GRANT)			(7,000,000)				(7,000,000)
42	101 - Aviation		001 - Av	Harman		AP - Construct perimeter ground access road							-
43	101 - Aviation		001 - Av	Harman		AP - Construct perimeter ground access road (FAA GRANT)							-
44	101 - Aviation		001 - Av	Harman		Ap - Security system upgrade/Access Control					500,000		500,000
45	101 - Aviation	101-896	001 - Av	Harman		WANG Site Taxilane Connector, add'l equipment	1,180,000						1,180,000
46	101 - Aviation		001 - Av	Harman		WANG Site Taxilane Connector - FAA Grant 58	(1,062,000)						(1,062,000)
47	101 - Aviation		001 - Av	Harman		Landside Traffic Calming Projects							-
48	101 - Aviation		001 - Av	Harman		AP - Runway Rehab Design						840,000	840,000
49	101 - Aviation		001 - Av	Harman		AP - Runway Rehab Design (FAA Grant)						(756,000)	(756,000)
50	101 - Aviation		001 - Av	Harman		AP - Runway Rehab Construction							-
51	101 - Aviation		001 - Av	Harman		AP - Runway Rehab Construction (FAA Grant)							-
52	105 - Marinas	105-670	004- BI	Peterson	Nicoll	BH-Install Portable Pumpouts Gates 1-2	302,000						302,000
53	105 - Marinas		004- BI	Peterson		BH-Install Portable Pumpouts Gates 1-2 (WA State Parks Grant)	(188,789)						(188,789)
54	105 - Marinas		004- BI	Peterson		BH - Retrofit Blaine Dock Lighting to LED (2021 - G3, 2022 - G2; 2023 - G1)		92,235	115,295	184,470			392,000
55	105 - Marinas	105-672	004- BI	Peterson		BH-Replace Boathouse Pressure Line D&E	50,000						50,000
56	105 - Marinas		004- BI	Peterson		BH - Replace Boathouse Pressure Line			360,000				360,000
57	105 - Marinas	105-834	004- BI	Peterson		BH - Replace Gate 1-A Pumpout	15,000						15,000
58	105 - Marinas		004- BI	Peterson		BH - Replace Gate 1-A Pumpout (RCO Grant)	(11,250)						(11,250)
59	105 - Marinas	105-898	004- BI	Peterson		BH - Replace Gate 2-I Pumpout	15,450						15,450
60	105 - Marinas		004- BI	Peterson		BH - Replace Gate 2-I Pumpout (RCO Grant)	(11,590)						(11,590)

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
61	216-Ec Dev	216-776	032-Ec Dev	Peterson	Gibson	BH - Demo and Relocate/Rebuild Webhouse #1	4,712,389						4,712,389
62	105 - Marinas		004- BI	Peterson		BH-Construct Operations Shop/Garage on Boating Center						260,100	260,100
63	105 - Marinas	105-836	004- BI	Peterson		BH-Purchase & Install Security Access Controls	70,000						70,000
64	105 - Marinas	105-899	004- BI	Peterson		BH-Purchase Electric Utility Vehicle for Harbor Operations	14,000						14,000
65	105 - Marinas		004- BI	Peterson		BH-Sawtooth Power, Water, and Lighting Upgrades		150,000					150,000
66	105 - Marinas	105-900	004- BI	Peterson		BH-Wood Piling Condition Assessment	17,100						17,100
67	105 - Marinas	105-901	004- BI	Peterson		BH-Mid-life Condition Assessment	55,000						55,000
68	105 - Marinas	105-902	004- BI	Peterson		BH-Gate 3 Parking Seal Coat & Striping	15,500						15,500
69	105 - Marinas		004- BI	Peterson		BH-Gate 2 Parking Seal Coat & Striping		19,000					19,000
70	105 - Marinas		004- BI	Peterson		BH-Gate 1 Parking Seal Coat & Striping			10,400				10,400
71	105 - Marinas		004- BI	Peterson		BH-New loading pier (sawtooth) design & permitting				973,000			973,000
72	105 - Marinas		004- BI	Peterson		BH-Moorage infrastructure mid-life extension projects		88,500					88,500
