

## **RESOLUTION NO. 1398**

### **A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE PORT OF BELLINGHAM APPROVING THE 2022 STRATEGIC BUDGET AND PROPERTY TAX LEVY FOR THE PORT DISTRICT AS PUBLISHED.**

**WHEREAS**, the Board of Commissioners of the Port of Bellingham have held Public Hearings held on November 2 and November 16, 2021 to consider the Port of Bellingham's Preliminary Operating and Capital budget for the 2022 calendar year pursuant to RCW 84.55.120 and

**WHEREAS**, the Board of Commissioners have heard and duly considered all relevant evidence and testimony presented at the November 2 and November 16, 2020 Public Hearings; and

**NOW, THEREFORE**, be it resolved by the Board of Commissioners of the Port of Bellingham that the 2022 Draft Strategic Budget published on October 25<sup>th</sup> and any adjustments presented at the Commission meetings held on November 2<sup>nd</sup> and 16<sup>th</sup>, 2021 is hereby adopted as the final budget of the Port of Bellingham for the year 2022.

**BE IT FURTHER RESOLVED** that the Port Commission be provided, as soon as possible, following the end of each calendar quarter, a detailed analytical comparison of the Port's actual financial results to the established budget with a corresponding explanation of any significant deviance from the budget approved here within.

**BE IT FURTHER RESOLVED** that the amount of taxes to be levied by the Port of Bellingham on the current assessment rolls is to provide for payment of bond principal and interest on the Port of Bellingham General Obligation Bonds and capital improvements, operations, maintenance and administration be as set forth in the copy of the Port of Bellingham proposed budget attached hereto and by reference made a part hereof.

**BE IT FURTHER RESOLVED**, by the Board of Commission of the Port of Bellingham that the regular property tax levy amount be set at \$7,801,145 resulting in an estimated authorized property tax levy rate of .1803 per thousand of valuation. This levy request is 1% above the prior year regular property tax levy, and is inclusive of a refund in the amount of \$14,883.77, and inclusive of additional revenue resulting from the addition of new construction and improvements to property and any increase in the value of state assessed property, and any additional amounts resulting from any annexations that have occurred.


**BE IT FURTHER RESOLVED** that the proper officers and officials of the Whatcom County Council are hereby advised and directed to make the levy upon the general assessment rolls in the manner provided by law and that taxes received shall be deposited as follows:

	Tax Levy Rate Per \$ 1,000	Estimated Levy Amount
General Obligation Bond Redemption Fund	.0195	\$842,400.00
Refund	.0003	\$14,833.77
General Fund	<u>.1605</u>	<u>\$6,943,911.00</u>
Total Levy Rate and Estimated Levy Amount	.1803	\$7,801,144.77

**ADOPTED** by the Board of Commissioners of the Port of Bellingham, Whatcom County, Washington, this 16<sup>th</sup> day of November, 2021.

  
President, Ken Bell

  
Vice President, Michael Shepard

  
Secretary, Bobby Briscoe

**RESOLUTION NO. 1399**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE PORT OF BELLINGHAM AUTHORIZING THE REGULAR PROPERTY TAX LEVY PURSUANT TO SECTION 209 OF REFERENDUM 47 (RCW 84.55.120) FOR THE 2022 CALENDAR YEAR, AND TO MAINTAIN MAXIMUM LEVY CAPACITY PURSUANT TO SECTION 204 OF REFERENDUM 47 (RCW 84.55.0101)**

**WHEREAS**, the Board of Commissioners of the Port of Bellingham have met and adopted its budget for the calendar year 2022; and

**WHEREAS**, the Port of Bellingham after hearing and after duly considering all relevant evidence and testimony presented, determined that the Port of Bellingham requires a regular levy in the amount of \$7,801,145 for 2022, which is a 1% increase over the amount levied in 2021. This levy is inclusive of any increase in property tax revenue resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, and amounts authorized by law as a result of any annexations that have occurred, and inclusive of a refund in the amount of \$14,883.77, in order to discharge the expected expenses and obligations of the district and in its best interest;

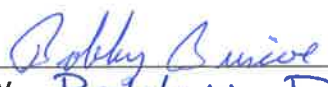
**RESOLVED** by the Board of Commissioners of the Port of Bellingham that pursuant to Section 204 of Chapter 3, Laws of 1997, codified in RCW 84.55.0101 and RCW 84.55.092, the Board of Commissioners hereby finds that there is a substantial need to protect the Port's future levy capacity to meet substantial future capital and general obligation debt service needs.

The Board of Commissioners of the Port of Bellingham has determined that due to the forecasted cost of infrastructure and public amenities projected within the Port of Bellingham's five year capital budget that there is and will continue to be substantial need for the regular property tax levy and that the authorized increase to the levy limit be set at the greater of the legal maximum levy limit as determined by the courts of Washington or 1%.

**ADOPTED** by the Board of Commissioners of the Port of Bellingham, Whatcom,  
County, Washington, this 16<sup>th</sup> day of November, 2021.

  
\_\_\_\_\_  
President, Ken Bell

  
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Vice President, Michael Shepard

  
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Secretary, Bobby Briscoe





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**PORT OF BELLINGHAM**  
*Washington State*

November 22, 2021

Mr. Satpal Sidhu  
County Executive  
Whatcom County  
311 Grand Avenue Suite #108  
Bellingham, WA 98225  
ssidhu@co.whatcom.wa.us

RE: Filing of 2022 Budget for the Port of Bellingham

Dear Mr. Sidhu:

Pursuant to Washington state law, please find attached a copy of the Port of Bellingham's 2022 Strategic Budget. This document entails the formal budget for 2022 as approved November 16, 2021 by the Commissioners of the Port of Bellingham.

I have included with this document: Resolution 1398 approving the 2022 Budget and setting the Property Tax Levy as well as Resolution 1399 declaring a substantial need to maintain the Port's banked levy capacity. These Resolutions have been set based on estimated assessed property values.

Should you have any questions regarding our Budget document, please feel free to call me at 360-220-1857.

Sincerely,

Tamara Sobjack  
Chief Financial Officer

cc. Rebecca Xczar, Assessor, [assessor@co.whatcom.wa.us](mailto:assessor@co.whatcom.wa.us)  
Kathy Zegers, [kzegers@co.whatcom.wa.us](mailto:kzegers@co.whatcom.wa.us)  
Dana Brown-Davis, [dbrown@co.whatcom.wa.us](mailto:dbrown@co.whatcom.wa.us)

# 2022 Strategic Budget

## November 16, 2021



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## **Budget Message**

The Port of Bellingham (“Port”) is pleased to present its 2022 Budget. This budget reflects the Port’s dedication towards promoting sustainable economic development and creating jobs for Whatcom County residents. The Port plays an important role in the economic success of the region by optimizing transportation gateways like the Bellingham International Airport, rehabilitating underutilized assets like the Bellingham Shipping Terminal, and leading economic development initiatives such as the revitalization of Bellingham’s downtown waterfront. The Regional Economic Partnership (REP) is the Port’s economic development division. REP strives for a sustainable, resilient regional economy by creating programs and taskforces which support the recruitment, retention and expansion of Whatcom County businesses.

## **Introduction**

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

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



## Organization

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

## Board of Commissioners



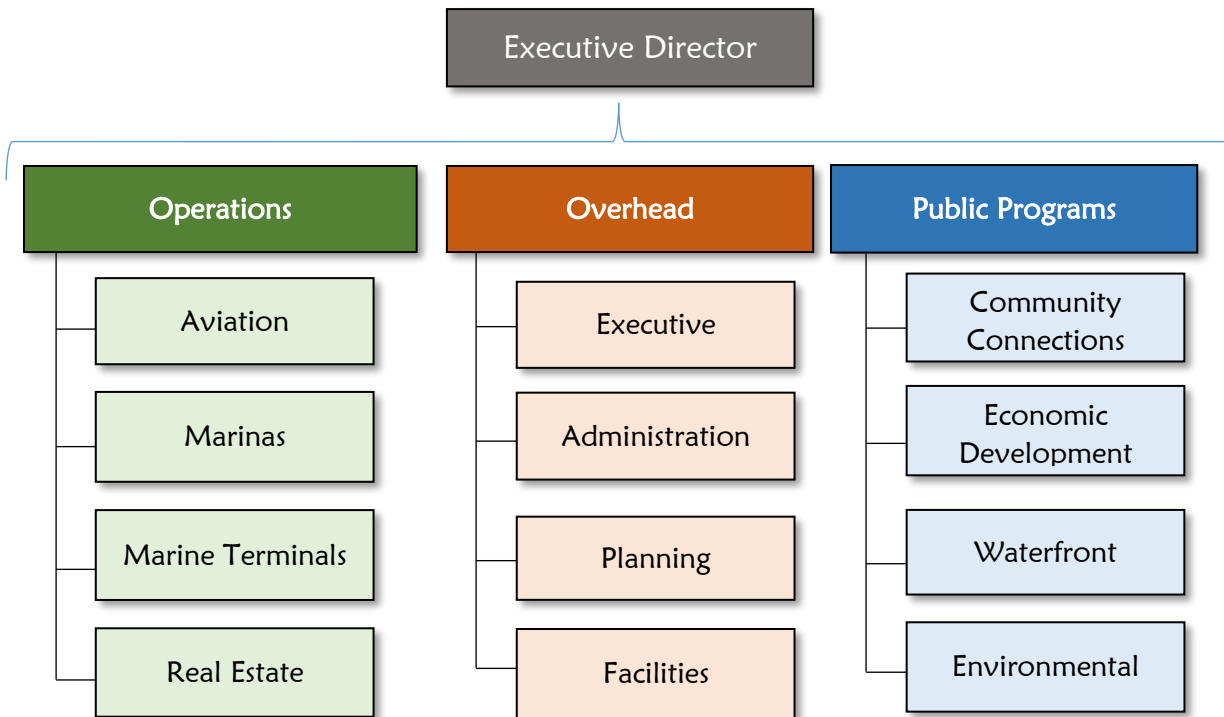
Bobby Briscoe

Ken Bell

Michael Shepard

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

## Staff



Employees per Division	2020	2021	2022 projected
Aviation	15	18	27
Marinas	11	14	15
Marine Terminals	6	7	7
Real Estate	5	6	6
Environmental/Planning	7	7	7
Facilities	28	34	39
Administration	11	12	12
Executive	5	5	5
Economic Development	4	4	3
Public Priorities	8	7	7

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

In 2020, several positions remained vacant due to decreased operations due to the COVID-19 global pandemic. By fall of 2021, some of the vacancies were filled, and by the end of 2022, all positions are expected to be filled as operations return to normal.

## The Economy

According to the Bureau of Economic Analysis (BEA) (2021), real gross domestic product (GDP) increased in all 50 states and the District of Columbia (D.C.) in the 1st quarter of 2021. The percent change in real GDP ranged from 2.9 in D.C. to 10.9 percent in Nevada. Washington State experienced a 6 percent change in real GDP, which is just below the national average of 6.4 in Q1.

According to Washington State Employment Security Department, the county's 2019 average annual wage was \$49,662; below the statewide annual average wage of \$69,615 and below the national average wage of \$59,209.

Local highlights:

- The average unemployment rate of Whatcom County is down to 4.9% as of July 2021, which is marginally lower than the statewide rate of 5% (Employment Security Department 2021). In 2020, we suspected that much of the increased unemployment was due to COVID-19 and the latest data supports that contention. Whatcom County also experienced the closure of Alcoa, which is a loss of approximately 700 jobs. The economic development team at the Port continue to work with the County and other partners to repurpose this industrial land and place workers in new positions.
- While total nonfarm jobs have not fully recovered to pre-March 2020 numbers, jobs increased from 85,500 total nonfarm jobs in July 2020 to 89,400 nonfarm jobs in July 2021. As for manufacturing, the number of jobs decreased from 9400 in July 2020 to 9300 in July 2021.
- The number of Canadian shoppers remains down as the border was closed from March 2020 until July 2021. 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 continue to experience significant added economic stress due to the closure.

As many sectors and industries within the American economy are starting to recover, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2020-2021, significant progress was made in the Waterfront District to support economic investment, including gaining approval for the development of the Millworks project, which will provide much-needed workforce housing and a food campus to our community.

In the 2019-2021 biennium our team also aided four businesses in receiving \$750,000 Strategic Reserve Fund (SRF) grants from the Washington State Governor's office: Silfab Solar, 360 Modular Building Systems, Vicinity Motor Corp, and Point Roberts Marketplace. The grants for Silfab, 360 Modular, and Vicinity Motor helped these three Canadian companies expand to Whatcom County, providing key funding for additional manufacturing facilities and family wage job opportunities to the community. As the only large-scale grocer on Point Roberts, Point Roberts Marketplace received assistance from the SRF in order to maintain a key food resource to Point Roberts residents impacted by the US-Canada border closure.

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 was awarded an additional \$500,000 in RLF funds for businesses impacted by COVID-19. We expect that at least two loans will be made by the end of 2021 to Whatcom businesses in need.

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 2021-2022 by working with local companies wanting to expand or relocate to our region. For the remainder of 2021, the team 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.



## Port of Bellingham Outlook

The Port of Bellingham's operating and capital budgets are based on the objectives and priorities outlined in 2022 Key Corporate Goals.

The Port operates four lines of business - Aviation, Marinas, Marine Terminals and Real Estate. Each line of business is designed to work towards cash neutral after operating costs, capital expense and debt service. This strategy allows for 100% of the Port's tax revenue to be used for public priorities such as Economic Development, infrastructure preservation, cleanup of environmentally contaminated sites, and parks and open spaces. 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 2022, which will help continue to drive the local economy.

## 2022 Key Corporate Goals

Each year, the Port identifies several key strategic issues that often reach beyond a single line of business or program, and may require Port-wide actions and efforts for future success. Work on these key corporate goals will likely span beyond 2022. Specific actions relating to these goals can be found within each division's section of the strategic budget. The following goals are identified for 2022 as key to the Port's overall success in serving the community.

### 1. Ongoing Development in the Waterfront District



In 2016, Harcourt Bellingham, LLC (Harcourt) began construction of the first project, the Granary Building. The building is now 90% leased, with a technology company constructing tenant

improvements for office space that will house approximately 100 employees. A coffee shop, vegan restaurant, and mead beverage business have all recently opened.

In 2018, Harcourt purchased property and began the permitting process for a second project: residential units on the Whatcom Waterway. Construction of these residential units commenced in 2020. However, construction stalled in 2020 and the Port notified Harcourt that it was in default under the terms of the Master Development Agreement (MDA). In 2021, the Port and Harcourt negotiated a settlement for the default that reduced Harcourt's developable property from 19 acres to nine acres, with the option to add another three acres, pending satisfactory performance on all previous projects. The Port immediately began planning for the property that was removed from the MDA, and a request for proposals (RFP) for a hotel or other use in the Boardmill Building was prepared. The RFP is expected to be issued in late 2021, with the review and selection of a development partner expected in the 1<sup>st</sup> quarter of 2022.

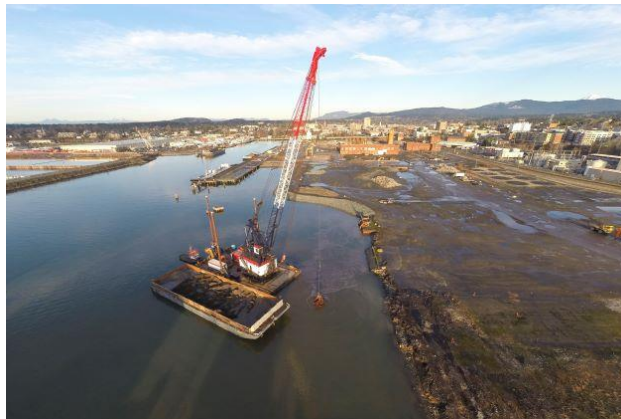
The Whatcom Community Foundation proposed the Millworks Project for the former Lignin Building site. The proposal includes a commercial kitchen, space for not-for-profit organizations, and several hundred housing units.

In 2021, the Port installed a bathroom facility, performance stage, large grass area and expanded the pump track with three new jump lines and a number of wooden skills building "skinnies". The Port executed a lease with the Kulshan Brewery team for the development of the Trackside Beer Garden using shipping containers. Soon after, the Port also executed a lease with Selkie Scoop for the development of a container that sells ice cream. In 2022, additional containers are expected: The Filling Station, a local burger joint, and The Dish Foundation, a not-for-profit that sells coffee and pastries, and a bike rental station.

District energy will remain a focus at the Waterfront District as the site is built out. The Port installed piping in 2019, but connections to the system will need additional design and funding. Sources such as micro-hydro, waste steam, sewer-heat recovery and process water will all 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.

Work sessions with the Port, the Department of Ecology, various stakeholders, and the general public were held for the Aeration Stabilization Basin (ASB). This project will continue to advance into 2022.

## 2. Plan Necessary Environmental Cleanup



Charged with managing over a dozen environmentally contaminated 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 cleanup efforts. 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 division will also continue to ensure compliance with stormwater and National Pollutant Discharge Elimination System (NPDES) regulations to protect Puget Sound and prevent recontamination.

## 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. In 2021, the Blaine sawtooth bulkhead was replaced, paving the way for a future sawtooth to be rebuilt. However, in-water

work is expensive, and regulatory permits are difficult to obtain due to the National Marine Fisheries Services discontinuing issuing permits indefinitely, causing a substantial delay in these projects. The Port will, however, continue to work diligently towards improving the marine infrastructure for this important sector of our economy. In the Squalicum Harbor area, the Port constructed the Fisherman's Pavilion that is expected to be open late 2021.

#### 4. Strategic Management of the Airport



In 2020, the Port updated the Airport Master Plan's forecast, 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 work diligently to keep the facility operating safely.

An increase in frequency and routes is expected when the U.S./Canada border is reopened, which has been announced for early November 2021. Southwest Airlines has announced service to Bellingham beginning early November, 2021. The airline will initially service two destinations: Las Vegas and Oakland, while evaluating service to other destinations.

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





The Port continues to invest in the shipping terminal infrastructure. In 2020 and 2021, the Port continued to load large rock onto ships for rebuilding of a jetty on the Columbia River. In addition, a lease and pier use agreement has been negotiated with ABC Recycling to move scrap metal. However, there remains additional capacity, and the Port will continue to aggressively market the terminal for appropriate uses. The 2022 budget projects a significant investment in dredging and pier strengthening.

## 6. Stimulate Economic Development and Job Creation



In late 2017, the Port, the City of Bellingham, and Whatcom County revised the way economic development was funded in Whatcom County. The three organizations jointly established and funded the Regional Economic Partnership (REP). In 2021, despite COVID-19, REP continued to work on recruitment, retention and expansion, including partners and businesses throughout Washington and in Lower British Columbia in order to create job that pay a living wage. REP will continue to implement COVID-19 relief grant programs through the Washington State Department of Commerce and the American Rescue Plan funds as they become available to small businesses and nonprofit organizations. The team will continue to participate in multiple COVID-19 resiliency and recovery taskforces and planning efforts, including but not limited to the Cross Border Taskforce, the Safer. Stronger. Together. business safety campaign, a four-county (Whatcom, Skagit, Island, and San Juan) EDA-funded resiliency and recovery program, as well as the Pacific Northwest Economic Region's Disaster Resiliency planning. These tasks are essential to keeping businesses open and maintaining current levels of employment.

Additionally, the Port has formally partnered with PUD #1 via an interlocal agreement (ILA) and is currently developing plans for rural broadband routes in unserved and underserved areas of Whatcom County. As such, REP is seeking out funding opportunities for these routes, which will aid in generating and maintaining remote work for residents. A significant focus has been to attract 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 and other industrial parks in Whatcom County. A GIS land parcel, infrastructure and utility database, as well as parcel inventory and development analysis, was completed by REP on

behalf of the Port, Whatcom County, and the cities in Whatcom County. There are plans to expand this database to be countywide, allowing efficient use of our remaining buildable lands and improving access to worker housing and affordable housing. REP will submit the Whatcom County Comprehensive Economic Development Strategy update to Whatcom County Council in late 2021.

## 7. Employee Retention



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

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

## Financial Overview

### Long Term Financial Policies

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

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

### 2021 Budget Status Update

Through August 2021, the Port's overall revenues from all sources were nearly 2% lower than 2020 revenues for the same period and totaled \$25.2 million. The \$480 thousand decrease in revenues was mainly attributed to receiving less grant monies in 2021.

### Operating Divisions

Summary through August 31 (in thousands)	2021	2020
Revenues for Enterprise Activities	\$15,453	\$14,841
Expenses for Enterprise Activities	\$10,175	\$9,667
Net Income	\$5,278	\$5,174

The enterprise (operating) activities of the Port generated revenues of \$15.5 million through August 2021. These activities include Aviation, Marinas, Marine Terminals and Real Estate. The Port's financial policies expect these divisions to operate solely from revenues generated from within their respective divisions, with no operational subsidy from the levied property taxes. Additionally, each division is required to generate revenues sufficient to cover capital needs, debt service and corporate overhead. 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 in 2020 and 2021.

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 \$2.3 million through August 2021.

This is just over an 11% decrease from 2020. The decrease is largely due to the maintenance department charging their time on more capital projects in 2021.

## Public Priorities

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

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

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

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

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

For the eight months ending August 2021, the Port spent a net of approximately \$1,586,000 in direct costs for these activities.

Summary through August 31 (in thousands)	2021	2020
Revenues for Public Activities	\$193	\$76
Expenses for Public Activities	\$1,778	\$1,456
Net Income	(1,586)	(\$1,380)

## Waterfront District

The Waterfront District includes acquired "Brownfield" sites in the Bellingham Bay area. These sites are in need of environmental remediation and redevelopment. For the eight months through August 2021, the district generated revenues of just over \$1 million from leasing building space. The operating expenses during the same time period totaled \$673 thousand.

Summary through August 31 (in thousands)	2021	2020
Waterfront District Operating Revenues	\$1,022	\$992
Waterfront District Operating Expenses	\$673	\$639
Net Income	\$349	\$353



## **Summary of the 2021 budget, through August 2021**

Through the first eight months of the year, the Port's operating revenues were approximately \$688 thousand better than planned, and above the prior year by approximately 4%. Operating revenues are affected by aviation enplanements, marina occupancy, real estate leasing activity, and activity at both the Bellingham Shipping Terminal (BST) and the Bellingham Cruise Terminal (BCT). The majority of the current year's revenue increase can be attributed to the increased activity at the BST as well as high occupancy and activity at both marinas. As a result of focused expense management, the operating divisions' expenses came in under budget during this time period by nearly \$850 thousand, resulting in a net income of \$1.5 million.

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## **2022 Budget Summary**

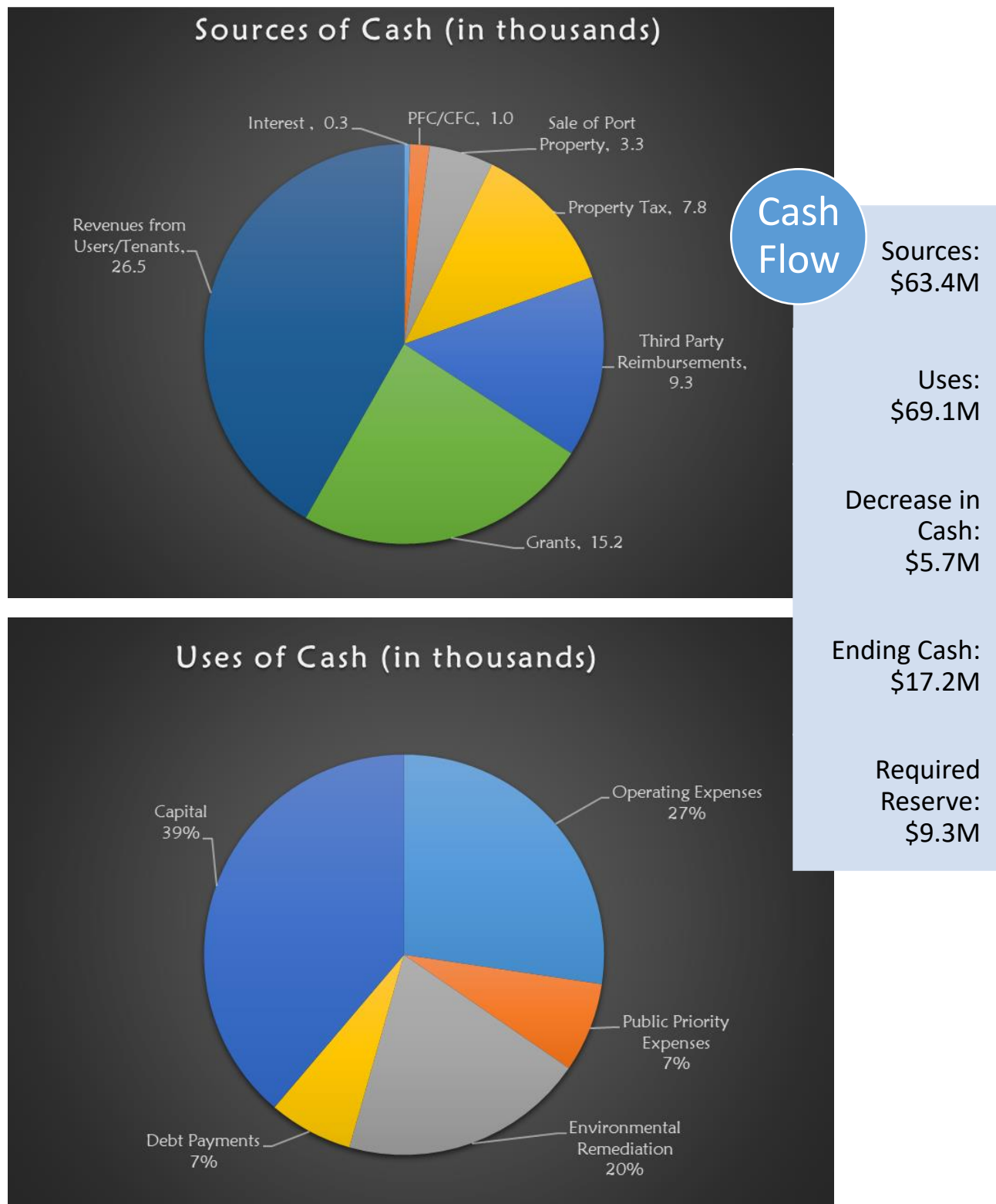
The 2022 budget forecasts increases operating revenues from the 2021 budget, with total for the year projected at \$24.8 million. In response to increase revenues/activity and inflationary pressures, total operating expenses are projected to increase 10% from the 2021 budget.

The Public Priorities divisions will generate revenues of approximately \$304 thousand and operating expenses of \$3.1 million on the development and promotion of economic development including the county wide expansion of broadband, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup efforts of sites outside of the Waterfront District is budgeted at \$3.3 million, net of grants and other reimbursements. The debt service in these areas for 2022, including both principal and interest is \$1.2 million. Capital spending related to the Public Priorities for 2022 totals \$8.6 million, with \$8 million of grants expected.

The Waterfront District is budgeted for revenues of \$1.5 million in 2022, which is approximately the same level of activity as 2021. The Port will continue to market the leasing of the large warehouse and other properties in the district as they become available in 2022. Expenses, including cleaning up environmental contamination, are budgeted at over \$6.7 million and offset by \$4.3 million in grants and other reimbursements. Capital projects are budgeted at \$4.1 million.

The 2022 budget reflects that overall, the Port is expected to generate negative cash flow of approximately \$5.7 million. This negative cash flow is largely due to major capital projects in 2022.

## 2022 Cash Flow Summary



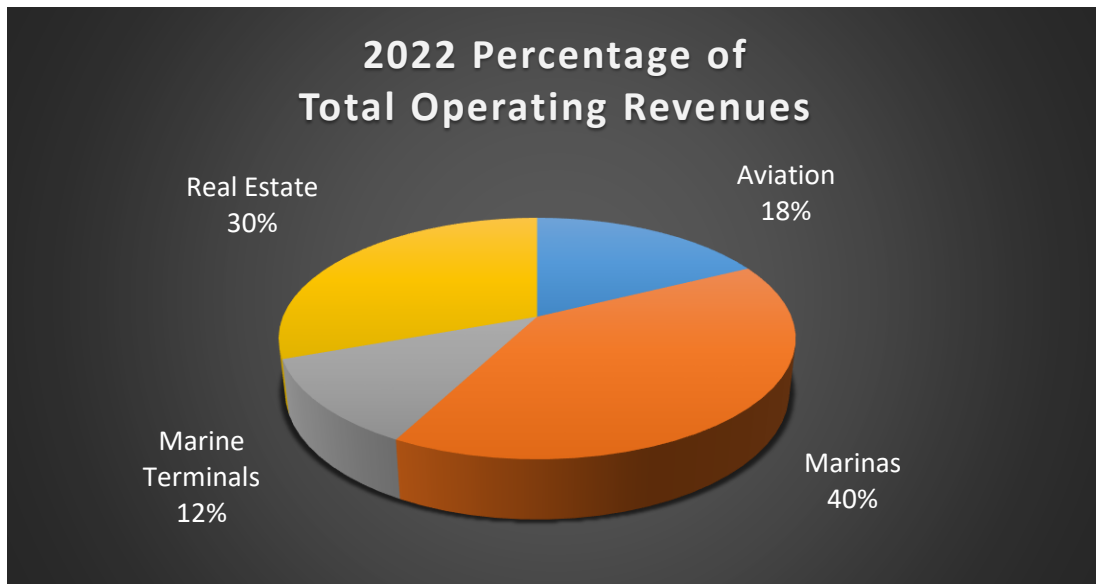
## Cash Flow Summary – A 5-year look

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

In Millions	2022	2023	2024	2025	2026
<b>Sources of Cash:</b>					
Revenues from Operations	26.5	27.8	28.6	29.0	29.9
Property Tax	7.8	7.9	8.1	8.4	8.5
Sale of Property	3.3	1.0	4.2	2.5	1.9
Grants	15.2	7.6	2.1	3.1	10.0
3 <sup>rd</sup> Party Reimbursements	9.3	16.4	15.1	4.1	.5
Interest	.3	.3	.3	.3	.3
CFC/PFC	<u>1.0</u>	<u>1.2</u>	<u>1.3</u>	<u>1.5</u>	<u>1.7</u>
<b>Total</b>	<b>63.4</b>	<b>62.2</b>	<b>59.7</b>	<b>48.9</b>	<b>52.8</b>
<b>Uses of Cash:</b>					
Expenses from Operations/Public	23.9	23.6	24.0	25.0	25.5
Principal and Interest of Debt	4.7	4.6	4.6	4.3	3.4
Environmental Remediation	13.7	22.4	21.4	8.9	1.4
Capital Expenditures	<u>26.8</u>	<u>17.5</u>	<u>7.6</u>	<u>11.3</u>	<u>15.0</u>
<b>Total</b>	<b>69.1</b>	<b>68.1</b>	<b>57.6</b>	<b>49.5</b>	<b>45.3</b>
<b>Increase/(Decrease) in Cash</b>	<b>(5.7)</b>	<b>(5.9)</b>	<b>2.1</b>	<b>(.6)</b>	<b>7.5</b>
<b>Projected Cash at Year End</b>	<b>17.2</b>	<b>11.3</b>	<b>13.4</b>	<b>12.8</b>	<b>20.3</b>
<b>Required Cash Reserves</b>	<b>9.3</b>	<b>9.2</b>	<b>9.3</b>	<b>9.5</b>	<b>9.6</b>

## Revenues and Other Sources of Cash Flow

The 2022 budget anticipates Port operating revenues of \$26.5 million (operating revenue only, does not include revenue of \$1.8 million in the Waterfront District and Public Priorities). The COVID-19 pandemic has largely only affected revenues at the airport, due to travel restrictions and the Canadian/US border closure. However, the Aviation Division is projected to produce just over \$4 million in revenues, a 10% increase from the 2021 budget. The Marinas Division should realize a slight increase in revenues of 2.3% to \$9.4 million. Real Estate revenues are expected increase from 2021 levels by nearly 8%, to \$7.2 million, assuming the Port's tenants realize no additional significant financial impacts from COVID-19. Marine Terminals budgeted revenue is projected to increase to \$4 million, a 41% increase from 2021. The significant increase at the Bellingham Shipping Terminal is due to industrial users beginning operations at the facility in 2022 and beyond.