73	105 - Marinas		005- Sq	Randolph		SH - Paint Interior Harbor Office			21,800				21,800
74	105 - Marinas	105-677	005- Sq	Randolph		SH-Replace Gate 1 Float, Ramp, and Piling	348,120						348,120
75	105 - Marinas		005- Sq	Randolph		SH-Replace Gate 1 Float, Ramp, and Piling (RCO Grant)	(261,000)						(261,000)
76	105 - Marinas		005- Sq	Randolph		SH-Replace Gate 1 Float, Ramp, and Piling (NFWF Grant)	(87,120)						(87,120)
77	105 - Marinas	105-728	005- Sq	Birdsall		SH-Replace Security Surveillance System	17,840						17,840
78	105 - Marinas		005- Sq	Randolph		SH - Life Extension Gt. 5, A & B floats			100,000	530,000	285,000		915,000
79	105 - Marinas		005- Sq	Randolph		SH - Refurbish Gate 3 Restroom & Comfort Station		300,000					300,000
80	105 - Marinas		005- Sq	Randolph		SH - Replace Roof Webhouse 2, 3, 4						962,500	962,500
81	105 - Marinas	105-778	005- Sq	Randolph	Allen	SH - Level Gate 3 Main Walkway	70,000						70,000
82	105 - Marinas	105-780	005- Sq	Randolph	Nicoll	SH - Anchor Pressure Line Gate 3	25,000	25,000					50,000
83	105 - Marinas		005- Sq	Randolph		SH - Replace 2 Pumpouts, Gate 8 & 9		29,500					29,500
84	105 - Marinas		005- Sq	Randolph		SH - Replace 2 Pumpouts, Gate 8 & 9 (Grant)		(22,125)					(22,125)
85	105 - Marinas	105-784	005- Sq	Randolph	Allen	SH - Move commercial gear storage to 2800 Roeder & add lighting	397,000						397,000
86	105 - Marinas	105-841	005- Sq	Randolph	Nicoll	SH-Install Fender Pile at GNLZ & Two Pier Ladders	40,000						40,000
87	105 - Marinas	105-842	005- Sq	Randolph		SH-Install Security Gate at Gate 5	25,000						25,000
88	105 - Marinas	105-844	005- Sq	Randolph	Gibson	SH-Paving Alleyways Between Weblockers	160,000	80,000					240,000
89	105 - Marinas	105-846	005- Sq	Randolph		SH-Holding Tank Condition Assessment/Repairs at Gate 3 Comfort Station	20,000						20,000
90	105 - Marinas	105-847	005- Sq	Randolph	Gibson	SH-Replace Harbor Office HVAC	64,000						64,000
91	105 - Marinas	105-848	005- Sq	Randolph		SH-Replace Plumbing Hangers Gate 12	85,000						85,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
92	105 - Marinas	105-903	005- Sq	Randolph		SH-Life Extension Work for GNLZ Piers	150,000						150,000
93	105 - Marinas	105-849	005- Sq	Randolph	Gibson	SH-Siding Repairs & Paint for Gate 3 Comfort Station	56,000						56,000
94	105 - Marinas	105-850	005- Sq	Randolph		SH-Purchase & Install Security Access Controls	210,000						210,000
95	105 - Marinas	105-851	005- Sq	Randolph	Nicoll	SH- Connect Gillnet Loading Zone to Gate 4	160,000	65,000					225,000
96	105 - Marinas	105-904	005- Sq	Randolph		SH-Inner Harbor Life Extension Projects	250,000	300,000		300,000	300,000		1,150,000
97	105 - Marinas	105-905	005- Sq	Randolph		SH-Condition Assessment Gate 5 A&B Floats, Piling, Electrical & Boathouse Pilings	80,000						80,000
98	105 - Marinas		005- Sq	Randolph		SH-Gate 8 Parking Asphalt Repairs, Seal Coat & Striping		144,000					144,000
99	105 - Marinas	105-906	005- Sq	Randolph		SH-Gate 5 Parking & Portion of Old Storage Yard Seal Coat & Striping	83,000						83,000
100	105 - Marinas		005- Sq	Randolph		SH-Inner Harbor Replacement Analysis, Design, and Permitting			150,000	750,000	1,000,000	1,500,000	3,400,000