The Port expects to receive federal and state funding totaling \$29.5 million, of which \$20 million will support the Port's capital programs, \$125 thousand toward the Economic Development division, and \$9.3 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$804 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 \$240 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 \$.1803 per thousand of assessed value. The levy request will provide an estimated \$7.8 million, of which \$5 million will cover the operating costs, capital spending, and debt payments of the Public Priorities and Environmental divisions. The remaining \$2.8 million will be allocated to the continued development of the Waterfront District.

### Expenses and Other Uses of Cash

Port operating expenses are budgeted at \$22 million (before inter-company transfers), which is a 10% increase from the 2021 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions as well as work on capital projects; these inter-company transfers are anticipated to be approximately \$3.5 million in 2022.

The Port is expecting to spend just over \$3.1 million to support the Economic Development, Community Connections, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup activities at the Waterfront District and other Port locations. Environmental cleanup at all locations Portwide total \$13.7 million, offset by \$9.3 million in grants, insurance, and other potentially liable parties.

Historically, the Port has issued various forms of long-term debt, and the payments for both principal and interest on this debt totals \$4.6 million in 2022.

## Tax Levy

### Types and Limits of Levies

#### Regular Tax Levy

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

#### Industrial Development District (IDD) Tax Levy

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

#### 2022 Tax Levy

Since 1994, the Port's levy rate has decreased annually. In 1994, the levy rate per thousand of valuation was \$.4459, which was just under the legal limit of \$.45. In 2022, depending upon total assessed values, the levy rate is expected to decrease again, estimated at \$.1803 per thousand. The Port will submit a levy request of approximately \$7.8 million, which is \$3.2 million less than the legal limit. The Port is requesting a 1% increase in the tax levy for existing property.

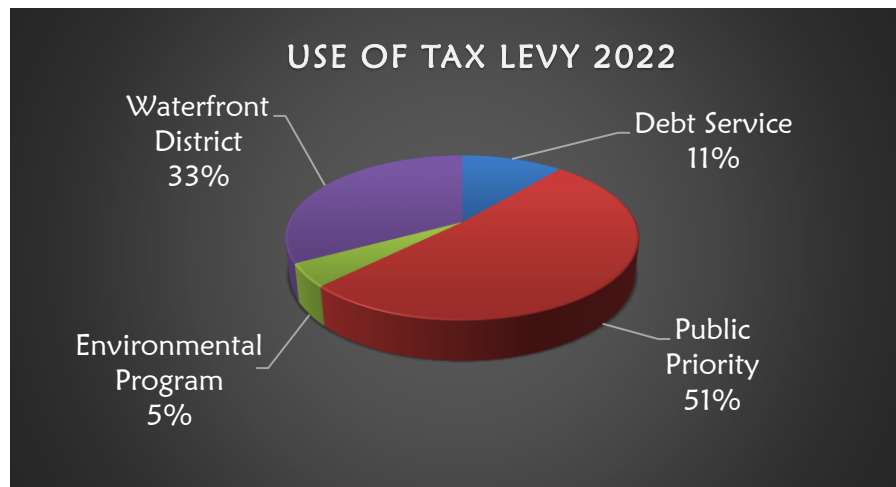


## Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs' capital projects. It is also allocated to finance new capital projects and on-going operating costs in this category, specifically Environmental, Economic Development and Public Priorities. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2022 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

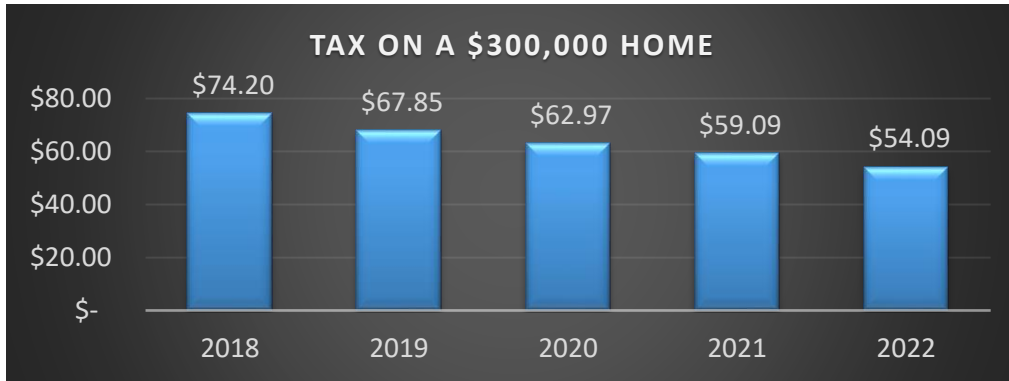
Sources:	2022	2021
General Obligation Bond Levy	\$842,400	\$843,800
Regular Levy	\$6,958,745	\$6,730,047
Total Sources of Tax Levy	\$7,801,145	\$7,573,847

Uses:	2022	2021
General Obligation Bond Payments	\$842,400	\$843,800
Environmental Program Costs	\$475,942	\$344,934
Public Priority Operating Costs	\$2,821,089	\$2,493,825
Available for Other Public Purposes	\$860,569	\$1,317,441
Waterfront District	\$2,801,145	\$2,573,847
Total Sources of Tax Levy	\$7,801,145	\$7,573,847



## Taxpayer Effect

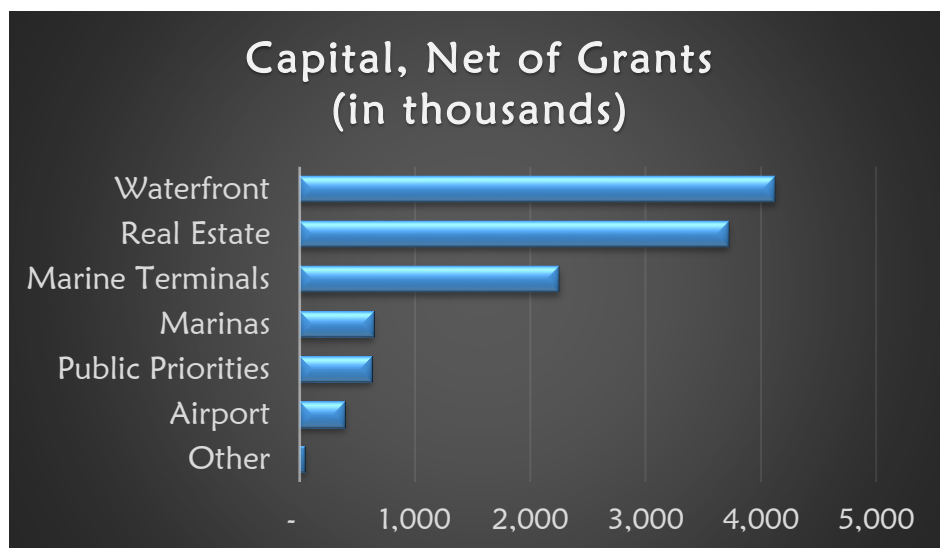
The following chart shows the effect of the change on a taxpayer with an assessed value of \$300,000, over the past five years. Estimated tax levy for the Port in 2022 is \$54.09.





## Capital Expenditures

In 2022, the Port plans to spend approximately \$28.3 million on capital projects. These costs will be partially offset by a variety of grants in the amount of \$11.8 million.



## Operating Divisions

In 2022, the largest new capital projects will occur at the Bellingham Shipping Terminal, the Bellingham International Airport, and at the Waterfront District.

The Marine Terminals has a capital budget of over \$5.9 million, offset by \$3.6 million in grants in 2022. Projects include major repairs to the main pier, dredging, structural upgrades to the rail span and stub pier at the Bellingham Shipping Terminal, as well as repairs to the harbor crane in order to place it into service. Major repairs to the steel pilings and supports will continue into 2022 at the Bellingham Cruise Terminal.

At the Marinas, the 2022 capital projects total nearly \$642 thousand. The majority of the projects will occur at the Squalicum Marina. These include projects to extend the life of floats at Gate 5, and design and permitting the inner harbor replacement. Installation of Electric Vehicle Charging Stations are expected at both Blaine and Squalicum Marinas. The retrofitting of dock lighting to LED will continue at the Blaine Marina.

The airport has budgeted over \$5.1 million in new capital projects for 2022. The three largest projects are the relocation of taxiways C, D, E, and F; the construction of a facility to house snow removal equipment; and the construction of the runway shoulders and blast pads are all 100% funded by the Federal Aviation Administration through Airport Improvement Project grants. The rehabilitation of the fuel farm, and the surveying and striping of airline gates are the other two major projects, and are not funded by grants.

The Real Estate Division is responsible for various assets around the Port, and has budgeted \$3.7 million, net of grants for 2022. The largest project is the replacement of fender piles on the MCI pier. Other projects include an assessment of the Squalicum Way bulkhead, demolition of the FMIP building #8, and the installation of a portable restroom and shower at the Community Boating Center. Various maintenance projects throughout the Port are also scheduled.

### **Public Priorities**

Capital work is planned to continue in the Public Access areas in 2022. The largest of these projects is the extension of broadband to the underserved areas in the County. Other projects include repairs to Schultz Drive and Coho Way, asphalt repair on the promenade near gates 5 and 6 at Squalicum Harbor, and phase 1 of the Marine Drive Trail.

Projects located in the Waterfront District are budgeted at nearly \$4.2 million, and are intended to continue the development of that area. These projects include improvements to the 1000 F Street warehouse, continuing to install franchise utilities, additional ground preparation of the site including stormwater management, digester tanks abatement, and development preparation of both the Boardmill and Alcohol Plant buildings. Additional interim-uses, such as expansion of the container village, are planned for a portion of the site.

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
1	101 - Aviation	001 - Av	BLI	Harman		101-752	AP - Maintain pavement - current year	175,000						175,000
2	101 - Aviation	001 - Av	BLI	Harman			AP - Maintain pavement 2022-2026 (add to 101-752)		50,000	50,000	50,000	50,000	50,000	250,000
3	101 - Aviation	001 - Av	BLI	Harman		101-833	Design: Runway Shoulders & Blast Pads	593,769						593,769
4	101 - Aviation	001 - Av	BLI	Harman			Design: Runway Shoulders & Blast Pads (FAA Grant 60)	(514,334)						(514,334)
5	101 - Aviation	001 - Av	BLI	Harman			AP - Design perimeter ground access road (2027)							-
6	101 - Aviation	001 - Av	BLI	Harman			AP - Design perimeter ground access road (2027)							-
7	101 - Aviation	001 - Av	BLI	Harman	Nicoll	101-824	AP - Rental Car QTA Facility - Design/Construction (CFC)	371,000						371,000
8	101 - Aviation	001 - Av	BLI	Harman	Keenan	101-720	AP-Remove Obstructions	90,000	20,000	20,000	20,000	20,000	20,000	190,000
9	101 - Aviation	001 - Av	BLI	Harman	Keenan	101-723	AP-Mitigate Tree Removal	120,000	10,000	10,000	10,000	10,000	10,000	170,000
10	101 - Aviation	001 - Av	BLI	Harman		101-771	AP-Conduct Environmental Study of Master Plan Projects	250,000						250,000
11	101 - Aviation	001 - Av	BLI	Harman			AP-Conduct Environmental Study of Master Plan Projects (FAA Grant)	(225,000)						(225,000)
12	101 - Aviation	001 - Av	BLI	Harman			AP - Demolish Pit Stop to construct secured airline employee parking lot						160,000	160,000
13	101 - Aviation	001 - Av	BLI	Harman		101-819	AP-30% Design Runway Safety Area	150,000						150,000
14	101 - Aviation	001 - Av	BLI	Harman			AP-30% Design Runway Safety Area (FAA Grant 56)	(135,000)						(135,000)
15	101 - Aviation	001 - Av	BLI	Harman		101-825	AP - CBP Building IT Upgrades and Generator Tie-In	207,728						207,728
16	101 - Aviation	001 - Av	BLI	Harman		101-828	AP - RSA Env/Design & land acq	910,000						910,000
17	101 - Aviation	001 - Av	BLI	Harman			AP - RSA Env/Design & land acq (FAA GRANT #57)	(819,000)						(819,000)
18	101 - Aviation	001 - Av	BLI	Harman		101-941	RSA Construction	2,716,495						2,716,495
19	101 - Aviation	001 - Av	BLI	Harman			RSA Construction (FAA Grant 60)	(2,320,887)						(2,320,887)
20	101 - Aviation	001 - Av	BLI	Harman		101-897	Design: Taxiway Reconfiguration/Demo	921,649						921,649
21	101 - Aviation	001 - Av	BLI	Harman			Design: Taxiway Reconfiguration/Demo (FAA Grant 60)	(803,215)						(803,215)

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
22	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Relocation/Demolition of TWYS C,D,E,F		2,000,000					2,000,000
23	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Relocation/Demolition of TWYS C,D,E,F (FAA Grant)		(2,000,000)					(2,000,000)
24	101 - Aviation	001 - Av	BLI	Harman			AP - Conversion of Airfield Lights to LED				2,000,000			2,000,000
25	101 - Aviation	001 - Av	BLI	Harman			AP - Conversion of Airfield Lights to LED (FAA Grant)				(2,000,000)			(2,000,000)
26	101 - Aviation	001 - Av	BLI	Harman		101-945	Apron Lights to LED	121,076						121,076
27	101 - Aviation	001 - Av	BLI	Harman			Apron Lights to LED (FAA Grant 60)	(79,819)						(79,819)
28	101 - Aviation	001 - Av	BLI	Harman			AP - Design and Construct New Jet A Fuel Farm				450,000	3,000,000		3,450,000
29	101 - Aviation	001 - Av	BLI	Gouran	Keenan	101-830	AP-Airport Wetland Mitigation Phase 1 Buffer (split ratios)	200,000						200,000
30	101 - Aviation	001 - Av	BLI	Harman		101-808	AP - Design CBP Facility Improvements	147,745						147,745
31	101 - Aviation	001 - Av	BLI	Harman			AP - Construct CBP Facility Improvements (2027)							-
32	101 - Aviation	001 - Av	BLI	Harman			AP - Construct CBP Facility Improvements (2027) - Grant contingent							-
33	101 - Aviation	001 - Av	BLI	Harman		101-946	Design: Snow Removal Building	881,929						881,929
34	101 - Aviation	001 - Av	BLI	Harman			Design: Snow Removal Building (FAA Grant 60)	(768,220)						(768,220)
35	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Snow Removal Equipment Facility		2,500,000					2,500,000
36	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Snow Removal Equipment Facility (FAA GRANT)		(2,500,000)					(2,500,000)
37	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Runway shoulders & blast pads		300,000					300,000
38	101 - Aviation	001 - Av	BLI	Harman			AP - Construct Runway shoulders & blast pads (FAA GRANT)		(300,000)					(300,000)
39	101 - Aviation	001 - Av	BLI	Harman			AP - Construct perimeter ground access road (2027)							-
40	101 - Aviation	001 - Av	BLI	Harman			AP - Construct perimeter ground access road (2027)(FAA GRANT)							-
41	101 - Aviation	001 - Av	BLI	Harman			Ap - Security system upgrade/Access Control				500,000			500,000
42	101 - Aviation	001 - Av	BLI	Harman		101-896	Taxiway Kilo Design & Construction	5,176,582						5,176,582

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
43	101 - Aviation	001 - Av	BLI	Harman			Taxiway Kilo Design & Construction (FAA Grant 60)	(4,317,840)						(4,317,840)
44	101 - Aviation	001 - Av	BLI	Harman			Landside Traffic Calming Projects						90,000	90,000
45	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Design					840,000		840,000
46	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Design (FAA Grant)					(756,000)		(756,000)
47	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Construction						10,000,000	10,000,000
48	101 - Aviation	001 - Av		Harman			AP - Runway Rehab Construction (FAA Grant)						(9,000,000)	(9,000,000)
49	101 - Aviation	001 - Av		Harman		101-985	AP-Airline Startup premises improvements	270,000						270,000
50	101 - Aviation	001 - Av		Harman			AP - Construct/Widen Runway Shoulders					2,500,000		2,500,000
51	101 - Aviation	001 - Av		Harman			AP - Construct/Widen Runway Shoulders (FAA Grant)					(2,250,000)		(2,250,000)
52	101 - Aviation	001 - Av		Harman			AP - Fuel Farm Rehab		200,000					200,000
53	101 - Aviation	001 - Av		Harman			AP - Survey & Stripe Airline Gates		115,000					115,000
54	101 - Aviation	001 - Av		Harman			AP - Environmental Review Access Road and Fencing						1,000,000	1,000,000
55	101 - Aviation	001 - Av		Harman			AP - Environmental Review Access Road and Fencing						(900,000)	(900,000)
56	105 - Marinas	004- BI	Blaine	Peterson			BH-Install Portable Pumpouts Gates 1-2 (WA State Parks Grant)	(188,789)						(188,789)
57	105 - Marinas	004- BI	Blaine	Peterson		105-947	BH - Retrofit Blaine Dock Lighting to LED (2021 - G3, 2022 - G2; 2023 - G1)	92,235	115,295	184,470				392,000
58	105 - Marinas	004- BI	Blaine	Peterson		105-672	BH-Replace Boathouse Pressure Line D&E	50,000						50,000
59	105 - Marinas	004- BI	Blaine	Peterson			BH - Replace Gate 1-A Pumpout (RCO Grant)	(11,250)						(11,250)
60	105 - Marinas	004- BI	Blaine	Peterson		105-898	BH - Replace Gate 2-I Pumpout	15,450						15,450
61	105 - Marinas	004- BI	Blaine	Peterson			BH - Replace Gate 2-I Pumpout (RCO Grant)	(11,590)						(11,590)
62	105 - Marinas	004- BI	Blaine	Peterson			BH-Construct Operations Shop/Garage on Boating Center					260,100		260,100
63	105 - Marinas	004- BI	Blaine	Peterson		105-836	BH-Purchase & Install Security Access Controls	70,000						70,000

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
64	105 - Marinas	004- BI	Blaine	Peterson		105-899	BH-Purchase Electric Utility Vehicle for Harbor Operations	14,000						14,000
65	105 - Marinas	004- BI	Blaine	Peterson		105-948	BH-Sawtooth Power, Water, and Lighting Upgrades	150,000						150,000
66	105 - Marinas	004- BI	Blaine	Peterson		105-902	BH-Gate 3 Parking Seal Coat & Striping	15,500						15,500
67	105 - Marinas	004- BI	Blaine	Peterson		105-949	BH-Gate 2 Parking Seal Coat & Striping	19,000						19,000
68	105 - Marinas	004- BI	Blaine	Peterson			BH-Gate 1 Parking Seal Coat & Striping		10,400					10,400
69	105 - Marinas	004- BI	Blaine	Peterson			BH-New loading pier (sawtooth) design & permitting					973,000		973,000
70	105 - Marinas	004- BI	Blaine	Peterson		105-950	BH-Moorage infrastructure mid-life extension projects	88,500						88,500
71	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 2 Power and Lighting Improvements					292,971		292,971
72	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 3 Power and Lighting Improvements						325,900	325,900
73	105 - Marinas	004- BI	Blaine	Peterson	Nicoll		BH - Design, Permit, Construct Marine Fuel Facility (2027)							-
74	105 - Marinas	004- BI	Blaine	Peterson	Allen/Nicoll		BH - Install EV Charging Station at G2 for Public (2027)							-
75	105 - Marinas	004- BI	Blaine	Peterson	Keenan		BH - Boat launch Roof Life Extension					69,825		69,825
76	105 - Marinas	004- BI	Blaine	Peterson	Allen/Nicoll		BH - Install EV Charging Station at G2 for Port Vehicles		61,179					61,179
77	105 - Marinas	004- BI	Blaine	Peterson			BH - G 1-3 Crack Sealing and Asphalt Repair (split with Real Estate)		47,064					47,064
78	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH - Paint Interior Harbor Office		21,800					21,800
79	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-677	SH-Replace Gate 1 Float, Ramp, and Piling	408,120						408,120
80	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH-Replace Gate 1 Float, Ramp, and Piling (RCO Grant)	(261,000)						(261,000)
81	105 - Marinas	005- Sq		Bisson			SH-Replace Gate 1 Float, Ramp, and Piling (NFWF Grant)	(87,120)						(87,120)
82	105 - Marinas	005- Sq	Sq Harbor	Birdsall		105-728	SH-Replace Security Surveillance System	17,840						17,840
83	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH - Life Extension Gt. 5, A & B floats		100,000	530,000	250,000			880,000
84	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-951	SH - Refurbish Gate 3 Restroom & Comfort Station	300,000						300,000

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
85	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH - Replace Roof Webhouse 2, 3, 4						962,500	962,500
86	105 - Marinas	005- Sq	Sq Harbor	Bisson	Allen	105-778	SH - Level Gate 3 Main Walkway	70,000						70,000
87	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-780	SH - Anchor Pressure Line Gate 3	50,000						50,000
88	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-952	SH - Replace 2 Pumpouts, Gate 8 & 9	29,500						29,500
89	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH - Replace 2 Pumpouts, Gate 8 & 9 (Grant)	(22,125)						(22,125)
90	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-842	SH-Install Security Gate at Gate 5	25,000						25,000
91	105 - Marinas	005- Sq	Sq Harbor	Bisson	Gibson	105-844	SH-Paving Alleyways Between Webblockers	240,000						240,000
92	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-846	SH-Holding Tank Condition Assessment/Repairs at Gate 3 Comfort	20,000						20,000
93	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-903	SH-Life Extension Work for GNLZ Piers	150,000						150,000
94	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-850	SH-Purchase & Install Security Access Controls	210,000						210,000
95	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-851	SH- Connect Gillnet Loading Zone to Gate 4	225,000						225,000
96	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-904	SH-Inner Harbor Life Extension Projects	490,000						490,000
97	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-953	SH-Gate 8 Parking Asphalt Repairs, Seal Coat & Striping	144,000						144,000
98	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-906	SH-Gate 5 Parking & Portion of Old Storage Yard Seal Coat & Striping	83,000						83,000
99	105 - Marinas	005- Sq	Sq Harbor	Bisson			SH-Inner Harbor Upgrades/Renovation - Analysis, Design, and Permitting		150,000	750,000	1,000,000	1,500,000	1,500,000	4,900,000
100	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-907	SH-Relocate/Rebuild Commercial Gear Storage Behind Mt Baker Plywood				1,000,000			1,000,000
101	105 - Marinas	005- Sq		Bisson			SH-Spot coat roofs & replace fasteners WH 2,3,4		50,000					50,000
102	105 - Marinas	005- Sq		Bisson		105-954	SH - Squalicum assets seal & restripe	25,000	25,000	25,000	25,000	25,000	25,000	150,000
103	105 - Marinas	005- Sq		Bisson		105-981	SH - Security Gates	175,000						175,000
104	105 - Marinas	005- Sq		Bisson	Gibson		SH - Dumpster Enclosure Improvements					66,985		66,985
105	105 - Marinas	005- Sq		Bisson	Allen		SH - Install EV Charging Station at G3 (2027)							154,739



Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
106	105 - Marinas	005- Sq		Bisson	Gibson		SH - G12 Gatehouse Improvements						350,976	350,976
107	105 - Marinas	005- Sq		Bisson	Nicoll		SH - Dredge Outer Harbor and W Entrance				1,000,000			1,000,000
108	105 - Marinas	005- Sq		Bisson	Allen		SH - Visitor Dock Pay Station Kiosk			241,083				241,083
109	105 - Marinas	005- Sq		Bisson	Allen		SH - Install EV Charging Station at Harbor Office for Port Vehicles		61,179					61,179
110	107 - RE	007 - RE	Portwide	Smith		107-732	PW-Tenant Improvements- current	349,981						349,981
111	107 - RE	007 - RE	Portwide	Smith			PW-Tenant Improvements 2022-2026		90,000	90,000	90,000	90,000	90,000	450,000
112	107 - RE	007 - RE	Bellwether	Harvey	Nicoll	107-610	BW-Replace HVAC BV Bldg 1st & partial 2nd floors	1,953,293						1,953,293
113	107 - RE	007 - RE	Portwide	Smith		107-733	PW - Short Platts, LLA & BSP's 2020-2025	162,026	25,000	25,000	25,000	25,000	25,000	287,026
114	107 - RE	007 - RE	Waterfront	Smith	Gibson	107-690	CW-Construct AAM Building - final list	597,243						597,243
115	107 - RE	007 - RE	Fairhaven	Fix		107-736	FH-Public improvements near boat launch	30,000						30,000
116	107 - RE	007 - RE	FMIP	Scott		107-737	FH-Replace Radiant Heaters FMIP 5-6	87,518						87,518
117	107 - RE	007 - RE	Waterfront	Scott/Ilahi		107-740	CW-Replace Monument Sign Hilton Ave	25,000						25,000
118	107 - RE	007 - RE	Portwide	Ilahi	Gibson	107-742	PW - Real estate assets seal & restripe	200,000	75,000	75,000	75,000	75,000	75,000	575,000
119	107 - RE	007 - RE	BLI	Carlson		107-955	Re-Roof ITB Building	406,000						406,000
120	107 - RE	007 - RE	BLI	Carlson			Re-Roof ITB Building (Tenant reimbursement)	(134,000)						(134,000)
121	107 - RE	007 - RE	Sq Harbor	Carlson	Gibson	107-853	HCB Repair and repaint exterior window sills, soffits and doors, Repaint roof (60%	245,000						245,000
122	107 - RE	007 - RE	Bellwether	Harvey	Gibson	107-854	BVC- Replace tile & partitions in 4 restrooms	20,916		125,000				145,916
123	107 - RE	007 - RE	Bellwether	Harvey	Allen	107-859	Electric Vehicle Charging Station BW Garage	23,000						23,000
124	107 - RE	007 - RE	Bellwether	Harvey	Gibson	107-860	BW-Water penetration channeling and collection system in garage	37,000	15,000					52,000
125	107 - RE	007 - RE	Sumas	Ilahi	Gibson	107-862	Re-roof office building located at 530 W Front St, Sumas	251,000						251,000
126	107 - RE	007 - RE	Blaine	Scott	Nicoll	107-863	Blaine Industrial Access improvements - Design Only	100,000						100,000



Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
127	107 - RE	007 - RE	Blaine	Scott	Nicoll	107-864	Star fish - Boundary under building scope of work design only	50,000						50,000
128	107 - RE	007 - RE	Sq Harbor	Scott	Gibson	107-865	Marina Square Paint	163,000						163,000
129	107 - RE	007 - RE	Airport	Carlson	Nicoll	107-943	Repl baseboards & carpet at Dept of Homeland Security leasehold	201,809						201,809
130	107 - RE	007 - RE	Bellwether	Harvey		107-911	Repair or replace pavers by building on Bellwether Way	42,000						42,000
131	107 - RE	007 - RE	Bellwether	Harvey		107-956	Bellwether - Repair main interior stairs	20,000						20,000
132	107 - RE	007 - RE	Bellwether	Harvey		107-916	Bellwether - New fire panel and detectors (design 2020, construction 2021)	176,500						176,500
133	107 - RE	007 - RE	Sq Harbor	Harvey			Sq. Esplanade - Stain exterior timbers			49,000				49,000
134	107 - RE	007 - RE	Bellwether	Harvey		107-917	Bayview - New fire panel and detectors (design 2020, construction 2021)	150,300						150,300
135	107 - RE	007 - RE	Bellwether	Harvey			Bellwether - Tint windows on south of building			74,500				74,500
136	107 - RE	007 - RE	Bellwether	Harvey		107-957	Bellwether - Repair exterior stairs	30,700						30,700
137	107 - RE	007 - RE	Bellwether	Harvey		107-895	Bayview - Ballroom Expansion	402,500						402,500
138	107 - RE	007 - RE	FMIP	Scott		107-918	FMIP - Repair/replace sewer pump station	49,500						49,500
139	107 - RE	007 - RE	Sumas	Ilahi		107-923	Teal Jones - Replace office windows	114,000						114,000
140	107 - RE	007 - RE	Sumas	Ilahi		107-924	Teal Jones Replace siding	114,000						114,000
141	107 - RE	007 - RE		Harvey	Rawlins	107-958	Bellwether - convert to LED in common areas	81,500						81,500
142	107 - RE	007 - RE		Harvey	Rawlins		Bellwether - convert to LED in common areas )PSE Rebate)	(5,500)						(5,500)
143	107 - RE	007 - RE		Harvey	Rawlins	107-959	Bayview - convert to LED in common areas	45,000						45,000
144	107 - RE	007 - RE		Harvey	Rawlins		Bayview - convert to LED in common areas )PSE Rebate)	(2,800)						(2,800)
145	107 - RE	007 - RE		Harvey	Gibson		Bayview - convert to water conservation			38,500				38,500
146	107 - RE	007 - RE		Harvey	Gibson	107-960	Bellwether - convert to water conservation	37,000						37,000
147	107 - RE	007 - RE		Harvey	Allen	107-961	Bellwether underground garage - repl fire suppression system (des '21, cons '22)	75,000	222,000					297,000