101	105 - Marinas	105-907	005- Sq	Randolph		SH-Relocate/Rebuild Commercial Gear Storage Behind Mt Baker Plywood	1,000,000						1,000,000
102	105 - Marinas	105-908	005- Sq	Randolph		6 Mobile Digital Radios	9,000						9,000
103	105 - Marinas		005- Sq	Randolph		SH-Spot coat roofs & replace fasteners WH 2,3,4			50,000				50,000
104	105 - Marinas		005- Sq	Randolph		SH - Squalicum assets seal & restripe		25,000	25,000	25,000	25,000	25,000	125,000
105	107 - RE	107-732	007 - RE	McFearin		PW-Tenant Improvements 2018-2020	259,981						259,981
106	107 - RE		007 - RE	McFearin		PW-Tenant Improvements 2021-2025		90,000	90,000	90,000	90,000	90,000	450,000
107	107 - RE	107-455	007 - RE	McFearin/S	Nicoll	FH-Replace Shipyard Pier	11,704,208						11,704,208
108	107 - RE	107-610	007 - RE	Harvey	Nicoll	BW-Replace HVAC BV Bldg 1st & partial 2nd floors	1,953,293						1,953,293
109	107 - RE	107-733	007 - RE	McFearin		PW - Short Platts, LLA & BSP's 2020-2025	112,026	50,000	25,000	25,000	25,000	25,000	262,026
110	107 - RE	107-690	007 - RE	McFearin/II	Gibson	CW-Construct AAM Building	11,419,006						11,419,006
111	107 - RE	107-735	007 - RE	Harvey	Gibson	BW-Replace Ballroom Music Sys, Window Coverings, Paint BV Bldg	103,507						103,507
112	107 - RE	107-785	007 - RE	Harvey	Gibson	BW-Repair Ballroom Ext Patio Bayview	12,500						12,500
113	107 - RE	107-852	007 - RE	Harvey	Allen	BW-Replace Carpet Common Areas Bellwether & Bayview	55,000						55,000
114	107 - RE	107-736	007 - RE	Fix		FH-Public improvements near boat launch	30,000						30,000
115	107 - RE	107-737	007 - RE	Scott		FH-Replace Radiant Heaters FMIP 5-6	87,518						87,518
116	107 - RE	107-738	007 - RE	Scott	Keenan	FH-Replace Fire Suppression Sys FMIP 1	213,305						213,305
117	107 - RE	107-740	007 - RE	Scott/Ilahi		CW-Replace Monument Sign Hilton Ave	25,000						25,000
118	107 - RE	107-742	007 - RE	Ilahi	Gibson	PW - Real estate assets seal & restripe	150,000	50,000					200,000
119	107 - RE	107-743	007 - RE	Harvey		BW-Public Art	30,000						30,000
120	107 - RE	107-790	007 - RE	Harvey	Gibson	BW-Recalibrate HVAC Sys BW Bldg	196,000						196,000
121	107 - RE	107-792	007 - RE	Scott	Keenan	FH-Repl Sprinkler Sys FMIP 5	44,150						44,150

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
122	107 - RE		007 - RE	Carlson		Re-Roof ITB Building		406,000					406,000
123	107 - RE		007 - RE	Carlson		Re-Roof ITB Building (Tenant reimbursement)		(134,000)					(134,000)
124	107 - RE	107-853	007 - RE	Carlson	Gibson	HCB Repair and repaint exterior window sills, soffits and doors, Repaint roof (60% Fac, 40% RE)	245,000						245,000
125	107 - RE	107-854	007 - RE	Harvey	Gibson	BVC- Replace tile & partitions in 4 restrooms	20,916			125,000			145,916
126	107 - RE	107-856	007 - RE	Harvey		Sq: Squalicum Esplanade Relamp to LED (47% RE, 34% SQ, 19% OS)	91,000						91,000
127	107 - RE	107-909	007 - RE	Harvey		Bellwether trash/recycling enclosure - roof BWB	63,000						63,000
128	107 - RE	107-910	007 - RE	Harvey		Bayview expand HVAC enclosure to house trash/recycling BVC	37,000						37,000
129	107 - RE	107-859	007 - RE	Harvey	Allen	Electric Vehicle Charging Station BW Garage	23,000						23,000
130	107 - RE	107-860	007 - RE	Harvey	Gibson	BW-Water penetration channeling and collection system in garage	37,000						37,000