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
148	107 - RE	007 - RE		Carlson	Allen	107-962	Harbor Mall - reroof	430,000						430,000
149	107 - RE	007 - RE		Carlson	Gibson	107-963	Marina Square - Replace HVAC (design 2021, construction 2022)	73,000	250,000					323,000
150	107 - RE	007 - RE		Ilahi	Allen	107-964	Install automated rolling gate by FMIP 1	78,000						78,000
151	107 - RE	007 - RE		Ilahi	Allen	107-965	Install automated rolling gate by FMIP 3	73,000						73,000
152	107 - RE	007 - RE		Ilahi	Nicoll	107-966	Design & permit FMIP stormwater improvements, including site improvements	620,000						620,000
153	107 - RE	007 - RE		Scott		107-967	Blaine access & stormwater improvements. 100% design only.	400,000						400,000
154	107 - RE	007 - RE	BLI	Carlson	Rawlins		Repl DHS ITB warehouse lighting with LED fixtures		31,000					31,000
155	107 - RE	007 - RE	BLI	Carlson	Rawlins		Repl DHS ITB warehouse lighting with LED fixtures (PSE Grant)		(7,000)					(7,000)
156	107 - RE	007 - RE	HCB	Carlson	Rawlins		Loft Restaurant HVAC		62,000					62,000
157	107 - RE	007 - RE	Bellwether	Harvey	Gibson		Bayview Center utility access		98,000					98,000
158	107 - RE	007 - RE	Bellwether	Harvey	Gibson		Bayview Center Insulation		93,000					93,000
159	107 - RE	007 - RE	Bellwether	Harvey	Allen		Bellwether Patio Water Intrusion Repairs		63,000					63,000
160	107 - RE	007 - RE	FMIP	Ilahi	Gibson		Demo FMIP 8		310,000					310,000
161	107 - RE	007 - RE	Sq	Scott	Allen		Sq Way Bulkhead assessment		550,000					550,000
162	107 - RE	007 - RE	FH	Scott	Gibson		Warehouse 9 - analysis		100,000					100,000
163	107 - RE	007 - RE	FH	Hogan/Scott	Keenan		Community Boating Center Portable Shower/Restroom		268,000					268,000
164	107 - RE	007 - RE	FH	Scott	Allen		MCI Pier Fender Piles		1,400,000	687,000				2,087,000
165	107 - RE	007 - RE	SQ	Scott			BCS Fuel Station Study		75,000					75,000
166	108 - Planning	008 - Planning	HCB	McHenry/Crocheron			GIS Server		11,600					11,600
167	109 - MT	009- BCT	BCT	Warter		109-745	FH - TI - current	10,000						10,000
168	109 - MT	009- BCT	BCT	Warter			FH - TI 2022-2026		10,000	10,000	10,000	10,000	10,000	50,000

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
169	109 - MT	009-BCT	BCT	Warter			FH - Replace signage: Passenger Terminals and Boat Launch			64,000				64,000
170	109 - MT	009-BCT	BCT	Warter	Keenan	109-867	BCT Repair to steel piling & supports	2,651,401	875,000					3,526,401
171	109 - MT	009-BCT	BCT	Warter	Allen	109-968	BCT Pier Piling Project	50,000		1,953,232				2,003,232
172	109 - MT	009-BCT	BCT	Warter	Allen	109-870	FH - Install 2 Vehicle Charging Stations (BCT & LT Parking)	94,000						94,000
173	109 - MT	009-BCT	BCT	Warter		109-872	FH - BCT Solar Panels	250,000						250,000
174	109 - MT	009-BCT	BCT	Warter		109-925	BCT Under Pier Fire Sprinkler Repairs	872,223						872,223
175	109 - MT	009-BCT	BCT	Warter		109-926	BCT Generator Storage Area Roof	26,027	38,000					64,027
176	109 - MT	009-BCT	BCT	Warter	Keenan	109-969	Repl fuel lines under BCT pier (D&E 2021; Const 2022)	75,822	144,300					220,122
177	109 - MT	009-BCT	BCT	Warter	Rawlins	109-970	PA System Replacement - BCT & Fairhaven Station	55,716						55,716
178	109 - MT	009-BCT	BCT	Warter	Allen	109-971	BCT roof cap repairs	35,245						35,245
179	109 - MT	009-BCT	BCT	Warter	Hildreth		Fhvn Station Roof Coping & Wall Repairs		35,000					35,000
180	109 - MT	010 - BST	BST	Warter	Allen	109-816	ST-Repair & Upgrades to Main Pier	1,653,865						1,653,865
181	109 - MT	010 - BST	BST	Warter	Keenan	109-760	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines	200,000		2,100,000				2,300,000
182	109 - MT	010 - BST		Warter	Keenan		ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines GRANT CONTINGENT			(1,575,000)				(1,575,000)
183	109 - MT	010 - BST	BST	Warter		109-928	ST - Condition Survey (5 year cycle)					120,000		120,000
184	109 - MT	010 - BST	BST	Warter	Allen	109-873	ST-Replace Fire Suppression System WH 1-2	430,000						430,000
185	109 - MT	010 - BST	BST	Clark	Keenan	109-874	ST - Provide High Speed Internet to 625 Cornwall & Warehouse #2	24,527	85,500					110,027
186	109 - MT	010 - BST	BST	Warter		109-980	BST Main Pier Repairs - Phase III	5,036,379	2,382,095	572,883		1,098,080		9,089,437
187	109 - MT	010 - BST		Warter			McAmis damage to deck		619,635					619,635
188	109 - MT	010 - BST		Warter			McAmis payment for damage		(619,635)					(619,635)
189	109 - MT	010 - BST	BST	Clark			BST - Pier Dredging - CONTINGENT ON GRANT	3,800,000	382,600					4,182,600

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
190	109 - MT	010 - BST	BST	Clark			Dept. of Transportation - PIDP Grant (applied toward BST main pier repairs	(3,800,000)	(3,054,770)					(6,854,770)
191	109 - MT	010 - BST	BST	Clark			Structural Upgrades to Rail Span & Stub Pier CONTINGENT ON GRANT	4,793,453	1,107,661					5,901,114
192	109 - MT	010 - BST	BST	Clark			Dept. of Transportation - PIDP Grant: Rail Span & Stub Pier	(4,141,000)						(4,141,000)
193	109 - MT	010 - BST		Clark		109-984	Purchase LHM 420 Crane	994,515						994,515
194	109 - MT	010 - BST		Warter	Allen		BST Portable Barge Ramp			1,703,000				1,703,000
195	109 - MT	010 - BST		Warter			BST Portable Barge Ramp - MARAD 75% Grant			(1,277,250)				(1,277,250)
196	109 - MT	010 - BST		Warter	Allen		BST Crane Pad			5,518,857				5,518,857
197	109 - MT	010 - BST		Warter			BST Crane Pad - MARAD 75% Grant			(4,139,143)				(4,139,143)
198	109 - MT	010 - BST		Warter			BST - Mobile Harbor Crane Service & Repairs		245,319					245,319
199	110 - Fac	018- Maint	Maint	Hildreth		110-972	Maintenance shop parking - seal coat/repair	25,000						25,000
200	110 - Fac	018- Maint	Portwide	Hildreth			Purchase vaccum recovery unit for pressure washing		20,000					20,000
201	111 - Admin	113-IS	Portwide	Crocheron		111-930	PW - Voicemail system	15,000						15,000
202	111 - Admin	113-IS	Admin	Crocheron		111-931	Phone system/phones replacement - Admin Bldg	30,000						30,000
203	111 - Admin	113-IS	Sq Harbor	Crocheron		111-931	Phone system/phones replacement - Squalicum	16,000						16,000
204	111 - Admin	113-IS	Blaine	Crocheron		111-931	Phone system/phones replacement - Blaine	16,000						16,000
205	111 - Admin	113-IS	Maint	Crocheron			Phone system/phones replacement - Maintenance		16,000					16,000
206	111 - Admin	113-IS	BLI	Crocheron			Phone system/phones replacement - BLI (Customs)				16,000			16,000
207	111 - Admin	113-IS	BLI	Crocheron			Phone system replacement - ARFF (2024)			16,000				16,000
208	111 - Admin	113-IS	BLI	Crocheron			Phone system replacement - BLI (2029)			16,000				16,000
209	213- Env	030- Env		Baumgarten		213-549	Little Squalicum Beach Restoration	1,500,000						1,500,000
210	213- Env	030- Env		Baumgarten			Little Squalicum Beach Restoration (100% DOE Grant)	(1,500,000)						(1,500,000)

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
211	215 - BWAS	031- BWAS	Waterfront	McHenry		215-566	Short Plats, LLA & BSP's	119,995						119,995
212	215 - BWAS	031- BWAS	Waterfront	Smith		215-567	WF - Appraisals	94,418	25,000	25,000	25,000	25,000	25,000	219,418
213	215 - BWAS	031- BWAS	Waterfront	Gouran/DeSimone		215-973	WF - Design & Engineering Visitor Moorage	227,000						227,000
214	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-630	WF-Condition Survey Wharf GP	142,982						142,982
215	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-803	WF - GP Wharf Improvements/Safety	200,000						200,000
216	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-699	WF-Prep Site	640,000	500,000	150,000	100,000	100,000	100,000	1,590,000
217	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-700	WF-Install Public Safety Elements	677,000	(350,000)	50,000				377,000
218	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-764	WF-Franchise Utilities	2,357,849						2,357,849
219	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-765	WF-District Utilies ECO	1,817,173	(200,000)					1,617,173
220	215 - BWAS	031- BWAS	Waterfront	Scott	Nicoll	215-804	CW - 801 Roeder Ave Improvements	150,000						150,000
221	215 - BWAS	031- BWAS	Waterfront	Howard	Allen	215-805	WF - GP Dockside Pump Replacement & ASB Outfall Repair	190,000						190,000
222	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-878	CW - Demo Compressor Bldg	350,000	150,000					500,000
223	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-880	CW-Land Use Programming ASB	150,000	75,000	50,000				275,000
224	215 - BWAS	031- BWAS	Waterfront	Gouran	Keenan	215-932	WF-Tile Tank Repair (\$80k Design, \$600k Construction)	680,000						680,000
225	215 - BWAS	031- BWAS		Gouran	Keenan		WF-Tile Tank Repair (COB cost share)			(300,000)				(300,000)
226	215 - BWAS	031- BWAS	Waterfront	Hogan	Keenan	215-933	WF-Maintenance of District Energy Infrastructure	90,000						90,000
227	215 - BWAS	031- BWAS	Waterfront	McHenry		215-934	WF-900 Cornwall Ave Construct Curb Cut	54,000						54,000
228	215 - BWAS	031- BWAS	Waterfront	Gouran		215-935	WF-Community Outreach Interim Uses	460,000	350,000	50,000				860,000
229	215 - BWAS	031- BWAS	Waterfront	Ilahi		215-882	WF- Tenant Improvements	150,000	75,000	75,000	75,000	75,000	75,000	525,000
230	215 - BWAS	031- BWAS	Waterfront	Gouran		215-875	WF - Plan Healthy Housing Project at Lignin Site	200,000						200,000
231	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Plan Healthy Housing Project at Lignin Site (Grant)	(200,000)						(200,000)

Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
232	215 - BWAS	031- BWAS		Ilahi		215-974	CW-F St WH replace 77 skylights and other repairs	113,500						113,500
233	215 - BWAS	031- BWAS		Hogan		215-879	WF - Pump Track/Interim Use	75,000	75,000					150,000
234	215 - BWAS	031- BWAS		Scott	Nicoll		CW - C St Ph 2, incl subgrade improvements	933,029						933,029
235	215 - BWAS	031- BWAS		Scott/Warter		215-975	CW-C St Phase III Design	137,500						137,500
236	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan	215-976	WF-GP Dock stormwater pipe hanger repairs	77,700						77,700
237	215 - BWAS	031- BWAS	Waterfront	Nicoll		215-982	WF - Peter Paulsen Stage	75,739						75,739
238	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Interior Block Development Plan		25,000					25,000
239	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Western Crossing/Log Pond Traffic Study/Urban Plan		75,000					75,000
240	215 - BWAS	031- BWAS	Waterfront	Hogan			WF - Master Plan Exhibit		10,000					10,000
241	215 - BWAS	031- BWAS	Waterfront	Clark			WF - Purchase Rail Plans		15,000					15,000
242	215 - BWAS	031- BWAS	Waterfront	Smith	Keenan		WF - Alcohol Plant Development Prep		200,000					200,000
243	215 - BWAS	031- BWAS	Waterfront	Smith	Keenan		WF - Boardmill Bldg Development Prep		200,000					200,000
244	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Stormwater Mgmt Master Plan, Design, Permitting		200,000	300,000				500,000
245	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan		WF - Digester Tanks Abatement		250,000					250,000
246	215 - BWAS	031- BWAS	Waterfront	Gouran	Keenan		WF - Lignin Site Stormwater Connection		80,000					80,000
247	215 - BWAS	031- BWAS	Waterfront	Nicoll	Keenan		WF - Franchise utilities Phases 4 & 5		900,000					900,000
248	215 - BWAS	031- BWAS	Waterfront	Ilahi	Keenan		CW - 1000 F St Fire Suppression Conversion and other improvements		1,400,000					1,400,000
249	215 - BWAS	031- BWAS	Waterfront	Ilahi	Keenan		CW - 1000 F St Fire Line Repair		70,000					70,000
250	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-987	CW - C St Soil Berm Removal	200,000						200,000
251	216-Ec Dev	032-Ec Dev	County Wide	Stark		216-936	Rural Broadband - Construction	2,038,196	8,000,000					10,038,196
252	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (EDI GRANT)	(750,000)	(2,000,000)					(2,750,000)



Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
253	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB Loan)	(584,391)						(584,391)
254	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB GRANT)	(584,390)	(2,000,000)					(2,584,390)
255	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (ARPA GRANT)		(2,000,000)					(2,000,000)
256	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (PUBLIC WORKS BOARD)		(2,000,000)					(2,000,000)
257	220 - Pub	034 - Open	Sq Harbor	Fix	Nicoll	220-813	Design & Const. Fisherman's Pavilion	2,500,000						2,500,000
258	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-937	Repair/Replace asphalt promenade gate 5 thru gate 6	500,000	150,000					650,000
259	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-884	Repair/recoat promenade light pole bases	35,000						35,000
260	220 - Pub	034 - Open	Sq Harbor	Bisson		220-885	Zuanich Point Park interpretive signs	12,000						12,000
261	220 - Pub	034 - Open	Blaine	Peterson	Hildreth	220-887	Blaine Trail interpretive signs	17,000						17,000
262	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-889	Harbor center boardwalk replacement	200,000						200,000
263	220 - Pub	034 - Open	Fairhaven	Hildreth		220-890	Kayak washdown facility	52,150						52,150
264	220 - Pub	034 - Open	BLI	Baumgarten			Marine Drive Trail Phase 1		65,000					65,000
265	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-977	Paint Squalicum Boathouse Exterior/Repair siding	107,000						107,000
266	220 - Pub	034 - Open	BCT	Hogan	Nicoll	220-978	Hand Launch Vessel Dock - Fairhaven	350,000		1,541,837				1,891,837
267	220 - Pub	034 - Open	BCT	Warter	Nicoll		Hand Launch Vessel Dock - Fairhaven (RCO/ALEA Grant)	(350,000)		(150,000)				(500,000)
268	220 - Pub	034 - Open	Portwide	Hildreth			Purchase heavy duty dump truck trailer for Grounds		18,000					18,000
269	220 - Pub	034 - Open	Blaine	Peterson	Allen		BH - Install Self-Pay Station at Boat Launch (split with Marinas)				86,193			86,193
270	220 - Pub	034 - Open	Blaine	Peterson	Chapman		BH - Seal/Repair Asphalt at Boat Launch Parking (split with Marinas)			54,127				54,127
271	220 - Pub	034 - Open	Blaine	Peterson	Chapman		BH - Repl walkway at Boat Launch Restroom (split with Marinas)			39,372				39,372
272	220 - Pub	036 - M&E		Wiley			Tables for Squalicum Boathouse and BCT		14,000					14,000
273	220 - Pub	040 - MLC	Squalicum	DeSimone			MLC New canvas roof		40,000					40,000



Line #	Division	Program	Location	Sponsor	Engineer	Project #	Description	through 2021	2022	2023	2024	2025	2026	TOTAL BUDGET
274	228-Infr	046 - Infra	Waterfront	Ilahi	Gibson	228-640	CW-Fit-up Float & I&J Waterway	1,251,000						1,251,000
275	228-Infr	046 - Infra	Blaine			228-704	BH-Repair Bulkheads (incl D&E, Permit & Construction)	2,575,000						2,575,000
276	228-Infr	046 - Infra	Bellwether	Nicoll	Nicoll	228-808	BW-Repair Bellwether Way crosswalk	35,000						35,000
277	228-Infr	046 - Infra	Sq Harbor		Nicoll	228-809	SH-Paving Btwn Harbor Mall & Seaview N	21,000						21,000
278	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-810	RR Crossing - Harris Ave	650,000						650,000
279	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan		RR Crossing - Harris Ave (Wa State DOT Grant)	(315,000)						(315,000)
280	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-811	RR Crossing - AK Ferry, by boat launch	1,700,000						1,700,000
281	228-Infr	046 - Infra	Waterfront	Ilahi	Gibson	228-891	Hilton Ave Improvements	375,000						375,000
282	228-Infr	046 - Infra	Sq Harbor	Nicoll	Nicoll	228-939	Repave N. Harbor Loop Drive	250,000						250,000
283	228-Infr	046 - Infra	Bellwether	Nicoll	Nicoll	228-940	Add bike lanes to Bellwether Way	45,000						45,000
284	228-Infr	046 - Infra		Nicoll		228-979	Programmatic Federal Shoreline Permitting	300,000						300,000
285	228-Infr	046 - Infra		Nicoll		228-983	Sq area misc paving repairs	50,000						50,000
286	228-Infr	046 - Infra		Nicoll		228-986	Repair Squalicum Harbor Bulkhead	100,000			600,000			700,000
287	228-Infr	046 - Infra		Nicoll			Schultz Drive grind and overlay		120,000					120,000
288	228-Infr	046 - Infra		Nicoll			Coho Way grind and overlay		95,000					95,000
289	228-Infr	046 - Infra		Hogan			Port Contribution to Meridian/Birchwood Roundabout.			75,000	75,000			150,000
290	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
291	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
292	228-Infr	046 - Infra	Portwide				Infrastructure capital improvements (to be determined)	165,000	100,000	100,000	100,000	100,000	100,000	665,000

## Equipment Replacement

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

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

In 2022, the Port's asset replacement schedule is budgeted at approximately \$610 thousand, and consists mainly of computer equipment, vehicles and shop equipment.

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

## Equipment Replacement - 2022

## Acquisition Cost

## Replacement Cost

**101**

<b>65643-1</b>		
2011 Ford F150 4X4 - White		
<b>BLI</b>	28,885.01	50,000.00
<b>95588-1</b>		
Dell OptiPlex 7050 MT - SecARFF		
<b>Sec ARFF Client 1</b>	1,532.56	1,975.00
<b>95589-1</b>		
Dell PowerEdge R730-BLI Lenel Sec Server		
<b>BLI Lenel Sec Server</b>	9,841.13	10,000.00
<b>95590-1</b>		
Dell PowerEdge R730 - BLI Sec DVR SRV		
<b>BLI Lenel Sec DVR Sr</b>	6,618.95	8,000.00
<b>95590-2</b>		
PowerVault MD3420 BLI Lenel Sec Array		
<b>BLI Lenel Sec DVR Ar</b>	11,321.95	14,000.00
<b>95591-1</b>		
Dell PowerEdge R730 - BLI Sec DVR SRV		
<b>BLI Lenel Sec DVR Se</b>	6,618.95	8,000.00
<b>95591-2</b>		
Dell PowerVault MD3420-BLI Lenel Sec Arr		
<b>BLI Lenel Sec Array</b>	11,321.95	14,000.00
<b>101 Total</b>		<b>105,975.00</b>

Equipment Replacement - 2022	Acquisition Cost	Replacement Cost
<b>105</b>		
<b>41943-1</b>		
Ss-1 Bill Changer, G #12		
	2,685.88	4,000.00
<b>44426-1</b>		
Tuff Boat 18' w/ 90hp Honda outboard		
	26,988.32	42,000.00
<b>44461-1</b>		
Honda Outboard Motor		
<b>on Orca 44405</b>		
	15,669.69	21,000.00
<b>65146-1</b>		
1998 Tiger Tow Motor		
	24,423.59	49,000.00
<b>65613-1</b>		
2002 Chevy Silverado, Blue		
	19,307.29	50,000.00
<b>65617-1</b>		
Chevy Silverado Ext Cab 4X2		
	17,368.29	50,000.00
<b>70001-1</b>		
Oil Recycle Depot		
	4,745.41	6,000.00
<b>70115-1</b>		
Sewage pumpout for G2		
	17,681.81	24,000.00
<b>70123-1</b>		
G1 Sewage Pumpout		
	16,804.81	11,000.00
<b>93050-1</b>		
Radio Repeater		
	3,297.11	5,000.00
<b>93051-1</b>		
Radio Repeater		
	4,125.94	4,200.00
<b>95572-1</b>		

Equipment Replacement - 2022	Acquisition Cost	Replacement Cost
OptiPlex 7050 - SqSideCounter		
<b>Sq Side Counter</b>	1,655.89	1,975.00
<b>95573-1</b>		
OptiPlex 7050 - Bisson		
<b>Bisson</b>	1,655.88	1,975.00
<b>95574-1</b>		
OptiPlex 7050 - Smith		
<b>Smith</b>	1,655.88	1,975.00
<b>95575-1</b>		
OptiPlex 7050 - Hegeberg		
<b>Hegeberg</b>	1,655.88	1,975.00
<b>95581-1</b>		
OptiPlex 7050 - Montoure		
<b>Montoure</b>	1,525.99	1,975.00
<b>95582-1</b>		
OptiPlex 7050 - Blaine Side Counter		
<b>Blaine Side Counter</b>	1,525.99	1,975.00
<b>95587-1</b>		
Dell Latitude 5480 - Taft		
<b>Taft</b>	2,552.50	2,300.00
<b>105 Total</b>		<b>280,350.00</b>
<b>109</b>		
<b>95577-1</b>		
Latitude E7470 - Clark		
<b>Clark</b>	2,835.08	2,300.00
<b>95592-1</b>		
Dell PowerEdge R730 - BCT Lenel Sec Serv		
<b>BCT Lenel Sec DRV Se</b>	6,618.97	8,500.00
<b>95592-2</b>		
Dell PowerVault MD3420-BCT Lenel Sec Ser		
	9,075.70	12,000.00
<b>109 Total</b>		<b>22,800.00</b>

Equipment Replacement - 2022	Acquisition Cost	Replacement Cost
<b>110</b>		
<b>41434-1</b>		
Metal Cutter,Plasmarc Linde		
	3,864.63	11,000.00
<b>44407-1</b>		
Workboat / Motor		
	7,912.90	65,000.00
<b>44407-2</b>		
25 Hp Honda Outboard Motor		
	3,081.54	23,000.00
<b>45202-1</b>		
Landscape Trailer		
	4,805.14	18,000.00
<b>95568-1</b>		
OptiPlex 7040 - Rawlings		
<b>Rawlings</b>	1,736.57	1,975.00
<b>95570-1</b>		
OptiPlex 7040 - Spencer		
<b>Spencer</b>	1,382.02	1,975.00
<b>95576-1</b>		
Precision 5810 - Chapman		
<b>Myers</b>	2,643.11	2,700.00
<b>95586-1</b>		
Dell OptiPlex 7050 - Hildreth		
<b>Hildreth</b>	1,556.17	1,975.00
<b>95593-1</b>		
Dell Precision 5810 - Keenan		
<b>Keenan</b>	3,166.12	2,700.00
<b>110 Total</b>		<b>128,325.00</b>

Equipment Replacement - 2022	Acquisition Cost	Replacement Cost
<b>111</b>		
<b>90056-1</b>		
10 Conference Chairs, Chuck Rm		
	5,002.55	5,002.00
<b>95544-1</b>		
Dell Sonic Wall 4600		
<b>POB Firewall</b>	8,615.11	9,000.00
<b>95578-1</b>		
PowerEdge R430 - IT Server		
<b>IT Server</b>	4,347.74	4,375.00
<b>95596-1</b>		
Dell PowerEdge R730 - Exchange Server		
<b>Exchange Server</b>	25,672.68	25,000.00
<b>95614-1</b>		
Optiplex 7050 Axis Cam Serv & Synology R		
<b>Axis Cam Srv/Synolog</b>	2,208.70	4,200.00
<b>111 Total</b>		<b>47,577.00</b>
<b>114</b>		
<b>95571-1</b>		
Optiplex 7040 - Fix		
<b>Fix</b>	1,889.73	1,975.00
<b>95580-1</b>		
Optiplex 7050 - McClain		
<b>McClain</b>	1,504.80	1,975.00
<b>114 Total</b>		<b>3,950.00</b>



Equipment Replacement - 2022	Acquisition Cost	Replacement Cost
<b>220</b>		
<b>95569-1</b>		
Optiplex 7040 - BLI Archives		
BLI Archives	1,382.02	1,400.00
<b>95579-1</b>		
OptiPlex 7050 - Vincent		
Vincent	1,504.80	1,975.00
<b>95598-1</b>		
Dell PowerEdge R330 -Laserfiche Web Serv		
LaserFiche Web Serve	3,568.79	4,000.00
<b>220 Total</b>		<b>7,375.00</b>
<b>Grand Total</b>		<b>\$ 596,352.00</b>

Unexpected/Emergency Purchases/Replacements	10,000.00
Marine Life Center Laptop	1,400.00
Nooksack Conference Room PC/TV/peripherals	2,500.00
	<b>\$ 610,252.00</b>

## Aviation



### Description of Services

Bellingham International Airport (BLI) is a Federal Aviation Administration (FAA) Regulation Part 139 primary non-hub commercial air service airport with daily originating direct and connecting flights to destinations throughout the United States and abroad. BLI is located approximately 100 miles north of Seattle and 40 miles south of Vancouver, Canada. Service at BLI has historically been provided by Low Cost Carriers (LCC) to leisure destinations and regional/commuter carriers. Allegiant Travel Company and Alaska Air Group with commuter service by Horizon Airlines to SEA provided a majority scheduled service in 2021. Southwest Airlines a low-cost legacy carrier has announced three daily flights beginning in November 2021 with two to Oakland and one to Las Vegas. A small portion of enplanements are also served by San Juan Air, an air-taxi operator and charter carriers.

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

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

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

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

Additionally, there is 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 facility, three flight schools, two avionics repair facilities, 23 corporate hangars, and seven T-hangar units (124 total hangars), as well as 69 aircraft tie-down spaces. A private company provides FBO services including fueling. Aviation 100LL gasoline and Jet A fuel are both available at the Airport. The existing fuel farm and self-serve tanks, owned by the Port and operated by the FBO, have a storage capacity of 124,000 gallons. General Aviation and corporate business aviation activities enhance tourism, business, and transportation to Whatcom County and the region.

## Physical Assets



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

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

## 2022 Objectives

1. Continue efficiencies implemented to manage costs through the COVID-19 pandemic.
2. Retain, recover, and restore airline service.
3. Complete the design for FAA funded projects in anticipation of passage of the Infrastructure Bill to fully fund shovel ready projects.
4. Identify new aeronautical and non-aeronautical revenue sources.
5. Market the Air Service Incentive Program for new service routes for service to Denver, Hawaii, Chicago, Dallas, Albuquerque, Reno, and leisure markets in Mexico.
6. Manage operating and capital expenses due to pandemic-related slowed recovery in passenger demand.

## The Operating Budget

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

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$3,437,261	\$3,728,377	\$4,132,777
Operating Expenses	\$4,320,957	\$5,033,010	\$6,048,071
Net	(\$883,696)	(\$1,304,353)	(\$1,915,294)



## 2022 New Major Capital Items



### Taxiways C, D, E, F

- Demolition and relocation of taxiways
- Funded with 100% Federal Aviation Administration Grant

\$2,000,000



### Snow Removal Equipment Facility

- Construct facility to house snow removal equipment
- Funded with 100% Federal Aviation Administration Grant

\$2,500,000



### Blast Pads

- Construct runway blast pads at both ends of runway
- Funded with 100% Federal Aviation Administration Grant

\$300,000



### Fuel Farm

- Rehabilitate existing fuel farm

\$200,000

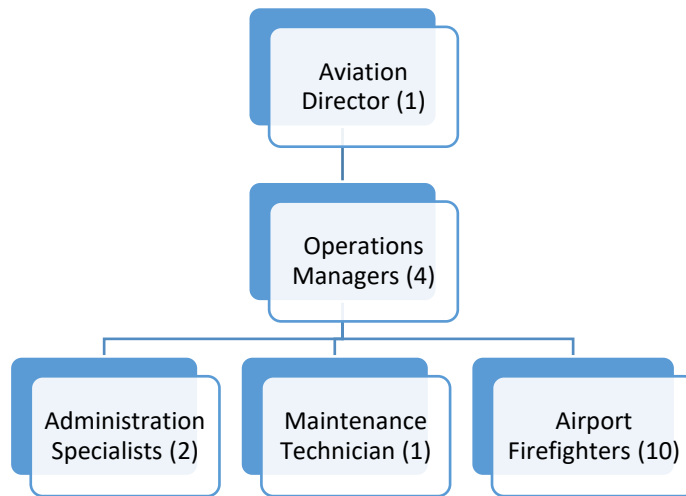


### Gates

- Survey and stripe airline gates

\$200,000

## Staffing



The airport currently employs 10 full-time Airport Firefighters who staff the Aircraft Rescue Fire Fighting (ARFF) station, performing safety and security duties, and maintain runways, taxiways, and terminals in compliance with the FAA and the Transportation Security Administration (TSA) standards. Should a change in ARFF Index occur from a B to a C, the number of Airport Firefighters would grow to 14.



## Aviation

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Space/Land Rental	1-101-001-6305-0000	325,196	338,299	353,522	369,431	389,750	411,186	Former WANG SITE dev. Alpha Airpark
Fuel Flowage Commercial	1-101-001-6353-0000	80,781	96,540	100,884	105,424	111,222	117,340	Airline Service post pandemic recovery
External Revenue Transfer	1-101-001-6356-0000	49,680	71,000	74,195	77,534	81,798	86,297	
Miscellaneous Revenue	1-101-001-6360-0000	47,000	47,500	49,638	51,871	54,724	57,734	
Security SIDA violation	1-101-001-6362-0000	200	200	209	218	230	243	
Employee Parking Permits	1-101-001-6363-0000	12,000	14,000	14,630	15,288	16,129	17,016	
Airline Landing Fees	1-101-001-6410-0000	235,287	240,000	250,800	262,086	276,501	291,708	Airline Service post pandemic recovery
Based Aircraft RON Parking	1-101-001-6415-0000	29,160	31,000	32,395	33,853	35,715	37,679	
Airline Passenger Fees	1-101-001-6420-0000	600,000	500,000	522,500	546,013	576,043	607,726	Airline Demand post pandemic recovery
Concession Fees	1-101-001-6440-0000	200,000	400,000	418,000	436,810	460,835	486,180	Airline Demand post pandemic recovery
Additional Revenue	1-101-001-6445-0000	63,615	61,000	63,745	66,614	70,277	74,143	
Advertising Program Revenue	1-101-001-6450-0000	12,000	5,000	5,225	5,460	5,760	6,077	
Parking Fees	1-101-001-6455-0000	1,332,000	1,489,000	1,556,005	1,626,025	1,715,457	1,809,807	Airline Demand post pandemic recovery
Space and Land Rental - GA	1-101-001-6460-0000	646,208	689,538	720,567	752,993	794,407	838,100	Former WANG SITE dev. Alpha Airpark
Fuel Flowage Fees - GA	1-101-001-6461-0000	29,950	70,000	73,150	76,442	80,646	85,082	Former WANG SITE dev. Alpha Airpark
Miscellaneous Revenue - GA	1-101-001-6462-0000	3,500	6,200	6,479	6,771	7,143	7,536	
Additional Revenue - GA	1-101-001-6463-0000	4,300	9,000	9,405	9,828	10,369	10,939	
Aircraft Tie Down Fees - GA	1-101-001-6464-0000	11,000	20,000	20,900	21,841	23,042	24,309	
Transient Landing/Parking - GA	1-101-001-6465-0000	46,000	44,000	45,980	48,049	50,692	53,480	
Derelict Aircraft Fine GA	1-101-001-6466-0000	500	500	500	500	500	500	
<b>Operating Revenue</b>		<b>3,728,377</b>	<b>4,132,777</b>	<b>4,318,729</b>	<b>4,513,050</b>	<b>4,761,240</b>	<b>5,023,081</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-101-001-7001-0000	1,221,200	1,848,832	1,904,297	1,961,426	2,020,269	2,080,877	
Salaries/Benefits Recovered	1-101-001-7002-0000	65,163	72,248	74,415	76,648	78,947	81,316	
Employee Benefits	1-101-001-7003-0000	528,244	861,269	887,107	913,720	941,132	969,366	
Employee Training/Development	1-101-001-7006-0000	38,000	32,000	32,960	33,949	34,967	36,016	

## Aviation

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Travel	1-101-001-7050-0000	20,000	25,000	25,750	26,523	27,318	28,138	
Natural Gas	1-101-001-7101-0000	30,032	37,191	38,307	39,456	40,640	41,859	
Water	1-101-001-7102-0000	88,640	35,000	36,050	37,132	38,245	39,393	
Electricity	1-101-001-7103-0000	230,965	229,116	235,989	243,069	250,361	257,872	
Gasoline/Diesel	1-101-001-7104-0000	31,796	31,500	32,445	33,418	34,421	35,454	
Gasoline/Diesel (Resold)	1-101-001-7105-0000	(17,276)	(21,400)	(22,042)	(22,703)	(23,384)	(24,086)	
Electricity Resale	1-101-001-7110-0000	12,500	5,800	5,974	6,153	6,338	6,528	
Electricity Resold (Contra)	1-101-001-7111-0000	(11,907)	(4,800)	(4,944)	(5,092)	(5,245)	(5,402)	
Garbage	1-101-001-7114-0000	31,217	40,800	42,024	43,285	44,583	45,921	
Telephone/Communication	1-101-001-7115-0000	27,467	32,800	33,784	34,798	35,841	36,917	
Equipment Rental	1-101-001-7203-0000	2,000	2,700	2,781	2,864	2,950	3,039	
Small Tools/Equipment	1-101-001-7204-0000	2,000	1,200	1,236	1,273	1,311	1,351	
Operating Supplies	1-101-001-7205-0000	50,000	80,000	82,400	84,872	87,418	90,041	
Office Supplies	1-101-001-7207-0000	1,500	1,400	1,442	1,485	1,530	1,576	
Signage	1-101-001-7208-0000	450	400	412	424	437	450	
Postage	1-101-001-7210-0000	322	400	412	424	437	450	
Janitorial	1-101-001-7211-0000	357,176	378,928	390,296	402,005	414,065	426,487	
Subscriptions	1-101-001-7213-0000	3,200	3,400	3,502	3,607	3,715	3,827	
Legal Expense	1-101-001-7301-0000	5,000	4,000	4,120	4,244	4,371	4,502	
Membership Dues/Fees	1-101-001-7303-0000	8,000	11,350	11,691	12,041	12,402	12,775	
Parking Services	1-101-001-7305-0000	501,865	520,000	535,600	551,668	568,218	585,265	Restored staffing for post pandemic services
Security	1-101-001-7306-0000	500	500	515	530	546	563	
External Operational Expense - LEO	1-101-001-7307-0000	250,000	308,000	317,240	326,757	336,560	346,657	Airline schedule requiring 12-14 hr. coverage
Outside Services	1-101-001-7308-0000	150,000	160,000	164,800	169,744	174,836	180,081	
Interfund Transfer	1-101-001-7312-0000	1,500	253	261	268	276	285	
Advertising/Promotion	1-101-001-7313-0000	50,000	12,000	12,360	12,731	13,113	13,506	
Promotional Hosting	1-101-001-7316-0000	500	15,000	15,450	15,914	16,391	16,883	
Incidental Meeting Expense	1-101-001-7317-0000	200	500	515	530	546	563	
General Aviation Services	1-101-001-7318-0000	14,000	19,000	19,570	20,157	20,762	21,385	
Air Service Development/Marketing	1-101-001-7320-0000	490,000	450,000	-	-	-	-	New airlines(s) incentives
Insurance/Claims	1-101-001-7401-0000	331,255	318,000	327,540	337,366	347,487	357,912	Airline demand post pandemic recovery

## Aviation

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Taxes	1-101-001-7402-0000	26,500	29,000	29,870	30,766	31,689	32,640	
Environmental Costs	1-101-001-7403-0000	15,000	15,000	15,450	15,914	16,391	16,883	
Uncollectible Revenue	1-101-001-7405-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Miscellaneous	1-101-001-7406-0000	3,000	3,000	3,090	3,183	3,278	3,377	
Repair/Maintenance	1-101-001-7501-0000	310,000	273,557	281,764	290,217	298,923	307,891	Restoring downturn cutbacks
Groundskeeping	1-101-001-7502-0000	85,000	85,127	87,681	90,311	93,021	95,811	
Preventative Maintenance	1-101-001-7503-0000	70,000	110,000	113,300	116,699	120,200	123,806	New automated system
Equipment	1-101-001-7504-0000	3,000	15,000	15,450	15,914	16,391	16,883	
<b>Operating Expense</b>		<b>5,033,010</b>	<b>6,048,071</b>	<b>5,766,013</b>	<b>5,938,994</b>	<b>6,117,163</b>	<b>6,300,678</b>	
<b>Aviation Net Income (Loss)</b>		<b>(1,304,633)</b>	<b>(1,915,294)</b>	<b>(1,447,284)</b>	<b>(1,425,944)</b>	<b>(1,355,923)</b>	<b>(1,277,597)</b>	

## Marinas



### Description of Services

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

### Physical Assets

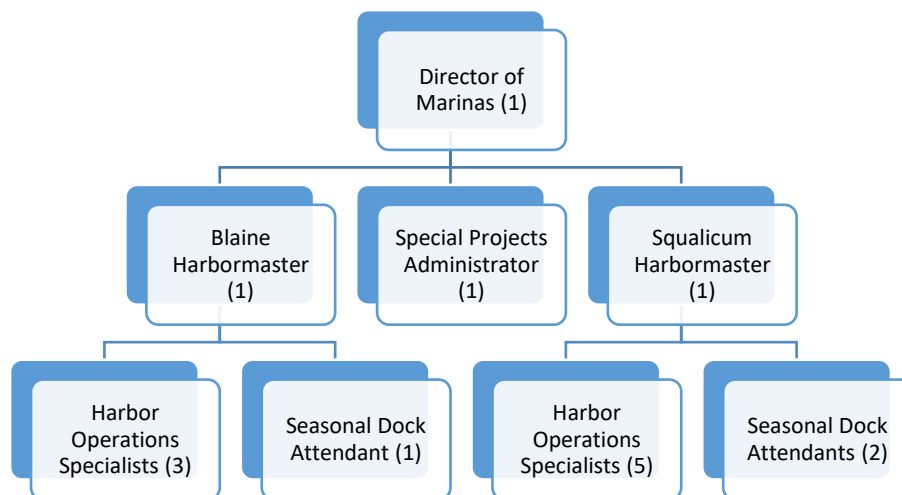
At Blaine and Squalicum Harbors combined, the Port maintains 2,015 permanent moorage slips for recreational, commercial fishing, and charter vessels. In addition, there is \$1,800 lineal feet of visitor moorage, three piers for transferring commercial fishing gear, 248 web lockers for gear storage, dedicated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

### 2022 Objectives

1. Continue working to improve the safety and security of the marinas. This will include continued customer outreach, including Marine Advisory Committee and newsletter columns intended to educate and encourage safe behavior in the facilities.
2. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
3. Complete the scheduled review of the moorage rate model and ensure the rate structure adequately covers future moorage infrastructure replacement at both harbors.
4. Monitor moorage demand and occupancy with recreational boating and commercial fishing communities, and continue marketing and outreach efforts to maximize occupancy.

5. Promote environmental stewardship and Best Management Practices to customers, tenants, and harbor users through newsletter columns, educational displays, and other forms of customer outreach.
6. Continue the development of long-term plan to replace aging moorage infrastructure with a focus on the inner basin at Squalicum Harbor that includes implementing life extension projects.
7. 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.

## Staffing



## Marinas

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Revenue</b>						
Commercial Berth/Moorage	390,080	394,050	405,872	418,048	430,589	443,507
Pleasure Berth/Moorage	7,891,000	8,032,046	8,273,007	8,521,198	8,776,834	9,040,139
Pleasure Transient Moorage	76,220	144,348	148,678	153,139	157,733	162,465
Commercial Transient Moorage	21,935	19,667	20,257	20,865	21,491	22,135
Work Dock Revenue	34,050	21,450	22,094	22,756	23,439	24,142
Boat Launch Fees	68,400	72,181	74,346	76,577	78,874	81,240
ACF Support 2	120,000	122,304	125,973	129,752	133,645	137,654
ACF Support	64,000	65,200	67,156	69,171	71,246	73,383
Equipment Rentals	30,600	31,752	32,705	33,686	34,696	35,737
Space/Land Rental	36,900	37,333	38,453	39,607	40,795	42,019
Weblocker Rental	291,520	292,057	300,819	309,843	319,139	328,713
Dry Storage Area	32,750	31,363	32,304	33,273	34,271	35,299
Fuel Flowage Fees	21,800	21,997	22,657	23,337	24,037	24,758
Miscellaneous Revenue	85,000	92,700	95,481	98,345	101,296	104,335
Stores Item	230	260	268	276	284	293
Concession Fees	330	450	464	477	492	506
Additional Revenue	2,908	2,908	2,995	3,085	3,178	3,273
<b>Operating Revenue</b>	<b>9,167,723</b>	<b>9,382,066</b>	<b>9,663,528</b>	<b>9,953,434</b>	<b>10,252,037</b>	<b>10,559,598</b>
<b>Operating Expense</b>						
Salaries/Wages	837,932	883,042	909,533	936,819	964,924	993,872
Employee Benefits	438,546	439,176	452,351	465,922	479,899	494,296
Employee Training/Development	4,100	4,050	4,172	4,297	4,426	4,558
Travel	11,325	11,500	11,845	12,200	12,566	12,943
Natural Gas	13,840	14,315	14,744	15,187	15,642	16,112
Water	136,550	144,186	148,512	152,967	157,556	162,283
Electricity	78,100	78,896	81,263	83,701	86,212	88,798
Gasoline/Diesel	6,500	7,300	7,519	7,745	7,977	8,216
Electricity Resale	498,900	530,046	534,406	538,898	543,523	548,288

## Marinas

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Electricity Resold (Contra)	(413,430)	(418,722)	(422,614)	(426,622)	(430,751)	(435,003)
Garbage	237,800	269,851	277,947	286,285	294,873	303,720
Telephone/Communication	27,600	28,763	29,626	30,515	31,430	32,373
Equipment Rental	11,350	11,650	12,000	12,359	12,730	13,112
Small Tools/Equipment	1,900	2,000	2,060	2,122	2,185	2,251
Operating Supplies	39,650	43,150	44,445	45,778	47,151	48,566
Office Supplies	9,900	10,100	10,403	10,715	11,037	11,368
Signage	2,800	2,800	2,860	2,922	2,985	3,051
Postage	10,900	10,500	10,815	11,139	11,474	11,818
Janitorial	119,940	118,950	122,519	126,194	129,980	133,879
Subscriptions	505	-	-	-	-	-
Publications/Tariffs	1,800	1,800	1,854	1,910	1,967	2,026
Legal Expense	17,500	12,500	12,875	13,261	13,659	14,069
Membership Dues/Fees	2,295	2,450	2,524	2,599	2,677	2,757
Security	226,700	320,210	329,816	339,711	349,902	360,399
Outside Services	235,970	243,466	250,770	258,293	266,042	274,023
Interfund Transfer	48,843	48,843	49,820	50,816	51,833	52,869
Advertising/Promotion	30,900	27,862	28,698	29,559	30,446	31,359
Promotional Hosting	1,000	1,000	1,015	1,030	1,046	1,063
Incidental Meeting Expense	1,440	1,500	1,545	1,591	1,639	1,688
Insurance/Claims	283,687	316,679	338,847	362,566	387,945	415,102
Taxes	8,300	8,550	8,875	9,212	9,563	9,927
Disposal Costs	185,000	103,139	74,000	76,220	78,507	80,862
Uncollectible Revenue	45,000	45,000	46,350	47,741	49,173	50,648
Miscellaneous	1,550	1,760	1,813	1,867	1,923	1,981
Repair/Maintenance	378,035	396,192	408,078	420,320	432,930	445,918
Groundskeeping	66,600	81,217	83,654	86,163	88,748	91,410
Preventative Maintenance	93,400	106,812	110,016	113,317	116,716	120,218
<b>Operating Expense</b>	<b>3,702,729</b>	<b>3,910,533</b>	<b>4,004,953</b>	<b>4,135,318</b>	<b>4,270,537</b>	<b>4,410,819</b>
<b>Marinas Net Income (Loss)</b>	<b>5,464,994</b>	<b>5,471,533</b>	<b>5,658,575</b>	<b>5,818,116</b>	<b>5,981,500</b>	<b>6,148,779</b>



## Blaine Marina



### Description of Services

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

### The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$2,489,408	\$2,336,655	\$2,550,758
Operating Expenses	\$1,091,969	\$1,383,250	\$1,388,458
Net	\$1,397,439	\$953,405	\$1,162,300

### 2022 New Major Capital Items



#### Dock Lighting

- Retrofit Gate 2 to LED lighting
- Gate 3 was completed in 2021
- Gate 1 is scheduled for 2023

\$115,295

## Blaine Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Commercial Berth/Moorage	1-105-004-6150-0000	94,980	95,691	98,562	101,519	104,564	107,701	Commercial moorage
Pleasure Berth/Moorage	1-105-004-6151-0000	2,027,000	2,229,100	2,295,973	2,364,852	2,435,798	2,508,872	Recreational moorage
Pleasure Transient Moorage	1-105-004-6152-0000	16,220	19,348	19,928	20,526	21,142	21,776	Visitor moorage
Commercial Transient Moorage	1-105-004-6153-0000	7,735	8,167	8,412	8,664	8,924	9,192	ACF visitor moorage
Work Dock Revenue	1-105-004-6154-0000	250	250	258	265	273	281	ACF moorage at work docks
Boat Launch Fees	1-105-004-6157-0000	19,700	21,931	22,589	23,267	23,965	24,684	Boat launch daily and annual pass
ACF Support 2	1-105-004-6160-0000	43,200	43,200	44,496	45,831	47,206	48,622	Lummi Nation moorage
ACF Support	1-105-004-6170-0000	16,600	17,000	17,510	18,035	18,576	19,134	ACF moorage support
Equipment Rentals	1-105-004-6200-0000	5,400	6,352	6,543	6,739	6,941	7,149	Forklift, crane and net reel rentals
Space/Land Rental	1-105-004-6305-0000	3,200	3,628	3,737	3,849	3,964	4,083	Upland rental revenue
Weblocker Rental	1-105-004-6330-0000	77,620	75,831	78,106	80,449	82,863	85,348	Revenues for weblocker rental
Dry Storage Area	1-105-004-6332-0000	6,450	7,263	7,481	7,705	7,936	8,175	Fenced storage yard
Fuel Flowage Fees	1-105-004-6353-0000	1,100	1,897	1,954	2,013	2,073	2,135	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-004-6360-0000	17,000	20,800	21,424	22,067	22,729	23,411	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-004-6361-0000	100	100	103	106	109	113	
Concession Fees	1-105-004-6440-0000	100	200	206	212	219	225	Vending machine revenue
<b>Operating Revenue</b>		<b>2,336,655</b>	<b>2,550,758</b>	<b>2,627,281</b>	<b>2,706,099</b>	<b>2,787,282</b>	<b>2,870,901</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-105-004-7001-0000	392,813	380,390	391,802	403,556	415,662	428,132	
Employee Benefits	1-105-004-7003-0000	230,493	200,782	206,805	213,010	219,400	225,982	
Employee Training/Development	1-105-004-7006-0000	2,000	1,950	2,009	2,069	2,131	2,195	CPR, hazmat, marina safety, University of AK, office development skills
Travel	1-105-004-7050-0000	3,525	3,600	3,708	3,819	3,934	4,052	Travel expense for Blaine Harbormaster (Pacific Coast Congress of Harbormaster) and travel to promote Blaine Harbor at 2022 Vancouver International Boat Show.
Natural Gas	1-105-004-7101-0000	2,840	3,065	3,157	3,252	3,349	3,450	
Water	1-105-004-7102-0000	41,550	46,386	47,778	49,211	50,687	52,208	
Electricity	1-105-004-7103-0000	21,900	21,396	22,038	22,699	23,380	24,081	
Gasoline/Diesel	1-105-004-7104-0000	2,700	2,800	2,884	2,971	3,060	3,151	Fuel for work vehicles, forklift, and harbor skiffs.
Electricity Resale	1-105-004-7110-0000	145,200	145,346	149,706	154,198	158,823	163,588	Electricity metered for resale

## Blaine Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Electricity Resold (Contra)	1-105-004-7111-0000	(122,930)	(129,722)	(133,614)	(137,622)	(141,751)	(146,003)	Revenues generated from metered vessel electrical usage
Garbage	1-105-004-7114-0000	36,200	44,351	45,682	47,052	48,464	49,917	
Telephone/Communication	1-105-004-7115-0000	18,800	18,563	19,120	19,693	20,284	20,893	Network fiber lease, office telephone and dockside payphones.
Equipment Rental	1-105-004-7203-0000	4,350	4,650	4,790	4,933	5,081	5,234	Laundry and copier leasing costs
Small Tools/Equipment	1-105-004-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-004-7205-0000	14,550	16,950	17,459	17,982	18,522	19,077	Dock carts, uniforms, hazmat materials, boatlaunch envelopes, visitor envelopes, key fobs for ACS, chlor-detect kits, boatlaunch passes, safety and medical supplies, misc. parts and supplies, and oil recycling supplies.
Office Supplies	1-105-004-7207-0000	3,900	3,900	4,017	4,138	4,262	4,389	
Signage	1-105-004-7208-0000	2,000	2,000	2,060	2,122	2,185	2,251	Harbor signage replacement
Postage	1-105-004-7210-0000	3,000	2,500	2,575	2,652	2,732	2,814	Postage for all mailings
Janitorial	1-105-004-7211-0000	44,940	41,700	42,951	44,240	45,567	46,934	
Subscriptions	1-105-004-7213-0000	55	-	-	-	-	-	
Publications/Tariffs	1-105-004-7214-0000	200	200	206	212	219	225	Printing fees for special mailings
Legal Expense	1-105-004-7301-0000	10,000	5,000	5,150	5,305	5,464	5,628	
Membership Dues/Fees	1-105-004-7303-0000	930	1,000	1,030	1,061	1,093	1,126	Costs associated with known membership dues including: NMTA, PCC, BC Marine Trade Association - Vancouver Boat Show
Security	1-105-004-7306-0000	115,500	125,838	129,613	133,502	137,507	141,632	Harbor security staffing
Outside Services	1-105-004-7308-0000	68,820	68,466	70,520	72,636	74,815	77,059	Alarm monitoring, pest control, USPS PO Box, Marina software contract, credit card fees, newsletter printing, carwash, no parking / moorage signs, website hosting, legal notice, access control hosting

## Blaine Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Advertising/Promotion	1-105-004-7313-0000	22,100	19,062	19,634	20,223	20,830	21,454	Costs associated with advertising and sponsorships, including: NW Travel Guide, Waggoner Cruising Guide, Suncruiser Magazine, Semiahmoo Yearbook, 48' North Boating Magazine, NW Yachting, Drayton Harbor Days, print ads in Northern Light, NW Yachting Vancouver Boat Show Booth
Promotional Hosting	1-105-004-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-004-7317-0000	740	800	824	849	874	900	MAC meeting expenses
Insurance/Claims	1-105-004-7401-0000	106,268	118,215	126,490	135,344	144,818	154,956	
Taxes	1-105-004-7402-0000	1,100	1,700	1,751	1,804	1,858	1,913	
Disposal Costs	1-105-004-7404-0000	135,000	53,139	22,500	23,175	23,870	24,586	Disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-004-7405-0000	10,000	10,000	10,300	10,609	10,927	11,255	Account write-offs
Miscellaneous	1-105-004-7406-0000	500	610	628	647	667	687	
Repair/Maintenance	1-105-004-7501-0000	105,035	100,392	103,404	106,506	109,701	112,992	
Groundskeeping	1-105-004-7502-0000	25,100	34,117	35,141	36,195	37,281	38,399	
Preventative Maintenance	1-105-004-7503-0000	39,100	37,812	38,946	40,115	41,318	42,558	
<b>Operating Expense</b>		<b>1,489,779</b>	<b>1,388,458</b>	<b>1,402,607</b>	<b>1,449,745</b>	<b>1,498,651</b>	<b>1,549,403</b>	
<b>Blaine Harbor Net Income (Loss)</b>		<b>846,875</b>	<b>1,162,300</b>	<b>1,224,674</b>	<b>1,256,354</b>	<b>1,288,631</b>	<b>1,321,497</b>	



## Squalicum Marina



### Description of Services

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

### The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$6,553,970	\$6,651,068	\$6,831,308
Operating Expenses	\$1,945,527	\$2,212,949	\$2,552,075
Net	\$4,608,442	\$4,438,119	\$4,309,233

### 2022 New Major Capital Items



#### Inner harbor

- Begin analysis, design, and permitting (2022 portion only)
- Multi-year project, with additional funds in future years

\$150,000

## Squalicum Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Commercial Berth/Moorage	1-105-005-6150-0000	295,100	298,359	307,310	316,529	326,025	335,806	Commercial moorage
Pleasure Berth/Moorage	1-105-005-6151-0000	5,864,000	5,802,946	5,977,034	6,156,345	6,341,036	6,531,267	Recreational moorage
Pleasure Transient Moorage	1-105-005-6152-0000	60,000	125,000	128,750	132,613	136,591	140,689	Visitor moorage
Commercial Transient Moorage	1-105-005-6153-0000	14,200	11,500	11,845	12,200	12,566	12,943	ACF visitor moorage
Work Dock Revenue	1-105-005-6154-0000	33,800	21,200	21,836	22,491	23,166	23,861	ACF moorage at work docks
Boat Launch Fees	1-105-005-6157-0000	48,700	50,250	51,758	53,310	54,910	56,557	Boat launch daily and annual pass
ACF Support 2	1-105-005-6160-0000	76,800	79,104	81,477	83,921	86,439	89,032	Lummi Nation moorage
ACF Support	1-105-005-6170-0000	47,400	48,200	49,646	51,135	52,669	54,250	ACF moorage support
Equipment Rentals	1-105-005-6200-0000	25,200	25,400	26,162	26,947	27,755	28,588	Forklift, crane and net reel rentals
Space/Land Rental	1-105-005-6305-0000	33,700	33,705	34,716	35,758	36,830	37,935	Upland rental revenue
Weblocker Rental	1-105-005-6330-0000	213,900	216,226	222,713	229,394	236,276	243,364	Revenues for weblocker rental
Dry Storage Area	1-105-005-6332-0000	26,300	24,100	24,823	25,568	26,335	27,125	Fenced storage yard
Fuel Flowage Fees	1-105-005-6353-0000	20,700	20,100	20,703	21,324	21,964	22,623	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-005-6360-0000	68,000	71,900	74,057	76,279	78,567	80,924	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-005-6361-0000	130	160	165	170	175	180	
Concession Fees	1-105-005-6440-0000	230	250	258	265	273	281	Vending machine revenue
Additional Revenue	1-105-005-6445-0000	2,908	2,908	2,995	3,085	3,178	3,273	
<b>Operating Revenue</b>		<b>6,831,068</b>	<b>6,831,308</b>	<b>7,036,247</b>	<b>7,247,335</b>	<b>7,464,755</b>	<b>7,688,697</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-105-005-7001-0000	445,119	502,652	517,732	533,264	549,261	565,739	
Employee Benefits	1-105-005-7003-0000	208,053	238,394	245,546	252,912	260,500	268,315	
Employee Training/Development	1-105-005-7006-0000	2,100	2,100	2,163	2,228	2,295	2,364	CPR, hazmat, Marina safety, University of AK, office development skills
Travel	1-105-005-7050-0000	7,800	7,900	8,137	8,381	8,633	8,892	WPPA, PCC, Seattle Boat Show
Natural Gas	1-105-005-7101-0000	11,000	11,250	11,588	11,935	12,293	12,662	
Water	1-105-005-7102-0000	95,000	97,800	100,734	103,756	106,869	110,075	
Electricity	1-105-005-7103-0000	56,200	57,500	59,225	61,002	62,832	64,717	
Gasoline/Diesel	1-105-005-7104-0000	3,800	4,500	4,635	4,774	4,917	5,065	Fuel for work vehicles, forklift, and harbor skiffs
Electricity Resale	1-105-005-7110-0000	353,700	384,700	384,700	384,700	384,700	384,700	Electricity metered for resale
Electricity Resold (Contra)	1-105-005-7111-0000	(290,500)	(289,000)	(289,000)	(289,000)	(289,000)	(289,000)	Revenues generated from metered vessel electrical usage
Garbage	1-105-005-7114-0000	201,600	225,500	232,265	239,233	246,410	253,802	
Telephone/Communication	1-105-005-7115-0000	8,800	10,200	10,506	10,821	11,146	11,480	Network fiber lease, office telephone and dockside payphones

## Squalicum Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Equipment Rental	1-105-005-7203-0000	7,000	7,000	7,210	7,426	7,649	7,879	Laundry and copier leasing costs
Small Tools/Equipment	1-105-005-7204-0000	900	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-005-7205-0000	25,100	26,200	26,986	27,796	28,629	29,488	Dock carts, uniforms, life jackets, safety equipment, visitor envelopes, permits/tags, repair materials/parts, hazmat response materials, new barricades/cones, inspection tags, no parking/moorage signs, foul weather equip., sign bracketing, fob replacements
Office Supplies	1-105-005-7207-0000	6,000	6,200	6,386	6,578	6,775	6,978	
Signage	1-105-005-7208-0000	800	800	800	800	800	800	Harbor signage replacement
Postage	1-105-005-7210-0000	7,900	8,000	8,240	8,487	8,742	9,004	
Janitorial	1-105-005-7211-0000	75,000	77,250	79,568	81,955	84,413	86,946	
Subscriptions	1-105-005-7213-0000	450	-	-	-	-	-	
Publications/Tariffs	1-105-005-7214-0000	1,600	1,600	1,648	1,697	1,748	1,801	Printing fees for special mailings
Legal Expense	1-105-005-7301-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Membership Dues/Fees	1-105-005-7303-0000	1,365	1,450	1,494	1,538	1,584	1,632	NMTA, PCC, IMI, SE Seiners assoc., CMM
Security	1-105-005-7306-0000	111,200	194,372	200,203	206,209	212,396	218,767	Harbor security staffing
Outside Services	1-105-005-7308-0000	167,150	175,000	180,250	185,658	191,227	196,964	Credit card fees , pest control, alarm monitoring, website hosting, boat launch credit card services, harbor newsletter, emergency dive services, misc. , legal notices, plant care, TMP software fees, harbor planning and assessment contractor fees, security access control
Interfund Transfer	1-105-005-7312-0000	48,843	48,843	49,820	50,816	51,833	52,869	
Advertising/Promotion	1-105-005-7313-0000	8,800	8,800	9,064	9,336	9,616	9,904	NW Travel Guide, Waggoner Cruising Guide, Pitch Regatta, Pink Boat Regatta, Suncruiser Magazine, Boat Show
Promotional Hosting	1-105-005-7316-0000	500	500	500	500	500	500	Per resolution 989c
Incidental Meeting Expense	1-105-005-7317-0000	700	700	721	743	765	788	MAC meeting expenses
Insurance/Claims	1-105-005-7401-0000	177,419	198,464	212,356	227,221	243,127	260,146	
Taxes	1-105-005-7402-0000	7,200	6,850	7,124	7,409	7,705	8,014	
Disposal Costs	1-105-005-7404-0000	50,000	50,000	51,500	53,045	54,636	56,275	Disposal of items abandoned at the harbor



## Squalicum Harbor

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Uncollectible Revenue	1-105-005-7405-0000	35,000	35,000	36,050	37,132	38,245	39,393	Account write-offs
Miscellaneous	1-105-005-7406-0000	1,050	1,150	1,185	1,220	1,257	1,294	
Repair/Maintenance	1-105-005-7501-0000	273,000	295,800	304,674	313,814	323,229	332,926	
Groundskeeping	1-105-005-7502-0000	41,500	47,100	48,513	49,968	51,467	53,011	
Preventative Maintenance	1-105-005-7503-0000	54,300	69,000	71,070	73,202	75,398	77,660	
<b>Operating Expense</b>		<b>2,212,949</b>	<b>2,522,075</b>	<b>2,602,346</b>	<b>2,685,573</b>	<b>2,771,886</b>	<b>2,861,416</b>	
<b>Squalicum Harbor Net Income (Loss)</b>		<b>4,618,119</b>	<b>4,309,233</b>	<b>4,433,901</b>	<b>4,561,761</b>	<b>4,692,869</b>	<b>4,827,282</b>	

## Real Estate



### Description of Services

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

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

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

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

## Physical Assets



The Port of Bellingham owns a portfolio of approximately 1,690 acres of land and improvements in seven distinct districts. Of this portfolio, the Real Estate Division manages approximately 300 acres in the Airport Industrial Park, Squalicum 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).