131	107 - RE	107-861	007 - RE	Harvey		BVC-Caulk and paint gable louvers	40,000						40,000
132	107 - RE	107-862	007 - RE	Ilahi	Gibson	Re-roof office building located at 530 W Front St, Sumas	241,000						241,000
133	107 - RE	107-863	007 - RE	Scott	Nicoll	Blaine Industrial Access improvements - Design Only	100,000						100,000
134	107 - RE	107-864	007 - RE	Scott	Nicoll	Star fish - Boundary under building scope of work design only	50,000						50,000
135	107 - RE	107-865	007 - RE	Scott	Gibson	Marina Square Paint	163,000						163,000
136	107 - RE	107-943	007 - RE	Carlson	Nicoll	Repl baseboards & carpet at Dept of Homeland Security leasehold	201,809						201,809
137	107 - RE	107-911	007 - RE	Harvey		Repair or replace pavers by building on Bellwether Way	42,000						42,000
138	107 - RE		007 - RE	Harvey		Bellwether - Repair main interior stairs		20,000					20,000
139	107 - RE	107-912	007 - RE	Harvey		Bellwether - Seal and repair west and south from water intrusion	174,400						174,400
140	107 - RE	107-913	007 - RE	Harvey		Bellwether Garage - Replace exhaust fans - Integrity estimate	50,707						50,707
141	107 - RE	107-914	007 - RE	Harvey		Bellwether Garage - Replace plastic skylight light fixtures	23,000						23,000
142	107 - RE		007 - RE	Harvey		PSE Rebate - Estimated BW Garage - Replace skylight light fixtures	(960)						(960)
143	107 - RE	107-915	007 - RE	Harvey		Bellwether Garage - Replace/repair leaking skylights	23,000						23,000
144	107 - RE	107-916	007 - RE	Harvey		Bellwether - New fire panel and detectors (design 2020, construction 2021)	26,500	150,000					176,500
145	107 - RE		007 - RE	Harvey		Sq. Esplanade - Stain exterior timbers				49,000			49,000
146	107 - RE	107-917	007 - RE	Harvey		Bayview - New fire panel and detectors (design 2020, construction 2021)	67,300	83,000					150,300
147	107 - RE		007 - RE	Harvey		Bellwether - Tint windows on south of building				74,500			74,500
148	107 - RE		007 - RE	Harvey		Bellwether - Repair exterior stairs		30,700					30,700
149	107 - RE	107-895	007 - RE	Harvey		Bayview - Ballroom Expansion	377,500						377,500
150	107 - RE	107-918	007 - RE	Scott		FMIP - Repair/replace sewer pump station	49,500						49,500
151	107 - RE	107-919	007 - RE	Scott		FMIP - Building 1 Sewer Line replacement	32,000						32,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
152	107 - RE	107-920	007 - RE	Scott		FMIP - Fire Panel	34,500						34,500
153	107 - RE	107-921	007 - RE	Carlson		ITB - Repair asphalt by Airport Way building entrance	19,000						19,000
154	107 - RE	107-922	007 - RE	Carlson		HCB - Loft Restaurant Fire Suppression System	116,800						116,800
155	107 - RE	107-923	007 - RE	Ilahi		Teal Jones - Replace office windows	89,000						89,000
156	107 - RE	107-924	007 - RE	Ilahi		Teal Jones Replace siding	74,000						74,000
157	107 - RE		007 - RE	Harvey	Rawlins	Bellwether - convert to LED in common areas		81,500					81,500
158	107 - RE		007 - RE	Harvey	Rawlins	Bellwether - convert to LED in common areas)PSE Rebate)		(5,500)					(5,500)
159	107 - RE		007 - RE	Harvey	Rawlins	Bayview - convert to LED in common areas		45,000					45,000
160	107 - RE		007 - RE	Harvey	Rawlins	Bayview - convert to LED in common areas)PSE Rebate)		(2,800)					(2,800)