## 2022 Objectives

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

## The Operating Budget

Funding sources include operating revenues from leases and other agreements.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$6,630,505	\$6,587,673	\$7,152,023
Operating Expenses	\$2,180,168	\$2,150,646	\$2,488,603
Net	\$4,450,337	\$4,437,027	\$4,663,420

## 2022 New Major Capital Items



### Fender Piles

- Repair fender piles on MCI Pier (2022 only)
- 2- year project, totaling \$2.087M

\$1,400,000



### Bulkhead Assessment

- Squalicum Way

\$550,000



### Building 8

- Demolish building at Fairhaven Marine Industrial Park

\$310,000



### Portable Shower & Restrooms

- Community Boating Center

\$268,000



### HVAC

- Replace HVAC system at Marina Square
- Design in 2021, Construction in 2022

\$250,000

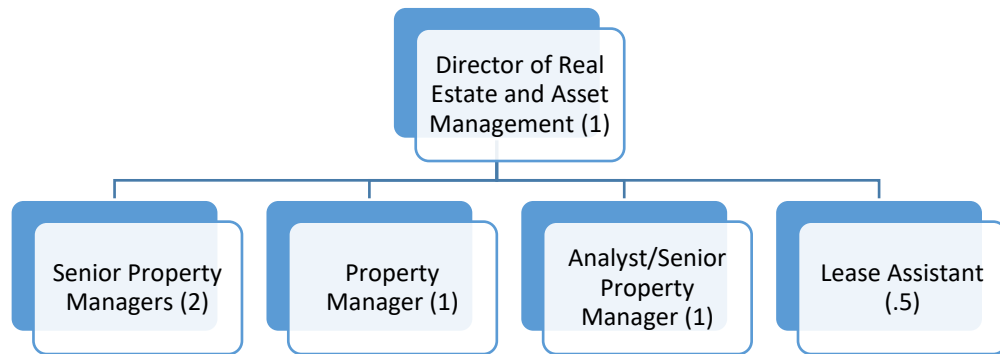


### Fire Suppression

- Underground garage at Bellwether Building
- Design in 2021, Construction in 2022

\$222,000

## Staffing



## Real Estate

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Space and Land Rental	1-107-007-6305-0000	6,339,115	6,970,061	7,165,230	7,366,255	7,569,561	7,778,966	Contractual rent
Miscellaneous Revenue	1-107-007-6360-0000	12,600	600	600	600	600	600	
Concession Fees	1-107-007-6440-0000	155,000	103,000	106,090	109,273	112,551	115,927	
Additional Revenue	1-107-007-6445-0000	80,958	78,362	80,712	83,134	85,628	88,197	Contractual
<b>Operating Revenue</b>		<b>6,587,673</b>	<b>7,152,023</b>	<b>7,352,632</b>	<b>7,559,262</b>	<b>7,768,340</b>	<b>7,983,690</b>	
<b>Operating Expense</b>								
Salaries and Wages	1-107-007-7001-0000	469,224	548,224	564,671	581,611	599,059	617,031	
Salaries & Benefits Recovered	1-107-007-7002-0000	(222,850)	(277,915)	(286,252)	(294,840)	(303,685)	(312,796)	
Employee Benefits	1-107-007-7003-0000	221,371	217,834	224,369	231,100	238,033	245,174	
Employee Training	1-107-007-7006-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Travel	1-107-007-7050-0000	4,000	4,000	4,120	4,244	4,371	4,502	Employee education travel
Natural Gas	1-107-007-7101-0000	41,800	41,800	43,054	44,346	45,676	47,046	
Water	1-107-007-7102-0000	80,750	89,455	92,139	94,903	97,750	100,682	
Electricity	1-107-007-7103-0000	104,708	116,537	120,033	123,634	127,343	131,163	
Natural Gas for Resale	1-107-007-7106-0000	13,000	5,000	5,150	5,305	5,464	5,628	
Natural Gas Resold (Contra)	1-107-007-7107-0000	(13,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	
Water for Resale	1-107-007-7108-0000	3,000	3,000	3,090	3,183	3,278	3,377	
Water Resold (Contra)	1-107-007-7109-0000	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	
Electricity for Resale	1-107-007-7110-0000	190,775	222,711	229,392	236,274	243,362	250,663	
Electricity Resold (Contra)	1-107-007-7111-0000	(190,775)	(222,711)	(229,392)	(236,274)	(243,362)	(250,663)	
Garbage for Resale	1-107-007-7112-0000	14,665	14,665	15,105	15,558	16,025	16,506	
Garbage Resold (Contra)	1-107-007-7113-0000	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
Garbage	1-107-007-7114-0000	45,869	46,143	47,527	48,953	50,422	51,934	
Telephone and Communication	1-107-007-7115-0000	13,000	12,000	12,360	12,731	13,113	13,506	
Equipment Rental	1-107-007-7203-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Office Supplies	1-107-007-7207-0000	4,000	4,000	4,120	4,244	4,371	4,502	
Signage	1-107-007-7208-0000	4,000	6,000	6,180	6,365	6,556	6,753	
Postage	1-107-007-7210-0000	4,000	3,000	3,090	3,183	3,278	3,377	
Janitorial	1-107-007-7211-0000	85,272	146,122	98,995	101,965	105,024	108,175	
Subscriptions	1-107-007-7213-0000	150	150	155	159	164	169	
Legal Expense	1-107-007-7301-0000	40,000	50,000	51,500	53,045	54,636	56,275	
Membership Dues and Fees	1-107-007-7303-0000	4,058	3,953	4,072	4,194	4,320	4,449	
Security	1-107-007-7306-0000	31,224	39,800	40,994	42,224	43,491	44,795	
Outside Services	1-107-007-7308-0000	173,303	254,775	212,418	218,791	225,355	232,115	D&B/credit reporting , AIP Fire, towing , BioBug, Guardian, survey, appraisals, credit card fees, Broker fee, website header, PSM Maintenance, Alderwood hydrology monitoring, AIP wetland buffer averaging
Lease Payments to Others	1-107-007-7311-0000	1,616	1,616	1,664	1,714	1,766	1,819	PMA payment to DNR
Interfund Transfer	1-107-007-7312-0000	(65,916)	(63,432)	(64,348)	(92,908)	(94,755)	(96,680)	Gate 2 habitat bench restoration
Advertising and Promotion	1-107-007-7313-0000	25,000	25,000	25,750	26,523	27,318	28,138	To promote high level of occupancy & focused marketing effort
Promotional Hosting	1-107-007-7316-0000	3,000	5,000	5,150	5,305	5,464	5,628	Developer/broker meetings; annual tenant mixer
Incidental Meeting Expense	1-107-007-7317-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Insurance and Claims	1-107-007-7401-0000	326,946	373,472	399,615	427,588	457,519	489,546	
Taxes	1-107-007-7402-0000	3,500	3,500	3,605	3,713	3,825	3,939	



## Real Estate

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Uncollectible Revenue	1-107-007-7405-0000	20,000	20,000	20,600	21,218	21,855	22,510	
Miscellaneous	1-107-007-7406-0000	1,500	1,500	1,545	1,591	1,639	1,688	
Repair and Maintenance	1-107-007-7501-0000	411,268	474,628	488,074	502,716	517,798	533,332	
Groundskeeping	1-107-007-7502-0000	150,796	166,118	170,957	176,086	181,368	186,809	
Preventative Maintenance	1-107-007-7503-0000	159,557	165,823	170,654	175,774	181,047	186,478	
<b>Operating Expense</b>		<b>2,150,646</b>	<b>2,488,603</b>	<b>2,476,596</b>	<b>2,540,248</b>	<b>2,634,500</b>	<b>2,732,753</b>	
<b>Real Estate Net Income (Loss)</b>		<b>4,437,027</b>	<b>4,663,420</b>	<b>4,876,036</b>	<b>5,019,014</b>	<b>5,133,840</b>	<b>5,250,937</b>	

## Marine Terminals



### Description of Services

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

## Marine Terminals

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Revenue</b>						
Handling Fees	176,553	444,990	351,201	224,932	231,680	238,631
Man Hour Service/Other	216,975	307,660	316,890	326,396	336,188	346,274
Commercial Berth/Moorage	69,971	62,965	64,854	66,800	68,804	70,868
Pleasure Transient Moorage	1,825	1,841	1,896	1,953	2,012	2,072
Boat Launch Fees	4,050	4,815	4,815	4,815	4,815	4,815
Space/Land Rental	1,155,906	1,118,230	1,140,335	1,143,116	1,171,872	1,201,490
Fuel Flowage Fees	64,610	57,958	59,697	61,488	63,332	65,232
Miscellaneous Revenue	33,113	32,993	33,083	3,175	3,271	3,369
Passenger Tariff Fees	12,337	12,375	12,375	12,375	12,375	12,375
Concession Fees	22,648	6,388	6,580	6,777	6,980	7,190
Additional Revenue	419,343	426,248	439,036	452,207	465,773	479,746
Parking Fees	54,590	54,590	56,228	57,915	59,652	61,442
Dockage	65,787	231,743	246,068	326,818	335,178	343,178
Wharfage	75,000	927,000	1,177,568	1,188,000	792,000	792,000
Service and Facilities Charges	7,800	288,000	636,775	651,000	552,000	552,000
Cargo Security Fees	-	88,800	118,400	177,600	182,040	186,591
<b>Operating Revenue</b>	<b>2,380,508</b>	<b>4,066,596</b>	<b>4,665,800</b>	<b>4,705,367</b>	<b>4,287,972</b>	<b>4,367,272</b>
<b>Operating Expense</b>						
Salaries/Wages	333,020	371,210	382,346	393,817	405,631	417,800
Salaries/Benefits Recovered	70,457	78,791	81,155	83,589	86,097	88,680
Employee Benefits	190,253	151,321	155,861	160,536	165,353	170,313
Longshore Labor	136,055	326,413	257,930	168,494	173,548	176,984
Employee Training/Development	4,150	4,150	4,267	4,388	4,512	4,639
Travel	19,650	23,900	24,617	30,807	25,830	26,605
Natural Gas	21,613	19,418	20,001	20,601	21,219	21,855
Water	46,787	47,433	48,856	29,983	30,883	31,809
Electricity	110,961	116,100	119,583	123,171	126,866	130,672
Gasoline/Diesel	700	10,376	58,464	74,477	76,712	79,013

## Marine Terminals

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Natural Gas Resold (Contra)	(395)	(293)	(302)	(311)	(320)	(330)
Water Resale	7,121	8,460	8,714	8,975	9,244	9,522
Water Resold (Contra)	(906)	(825)	(850)	(875)	(901)	(929)
Electricity Resale	20,186	30,280	31,189	32,124	33,088	34,081
Electricity Resold (Contra)	(12,154)	(23,314)	(24,013)	(24,734)	(25,476)	(26,240)
Garbage	43,431	46,342	47,732	49,164	50,639	52,158
Telephone/Communication	14,283	10,344	10,654	10,974	11,303	11,642
Equipment Rental	550	850	876	318	328	338
Operating Supplies	2,586	2,775	2,727	2,805	3,011	2,970
Office Supplies	1,535	1,866	1,922	1,980	2,039	2,100
Signage	3,000	3,000	3,075	3,152	3,232	3,314
Postage	125	150	150	150	150	150
Janitorial	73,100	70,008	72,108	74,271	76,500	78,795
Subscriptions	825	850	850	850	850	850
Legal Expense	6,500	6,305	6,344	6,384	6,426	6,469
Membership Dues/Fees	4,616	4,677	4,677	4,677	4,677	4,677
Security	47,346	100,306	115,166	118,622	122,181	125,846
Outside Services	76,525	89,625	92,314	95,083	97,936	100,874
Lease Payments/Others	16,739	17,217	17,734	18,266	18,813	19,378
Interfund Transfer	(23,166)	(24,655)	(25,395)	(26,156)	(26,941)	(27,749)
Advertising/Promotion	32,750	30,250	30,250	30,250	30,250	30,250
Promotional Hosting	3,000	3,000	3,000	3,000	3,000	3,000
Incidental Meeting Expense	2,000	2,000	2,000	2,000	2,000	2,000
Insurance/Claims	194,759	216,585	227,868	239,825	252,499	265,937
Taxes	5,588	5,399	5,561	5,728	5,900	6,077
Uncollectible Revenue	750	500	500	500	500	500
Miscellaneous	730	730	737	744	751	759
Repair/Maintenance	212,718	271,654	293,454	240,457	247,671	255,101
Groundskeeping	91,797	89,744	92,436	95,209	98,066	101,008
Preventative Maintenance	111,783	103,646	106,755	109,958	113,257	116,654

## Marine Terminals

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Operating Expense	1,871,368	2,216,588	2,281,311	2,193,254	2,257,320	2,327,571
Marine Terminals Net Income (Loss)	509,140	1,850,008	2,384,488	2,512,112	2,030,651	2,039,701

## Bellingham Shipping Terminal (Marine Cargo)



### Description of Services

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

### Physical Assets

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

### Objectives

1. Maintain strong relationships with the current customer base and ensure maximum efforts on the part of the Port to fulfill their domestic and international cargo movement needs & goals, both commercially and operationally.
2. Work closely with the Port Engineering Department to implement the MARAD FY 20 PIDP grant awarded in late 2020. Continue to identify and apply for Federal & State port infrastructure improvement and repair grants applicable to the BST and Log Pond locations.
3. Take necessary steps to implement the America's Marine Highway Project goal of a viable barge service between the BST and the Port of San Diego. Provide project partners with assistance in identifying a reliable and long-term route operator and quantifying necessary base shippers.






4. Collaborate with the Real Estate department in providing potential customers with flexible BST and Log Pond use options that will contribute to new import/export and domestic cargo movements.
5. Closely monitor and support current customer efforts to reconnect the BST to the BNSF rail line. Be ready to apply for Federal rail grants if necessary to supplement their endeavor.
6. Assist the Engineering & Environmental Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Log Pond and along the Whatcom Waterway. Continue to provide support on the land use planning efforts for the Aeration Stabilization Basin (ASB).

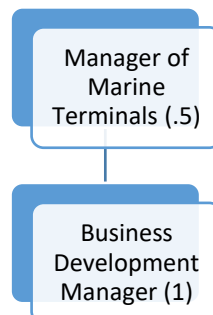
## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$648,544	\$545,442	\$2,100,088
Operating Expenses	\$651,544	\$724,461	\$1,027,810
Net	(\$3,000)	(\$179,019)	(\$1,072,278)

## 2022 New Major Capital Items

	<b>Pier Repairs</b> <ul style="list-style-type: none"> <li>• Additional repairs to main pier (2022 only)</li> <li>• Multi-year project</li> </ul>	\$3,562,093
	<b>Rail Span and Stub Pier</b> <ul style="list-style-type: none"> <li>• Structural Upgrades (2022 only)</li> <li>• Grant contingent</li> </ul>	\$1,107,661
	<b>Crane</b> <ul style="list-style-type: none"> <li>• Service and Repairs</li> <li>• Required maintenance to put crane into service</li> </ul>	\$245,319

## Staffing





## Marine Cargo

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Dockage	1-109-010-6010-0000	65,787	231,743	246,068	326,818	335,178	343,178	Cargo, layberth and foss dockage
Wharfage	1-109-010-6020-0000	75,000	927,000	1,177,568	1,188,000	792,000	792,000	
Service and Facilities Charges	1-109-010-6030-0000	7,800	288,000	636,775	651,000	552,000	552,000	
Cargo Security Fees	1-109-010-6050-0000	-	88,800	118,400	177,600	182,040	186,591	
Handling Fees	1-109-010-6060-0000	75,075	309,290	211,430	80,968	83,397	85,899	
Space/Land Rental	1-109-010-6305-0000	281,563	214,731	209,731	184,594	184,594	184,594	McAmis, ABC, Opp. Council, Foxx, NRC
Miscellaneous Revenue	1-109-010-6360-0000	30,000	30,000	30,000	-	-	-	ABC lease option
Additional Revenue	1-109-010-6445-0000	10,217	10,524	10,839	11,164	11,499	11,844	625 Cornwall lease(s)
<b>Operating Revenue</b>		<b>545,442</b>	<b>2,100,088</b>	<b>2,640,811</b>	<b>2,620,144</b>	<b>2,140,708</b>	<b>2,156,106</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-109-010-7001-0000	126,840	138,824	142,989	147,278	151,697	156,248	
Salaries/Benefits Recovered	1-109-010-7002-0000	42,659	47,256	48,674	50,134	51,638	53,187	
Employee Benefits	1-109-010-7003-0000	63,179	58,624	60,383	62,194	64,060	65,982	
Longshore Labor	1-109-010-7004-0000	60,577	221,592	149,964	57,289	59,007	59,007	Payments to PMA for longshore labor
Employee Training/Development	1-109-010-7006-0000	250	250	250	250	250	250	CPR/first aid course(s)
Travel	1-109-010-7050-0000	11,650	14,900	15,347	15,807	16,282	16,770	
Natural Gas	1-109-010-7101-0000	4,213	4,326	4,456	4,589	4,727	4,869	
Water	1-109-010-7102-0000	34,462	37,080	38,192	19,000	19,570	20,157	
Electricity	1-109-010-7103-0000	28,228	30,707	31,629	32,577	33,555	34,561	
Gasoline/Diesel	1-109-010-7104-0000	250	9,926	58,000	74,000	76,220	78,507	Port equipment refuel
Electricity Resale	1-109-010-7110-0000	1,683	11,960	12,319	12,689	13,069	13,461	
Electricity Resold (Contra)	1-109-010-7111-0000	-	(10,794)	(11,118)	(11,451)	(11,795)	(12,149)	Power billed to customers (Foss)
Garbage	1-109-010-7114-0000	950	979	1,008	1,038	1,069	1,101	625 Cornwall
Telephone/Communication	1-109-010-7115-0000	3,708	4,014	4,134	4,258	4,386	4,518	Phone lines to BST Whse #1; cell stipends
Equipment Rental	1-109-010-7203-0000	250	550	567	-	-	-	Water sprayer rental
Operating Supplies	1-109-010-7205-0000	-	225	100	100	225	100	
Office Supplies	1-109-010-7207-0000	285	550	567	583	601	619	
Signage	1-109-010-7208-0000	500	500	500	500	500	500	Security signage
Postage	1-109-010-7210-0000	25	50	50	50	50	50	
Janitorial	1-109-010-7211-0000	10,000	8,908	9,175	9,450	9,734	10,026	Janitorial contract and supplies
Subscriptions	1-109-010-7213-0000	775	800	800	800	800	800	
Legal Expense	1-109-010-7301-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Membership Dues/Fees	1-109-010-7303-0000	3,766	3,827	3,827	3,827	3,827	3,827	NWMTA Membership, NWMTA reg. fees, FTZ Assoc. Membership

## Marine Cargo

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Security	1-109-010-7306-0000	9,813	59,159	72,785	74,969	77,218	79,535	Security guard coverage, emphasis patrols
Outside Services	1-109-010-7308-0000	32,800	40,700	41,921	43,179	44,474	45,808	Grant consultants, scale inspections/cert, Dtech, stormwater consultants, Bio-Bug, COB
Lease Payments/Others	1-109-010-7311-0000	6,248	9,499	9,784	10,077	10,380	10,691	W.W. permit, DNR leases
Advertising/Promotion	1-109-010-7313-0000	7,500	5,000	5,000	5,000	5,000	5,000	Shipping promo., marketing materials
Promotional Hosting	1-109-010-7316-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Incidental Meeting Expense	1-109-010-7317-0000	1,500	1,500	1,500	1,500	1,500	1,500	
Insurance/Claims	1-109-010-7401-0000	106,974	119,643	128,018	136,979	146,568	156,828	
Taxes	1-109-010-7402-0000	1,465	1,514	1,559	1,606	1,654	1,704	
Miscellaneous	1-109-010-7406-0000	230	230	237	244	251	259	
Repair/Maintenance	1-109-010-7501-0000	88,395	138,699	156,510	99,405	102,387	105,459	
Groundskeeping	1-109-010-7502-0000	19,000	15,970	16,449	16,943	17,451	17,974	
Preventative Maintenance	1-109-010-7503-0000	50,286	44,842	46,187	47,573	49,000	50,470	
<b>Operating Expense</b>		<b>724,461</b>	<b>1,027,810</b>	<b>1,057,762</b>	<b>928,440</b>	<b>961,355</b>	<b>993,619</b>	
<b>Marine Cargo Net Income (Loss)</b>		<b>(179,019)</b>	<b>1,072,277</b>	<b>1,583,049</b>	<b>1,691,705</b>	<b>1,179,353</b>	<b>1,162,487</b>	

## Bellingham Cruise Terminal (including Fairhaven Station)



### Description of Services

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

### Physical Assets

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

### Objectives

1. Maintain close coordination with Alaska State Lobbyist to ensure continued ferry services to Bellingham in 2022/23.

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. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal & Warehouse #4 to market vacant lease areas.

## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$1,760,494	\$1,890,118	\$1,966,509
Operating Expenses	\$942,249	\$1,189,698	\$1,188,778
Net	\$818,245	\$700,420	\$777,731

## 2022 New Major Capital Items



### Steel pilings and supports

- Major repairs to the pier's support system (2022 only)
- Multi-year project, scheduled to be completed in 2022

\$875,000

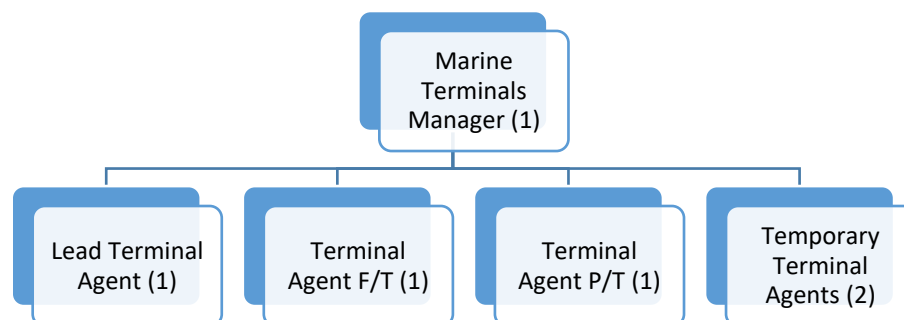


### Fuel lines

- Repair fuel lines under pier
- Design in 2021, Construction in 2022

\$144,300

## Staffing



## Ferry, Bus, Rail

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Handling Fees	1-109-009-6060-0000	101,478	135,700	139,771	143,964	148,283	152,732	Longshore Labor provided to AMHS
Man Hour Service/Other	1-109-009-6115-0000	216,975	307,660	316,890	326,396	336,188	346,274	Per amendment #6 of AMHS terminal services agreement
Commercial Berth/Moorage	1-109-009-6150-0000	69,971	62,965	64,854	66,800	68,804	70,868	Charter vessel & USCG moorage
Pleasure Transient Moorage	1-109-009-6152-0000	1,825	1,841	1,896	1,953	2,012	2,072	Linear and mooring buoy visitor moorage
Boat Launch Fees	1-109-009-6157-0000	4,050	4,815	4,815	4,815	4,815	4,815	
Space/Land Rental	1-109-009-6305-0000	874,343	903,499	930,604	958,522	987,278	1,016,896	
Fuel Flowage Fees	1-109-009-6353-0000	64,610	57,958	59,697	61,488	63,332	65,232	
Miscellaneous Revenue	1-109-009-6360-0000	3,113	2,993	3,083	3,175	3,271	3,369	
Passenger Tariff Fees	1-109-009-6430-0000	12,337	12,375	12,375	12,375	12,375	12,375	Per passenger fees for charter vessel operators
Concession Fees	1-109-009-6440-0000	22,648	6,388	6,580	6,777	6,980	7,190	Fees from vending machines, taxi services, etc.
Additional Revenue	1-109-009-6445-0000	409,126	415,725	428,197	441,042	454,274	467,902	
Parking Fees	1-109-009-6455-0000	54,590	54,590	56,228	57,915	59,652	61,442	
<b>Operating Revenue</b>		<b>1,835,066</b>	<b>1,966,509</b>	<b>2,024,988</b>	<b>2,085,222</b>	<b>2,147,263</b>	<b>2,211,165</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-109-009-7001-0000	206,180	232,386	239,358	246,538	253,934	261,552	
Salaries/Benefits Recovered	1-109-009-7002-0000	27,798	31,535	32,481	33,455	34,459	35,493	
Employee Benefits	1-109-009-7003-0000	127,074	92,697	95,478	98,342	101,293	104,331	
Longshore Labor	1-109-009-7004-0000	75,478	104,821	107,966	111,205	114,541	117,977	PMA payments for ILWU longshoremen
Employee Training/Development	1-109-009-7006-0000	3,900	3,900	4,017	4,138	4,262	4,389	
Travel	1-109-009-7050-0000	8,000	9,000	9,270	15,000	9,548	9,835	3 trips to AK, emp. training, fuel reimb.
Natural Gas	1-109-009-7101-0000	17,400	15,092	15,545	16,011	16,491	16,986	
Water	1-109-009-7102-0000	12,325	10,353	10,664	10,983	11,313	11,652	
Electricity	1-109-009-7103-0000	82,733	85,393	87,955	90,593	93,311	96,111	
Gasoline/Diesel	1-109-009-7104-0000	450	450	464	477	492	506	Fuel for POB truck & equipment
Natural Gas Resold (Contra)	1-109-009-7107-0000	(395)	(293)	(302)	(311)	(320)	(330)	NG resold to café
Water Resale	1-109-009-7108-0000	7,121	8,460	8,714	8,975	9,244	9,522	Water for AMHS & USCG
Water Resold (Contra)	1-109-009-7109-0000	(906)	(825)	(850)	(875)	(901)	(929)	USCG water billing only; COB bills AMHS directly for usage
Electricity Resale	1-109-009-7110-0000	18,503	18,320	18,870	19,436	20,019	20,619	

## Ferry, Bus, Rail

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Electricity Resold (Contra)	1-109-009-7111-0000	(12,154)	(12,520)	(12,896)	(13,282)	(13,681)	(14,091)	Elec. billed to tenants & moorage customers
Garbage	1-109-009-7114-0000	42,481	45,363	46,724	48,126	49,569	51,056	
Telephone/Communication	1-109-009-7115-0000	10,575	6,330	6,520	6,715	6,917	7,124	phone lines, fiber lease, program upgrades, cell phone stipends, POB cell phone plans
Equipment Rental	1-109-009-7203-0000	300	300	309	318	328	338	
Operating Supplies	1-109-009-7205-0000	2,586	2,550	2,627	2,705	2,786	2,870	Uniforms, flags, B/L envelopes, spill supplies
Office Supplies	1-109-009-7207-0000	1,250	1,316	1,355	1,396	1,438	1,481	Paper, storage boxes, misc. office supplies
Signage	1-109-009-7208-0000	2,500	2,500	2,575	2,652	2,732	2,814	Tenant signage updates; misc. security signs
Postage	1-109-009-7210-0000	100	100	100	100	100	100	Letters, marketing materials, etc.
Janitorial	1-109-009-7211-0000	63,100	61,100	62,933	64,821	66,766	68,769	
Legal Expense	1-109-009-7301-0000	1,500	1,305	1,344	1,384	1,426	1,469	
Membership Dues/Fees	1-109-009-7303-0000	850	850	850	850	850	850	SEC; AK Chamber of Commerce
Security	1-109-009-7306-0000	37,533	41,147	42,381	43,653	44,962	46,311	
Outside Services	1-109-009-7308-0000	43,725	48,925	50,393	51,905	53,462	55,066	Reed Stoops; diving services; elev. inspections; copier lease; alarm monitoring; Ventek admin.; NW/ Parking ; Bio-Bug; stormwater consulting; Liberty PlugIn admin; Heart Health; Culligan; website admin
Lease Payments/Others	1-109-009-7311-0000	10,491	7,718	7,950	8,188	8,434	8,687	Lease payments to DNR
Interfund Transfer	1-109-009-7312-0000	(23,166)	(24,655)	(25,395)	(26,156)	(26,941)	(27,749)	
Advertising/Promotion	1-109-009-7313-0000	25,250	25,250	25,250	25,250	25,250	25,250	KTOO-TV sponsorship AMHS video, visitors bureau - tourism ambassador, tenant promo ad's, maps
Promotional Hosting	1-109-009-7316-0000	2,000	2,000	2,000	2,000	2,000	2,000	SEC sponsorship, misc. promo items
Incidental Meeting Expense	1-109-009-7317-0000	500	500	500	500	500	500	
Insurance/Claims	1-109-009-7401-0000	87,784	96,942	99,850	102,846	105,931	109,109	
Taxes	1-109-009-7402-0000	4,123	3,885	4,002	4,122	4,245	4,373	
Uncollectible Revenue	1-109-009-7405-0000	750	500	500	500	500	500	
Miscellaneous	1-109-009-7406-0000	500	500	500	500	500	500	

Ferry, Bus, Rail

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Repair/Maintenance	1-109-009-7501-0000	124,323	132,955	136,944	141,052	145,284	149,642	
Groundskeeping	1-109-009-7502-0000	72,797	73,774	75,987	78,267	80,615	83,033	
Preventative Maintenance	1-109-009-7503-0000	61,497	58,804	60,568	62,385	64,257	66,184	
Operating Expense		1,146,907	1,188,778	1,223,549	1,264,815	1,295,965	1,333,951	
Ferry, Bus, Rail Net Income (Loss)		688,159	777,731	801,440	820,408	851,299	877,214	



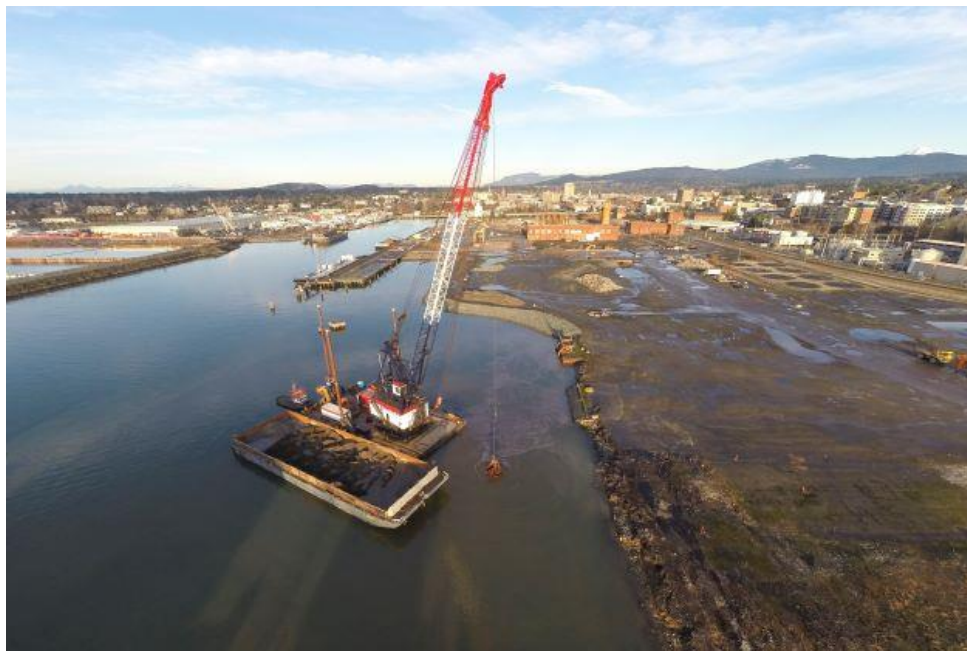
## Environmental and Planning Services



### Description of Services

Environmental and Planning Services consists of the Environmental and Planning Divisions that jointly provide assistance to operating divisions while overseeing site cleanup projects and managing the redevelopment of the Waterfront District. 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 Division and the Planning Division are tracked separately as described below.