161	107 - RE		007 - RE	Harvey	Gibson	Bayview - convert to water conservation				38,500			38,500
162	107 - RE		007 - RE	Harvey	Gibson	Bellwether - convert to water conservation		37,000					37,000
163	107 - RE		007 - RE	Harvey	Allen	Bellwether underground garage - repl fire suppression system (design 2021, construction 2022)		75,000	682,000				757,000
164	107 - RE		007 - RE	Carlson	Allen	Harbor Mall - reroof		430,000					430,000
165	107 - RE		007 - RE	Carlson	Gibson	Marina Square - Replace HVAC (design 2021, construction 2022)		73,000	710,000				783,000
166	107 - RE		007 - RE	Ilahi	Allen	Install automated rolling gate by FMIP 1		78,000					78,000
167	107 - RE		007 - RE	Ilahi	Allen	Install automated rolling gate by FMIP 3		73,000					73,000
168	107 - RE		007 - RE	Ilahi	Nicoll	Design & permit FMIP stormwater improvements, including site improvements and seawall flooding (raise site). Construction costs not included.		620,000					620,000
169	107 - RE		007 - RE	Scott		Blaine access & stormwater improvements. 100% design only.		400,000					400,000
170	109 - MT	109-745	009- BCT	Warter		FH - TI 2017-2020							-
171	109 - MT	109-745	009- BCT	Warter		FH - TI 2021-2025		10,000	10,000	10,000	10,000	10,000	50,000
172	109 - MT		009- BCT	Warter		FH - Replace signage: Passenger Terminals and Boat Launch			64,000				64,000
173	109 - MT	109-867	009- BCT	Warter	Keenan	BCT Repair to steel piling & supports	2,100,000	551,401					2,651,401
174	109 - MT	109-868	009- BCT	Warter	Allen	FH - Parking Lot Self-Pay Station Replacement	71,000						71,000
175	109 - MT	109-870	009- BCT	Warter	Allen	FH - Install 2 Vehicle Charging Stations (BCT & LT Parking)	94,000						94,000
176	109 - MT	109-872	009- BCT	Warter		FH - BCT Solar Panels	250,000						250,000
177	109 - MT	109-925	009- BCT	Warter		BCT Under Pier Fire Sprinkler Repairs	872,223						872,223
178	109 - MT	109-926	009- BCT	Warter		BCT Generator Storage Area Roof	26,027						26,027
179	109 - MT	109-927	009- BCT	Warter		BCT Parking Lot Lighting Replacement to LED's	49,841						49,841
180	109 - MT		009- BCT	Warter	Allen	BCT Pier Piling Project		50,000		1,953,232			2,003,232
181	109 - MT		009- BCT	Warter	Keenan	Repl fuel lines under BCT pier (D&E 2021; Const 2022)		75,822	144,300				220,122

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
182	109 - MT		009- BCT	Warter	Rawlins	PA System Replacement - BCT & Fairhaven Station		55,716					55,716
183	109 - MT		009- BCT	Warter	Allen	BCT roof cap repairs		35,245					35,245
184	109 - MT	109-816	010 - BST	Warter	Allen	ST-Repair & Upgrades to Main Pier	1,653,865						1,653,865
185	109 - MT	109-760	010 - BST	Warter	Keenan	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines	200,000		1,910,681				2,110,681
186	109 - MT	109-928	010 - BST	Warter		ST - Condition Survey (5 year cycle)	120,000					120,000	240,000
187	109 - MT	109-873	010 - BST	Warter	Allen	ST-Replace Fire Suppression System WH 1-2	430,000						430,000
188	109 - MT	109-874	010 - BST	Clark	Keenan	ST - Provide High Speed Internet to 625 Cornwall & Warehouse #2	24,527		70,320				94,847
189	109 - MT		010 - BST	Warter		BST Main Pier Repairs - Phase III	3,879,379	1,157,000					5,036,379
190	109 - MT		010 - BST	Clark		BST - Pier Dredging - CONTINGENT ON GRANT		3,800,000					3,800,000
191	109 - MT		010 - BST	Clark		Dept. of Commerce - BUILD & PIDP Infra Grants (applied toward BST main pier repairs (2020), Structural upgrades railspan (2020), BST pier dredging (2020), electrical upgrades BST (2020/NEW) if awarded: \$10M		(3,800,000)					(3,800,000)
192	109 - MT		010 - BST	Clark		Structural Upgrades to Rail Span & Stub Pier CONTINGENT ON GRANT		4,793,453					4,793,453
193	109 - MT		010 - BST	Clark		Dept. of Commerce - BUILD & PIDP Infra Grants (applied toward BST main pier repairs (2020), Structural upgrades railspan (2020), BST pier dredging (2020), electrical upgrades BST (2020/NEW) if awarded: \$10M		(4,793,453)					(4,793,453)
194	110 - Fac		018-Maint	Hildreth		Maintenance shop parking - seal coat/repair		25,000					25,000
195	111 - Admin	111-930	113-IS	Crocheron		PW - Voicemail system	15,000						15,000
196	111 - Admin	111-931	113-IS	Crocheron		Phone system/phones replacement - Admin Bldg	30,000						30,000
197	111 - Admin		113-IS	Crocheron		Phone system/phones replacement - Squalicum		16,000					16,000
198	111 - Admin		113-IS	Crocheron		Phone system/phones replacement - Blaine		16,000					16,000
199	111 - Admin		113-IS	Crocheron		Phone system/phones replacement - Maintenance			16,000				16,000
200	111 - Admin		113-IS	Crocheron		Phone system/phones replacement - BLI (Customs)					16,000		16,000
201	111 - Admin		113-IS	Crocheron		Phone system replacement - ARFF (2024)				16,000			16,000
202	111 - Admin		113-IS	Crocheron		Phone system replacement - BLI (2029)				16,000			16,000
203	215 - BWAS	215-566	031- BWAS	McHenry		Short Plats, LLA & BSP's	94,995	25,000	25,000	25,000	25,000	25,000	219,995
204	215 - BWAS	215-567	031- BWAS	McFearin		WF - Appraisals	94,418		25,000	25,000	25,000	25,000	194,418
205	215 - BWAS		031- BWAS	Birdsall		WF - Design & Engineering Visitor Moorage		227,000					227,000
206	215 - BWAS	215-630	031- BWAS	Nicoll	Nicoll	WF-Condition Survey Wharf GP	92,282	50,700					142,982
207	215 - BWAS	215-803	031- BWAS	Nicoll	Nicoll	WF - GP Wharf Improvements	200,000						200,000
208	215 - BWAS	215-699	031- BWAS	Nicoll	Keenan	WF-Prep Site	490,000	150,000	150,000	150,000	100,000	100,000	1,140,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
209	215 - BWAS	215-700	031- BWAS	Nicoll	Keenan	WF-Install Public Safety Elements	400,000	277,000					677,000
210	215 - BWAS	215-764	031- BWAS	Nicoll	Keenan	WF-Franchise Utilities	2,357,849		900,000				3,257,849
211	215 - BWAS	215-765	031- BWAS	Nicoll	Keenan	WF-District Utilities ECO	1,317,173	500,000					1,817,173
212	215 - BWAS	215-804	031- BWAS	Scott	Nicoll	CW - 801 Roeder Ave Improvements	150,000						150,000
213	215 - BWAS	215-805	031- BWAS	Howard	Allen	WF - GP Dockside Pump Replacement & ASB Outfall Repair	190,000						190,000
214	215 - BWAS	215-878	031- BWAS	Nicoll	Keenan	CW - Demo Compressor Bldg	350,000						350,000
215	215 - BWAS	215-880	031- BWAS	Gouran	Nicoll	CW-Land Use Programming ASB	100,000	50,000					150,000
216	215 - BWAS	215-881	031- BWAS	Ilahi	Keenan	WF-Demolish Lignin Bldg and Remove Debris	255,000						255,000
217	215 - BWAS	215-932	031- BWAS	Gouran	Keenan	WF-Tile Tank Repair (\$80k Design, \$600k Construction)	80,000	600,000					680,000