## Environmental



### Description of Services

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

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

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

## 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 and implementation of a Port Climate Action Strategy including a Port-wide vision, update of a greenhouse gas emission data, establishing mitigation goals and collaboration with other local agencies. 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. Provide ongoing Industrial Stormwater General Permit compliance support to Bellingham Shipping Terminal and Bellingham International Airport.

## The Operating Budget

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

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$312,683	\$344,934	\$475,942
Net	(\$312,683)	(\$344,934)	(\$475,942)

## Current Major Environmental Remediation Sites

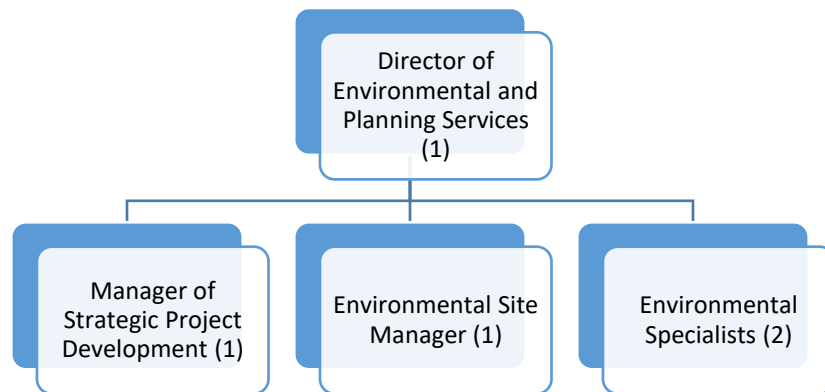


### Little Squalicum Beach

- Shoreline and habitat restoration (began 2021)
- Funded by a Grant from Department of Ecology

\$1,500,000

## Staffing



## Environmental

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries and Wages	1-213-030-7001-0000	262,913	390,430	402,143	414,207	426,633	439,432	
Salaries & Benefits Recovered	1-213-030-7002-0000	(215,488)	(270,208)	(278,314)	(286,664)	(295,264)	(304,121)	
Employee Benefits	1-213-030-7003-0000	114,120	130,955	134,884	138,930	143,098	147,391	
Employee Training	1-213-030-7006-0000	3,800	4,500	3,000	3,090	3,183	3,278	Corporate training (1st aid/CPR/Defib/etc), Enviro cont ed., Enviro workshops & seminars
Travel	1-213-030-7050-0000	5,000	8,500	5,255	5,413	5,575	5,742	Conference attendance (i.e. stormwater & WPPA), agency meetings, grant solicitation, and convention attendance
Telephone and Communication	1-213-030-7115-0000	6,000	5,600	5,768	5,941	6,119	6,303	Divisional telephone cost (portion of port-wide telephone system, fire alarm, payment system, and long distance calls, mobile devices)
Equipment Rental	1-213-030-7203-0000	1,400	1,300	1,339	1,379	1,421	1,463	Divisional usage of internal rental equipment (printers/copiers/faxes)
Office Supplies	1-213-030-7207-0000	1,800	1,800	1,854	1,910	1,967	2,026	
Postage	1-213-030-7210-0000	100	100	103	106	109	113	
Legal Expense	1-213-030-7301-0000	15,000	17,000	17,510	18,035	18,576	19,134	
Membership Dues and Fees	1-213-030-7303-0000	226	226	100	103	106	109	Geologist license & TWIC renewal
Outside Services	1-213-030-7308-0000	55,000	55,000	56,650	58,350	60,100	61,903	Strategic environmental support to other divisions and grant preparation, Port-wide sustainable program including Climate Action Strategy implementation
Interfund Transfer	1-213-030-7312-0000	(1,900)	(594)	(612)	(630)	(649)	(669)	Public Disclosure Cost and GIS Licenses (managed by Planning)
Incidental Meeting Expense	1-213-030-7317-0000	750	750	773	796	820	844	Misc Divisional incidental meeting expenses & Sustainability team meetings
Insurance and Claims	1-213-030-7401-0000	5,613	6,083	6,509	6,964	7,452	7,974	
Environmental Costs	1-213-030-7403-0000	90,000	124,000	97,720	100,652	140,050	105,500	Environmental Compliance Assessment Program; ISCPs; Phase II & GIS SW Map Update; Port-wide Dangerous Waste Disposal; 2022 only - SW Infrastructure Inspection and Maintenance Plan
Miscellaneous	1-213-030-7406-0000	600	500	515	530	546	563	
<b>Operating Expense</b>		<b>344,934</b>	<b>475,942</b>	<b>455,196</b>	<b>469,112</b>	<b>519,843</b>	<b>496,985</b>	
<b>Environmental Net Income (Loss)</b>		<b>(344,934)</b>	<b>(475,942)</b>	<b>(455,196)</b>	<b>(469,112)</b>	<b>(519,843)</b>	<b>(496,985)</b>	
Taxes Levied/Operating	1-213-030-8010-0000	344,934	475,942	455,196	469,112	519,843	496,985	
3rd Party Reimbursement	1-213-030-8236-0000	2,017,963	5,025,265	6,844,992	6,730,763	1,905,579	99,860	
<b>Non-Operating Revenues</b>		<b>2,362,897</b>	<b>5,501,207</b>	<b>7,300,188</b>	<b>7,199,875</b>	<b>2,425,422</b>	<b>596,845</b>	
Environmental Remediation	1-213-030-8700-0000	3,607,814	8,357,552	11,783,353	13,031,950	4,156,290	385,774	
<b>Non-Operating Expenses</b>		<b>3,607,814</b>	<b>8,357,552</b>	<b>11,783,353</b>	<b>13,031,950</b>	<b>4,156,290</b>	<b>385,774</b>	
<b>Net Non-Operating Income (Loss)</b>		<b>(1,244,917)</b>	<b>(2,856,345)</b>	<b>(4,483,165)</b>	<b>(5,832,075)</b>	<b>(1,730,868)</b>	<b>211,071</b>	

# Planning

## Description of Services

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

## Objectives

1. Assist other Divisions with research, binding site plans, lot line adjustments, easements, utilities and development and environmental permits to implement Port projects.
2. Work with Port operating divisions and local jurisdictions to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District's Shipyard Industrial Area and Bellingham's Waterfront District Marine Trade and Log Pond Planning Areas.
3. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval, including implementation of a Port-wide GIS program.
4. 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. Continue coordination with local partners to leverage funding and resources for regional climate action initiatives and countywide resiliency.
5. Continue Port involvement in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.
6. Complete annual update to the Comprehensive Scheme of Harbor Improvements Plan (CSHIP) in coordination with the Port's annual Strategic Budget.
7. Finalize the design/permitting stage and begin construction of the Little Squalicum Habitat Beach Improvement project to improve degraded shoreline and provide improved marine habitat.

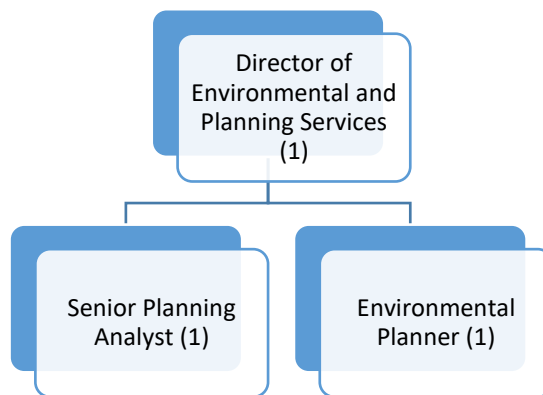
## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$323,423	\$383,265	\$355,396
Net	(\$323,423)	(\$383,265)	(\$355,396)

## 2022 New Major Capital Items

None.

## Staffing





## Planning Services

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries and Wages	1-108-008-7001-0000	227,682	256,811	264,515	272,451	280,624	289,043	
Salaries & Benefits Recovered	1-108-008-7002-0000	(137,094)	(147,856)	(152,292)	(156,860)	(161,566)	(166,413)	
Employee Benefits	1-108-008-7003-0000	113,275	105,953	109,132	112,406	115,778	119,251	
Employee Training	1-108-008-7006-0000	2,000	2,040	2,101	2,164	2,229	2,296	Continuing education and first aid
Travel	1-108-008-7050-0000	2,500	2,560	2,637	2,716	2,797	2,881	Travel for training, conferences and WPPA
Telephone and Communication	1-108-008-7115-0000	2,705	3,200	3,296	3,395	3,497	3,602	
Equipment Rental	1-108-008-7203-0000	2,500	1,100	1,100	1,100	1,100	1,100	Ricoh Greenline copier
Office Supplies	1-108-008-7207-0000	25,501	3,000	3,000	3,000	3,000	3,000	
Postage	1-108-008-7210-0000	50	50	50	50	50	50	Shipping/mailling fees and stamps
Legal Expense	1-108-008-7301-0000	10,000	5,000	5,000	5,000	5,000	5,000	
Outside Services	1-108-008-7308-0000	130,000	116,250	136,850	146,850	146,850	146,850	Document recording fees, title reports/subdivision guarantees, invasive species, surveying services & application fees, Port resiliency planning - Sea Level Rise (SLR) infrastructure vulnerability assessment, BLI trail planning, GIS consortium support; 1-ArcGIS desktop U&M fees, AGO licensing
Lease Payment to Others	1-108-008-7311-0000	1,500	1,500	1,500	1,500	-	-	Use of Slater Rd. site (owned by WDFW) for mitigation@ BLI
Interfund Transfer	1-108-008-7312-0000	485	3,485	3,510	3,533	3,555	3,577	Rent for HCB Suite# 124; GIS licensing fees by division: Economic Development, Engineering, Environmental, Maintenance
Advertising and Promotion	1-108-008-7313-0000	750	800	800	800	800	800	Legal notice for public hearing amending CSHI 1/yr.
Incidental Meeting Expense	1-108-008-7317-0000	100	100	100	100	100	100	Meeting refreshments
Insurance and Claims	1-108-008-7401-0000	1,061	1,153	1,234	1,320	1,412	1,511	
Taxes	1-108-008-7402-0000	200	200	200	200	200	200	
Miscellaneous	1-108-008-7406-0000	50	50	50	50	50	50	Corporate first-aid kit, coffee and water
<b>Operating Expense</b>		<b>383,265</b>	<b>355,396</b>	<b>382,783</b>	<b>399,774</b>	<b>405,477</b>	<b>412,898</b>	
<b>Planning Services Net Income (Loss)</b>		<b>(383,265)</b>	<b>(355,396)</b>	<b>(382,783)</b>	<b>(399,774)</b>	<b>(405,477)</b>	<b>(412,898)</b>	

## Facilities



### Description of Services

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

## Physical Assets

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



## 2022 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 small capital projects with Port crews, including development of programmatic federal permits for in-water work.

## Facilities

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Expense</b>						
Salaries/Wages	2,173,040	2,378,519	2,452,221	2,528,215	2,606,570	2,687,362
Salaries/Benefits Recovered	(356,346)	(534,847)	(552,972)	(571,711)	(591,086)	(611,117)
Employee Benefits	1,202,677	1,149,608	1,185,030	1,221,547	1,259,193	1,298,001
Employee Training/Development	72,000	76,000	78,328	80,727	83,201	85,750
Travel	5,200	5,200	5,357	5,518	5,685	5,856
Telephone/Communication	23,440	26,230	27,062	27,920	28,806	29,719
Equipment Rental	6,500	5,900	6,089	6,283	6,484	6,692
Office Supplies	6,500	6,500	6,711	6,929	7,154	7,386
Postage	350	350	361	373	384	397
Janitorial	69,425	69,500	71,767	74,108	76,526	79,023
Subscriptions	18,850	17,602	18,191	18,799	19,429	20,079
Membership Dues/Fees	1,050	1,400	1,085	1,494	1,157	1,595
Outside Services	38,500	37,619	38,802	40,022	41,281	42,580
Interfund Transfer	2,950	(276)	(284)	(293)	(302)	(311)
Incidental Meeting Expense	750	750	776	802	829	857
Insurance/Claims	43,335	49,427	52,887	56,589	60,550	64,789
Miscellaneous	1,840	2,720	2,810	2,904	3,001	3,100
Repair/Maintenance	85,500	88,380	91,145	93,997	96,938	99,972
Preventative Maintenance	66,600	64,000	66,016	68,096	70,241	72,455
Equipment	40,260	40,260	41,469	42,714	43,997	45,318
Natural Gas	12,640	13,200	13,627	14,068	14,524	14,994
Water	5,500	5,740	5,918	6,102	6,291	6,487
Electricity	49,500	51,133	52,820	54,563	56,363	58,223
Garbage	10,300	11,200	11,561	11,933	12,318	12,715
Legal Expense	4,500	4,500	4,649	4,803	4,962	5,126
Groundskeeping	26,300	29,040	29,999	30,989	32,012	33,069
Gasoline/Diesel	42,500	45,000	46,350	47,741	49,173	50,648
Small Tools/Equipment	32,000	32,000	32,960	33,949	34,967	36,016
Operating Supplies	12,500	15,000	15,450	15,914	16,391	16,883
Operating Supplies - Internal	4,000	4,000	4,120	4,244	4,371	4,502

## Facilities

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Outside Services - Internal	2,500	2,500	2,575	2,652	2,732	2,814
Lease Payments/Others	4,500	4,500	4,635	4,774	4,917	5,065
Taxes	200	200	206	212	219	225
Capital Interfund Transfer	(200,000)	(300,000)	(309,000)	(318,270)	(327,818)	(337,653)
Interfund Transfer	(2,851,521)	(3,212,310)	(3,308,679)	(3,407,940)	(3,510,178)	(3,615,483)
<b>Operating Expense</b>	<b>657,840</b>	<b>190,544</b>	<b>200,040</b>	<b>210,768</b>	<b>221,281</b>	<b>233,133</b>
<b>Facilities Net Income (Loss)</b>	<b>(657,840)</b>	<b>(190,544)</b>	<b>(200,040)</b>	<b>(210,768)</b>	<b>(221,281)</b>	<b>(233,133)</b>

## 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.

### 2022 Objectives

1. Efficient, timely and cost effective completion of Commission-approved capital improvement projects.
2. Complete conversion of Facilities' records, including 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.

### The Operating Budget

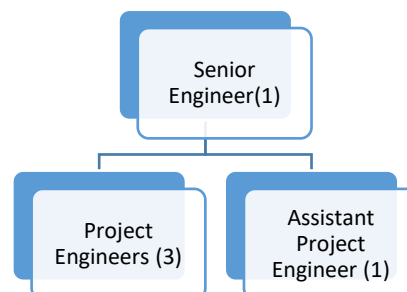
The operating divisions of the Port fund these services.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$268,196	\$425,756	\$301,986
Net	(\$268,196)	(\$425,756)	(\$301,986)

### 2022 New Major Capital Items

None.

### Staffing



## Engineering

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-110-016-7001-0000	443,617	513,786	531,255	549,317	567,994	587,306	
Salaries/Benefits Recovered	1-110-016-7002-0000	(269,721)	(459,579)	(475,205)	(491,362)	(508,068)	(525,342)	
Employee Benefits	1-110-016-7003-0000	195,048	192,742	199,295	206,071	213,078	220,322	
Employee Training/Development	1-110-016-7006-0000	10,000	10,000	10,340	10,692	11,055	11,431	
Travel	1-110-016-7050-0000	100	100	103	107	111	114	WPPA meetings
Telephone/Communication	1-110-016-7115-0000	6,240	7,030	7,269	7,516	7,772	8,036	Cell phones/admin fire alarm
Equipment Rental	1-110-016-7203-0000	2,400	2,400	2,482	2,566	2,653	2,743	Copier lease
Office Supplies	1-110-016-7207-0000	2,500	2,500	2,585	2,673	2,764	2,858	
Postage	1-110-016-7210-0000	50	50	52	53	55	57	
Subscriptions	1-110-016-7213-0000	16,500	15,252	15,770	16,306	16,861	17,434	AutoCAD, zoom
Membership Dues/Fees	1-110-016-7303-0000	750	1,100	776	1,176	829	1,257	PE license renewal, PE exam, TWIC
Outside Services	1-110-016-7308-0000	10,000	10,000	10,340	10,692	11,055	11,431	Pictometry and ROM assistance
Interfund Transfer	1-110-016-7312-0000	3,000	500	515	530	546	563	
Incidental Meeting Expense	1-110-016-7317-0000	250	250	259	267	276	286	
Insurance/Claims	1-110-016-7401-0000	822	896	959	1,026	1,098	1,174	
Miscellaneous	1-110-016-7406-0000	840	1,600	1,654	1,711	1,769	1,829	Fuel, coffee, water
Repair/Maintenance	1-110-016-7501-0000	1,500	1,500	1,551	1,604	1,658	1,715	
Preventative Maintenance	1-110-016-7503-0000	1,600	1,600	1,654	1,711	1,769	1,829	
Equipment	1-110-016-7504-0000	260	260	269	278	287	297	
<b>Operating Expense</b>		<b>425,756</b>	<b>301,986</b>	<b>311,922</b>	<b>322,934</b>	<b>333,562</b>	<b>345,341</b>	
<b>Engineering Net Income (Loss)</b>		<b>(425,756)</b>	<b>(301,986)</b>	<b>(311,922)</b>	<b>(322,934)</b>	<b>(333,562)</b>	<b>(345,341)</b>	



## 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.

### 2022 Objectives

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

### The Operating Budget

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

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$210,524	\$227,325	\$255,155
Net	(\$210,524)	(\$227,325)	(\$255,155)

### 2022 New Major Capital Items

None.

### Staffing



## Contracts

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-110-017-7001-0000	82,893	72,910	75,389	77,952	80,603	83,343	
Salaries/Benefits Recovered	1-110-017-7002-0000	(72,509)	(60,271)	(62,320)	(64,439)	(66,630)	(68,895)	
Employee Benefits	1-110-017-7003-0000	27,270	40,818	42,206	43,641	45,125	46,659	
Employee Training/Development	1-110-017-7006-0000	2,000	2,000	2,068	2,138	2,211	2,286	
Travel	1-110-017-7050-0000	100	100	103	107	111	114	Travel for employee training
Natural Gas	1-110-017-7101-0000	7,140	7,800	8,065	8,339	8,623	8,916	
Water	1-110-017-7102-0000	1,500	1,500	1,551	1,604	1,658	1,715	
Electricity	1-110-017-7103-0000	37,000	38,258	39,559	40,904	42,294	43,732	
Garbage	1-110-017-7114-0000	5,500	6,200	6,411	6,629	6,854	7,087	
Telephone/Communication	1-110-017-7115-0000	4,200	4,200	4,343	4,490	4,643	4,801	
Equipment Rental	1-110-017-7203-0000	500	500	517	535	553	572	
Office Supplies	1-110-017-7207-0000	1,500	1,500	1,551	1,604	1,658	1,715	Office supplies, flag, kleenex, copy paper, face masks, sticky notes, etc.
Postage	1-110-017-7210-0000	100	100	103	107	111	114	
Janitorial	1-110-017-7211-0000	45,425	45,500	47,047	48,647	50,301	52,011	
Legal Expense	1-110-017-7301-0000	3,500	3,500	3,619	3,742	3,869	4,001	
Outside Services	1-110-017-7308-0000	3,500	3,619	3,742	3,869	4,001	4,137	Legal notices, pest control, alarm company, PO box, security system
Interfund Transfer	1-110-017-7312-0000	(500)	(1,226)	(1,263)	(1,301)	(1,340)	(1,380)	
Incidental Meeting Expense	1-110-017-7317-0000	500	500	517	535	553	572	
Insurance/Claims	1-110-017-7401-0000	13,705	15,907	17,020	18,212	19,487	20,851	
Miscellaneous	1-110-017-7406-0000	500	620	641	663	685	709	
Repair/Maintenance	1-110-017-7501-0000	24,000	26,880	27,794	28,739	29,716	30,726	
Groundskeeping	1-110-017-7502-0000	19,500	21,840	22,583	23,350	24,144	24,965	
Preventative Maintenance	1-110-017-7503-0000	20,000	22,400	23,162	23,949	24,763	25,605	
<b>Operating Expense</b>		<b>227,325</b>	<b>255,155</b>	<b>264,408</b>	<b>274,016</b>	<b>283,993</b>	<b>294,356</b>	
<b>Contracts Net Income (Loss)</b>		<b>(227,325)</b>	<b>(255,155)</b>	<b>(264,408)</b>	<b>(274,016)</b>	<b>(283,993)</b>	<b>(294,356)</b>	

## 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.

### 2022 Objectives

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

## The Operating Budget

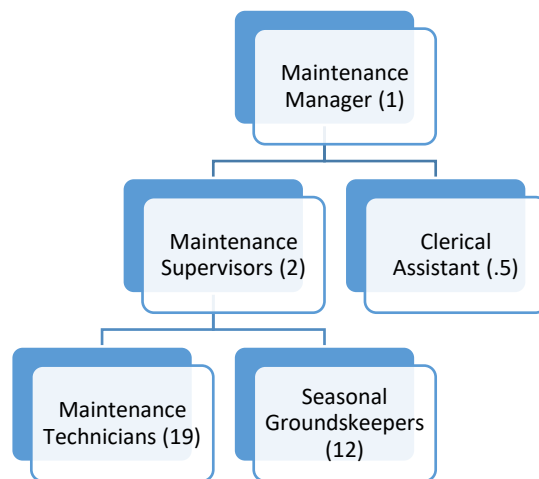
The operating divisions of the Port fund these services.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$2,764,867	\$3,056,281	\$3,145,713
Interfund Transfers	\$2,180,286	\$3,051,521	\$3,512,310
Net	(\$584,581)	(\$4,760)	\$366,597

## 2022 New Major Capital Items

None.

## Staffing



## Maintenance

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-110-018-7001-0000	1,646,530	1,791,823	1,845,578	1,900,945	1,957,973	2,016,713	
Salaries/Benefits Recovered	1-110-018-7002-0000	(14,116)	(14,997)	(15,447)	(15,910)	(16,388)	(16,879)	
Employee Benefits	1-110-018-7003-0000	980,359	916,048	943,529	971,835	1,000,990	1,031,020	
Employee Training/Development	1-110-018-7006-0000	60,000	64,000	65,920	67,898	69,935	72,033	
Travel	1-110-018-7050-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Natural Gas	1-110-018-7101-0000	5,500	5,400	5,562	5,729	5,901	6,078	
Water	1-110-018-7102-0000	4,000	4,240	4,367	4,498	4,633	4,772	
Electricity	1-110-018-7103-0000	12,500	12,875	13,261	13,659	14,069	14,491	
Gasoline/Diesel	1-110-018-7104-0000	42,500	45,000	46,350	47,741	49,173	50,648	
Garbage	1-110-018-7114-0000	4,800	5,000	5,150	5,305	5,464	5,628	
Telephone/Communication	1-110-018-7115-0000	13,000	15,000	15,450	15,914	16,391	16,883	
Equipment Rental	1-110-018-7203-0000	3,600	3,000	3,090	3,183	3,278	3,377	Ricoh, propane tank
Small Tools/Equipment	1-110-018-7204-0000	32,000	32,000	32,960	33,949	34,967	36,016	Blades, saws, drills, batteries and hand tools
Operating Supplies	1-110-018-7205-0000	12,500	15,000	15,450	15,914	16,391	16,883	Filters, parts and supplies
Operating Supplies - Internal	1-110-018-7206-0000	4,000	4,000	4,120	4,244	4,371	4,502	Misc. shop supplies
Office Supplies	1-110-018-7207-0000	2,500	<b>2,500</b>	2,575	2,652	2,732	2,814	Copier, paper, timebooks, notebooks
Postage	1-110-018-7210-0000	200	200	206	212	219	225	
Janitorial	1-110-018-7211-0000	24,000	24,000	24,720	25,462	26,225	27,012	5 Star, Aramark, West Coast Paper
Subscriptions	1-110-018-7213-0000	2,350	2,350	2,421	2,493	2,568	2,645	Bellingham Herald, All Data, ArcGIS
Legal Expense	1-110-018-7301-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Membership Dues/Fees	1-110-018-7303-0000	300	300	309	318	328	338	
Outside Services	1-110-018-7308-0000	25,000	24,000	24,720	25,462	26,225	27,012	Key2Act software, Simple K, Bio-Bug, Guardian Security
Outside Services - Internal	1-110-018-7310-0000	2,500	2,500	2,575	2,652	2,732	2,814	811 Service, Environmental Plans
Lease Payments/Others	1-110-018-7311-0000	4,500	4,500	4,635	4,774	4,917	5,065	DNR Lease/ 10%Contingency
Interfund Transfer	1-110-018-7312-0000	450	450	464	477	492	506	
Insurance/Claims	1-110-018-7401-0000	28,808	32,624	34,908	37,351	39,966	42,763	
Taxes	1-110-018-7402-0000	200	200	206	212	219	225	
Miscellaneous	1-110-018-7406-0000	500	500	515	530	546	563	Walton Beverage, Culligan Water
Repair/Maintenance	1-110-018-7501-0000	60,000	60,000	61,800	63,654	65,564	67,531	
Groundskeeping	1-110-018-7502-0000	6,800	7,200	7,416	7,638	7,868	8,104	
Preventative Maintenance	1-110-018-7503-0000	45,000	40,000	41,200	42,436	43,709	45,020	
Equipment	1-110-018-7504-0000	40,000	40,000	41,200	42,436	43,709	45,020	Repairs on trucks and equipment
Interfund Transfer	1-110-018-6357-0000	(2,851,521)	(3,212,310)	(3,308,679)	(3,407,940)	(3,510,178)	(3,615,483)	
Capital Interfund Transfer	1-110-018-6358-0000	(200,000)	(300,000)	(309,000)	(318,270)	(327,818)	(337,653)	
<b>Operating Expense</b>		<b>4,760</b>	<b>(366,597)</b>	<b>(376,290)</b>	<b>(386,182)</b>	<b>(396,274)</b>	<b>(406,563)</b>	
<b>Maintenance Net Income (Loss)</b>		<b>(4,760)</b>	<b>366,597</b>	<b>376,290</b>	<b>386,182</b>	<b>396,274</b>	<b>406,563</b>	

## Administration



### Description of Services

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

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

## Administration

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Revenue</b>						
Conduit Leases	12,967	12,967	12,967	12,967	12,967	12,967
Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008
Bandwidth Sales	19,900	19,900	19,900	19,900	19,900	19,900
<b>Operating Revenue</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>
<b>Operating Expense</b>						
Salaries/Wages	837,245	1,030,333	1,061,243	1,093,080	1,125,873	1,159,649
Salaries/Benefits Recovered	(7,063)	(7,000)	(7,210)	(7,426)	(7,649)	(7,879)
Employee Benefits	424,597	388,879	400,545	412,562	424,939	437,687
Employee Training/Development	7,500	8,000	8,225	8,457	8,695	8,941
Travel	3,600	5,100	5,223	5,350	5,481	5,614
Telephone/Communication	14,150	14,200	14,626	15,064	15,516	15,982
Equipment Rental	6,850	7,200	7,265	7,468	7,677	7,892
Office Supplies	11,400	11,400	11,712	12,034	12,365	12,706
Freight Charges	200	200	200	200	200	200
Postage	1,850	2,150	2,210	2,272	2,335	2,401
Subscriptions	600	500	515	530	546	563
Legal Expense	6,000	7,500	7,695	7,896	8,102	8,316
Outside Services	180,680	206,232	191,919	197,857	203,972	210,271
Interfund Transfer	13,459	13,659	13,934	14,215	14,502	14,793
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	300	300	300	300	300	300
Insurance/Claims	79,671	80,055	85,659	91,655	98,071	104,936
Taxes	610	610	628	647	666	686
Miscellaneous	6,750	6,750	6,765	6,780	6,796	6,813
Repair/Maintenance	5,100	5,100	5,103	5,106	5,109	5,113
Small Tools/Equipment	1,000	1,000	1,000	1,000	1,000	1,000
Membership Dues/Fees	1,880	1,580	1,625	1,671	1,719	1,768
<b>Operating Expense</b>	<b>1,596,580</b>	<b>1,783,948</b>	<b>1,819,382</b>	<b>1,876,919</b>	<b>1,936,415</b>	<b>1,997,952</b>
<b>Administration Net Income (Loss)</b>	<b>(1,556,705)</b>	<b>(1,744,073)</b>	<b>(1,779,507)</b>	<b>(1,837,044)</b>	<b>(1,896,540)</b>	<b>(1,958,077)</b>



## Finance and Administrative Services

### Description of Services

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



### 2022 Objectives

1. Monitor and implement new accounting standards issued by the Governmental Accounting Standards Board, specifically GASB 87 regarding leases in 2022.
2. Present accurate and relevant quarterly financial information that provides insight into the financial health and direction of the Port.
3. Distribute timely and accurate monthly financial statements.