218	215 - BWAS		031- BWAS	Gouran	Keenan	WF-Tile Tank Repair (COB cost share)				(300,000)			(300,000)
219	215 - BWAS	215-933	031- BWAS	Hogan	Keenan	WF-Maintenance of District Energy Infrastructure	60,000	30,000	30,000				120,000
220	215 - BWAS	215-934	031- BWAS	McHenry		WF-900 Cornwall Ave Construct Curb Cut	54,000						54,000
221	215 - BWAS	215-935	031- BWAS	Gouran		WF-Community Outreach Interim Uses	210,000	250,000	50,000				510,000
222	215 - BWAS	215-882	031- BWAS	Ilahi		WF- Tenant Improvements	150,000		75,000	75,000	75,000	75,000	450,000
223	215 - BWAS	215-875	031- BWAS	Gouran		WF - Plan Healthy Housing Project at Lignin Site	200,000						200,000
224	215 - BWAS		031- BWAS	Gouran		WF - Plan Healthy Housing Project at Lignin Site (Grant)	(200,000)						(200,000)
225	215 - BWAS		031- BWAS	Ilahi		CW-F St WH replace 77 skylights and other repairs		113,500					113,500
226	215 - BWAS		031- BWAS	Hogan		WF - Pump Track/Interim Use		75,000					75,000
227	215 - BWAS		031- BWAS	Scott/Warter		CW-C St Phase III Design		137,500					137,500
228	215 - BWAS		031- BWAS	Nicoll	Keenan	WF-GP Dock stormwater pipe hanger repairs		77,700					77,700
229	216-Ec Dev	216-936	032-Ec Dev	Stark		Rural Broadband - Construction	2,038,196						2,038,196
230	216-Ec Dev		032-Ec Dev	Stark		Rural Broadband - Construction (EDI GRANT)	(750,000)						(750,000)
231	216-Ec Dev		032-Ec Dev	Stark		Rural Broadband - Construction (CERB Loan)	(584,391)						(584,391)
232	216-Ec Dev		032-Ec Dev	Stark		Rural Broadband - Construction (CERB GRANT)	(584,390)						(584,390)
233	220 - Pub	220-758	034 - Open			FH-Repair Irrigation & Platform Marine Park	30,000						30,000
234	220 - Pub		034 - Open		Nicoll	Zuanich Point Park visitor float repl (RCO Grant not secured)							-
235	220 - Pub	220-813	034 - Open	Fix	Nicoll	Design & Const. Fisherman's Pavilion	2,500,000						2,500,000
236	220 - Pub	220-937	034 - Open			Repair/Replace asphalt promenade gate 5 thru gate 6	250,000	250,000	250,000				750,000
237	220 - Pub	220-884	034 - Open			Repair/recoat promenade light pole bases	35,000						35,000
238	220 - Pub	220-885	034 - Open			Zuanich Point Park interpretive signs	12,000						12,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
239	220 - Pub	220-886	034 - Open			Blaine Trail site furnishings	35,000						35,000
240	220 - Pub	220-887	034 - Open		Hildreth	Blaine Trail interpretive signs	17,000						17,000
241	220 - Pub	220-888	034 - Open			Blaine promenade Gate 3 viewpoint	20,000						20,000
242	220 - Pub	220-889	034 - Open			Harbor center boardwalk replacement	100,000	100,000	100,000	100,000	100,000	100,000	600,000
243	220 - Pub	220-890	034 - Open			Kayak washdown facility	52,150						52,150
244	220 - Pub		034 - Open			Blaine Marine Drive			150,000	1,350,000			1,500,000
245	220 - Pub		034 - Open			Blaine Marine Drive - City of Blaine				(500,000)			(500,000)
246	220 - Pub		034 - Open	Baumgarten		Airport Trail				500,000			500,000
247	220 - Pub		034 - Open	Baumgarten		Airport Trail (Whatcom County funding)				(250,000)			(250,000)
248	220 - Pub		034 - Open	Hildreth		Paint Squaticum Boathouse Exterior/Repair siding		107,000					107,000
249	220 - Pub	220-938	036-Meeting	DeSimone		Blaine Boating Center - carpet & interior paint	16,390						16,390