### The Operating Budget

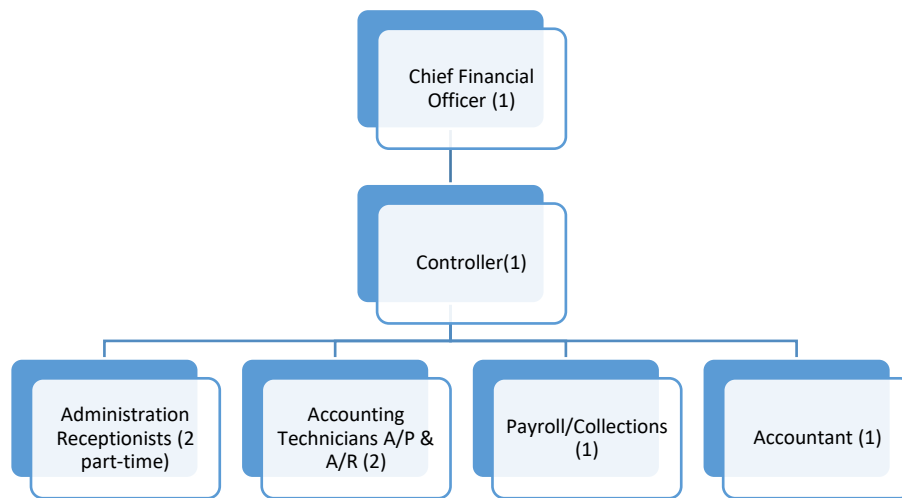
The operating divisions of the Port fund these services.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$925,752	987,993	\$1,099,367
Net	(\$925,752)	(\$987,993)	(\$1,099,367)

### 2022 New Major Capital Items

None.

## Staffing



## Finance

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-111-011-7001-0000	503,589	604,038	622,159	640,824	660,049	679,850	
Salaries/Benefits Recovered	1-111-011-7002-0000	(7,063)	(7,000)	(7,210)	(7,426)	(7,649)	(7,879)	
Employee Benefits	1-111-011-7003-0000	258,944	238,181	245,326	252,686	260,267	268,075	
Employee Training/Development	1-111-011-7006-0000	5,000	5,500	5,665	5,835	6,010	6,190	
Travel	1-111-011-7050-0000	2,000	3,500	3,605	3,713	3,825	3,939	Dayforce conference
Telephone/Communication	1-111-011-7115-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Equipment Rental	1-111-011-7203-0000	5,000	5,500	5,665	5,835	6,010	6,190	Ricoh lease, Canon copier, Pitney Bowes
Office Supplies	1-111-011-7207-0000	6,500	6,500	6,695	6,896	7,103	7,316	
Postage	1-111-011-7210-0000	1,700	2,000	2,060	2,122	2,185	2,251	
Subscriptions	1-111-011-7213-0000	600	500	515	530	546	563	
Legal Expense	1-111-011-7301-0000	1,000	3,000	3,090	3,183	3,278	3,377	
Membership Dues/Fees	1-111-011-7303-0000	1,800	1,500	1,545	1,591	1,639	1,688	GFOA, WFOA, WSCPA, AICPA, NACM
Outside Services	1-111-011-7308-0000	123,000	150,000	140,000	144,200	148,526	152,982	GP maintenance, yearly subscription and support, UGAAP software license fee, 2021 audit, DAC, ACFR submit, shredding, Moody's
Insurance/Claims	1-111-011-7401-0000	77,823	78,048	83,511	89,357	95,612	102,305	
Miscellaneous	1-111-011-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-111-011-7501-0000	100	100	103	106	109	113	
<b>Operating Expense</b>		<b>987,993</b>	<b>1,099,367</b>	<b>1,120,970</b>	<b>1,157,939</b>	<b>1,196,252</b>	<b>1,235,964</b>	
<b>Finance Net Income (Loss)</b>		<b>(987,993)</b>	<b>(1,099,367)</b>	<b>(1,120,970)</b>	<b>(1,157,939)</b>	<b>(1,196,252)</b>	<b>(1,235,964)</b>	

## Information Technology Services



### Description of Services

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

### The Operating Budget

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

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$40,634	\$39,875	\$39,875
Operating Expenses	\$422,010	\$425,271	\$510,855
Net	(\$381,376)	(\$385,396)	(\$470,980)

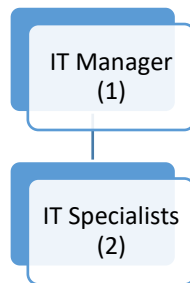
### 2022 New Major Capital Items

None.

## 2022 Objectives

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

## Staffing



## Information Technology Services

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Conduit Leases	1-111-013-6341-0000	12,967	12,967	12,967	12,967	12,967	12,967	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo
Fiber Leases	1-111-013-6446-0000	7,008	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB
Bandwidth Sales	1-111-013-6448-0000	19,900	19,900	19,900	19,900	19,900	19,900	Contracts with CSS and Pogozone
<b>Operating Revenue</b>		<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	<b>39,875</b>	
<b>Operating Expense</b>								
Salaries/Wages	1-111-013-7001-0000	231,676	315,806	325,280	335,039	345,090	355,442	
Employee Benefits	1-111-013-7003-0000	117,485	119,927	123,525	127,231	131,047	134,979	
Employee Training/Development	1-111-013-7006-0000	2,000	2,000	2,060	2,122	2,185	2,251	First aid training, software/hardware training
Travel	1-111-013-7050-0000	600	600	618	637	656	675	
Telephone/Communication	1-111-013-7115-0000	4,900	4,900	5,047	5,198	5,354	5,515	Cell phones, mobile data, administration lines share
Equipment Rental	1-111-013-7203-0000	1,350	1,200	1,100	1,133	1,167	1,202	
Office Supplies	1-111-013-7207-0000	3,900	3,900	4,017	4,138	4,262	4,390	IT purchases various items used by the entire organization (e.g. software, switches, patch cables, hard drives, and other peripherals).
Freight Charges	1-111-013-7209-0000	200	200	200	200	200	200	
Postage	1-111-013-7210-0000	100	100	100	100	100	100	
Legal Expense	1-111-013-7301-0000	4,000	3,500	3,605	3,713	3,824	3,939	HTCI lease agreement reviews
Outside Services	1-111-013-7308-0000	32,630	32,000	26,960	27,949	28,967	30,016	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.
Interfund Transfer	1-111-013-7312-0000	13,459	13,659	13,934	14,215	14,502	14,793	Suite 112 rent
Promotional Hosting	1-111-013-7316-0000	200	200	200	200	200	200	
Incidental Meeting Expense	1-111-013-7317-0000	100	100	100	100	100	100	
Insurance/Claims	1-111-013-7401-0000	1,061	1,153	1,234	1,320	1,412	1,511	
Taxes	1-111-013-7402-0000	610	610	628	647	666	686	

## Information Technology Services

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Miscellaneous	1-111-013-7406-0000	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).
Repair/Maintenance	1-111-013-7501-0000	5,000	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.
<b>Operating Expense</b>		<b>425,271</b>	<b>510,855</b>	<b>519,608</b>	<b>534,941</b>	<b>550,733</b>	<b>567,000</b>	
<b>Information Systems Net Income (Loss)</b>		<b>(385,396)</b>	<b>(470,980)</b>	<b>(479,733)</b>	<b>(495,066)</b>	<b>(510,858)</b>	<b>(527,125)</b>	



## Emergency Management and Security



### Description of Services

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

### The Operating Budget

The operating divisions of the Port fund these services.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$174,363	\$183,315	\$173,726
Net	(\$174,363)	(\$183,315)	(\$173,726)

### 2022 New Major Capital Items

None.

### 2022 Objectives

1. Submit RFPS in Q1 2022 for Port-wide security services.
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.

### Staffing

Emergency  
Manager(1)

## Emergency Management and Security

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-111-012-7001-0000	101,980	110,489	113,804	117,218	120,734	124,356	
Employee Benefits	1-111-012-7003-0000	48,168	30,771	31,694	32,645	33,624	34,633	
Employee Training/Development	1-111-012-7006-0000	500	500	500	500	500	500	CPR/first-aid, haz-mat training
Travel	1-111-012-7050-0000	1,000	1,000	1,000	1,000	1,000	1,000	Fuel reimb. for travel
Telephone/Communication	1-111-012-7115-0000	1,750	1,800	1,854	1,910	1,967	2,026	Cell reimb., misc. software updates
Equipment Rental	1-111-012-7203-0000	500	500	500	500	500	500	
Small Tools/Equipment	1-111-012-7204-0000	1,000	1,000	1,000	1,000	1,000	1,000	Radio accessories, etc.
Office Supplies	1-111-012-7207-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Postage	1-111-012-7210-0000	50	50	50	50	50	50	
Legal Expense	1-111-012-7301-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Membership Dues/Fees	1-111-012-7303-0000	80	80	80	80	80	80	Wa. State Emerg. Mgmt. Assoc. Fee
Outside Services	1-111-012-7308-0000	25,050	24,232	24,959	25,708	26,479	27,273	DEM EOC rent, POB MRE updates; misc. services; pool car fuel; POB call out cards
Incidental Meeting Expense	1-111-012-7317-0000	200	200	200	200	200	200	Outside meetings w/ security prof. and FSO meetings
Insurance/Claims	1-111-012-7401-0000	787	854	914	978	1,046	1,119	
Miscellaneous	1-111-012-7406-0000	250	250	250	250	250	250	
<b>Operating Expense</b>		<b>183,315</b>	<b>173,726</b>	<b>178,805</b>	<b>184,038</b>	<b>189,431</b>	<b>194,988</b>	
<b>Security Net Income (Loss)</b>		<b>(183,315)</b>	<b>(173,726)</b>	<b>(178,805)</b>	<b>(184,038)</b>	<b>(189,431)</b>	<b>(194,988)</b>	

## Executive



### Description of Services

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

## Executive

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Expense</b>						
Salaries/Wages	575,176	613,629	632,038	650,999	670,529	690,645
Salaries/Benefits Recovered	(3,531)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)
Employee Benefits	214,232	189,572	199,946	211,099	223,102	236,033
Staff Recruitment/Relocate	27,116	176,000	110,000	115,500	121,000	127,000
Employee Training/Development	12,400	16,675	16,590	16,683	16,778	16,877
Travel	22,000	22,500	23,100	23,700	24,300	24,900
Telephone/Communication	11,622	9,660	9,995	10,361	10,703	11,091
Equipment Rental	3,029	3,250	3,295	3,340	3,385	3,430
Office Supplies	17,540	12,000	6,272	6,514	6,765	7,026
Postage	1,000	1,000	1,015	1,030	1,045	1,060
Subscriptions	2,500	5,000	5,075	5,152	5,232	5,314
Legal Expense	80,000	86,650	88,350	92,100	93,903	97,760
Membership Dues/Fees	81,000	81,000	83,450	85,972	88,573	91,241
Outside Services	137,250	121,405	73,900	101,827	80,282	83,765
Interfund Transfer	-	(478)	(503)	(528)	(555)	(582)
Advertising	30,000	10,000	10,300	10,609	10,927	11,255
Promotional Hosting	1,000	1,000	1,000	1,000	1,000	1,000
Incidental Meeting Expense	5,400	5,500	5,500	5,500	5,500	5,500
Insurance/Claims	2,424	5,042	5,221	5,412	5,616	5,835
Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000
<b>Operating Expense</b>	<b>1,221,159</b>	<b>1,356,905</b>	<b>1,271,938</b>	<b>1,343,555</b>	<b>1,365,261</b>	<b>1,416,210</b>
<b>Executive Division Net Income (Loss)</b>	<b>(1,221,159)</b>	<b>(1,356,905)</b>	<b>(1,271,938)</b>	<b>(1,343,555)</b>	<b>(1,365,261)</b>	<b>(1,416,210)</b>

## Executive Program



### Description of Services

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

### Objectives

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

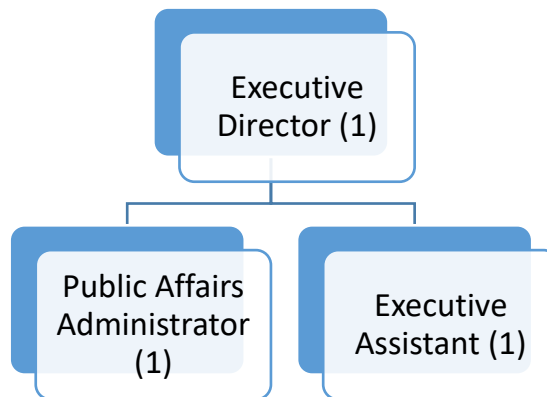
## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$660,771	\$801,315	\$753,224
Net	(\$660,771)	(\$801,315)	(\$753,224)

## 2022 New Major Capital Items

None.

## Staffing



## Executive

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries/Wages	1-114-014-7001-0000	375,564	411,226	423,563	436,270	449,358	462,838	
Salaries/Benefits Recovered	1-114-014-7002-0000	(3,531)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)	
Employee Benefits	1-114-014-7003-0000	132,782	122,624	126,303	130,092	133,995	138,014	
Employee Training/Development	1-114-014-7006-0000	3,000	3,000	3,090	3,183	3,278	3,377	
Travel	1-114-014-7050-0000	20,000	20,000	20,600	21,200	21,800	22,400	
Telephone/Communication	1-114-014-7115-0000	8,000	6,500	6,695	6,896	7,103	7,316	
Equipment Rental	1-114-014-7203-0000	1,500	1,500	1,545	1,590	1,635	1,680	
Office Supplies	1-114-014-7207-0000	15,000	3,500	3,605	3,713	3,824	3,939	
Postage	1-114-014-7210-0000	500	500	515	530	545	560	
Subscriptions	1-114-014-7213-0000	1,500	2,500	2,575	2,652	2,732	2,814	Bellingham Herald, Seattle Times, Puget Sound Business Journal
Publications/Tariffs	1-114-014-7214-0000	-						
Legal Expense	1-114-014-7301-0000	55,000	56,650	58,350	60,100	61,903	63,760	
Membership Dues/Fees	1-114-014-7303-0000	80,000	80,000	82,400	84,872	87,418	90,041	WPPA, PNWA, AAPA
Outside Services	1-114-014-7308-0000	75,000	30,000	30,900	31,827	32,782	33,765	Graphic Design, Video, Photography, Civic Plus Web Hosting, Civic Plus Web Training
Interfund Transfer	1-114-014-7312-0000	-	(828)	(853)	(878)	(905)	(932)	
Advertising/Promotion	1-114-014-7313-0000	30,000	10,000	10,300	10,609	10,927	11,255	Marine Trades, Economic Development, BLI, Transportation Terminals
Promotional Hosting	1-114-014-7316-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Incidental Meeting Expense	1-114-014-7317-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Insurance/Claims	1-114-014-7401-0000	-	2,552	2,731	2,922	3,126	3,345	
Miscellaneous	1-114-014-7406-0000	1,000	1,000	1,000	1,000	1,000	1,000	
<b>Operating Expense</b>		<b>801,315</b>	<b>753,224</b>	<b>775,713</b>	<b>798,864</b>	<b>822,697</b>	<b>847,233</b>	
<b>Executive Net Income (Loss)</b>		<b>(801,315)</b>	<b>(753,224)</b>	<b>(775,713)</b>	<b>(798,864)</b>	<b>(822,697)</b>	<b>(847,233)</b>	



## 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.

### Objectives

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

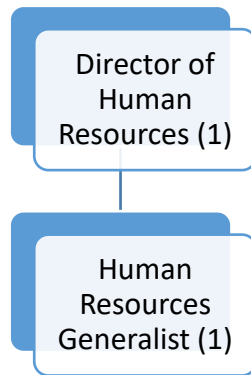
## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$355,877	\$419,843	603,681
Net	(\$355,877)	(\$419,843)	(\$603,681)

## 2022 New Major Capital Items

None.

## Staffing



## Human Resources

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
	<b>Operating Expense</b>							
Salaries/Wages	1-114-015-7001-0000	199,612	202,403	208,475	214,729	221,171	227,806	HR Department Salaries - HR Generalist, HR Manager
Employee Benefits - Port Wide		-	3,998,069	4,118,011	4,241,551	4,368,798	4,499,862	\$1,766,433 medical; \$140,647 Dental; \$1,701 FSA; \$688,652 FICA; \$47,304 Unempl; \$210,985 L&I; \$926,225 Retirement; \$23,418 Life Ins; \$3,618 AD&D; \$33,448 LTD; \$3,826 EAP; \$63,778 Broker Fee; LTC \$73,518
Employee Benefits Allocation to Divisions		-	(3,998,069)	(4,118,011)	(4,241,551)	(4,368,798)	(4,499,862)	
Employee Benefits	1-114-015-7003-0000	81,450	66,948	73,643	81,007	89,108	98,019	HR Department Benefits
Staff Recruitment/Relocate	1-114-015-7005-0000	27,116	176,000	110,000	115,500	121,000	127,000	Support Port recruitment strategy to source, recruit and hire high performing employees with a high level of commitment to the Port of Bellingham Mission and Core Values
Employee Training/Development	1-114-015-7006-0000	9,400	13,675	13,500	13,500	13,500	13,500	Support employee training/development in alignment with the Port's employee retention and engagement strategy to establish a high level of employee commitment and connection to the our Mission and Values. This strategy enables us to meet our current and future workforce needs by attracting and retaining a high performing team. - Organizational Development - Safety Training - Leadership Development - Employee Recognition Luncheon - HR Conferences ( NPELRA, CERIDIAN, SHRM) - HR Staff Continuing Education/Certification
Travel	1-114-015-7050-0000	2,000	2,500	2,500	2,500	2,500	2,500	Travel fees associated with HR conferences, meetings, and mileage
Telephone/Communication	1-114-015-7115-0000	3,622	3,160	3,300	3,465	3,600	3,775	Electronic communication tools for Human Resources program
Equipment Rental	1-114-015-7203-0000	1,529	1,750	1,750	1,750	1,750	1,750	
Office Supplies	1-114-015-7207-0000	2,540	8,500	2,667	2,800	2,940	3,087	HR program office supplies, COVID testing supplies
Postage	1-114-015-7210-0000	500	500	500	500	500	500	

## Human Resources

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Subscriptions	1-114-015-7213-0000	1,000	2,500	2,500	2,500	2,500	2,500	Market surveys for benefits and compensation data
Legal Expense	1-114-015-7301-0000	25,000	30,000	30,000	32,000	32,000	34,000	Negotiation support, compliance, employee/labor issues
Membership Dues/Fees	1-114-015-7303-0000	1,000	1,000	1,050	1,100	1,155	1,200	Society for Human Resource Management (SHRM) National Public Employer Labor Relations (NPELRA)
Outside Services	1-114-015-7308-0000	62,250	91,405	43,000	70,000	47,500	50,000	Annual safety program and wellness initiatives. Ceridian Dayforce HRIS optimization to leverage existing system in order to meet recruitment, performance, retention, and engagement strategy.
Interfund Transfer	1-114-015-7312-0000	-	350	350	350	350	350	
Incidental Meeting Expense	1-114-015-7317-0000	400	500	500	500	500	500	
Insurance/Claims	1-114-015-7401-0000	2,424	2,490	2,490	2,490	2,490	2,490	
	<b>Operating Expense</b>	<b>419,843</b>	<b>603,681</b>	<b>496,225</b>	<b>544,692</b>	<b>542,564</b>	<b>568,977</b>	
<b>Human Resources Net Income (Loss)</b>		<b>(419,843)</b>	<b>(603,681)</b>	<b>(496,225)</b>	<b>(544,692)</b>	<b>(542,564)</b>	<b>(568,977)</b>	

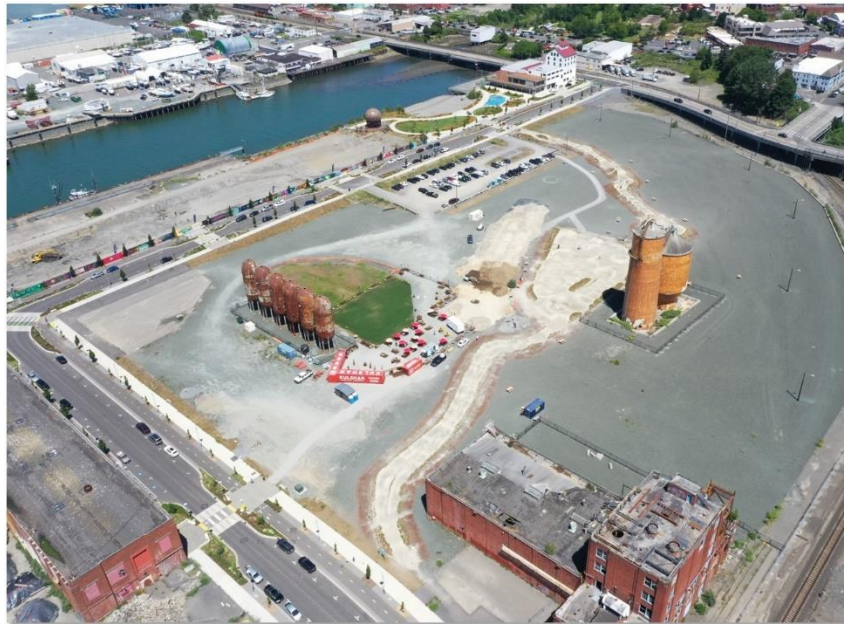
## Waterfront District



### Description of Services

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

### Physical Assets

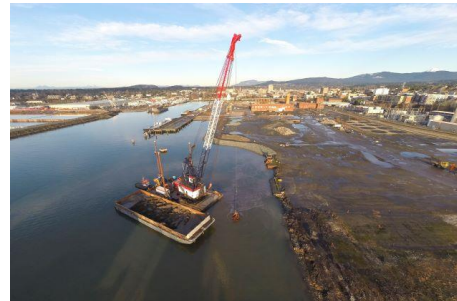




The Waterfront facilities include the 137 acres of property acquired from the 2005 Georgia Pacific site acquisition and the 4 acres of property acquired from Chevron at the end of C Street. Four of the five sites acquired from Georgia Pacific are in the Waterfront District; one wood-waste landfill site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

## 2022 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) and environmental cleanup 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 joint completion of a Development Plan for the Interior Blocks of the Downtown Waterfront.
5. Complete development preparations of the Alcohol Plant and Boardmill Building in preparation of issuing RFPs soliciting outside development interest.



6. Continue to promote interim uses in the Downtown Waterfront including public access, community events, activities for all ages and abilities, temporary arts facilities, expansion of the Container Village, etc.
7. 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.
8. 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.
9. Begin development of a Waterfront District Stormwater Management Masterplan that coordinates stormwater management for current and future district development.

### The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$1,487,077	\$1,528,181	\$2,550,758
Operating Expenses	\$928,643	\$1,117,606	\$1,415,875
Net	\$558,434	\$410,575	\$1,134,883



## 2022 New Major Capital Items



### Site Prep

- Prepare site for development (2022 only)
- Ongoing efforts, spanning multiple years

\$500,000



### Interim Uses

- Community outreach and engagement (2022 only)
- Pump Track, Container Village, etc. began in previous years

\$350,000



### Alcohol Plant

- Minor preparations for development

\$200,000



### Boardmill Building

- Minor preparations for development

\$200,000

## Staffing

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

## Bellingham Waterfront

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Space and Land Rental	1-215-031-6305-0000	1,510,987	1,474,715	1,518,956	1,564,525	1,611,461	1,659,805	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, LCW Dockage
Triple Net/CAM Charges	1-215-031-6445-0000	17,194	17,881	18,596	19,340	20,114	20,918	1000 F St
<b>Operating Revenue</b>		<b>1,528,181</b>	<b>1,492,596</b>	<b>1,537,553</b>	<b>1,583,865</b>	<b>1,631,575</b>	<b>1,680,723</b>	
<b>Operating Expense</b>								
Salaries & Benefits Recovered	1-215-031-7002-0000	393,503	498,849	513,814	529,229	545,106	561,459	
Employee Training	1-215-031-7006-0000	200	100	103	106	109	113	Environmental & Planning allocation
Travel	1-215-031-7050-0000	5,000	5,000	5,150	5,305	5,464	5,628	Environmental, Planning & Real Estate allocation for development and cleanup related travel.
Natural Gas	1-215-031-7101-0000	4,000	4,500	4,635	4,774	4,917	5,065	1001 C St, 1000 F St
Water	1-215-031-7102-0000	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, WF restrooms & irrigation
Electricity	1-215-031-7103-0000	30,000	53,000	54,590	56,228	57,915	59,652	Area lighting and BWAS buildings, 1000 F St, 921 Cornwall, 800 C St, 1001 C St, 1211 Granary Ave, pump track, parking, container village.
Electricity for Resale	1-215-031-7110-0000	50,000	50,000	51,500	53,045	54,636	56,275	
Electricity Resold (Contra)	1-215-031-7111-0000	(50,000)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
Garbage	1-215-031-7114-0000	3,500	4,800	4,944	5,092	5,245	5,402	
Telephone and Communication	1-215-031-7115-0000	300	500	515	530	546	563	WF camera - Faithlife
Office Supplies	1-215-031-7207-0000	200	100	103	106	109	113	
Postage	1-215-031-7210-0000	400	400	412	424	437	450	
Janitorial	1-215-031-7211-0000	10,000	15,000	15,450	15,914	16,391	16,883	Service at 1000 F St off set by BTC reimbursement and container village
Legal Expense	1-215-031-7301-0000	100,000	120,000	130,000	100,000	103,000	106,090	Legal & legislative policy support in Olympia; Federal lobbyist; CC&R & contract development; sales contract negotiations, and misc. legal review.
Security	1-215-031-7306-0000	25,000	30,000	30,900	31,827	32,782	33,765	
Outside Services	1-215-031-7308-0000	85,000	125,000	135,000	95,000	115,000	95,000	Rodent control, alarm monitoring, ASB outfall buoy inspection, waterfront video documentation, RE consultant support, RE Grant Planning, RE Appraisals, Short Plats LLAs & BSPs, Economic Study.
Lease Payments to Others	1-215-031-7311-0000	13,000	17,900	18,437	18,990	19,560	20,147	DNR Whatcom Waterway use permit for 2/3rd of 8.5 acres
Advertising and Promotion	1-215-031-7313-0000	20,000	20,000	20,600	21,218	21,855	22,510	Tenant & developer promotion, open house, related marketing events and waterfront related marketing/public info.
Promotional Hosting	1-215-031-7316-0000	1,000	5,000	5,150	5,305	5,464	5,628	
Incidental Meeting Expense	1-215-031-7317-0000	1,500	3,000	3,090	3,183	3,278	3,377	
Insurance and Claims	1-215-031-7401-0000	190,418	217,812	233,059	249,373	266,829	285,507	

## Bellingham Waterfront

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Taxes	1-215-031-7402-0000	35	35	36	37	38	39	
Environmental Costs	1-215-031-7403-0000	105,500	108,500	111,755	115,108	118,561	122,118	City of Bellingham surface & stormwater fees
Miscellaneous	1-215-031-7406-0000	250	150	155	159	164	169	
Repair and Maintenance	1-215-031-7501-0000	79,000	90,000	92,700	95,481	98,345	101,296	
Groundskeeping	1-215-031-7502-0000	11,000	9,000	9,270	9,548	9,835	10,130	
Preventative Maintenance	1-215-031-7503-0000	28,800	44,000	45,320	46,680	48,080	49,522	
<b>Operating Expense</b>		<b>1,117,606</b>	<b>1,382,646</b>	<b>1,445,488</b>	<b>1,420,225</b>	<b>1,489,957</b>	<b>1,521,878</b>	
<b>Bellingham Waterfront Net Income (Loss)</b>		<b>410,574</b>	<b>109,950</b>	<b>92,065</b>	<b>163,640</b>	<b>141,618</b>	<b>158,845</b>	
Taxes Levied/Operating	1-215-031-8010-0000	2,578,502	2,749,586	2,952,082	3,156,602	3,363,168	3,571,800	
3rd Part Reimbursement	1-215-031-8236-0000	3,330,880	4,305,925	9,576,314	8,348,978	2,210,515	369,872	
<b>Non-Operating Revenues</b>		<b>5,909,382</b>	<b>7,055,511</b>	<b>12,528,396</b>	<b>11,505,580</b>	<b>5,573,683</b>	<b>3,941,672</b>	
Environmental Remediation	1-215-031-8700-0000	3,813,264	5,336,219	10,585,324	8,363,978	4,764,574	1,046,906	
<b>Non-Operating Expenses</b>		<b>3,813,264</b>	<b>5,336,219</b>	<b>10,585,324</b>	<b>8,363,978</b>	<b>4,764,574</b>	<b>1,046,906</b>	
<b>Net Non-Operating Income (Loss)</b>		<b>2,096,118</b>	<b>1,719,292</b>	<b>1,943,072</b>	<b>3,141,602</b>	<b>809,109</b>	<b>2,894,766</b>	

## Economic Development



### Description of Services

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

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

## 2022 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. 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.
5. Support Port operating divisions (Real Estate, Aviation, Planning, and Maritime) to facilitate job creation on Port property.
6. Implement the Comprehensive Economic Development Strategy (CEDS) report for 2021-2025.
7. Continue to develop, plan, and begin implementation of a County wide rural broadband program.
8. Expand the I-5 corridor infrastructure and utilities data collection study and move the database to the Whatcom County GIS Department.
9. Work with regional partners on economic resiliency and recovery.

## The Operating Budget

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

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$14,000	\$14,000	\$14,000
Outside Funding	\$614,859	\$633,305	\$805,304
Operating Expenses	\$806,794	\$1,218,633	\$1,551,612
Net	(\$177,935)	(\$571,328)	(\$732,308)

## 2022 New Major Capital Items

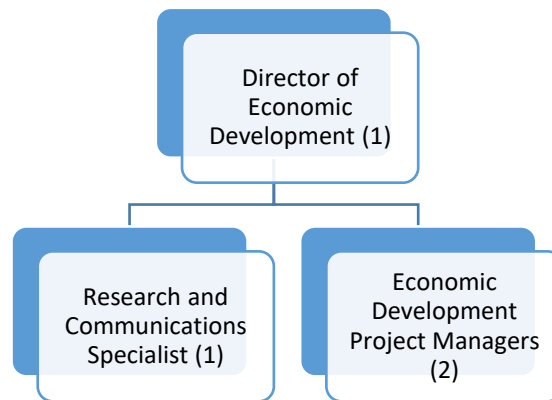


### Broadband

- Underserved locations in the County
- Over 90% funded by grants and loan
- Additional locations to be provided as grant funding is secured

\$2,038,196

## Staffing



## Economic Development

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Foreign Trade Zones	1-216-032-6310-0000	14,000	14,000	14,000	14,000	14,000	14,000	FTZ administrative agreement
<b>Operating Revenue</b>		<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	
<b>Operating Expense</b>								
Salaries and Wages	1-216-032-7001-0000	339,196	400,639	412,658	425,038	437,789	450,923	
Employee Benefits	1-216-032-7003-0000	120,512	121,155	124,790	128,533	132,389	136,361	
Employee Training	1-216-032-7006-0000	7,500	7,500	7,500	7,500	8,000	8,000	
Travel	1-216-032-7050-0000	7,000	25,000	25,000	25,000	15,000	15,000	Travel for conferences/ business recruitment and broadband
Telephone and Communication	1-216-032-7115-0000	4,500	4,500	4,500	5,000	5,000	5,000	Cell phones, landlines, computer cell line, and communication equipment
Equipment Rental	1-216-032-7203-0000	1,550	2,500	2,500	2,500	2,500	2,500	Copier, office water and future technology equipment
Office Supplies	1-216-032-7207-0000	2,000	3,000	3,000	3,000	3,000	3,000	
Postage	1-216-032-7210-0000	500	500	500	500	500	500	
Subscriptions	1-216-032-7213-0000	1,500	1,000	1,000	1,000	1,000	1,000	Trade publications
Legal Expense	1-216-032-7301-0000	10,000	35,000	35,000	35,000	10,000	10,000	
Membership Dues and Fees	1-216-032-7303-0000	43,846	43,677	44,987	46,337	47,727	49,158	WCOG, Bellingham Chamber, Sustainable Connections, Housing Alliance, NW Recreation, Downtown Bellingham Partnership, WBA, WEDA, IEDC, Surrey Board of Trade, Clean Tech Alliance, NW Innovation Resource Center, TAG, Blaine Chamber, Lynden Chamber, Birch Bay Chamber, Ferndale Chamber, Mt Baker Chamber, Everson Chamber, Pt Roberts Chamber, Sumas Chamber
ACF Support	1-216-032-7304-0000	64,000	65,200	67,156	69,170	71,245	73,384	
Outside Services	1-216-032-7308-0000	493,700	701,803	651,803	620,146	669,200	670,920	SBDC, Tourism, Whatcom Prospector, Choose Whatcom, small cities grant program, marketing, research/special programs, Livestories, GIS licensing, Broadband Consultant, Broadband Outside Services; FLOW GIS infrastructure
Interfund Transfer	1-216-032-7312-0000	19,079	19,079	19,471	19,871	20,279	20,696	Economic Development rent
Advertising and Promotion	1-216-032-7313-0000	55,000	60,000	60,000	60,000	60,000	60,000	Local sponsorships, advertising including broadband marketing
Marine Trades Promotion	1-216-032-7315-0000	20,000	20,000	25,000	25,000	25,000	25,000	Advertising, promotion and directory for marine trades
Promotional Hosting	1-216-032-7316-0000	15,000	15,000	15,000	16,000	17,000	17,000	Hosting meals and events for prospective business
Incidental Meeting Expense	1-216-032-7317-0000	7,500	10,000	15,000	15,000	15,000	15,000	
Insurance and Claims	1-216-032-7401-0000	5,750	6,232	6,668	7,135	7,634	8,169	
Miscellaneous	1-216-032-7406-0000	500	500	750	750	750	1,000	



Economic Development

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
Tri-Funder Reimbursement	1-216-032-7600-0000	(633,305)	(805,304)	(777,963)	(801,302)	(825,341)	(850,101)	City and County contributions to program
Operating Expense		585,328	736,981	744,320	711,178	723,673	722,510	
Economic Development Net Income (Loss)		(571,328)	(722,981)	(730,320)	(697,178)	(709,673)	(708,510)	

## Community Connections



### Description of Services

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

## Community Connections

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
<b>Operating Revenue</b>						
Equipment Rental	9,064	9,336	9,336	9,336	9,336	9,336
Space and Land Rental	272,120	280,284	288,692	297,353	306,274	315,462
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	5,150	5,150	5,150	5,150	5,150
<b>Operating Revenue</b>	<b>288,827</b>	<b>289,770</b>	<b>298,178</b>	<b>306,839</b>	<b>315,760</b>	<b>324,948</b>
<b>Operating Expense</b>						
Salaries and Wages	371,446	469,698	483,789	498,303	513,252	528,649
Employee Benefits	259,268	242,350	249,621	257,109	264,822	272,767
Employee Training	14,000	15,536	15,867	16,208	16,559	16,921
Travel	21,888	22,917	23,604	24,312	25,042	25,793
Water	28,000	28,850	29,716	30,607	31,525	32,471
Electricity	13,000	13,400	13,802	14,216	14,643	15,082
Gasoline and Diesel	100	110	113	117	120	124
Garbage	13,000	15,000	15,450	15,914	16,391	16,883
Telephone and Communication	15,565	15,897	16,374	16,865	17,371	17,892
Equipment Rental	1,554	1,601	1,649	1,698	1,749	1,802
Small Tools and Equipment	10,000	10,000	10,300	10,609	10,927	11,255
Operating Supplies	13,627	11,961	12,320	12,689	13,070	13,462
Office Supplies	5,595	4,676	4,816	4,961	5,109	5,263
Signage	700	700	721	743	765	788
Postage	650	550	559	568	578	588
Janitorial	46,093	50,853	52,379	53,950	55,568	57,236
Subscriptions	300	300	306	312	319	325
Legal Expense	48,500	38,500	39,655	40,845	42,070	43,332
Membership Dues and Fees	450	550	559	568	578	588
Security	19,304	21,008	21,639	22,288	22,957	23,645
Outside Services	149,681	245,400	252,762	260,345	268,155	276,200
Lease Payments to Others	21,256	21,257	21,894	22,551	23,228	23,925
Interfund Transfer	29,666	30,316	31,225	32,162	33,127	34,121
Advertising and Promotion	45,017	35,917	36,995	38,104	39,248	40,425
Promotional Hosting	900	908	915	923	931	940
Incidental Meeting Expense	1,250	1,273	1,296	1,320	1,344	1,369
Insurance and Claims	24,070	19,458	20,820	22,277	23,837	25,505
Taxes	6,304	6,463	6,657	6,857	7,062	7,274
Miscellaneous	1,600	1,603	1,606	1,609	1,613	1,616
Repair and Maintenance	138,659	125,424	129,187	133,062	137,054	141,166
Groundskeeping	335,000	355,000	365,650	376,620	387,918	399,556

## Community Connections

Description	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Preventative Maintenance	24,000	25,500	26,265	27,053	27,865	28,700
Equipment	18,000	18,000	18,540	19,096	19,669	20,259
Operating Expense	1,678,443	1,850,974	1,907,049	1,964,861	2,024,466	2,085,920
Community Connections Net Income (Loss)	(1,389,616)	(1,561,205)	(1,608,871)	(1,658,022)	(1,708,706)	(1,760,973)
Election Expense	-	-	75,000	-	150,000	-

## Commission



### Description of Services

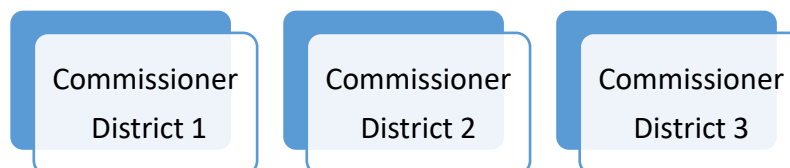
The three-member Board of Commissioners, each elected to serve four year terms by Port District voters, governs the Port of Bellingham. The Commission delegates administrative authority to the Executive Director to conduct the overall operations of the Port. The Commission is charged with setting Port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

### The Operating Budget

Funding is provided by property tax receipts.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$133,039	184,862	\$176,747
Net	(\$133,039)	(\$186,862)	(\$176,747)

### Elected Officials



## Commission

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries and Wages	1-220-038-7001-0000	55,760	55,760	57,433	59,156	60,930	62,758	
Employee Benefits	1-220-038-7003-0000	83,426	68,759	70,822	72,946	75,135	77,389	
Travel	1-220-038-7050-0000	15,000	15,000	15,450	15,914	16,391	16,883	Travel to conferences and meetings
Telephone/Communication	1-220-038-7115-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Office Supplies	1-220-038-7207-0000	1,500	500	515	530	546	563	
Legal Expense	1-220-038-7301-0000	4,000	1,000	1,030	1,061	1,093	1,126	
Outside Services	1-220-038-7308-0000	15,000	15,000	15,450	15,914	16,391	16,883	Video meetings
Promotional Hosting	1-220-038-7316-0000	250	258	265	273	281	290	
Incidental Meeting Expense	1-220-038-7317-0000	750	773	796	820	844	869	
Insurance and Claims	1-220-038-7401-0000		1,524	1,631	1,745	1,867	1,998	
Miscellaneous	1-220-038-7406-0000	100	103	106	109	113	116	
<b>Operating Expense</b>		<b>179,286</b>	<b>162,176</b>	<b>167,102</b>	<b>172,181</b>	<b>177,416</b>	<b>182,813</b>	
<b>Commission Net Income (Loss)</b>		<b>(179,286)</b>	<b>(162,176)</b>	<b>(167,102)</b>	<b>(172,181)</b>	<b>(177,416)</b>	<b>(182,813)</b>	
Election Expense	1-220-038-8600-0000	-	-	75,000	-	150,000		

## Records Management



## Description of Services

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

## Objectives

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



## The Operating Budget

Funding sources include property taxes.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$139,865	\$164,603	\$265,067
Net	(\$139,865)	(\$164,603)	(\$265,067)

## 2022 New Major Capital Items

None.

## Staffing



## Records Management

	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries and Wages	1-220-039-7001-0000	72,986	86,448	89,041	91,713	94,464	97,298	
Employee Benefits	1-220-039-7003-0000	25,016	25,849	26,624	27,423	28,246	29,093	
Employee Training	1-220-039-7006-0000	800	800	824	849	874	900	WAPRO, Laserfiche seminars
Travel	1-220-039-7050-0000	800	1,500	1,545	1,591	1,639	1,688	Travel for off-site training
Telephone and Communication	1-220-039-7115-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-220-039-7205-0000	2,000	2,000	2,060	2,122	2,185	2,251	Containers and shelving for records storage
Office Supplies	1-220-039-7207-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-039-7301-0000	2,000	5,000	5,150	5,305	5,464	5,628	Legal review for records management practices
Membership Dues and Fees	1-220-039-7303-0000	200	300	309	318	328	338	WAPRO membership dues
Outside Services	1-220-039-7308-0000	58,664	143,986	148,306	152,755	157,337	162,058	Annual Laserfiche software maintenance, ArchiveSocial, annual social media archiving, DocuSign annual service, digitization of Environmental records archive
Interfund Transfer	1-220-039-7312-0000	-	(4,885)	(5,032)	(5,182)	(5,338)	(5,498)	
Insurance and Claims	1-220-039-7401-0000	137	149	159	171	183	195	
<b>Operating Expense</b>		<b>164,603</b>	<b>263,147</b>	<b>271,047</b>	<b>279,185</b>	<b>287,568</b>	<b>296,202</b>	
<b>Records Management Net Income (Loss)</b>		<b>(164,603)</b>	<b>(263,147)</b>	<b>(271,047)</b>	<b>(279,185)</b>	<b>(287,568)</b>	<b>(296,202)</b>	

## Public Records

Welcome to the Port of Bellingham Public Record Library

Perform a general search or browse records by category

Q

Resolutions

Commission Meeting Minutes

Bellingham International Airport Records

Port Photo Archive

Back to Port of Bellingham Website

Powered by Laserfiche

### Description of Services

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

### Objectives

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

### The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$1,601	\$150	\$150
Operating Expenses	\$30,192	\$47,219	\$41,266
Net	(\$28,591)	(\$47,069)	(\$41,116)\$

### 2022 New Major Capital Items

None.

### Staffing

The Public Records Officer manages all public records requests.

## Public Disclosure

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Miscellaneous Revenue	1-220-035-6360-0000	150	150	150	150	150	150	
<b>Operating Revenue</b>		<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	
<b>Operating Expense</b>								
Postage	1-220-035-7210-0000	100	100	103	106	109	113	
Legal Expense	1-220-035-7301-0000	40,000	30,000	30,900	31,827	32,782	33,765	Legal review for public disclosure requests
Outside Services	1-220-035-7308-0000	620	620	639	658	677	698	WeTransfer, Cloud-Transfer, Service Scanning services
Interfund Transfer	1-220-035-7312-0000	6,500	10,546	10,862	11,188	11,524	11,870	
<b>Operating Expense</b>		<b>47,220</b>	<b>41,266</b>	<b>42,504</b>	<b>43,779</b>	<b>45,092</b>	<b>46,445</b>	
<b>Public Disclosure Net Income (Loss)</b>		<b>(47,070)</b>	<b>(41,116)</b>	<b>(42,354)</b>	<b>(43,629)</b>	<b>(44,942)</b>	<b>(46,295)</b>	

## 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.

### Objectives

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

## The Operating Budget

Funding sources include property taxes and grants.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$453,224	\$621,900	\$641,985
Net	(\$453,224)	(\$621,900)	(\$641,985)

## 2022 New Major Capital Items

None.

## Staffing

The Open Spaces program is managed by the Maintenance Manager.

## Open Space

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Employee Training	1-220-034-7006-0000	7,500	9,000	9,270	9,548	9,835	10,130	Public Operator, Arborist Cert., IPM Training.
Travel	1-220-034-7050-0000	1,800	2,000	2,060	2,122	2,185	2,251	
Water	1-220-034-7102-0000	28,000	28,850	29,716	30,607	31,525	32,471	Irrigation- TGC, ZPP, Marine Park
Electricity	1-220-034-7103-0000	13,000	13,400	13,802	14,216	14,643	15,082	Squalicum Boathouse, Marine Park, TGC
Gasoline and Diesel	1-220-034-7104-0000	100	110	113	117	120	124	
Garbage	1-220-034-7114-0000	13,000	15,000	15,450	15,914	16,391	16,883	Yard waste and garbage at ZPP, TGC, Marine Park
Small Tools and Equipment	1-220-034-7204-0000	10,000	10,000	10,300	10,609	10,927	11,255	Safety supplies, shovels, rakes, loppers
Operating Supplies	1-220-034-7205-0000	500	500	515	530	546	563	
Office Supplies	1-220-034-7207-0000	400	400	412	424	437	450	
Signage	1-220-034-7208-0000	700	700	721	743	765	788	
Postage	1-220-034-7210-0000	300	200	206	212	219	225	
Janitorial	1-220-034-7211-0000	20,700	21,300	21,939	22,597	23,275	23,973	ZPP, Marine Park, Harbor Center, Harbor Mall, TGC
Subscriptions	1-220-034-7213-0000	200	200	206	212	219	225	
Legal Expense	1-220-034-7301-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Security	1-220-034-7306-0000	16,987	18,622	19,181	19,756	20,349	20,959	
Outside Services	1-220-034-7308-0000	10,000	10,000	10,300	10,609	10,927	11,255	Blaine Rain Gardens, IPM Consulting
Lease Payments to Others	1-220-034-7311-0000	18,000	18,000	18,540	19,096	19,669	20,259	BNSF Lease
Insurance and Claims	1-220-034-7401-0000	18,320	11,703	12,522	13,399	14,337	15,340	
Taxes	1-220-034-7402-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Repair and Maintenance	1-220-034-7501-0000	80,000	80,000	82,400	84,872	87,418	90,041	
Groundskeeping	1-220-034-7502-0000	335,000	355,000	365,650	376,620	387,918	399,556	
Preventative Maintenance	1-220-034-7503-0000	24,000	25,500	26,265	27,053	27,865	28,700	
Equipment	1-220-034-7504-0000	18,000	18,000	18,540	19,096	19,669	20,259	Repairs on trucks, tractors and equipment.
<b>Operating Expense</b>		<b>620,007</b>	<b>641,985</b>	<b>661,713</b>	<b>682,065</b>	<b>703,063</b>	<b>724,728</b>	
<b>Open Space Net Income (Loss)</b>		<b>(620,007)</b>	<b>(641,985)</b>	<b>(661,713)</b>	<b>(682,065)</b>	<b>(703,063)</b>	<b>(724,728)</b>	



## Marine Life Center



### Description of Services

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

## Physical Assets



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

## 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.

## The Operating Budget

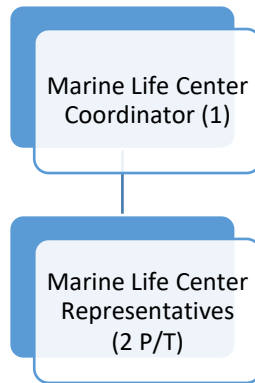
	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$13,200	\$0	\$0
Operating Expenses	\$139,806	\$154,262	\$181,614
Net	(\$126,606)	(\$154,262)	(\$181,614)

\*Note: 2020 revenue consisted of donated equipment.

## 2022 New Major Capital Items

None.

## Staffing



## Marine Life Center

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Salaries and Wages	1-220-040-7001-0000	77,876	97,021	99,932	102,930	106,017	109,198	
Employee Benefits	1-220-040-7003-0000	41,931	38,313	39,462	40,646	41,866	43,122	
Employee Training	1-220-040-7006-0000	1,500	1,500	1,500	1,500	1,500	1,500	
Travel	1-220-040-7050-0000	500	515	530	546	563	580	
Telephone and Communication	1-220-040-7115-0000	3,090	3,183	3,278	3,377	3,478	3,582	
Operating Supplies	1-220-040-7205-0000	5,500	3,665	3,775	3,888	4,005	4,125	Animal food, etc.
Office Supplies	1-220-040-7207-0000	1,545	1,591	1,639	1,688	1,739	1,791	
Janitorial	1-220-040-7211-0000	2,060	5,520	5,686	5,856	6,032	6,213	
Outside Services	1-220-040-7308-0000	-	6,480	6,674	6,875	7,081	7,293	Animal collection costs
Advertising/Promotion	1-220-040-7313-0000	5,000	5,000	5,150	5,305	5,464	5,628	Digital advertising, promotional supplies
Promotional Hosting	1-220-040-7316-0000	500	500	500	500	500	500	
Miscellaneous	1-220-040-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-040-7501-0000	14,260	14,688	15,128	15,582	16,050	16,531	
<b>Operating Expense</b>		<b>154,262</b>	<b>178,476</b>	<b>183,755</b>	<b>189,193</b>	<b>194,794</b>	<b>200,562</b>	
<b>Marine Life Center Net Income (Loss)</b>		<b>(154,262)</b>	<b>(178,476)</b>	<b>(183,755)</b>	<b>(189,193)</b>	<b>(194,794)</b>	<b>(200,562)</b>	

## Meetings & Events



### Description of Services

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

### 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.

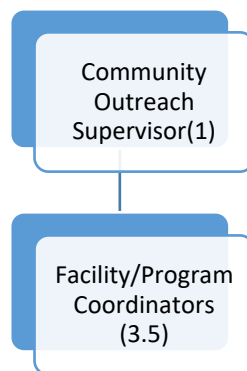
### The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$48,113	\$283,677	\$284,620
Operating Expenses	\$321,922	\$360,545	\$400,025
Net	(\$273,808)	(\$76,868)	(\$115,405)

### 2022 New Major Capital Items

None.

### Staffing



## Meeting Space

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Equipment Rental	1-220-036-6200-0000	9,064	9,336	9,336	9,336	9,336	9,336	White chairs, projector, TV monitor, cocktail tables, dance floor.
Space and Land Rental	1-220-036-6305-0000	272,120	280,284	288,692	297,353	306,274	315,462	
Discounts Given M&E (Contra)	1-220-036-6307-0000	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
Cancellation Fees	1-220-036-6308-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Miscellaneous Revenue	1-220-036-6360-0000	7,493		-	-	-	-	
<b>Operating Revenue</b>		<b>283,677</b>	<b>284,620</b>	<b>293,028</b>	<b>301,689</b>	<b>310,610</b>	<b>319,798</b>	
<b>Operating Expense</b>								
Salaries and Wages	1-220-036-7001-0000	133,621	172,415	177,587	182,915	188,403	194,055	
Employee Benefits	1-220-036-7003-0000	94,208	91,017	93,748	96,560	99,457	102,440	
Employee Training	1-220-036-7006-0000	3,000	3,000	3,000	3,000	3,000	3,000	First-aid CPR, technical and leadership
Travel	1-220-036-7050-0000	3,288	3,387	3,488	3,593	3,701	3,812	Mileage for opening & closing events
Telephone and Communication	1-220-036-7115-0000	5,791	5,965	6,144	6,328	6,518	6,713	
Equipment Rental	1-220-036-7203-0000	1,254	1,292	1,330	1,370	1,411	1,454	
Operating Supplies	1-220-036-7205-0000	5,627	5,796	5,970	6,149	6,333	6,523	
Office Supplies	1-220-036-7207-0000	1,150	1,184	1,220	1,257	1,294	1,333	
Postage	1-220-036-7210-0000	150	150	150	150	150	150	
Janitorial	1-220-036-7211-0000	23,333	24,033	24,754	25,497	26,262	27,049	
Outside Services	1-220-036-7308-0000	13,897	14,314	14,743	15,186	15,641	16,110	C.C. fees, reservation software, Kelly TS
Lease Payments to Others	1-220-036-7311-0000	3,256	3,257	3,354	3,455	3,559	3,665	
Interfund Transfer	1-220-036-7312-0000	23,166	24,655	25,395	26,156	26,941	27,749	
Advertising and Promotion	1-220-036-7313-0000	4,370	4,501	4,636	4,775	4,919	5,066	
Insurance and Claims	1-220-036-7401-0000	5,476	5,933	6,348	6,793	7,268	7,777	
Taxes	1-220-036-7402-0000	5,304	5,463	5,627	5,796	5,970	6,149	
Miscellaneous	1-220-036-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-036-7501-0000	33,154	19,154	19,729	20,320	20,930	21,558	
<b>Operating Expense</b>		<b>360,545</b>	<b>386,015</b>	<b>397,723</b>	<b>409,799</b>	<b>422,256</b>	<b>435,105</b>	
<b>Meeting Space Net Income (Loss)</b>		<b>(76,868)</b>	<b>(101,395)</b>	<b>(104,695)</b>	<b>(108,110)</b>	<b>(111,646)</b>	<b>(115,307)</b>	



## Community Outreach



### Description of Services

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

### Objectives

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

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

### **The Operating Budget**

Funding sources include sponsorships and property taxes.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$5,700	\$5000	\$5,000
Operating Expenses	\$165,267	\$152,520	\$179,499
Net	(\$159,567)	(\$147,520)	(\$174,499)

### **2022 New Major Capital Items**

None.

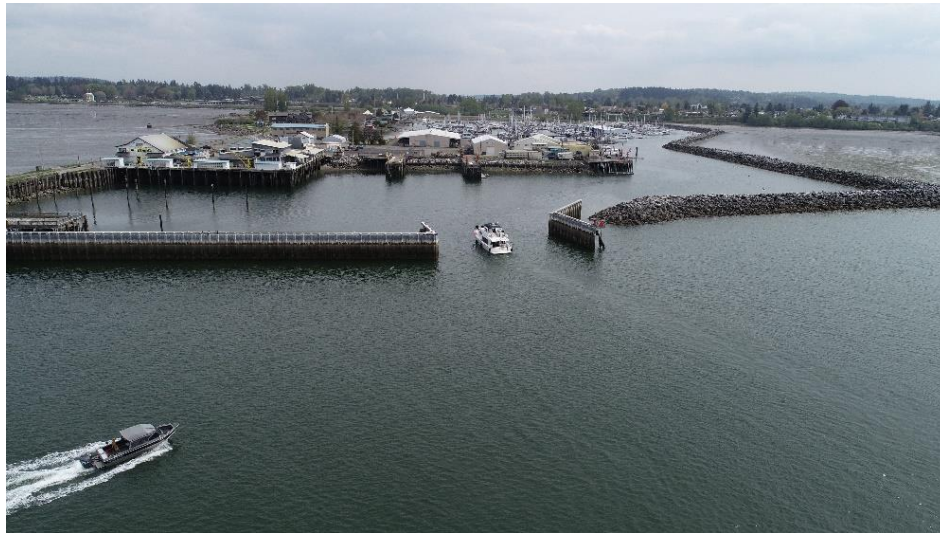
### **Staffing**

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

## Community Outreach

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Revenue</b>								
Miscellaneous Revenue	1-220-037-6360-0000	5,000	5,000	5,000	5,000	5,000	5,000	Local sponsorship for Holiday Port
<b>Operating Revenue</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	
<b>Operating Expense</b>								
Salaries and Wages	1-220-037-7001-0000	31,203	58,054	59,796	61,589	63,437	65,340	
Employee Benefits	1-220-037-7003-0000	14,687	18,412	18,964	19,533	20,119	20,723	
Employee Training	1-220-037-7006-0000	1,200	1,236	1,273	1,311	1,351	1,391	Government social media conference, management training
Travel	1-220-037-7050-0000	500	515	530	546	563	580	
Telephone and Communication	1-220-037-7115-0000	2,184	2,250	2,317	2,387	2,458	2,532	
Equipment Rental	1-220-037-7203-0000	300	309	318	328	338	348	
Postage	1-220-037-7210-0000	100	100	100	100	100	100	
Subscriptions	1-220-037-7213-0000	100	100	100	100	100	100	
Membership Dues and Fees	1-220-037-7303-0000	250	250	250	250	250	250	
Security	1-220-037-7306-0000	2,317	2,386	2,458	2,532	2,608	2,686	Security at community outreach events, including 4th of July, Seafest, and Holiday Port
Outside Services	1-220-037-7308-0000	51,500	55,000	56,650	58,350	60,100	61,903	Ski to Sea, 4th of July, SeaFeast, Holiday Port
Advertising and Promotion	1-220-037-7313-0000	35,647	26,416	27,208	28,025	28,865	29,731	Promotional materials, July 4th marketing, Holiday Port marketing, overall Port community outreach (bike to work day, Chamber business to business host, waterfront district promos, Port facility promotional videos and content collection)
Promotional Hosting	1-220-037-7316-0000	150	150	150	150	150	150	Promotional hosting for volunteers at community outreach events where volunteers are requested
Incidental Meeting Expense	1-220-037-7317-0000	500	500	500	500	500	500	
Insurance and Claims	1-220-037-7401-0000	137	149	159	171	183	195	
Miscellaneous	1-220-037-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-037-7501-0000	11,245	11,582	11,930	12,288	12,656	13,036	Maintenance work for preparation and repair, post community outreach events
<b>Operating Expense</b>		<b>152,520</b>	<b>177,909</b>	<b>183,205</b>	<b>188,659</b>	<b>194,278</b>	<b>200,065</b>	
<b>Community Outreach Net Income (Loss)</b>		<b>(147,520)</b>	<b>(172,909)</b>	<b>(178,205)</b>	<b>(183,659)</b>	<b>(189,278)</b>	<b>(195,065)</b>	

## Infrastructure



### Description of Services

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

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

### 2022 Objectives

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

## The Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$570,850	\$621,277	\$536,903
Net	(\$570,850)	(\$621,277)	(\$536,903)

## 2022 New Major Capital Items

None.

## Staffing

The Facilities Division staff manage infrastructure assets.

## Infrastructure

Description	Account	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	Description
<b>Operating Expense</b>								
Interfund Transfer	1-228-046-7312-0000	(25,000)	(25,850)	(26,729)	-	-	-	
Lummi Agreement #2	1-228-046-7319-0000	120,000	122,304	125,973	129,752	133,645	137,654	Annual moorage credit
Environmental Costs	1-228-046-7403-0000	262,216	253,578	262,149	243,374	251,597	260,101	
Repair and Maintenance	1-228-046-7501-0000	85,000	90,100	93,163	96,331	99,606	102,993	
Groundskeeping	1-228-046-7502-0000	76,500	84,051	86,909	89,864	92,919	96,078	
Preventative Maintenance	1-228-046-7503-0000	12,000	12,720	13,152	13,600	14,062	14,540	
<b>Operating Expense</b>		<b>530,716</b>	<b>536,903</b>	<b>554,618</b>	<b>572,920</b>	<b>591,829</b>	<b>611,366</b>	
<b>Infrastructure Net Income (Loss)</b>		<b>(530,716)</b>	<b>(536,903)</b>	<b>(554,618)</b>	<b>(572,920)</b>	<b>(591,829)</b>	<b>(611,366)</b>	



# 2022 Industrial Development Corporation Budget





# Industrial Development Corporation

## Description of Services

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

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

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

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

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

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