250	220 - Pub		034 - Open	Hogan	Nicoll	Hand Launch Vessel Dock - Fairhaven		350,000		1,541,837			1,891,837
251	220 - Pub		034 - Open	Warter	Nicoll	Hand Launch Vessel Dock - Fairhaven (ALEA Grant)		(350,000)		(150,000)			(500,000)
252	220 - Pub		034 - Open	Warter	Nicoll	Hand Launch Vessel Dock - Fairhaven (WWRP Grant)				(500,000)			(500,000)
253	228-Infr	228-802	046 - Infra	Hogan		Squalicum Waterway Dredge	250,000						250,000
254	228-Infr	228-594	046 - Infra		Allen	FH-Upgrade Shoreline	288,518						288,518
255	228-Infr	228-597	046 - Infra		Allen	BH-Cathodic Protection Breakwater	675,000						675,000
256	228-Infr	228-639	046 - Infra		Gibson	SH-Demo Wharf & Replace Bulkhead	206,739						206,739
257	228-Infr	228-640	046 - Infra		Gibson	CW-Fit-up Float & I&J Waterway	1,251,000						1,251,000
258	228-Infr	228-704	046 - Infra			BH-Repair Bulkheads (incl D&E, Permit & Construction)	2,460,000						2,460,000
259	228-Infr	228-767	046 - Infra			Hilton Ave Infrastructure Development	30,000						30,000
260	228-Infr	228-808	046 - Infra		Nicoll	BW-Repair Bellwether Way crosswalk	35,000						35,000
261	228-Infr	228-809	046 - Infra		Nicoll	SH-Paving Btwn Harbor Mall & Seaview N	21,000						21,000
262	228-Infr	228-810	046 - Infra		Keenan	RR Crossing - Harris Ave	650,000						650,000
263	228-Infr		046 - Infra		Keenan	RR Crossing - Harris Ave (Wa State DOT Grant)	(315,000)						(315,000)
264	228-Infr	228-811	046 - Infra		Keenan	RR Crossing - AK Ferry, by boat launch	1,700,000						1,700,000
265	228-Infr	228-891	046 - Infra		Gibson	Hilton Ave Improvements	375,000						375,000
266	228-Infr	220-892	046 - Infra		Gibson	BH-Replace water line in Milhollin	86,000						86,000
267	228-Infr	228-939	046 - Infra	Nicoll	Nicoll	Repave N. Harbor Loop Drive	250,000						250,000
268	228-Infr	228-940	046 - Infra	Nicoll	Nicoll	Add bike lanes to Bellwether Way	45,000						45,000

Line #	Division	Project #	Program	Sponsor	Engineer	Description	through 2020	2021	2022	2023	2024	2025	2020-2025 Budget
269	228-Infr	228-942	046 - Infra		J Allen	Gate 1 Timber Bulkhead Gangway Condition Assessment	5,200						5,200
270	228-Infr	228-944	046 - Infra			Fairhaven Tsunami Alarm	20,000						20,000
271	228-Infr		046 - Infra	Nicoll		Programmatic Federal Shoreline Permitting		300,000					300,000
272	228-Infr		046 - Infra		Nicoll	On-Call Electrical Engineering - technical assistance (CIP or operating)	10,000	10,000	10,000	10,000	10,000	10,000	60,000
273	228-Infr		046 - Infra		Nicoll	On-Call Structural Engineering - technical assistance (CIP or operating)	10,000	10,000	10,000	10,000	10,000	10,000	60,000
274	228-Infr		046 - Infra			Infrastructure capital improvements (to be determined)	180,000	100,000	100,000	100,000	100,000	100,000	680,000
							67,117,680	9,458,594	6,509,796	7,876,539	7,634,500	3,601,600	102,198,709

2021 Strategic Budget Industrial Development Corporation



Industrial Development Corporation

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 is transferred to the Port budget and may be solely used for growth management, planning or other economic development purposes. Therefore, a separate IDC budget is approved by the Port Commission authorizing expenditures toward these purposes.