



2019 Strategic Budget

November 20, 2018

Port of Bellingham



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2019 STRATEGIC BUDGET

Introduction:

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

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

The Port of Bellingham's mission is:

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

The Economy

The US economy advanced an annualized 4.1 percent in the second quarter of 2018, well above an upwardly revised 2.2 percent expansion in the previous period and in line with the market expectations. It is the strongest growth rate since the third quarter of 2014 amid higher consumer spending and soybean exports.

From Q4 of 2017 to Q1 of 2018, Washington State gross domestic product (GDP) increased by 3.6%, the highest in the nation. Utah was second at 3.2%. The GDP of the Bellingham metropolitan statistical area (MSA) was \$10.149 billion in 2016, ranking 198 out of 382 MSAs nationally.

The average unemployment rate of Whatcom County is 4.8%, which is marginally higher than the statewide rate of 4.3%. The annual rate of local job growth is just over 2%. Whatcom County is still on a steady path to economic recovery, which continues to be broad-based.

Local highlights:

- Manufacturing employment increased 600 jobs in 2016 in Whatcom County, bringing average annual employment to 10,000. The four largest manufacturing industries in terms of employment are activities related to food, petroleum, wood products and transportation equipment manufacturing.

- In 2015, private wage jobs comprised 75.6% of the market, with private service jobs providing an average of 53,600 jobs. In 2016, that number increased 2.5%, adding 1,400 jobs. The top three industries of this sector were:
 - o Educational services, health care, and social assistance: 23.6%
 - o Retail trade: 12.7%
 - o Manufacturing equals: 11.1%
- Retail comprises 12% of the job mix. The number of Canadian shoppers remains down as the Canadian dollar continues to trade around 80 cents US. Still, retail trade is expanding, represented by the opening of a new Costco and other national brands that are expected to be moving into the previous Costco location.
- Government jobs have increased 8% since the recession. It has expanded by 200 or 1% from 2015 to 2016. State government in particular grew the fastest. Government comprised 17.6% of the nonfarm job market as of August 2017. Western Washington University dominates this sector.

As the Nation-wide economy recovers, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2017, great progress was made in the Waterfront District to support economic investment, including completion of the clean-up and environmental cap in the Downtown Waterfront area, upgrades at the Bellingham Shipping Terminal and C Street Terminal to support shipping, coordination with the City of Bellingham to construct roads and parks, and partnerships with Harcourt Bellingham.

The Port also completed a \$10 million manufacturing facility for All American Marine and sold an existing manufacturing building to Itek Energy to create new family wage jobs on the waterfront. The Port continues to work with other local businesses considering expansion on Port and County property.

Through the Revolving Loan Fund, the Port assists local businesses by enabling them to manage their working capital needs. Through this program, one company was able to:

- Invest \$745,000 into their business
- Lease a second 6,000 sq. ft. facility
- Export over 40 metric tons of product to Canada
- Hire 3 new full-time employees at above minimum wage
- Fulfill a major order to a large retailer

The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2019 by working with local companies wanting to expand or relocate to our region. As the County's designed Associate Development Organization (ADO) we work with the Real Estate division to attract new business through networking and

pursing new leads. In 2019, the Economic Development Alliance will continue outreach to the local business community, seek expansion of new businesses from lower British Columbia and elsewhere in the Northwest, and maintain a unified countywide economic development program working with local and state partners.

Looking toward 2019

The Port operates four lines of business - aviation, marinas, marine terminals and real estate, with each line of business designed to work towards cash neutral after operating costs, capital expense and debt service. This strategy allows for 100% of the Port's tax revenue to be used for public priorities such as economic development, infrastructure preservation, environmental cleanups and parks and open space. The success of the business lines is directly tied to the amount of resources available for public priorities. The Port has planned several key capital projects for 2019, and these projects will help continue to drive the local economy.

Airport Management

The Canadian dollar continues to hover in the range of \$0.77 to \$0.80, which is below the level it was during the peak enplanement years of 2013 and 2014 where it was mostly at par. New airline routes are challenging as carriers continue to migrate towards larger metro airports and struggle to find pilots for shorter routes and mechanics for all of their equipment. Cost control and smart capital project management will continue to be the near term focus at Bellingham International Airport. The airport will undertake a limited number of capital projects in 2019 and continue to market itself as a low-cost, convenient alternative to both Seattle-Tacoma and Vancouver International Airports.

Bellingham Waterfront Development Moves Forward

The City of Bellingham has constructed and opened to the public the first waterfront park, Waypoint Park. The City has also begun work on the first arterial streets in the development, Granary Avenue and Laurel Street. The streets are expected to open in early 2019 if not before. As of this writing the Port was going out to bid on work to build a temporary parking lot off of Granary Avenue. Included in this budget are several hundred thousand dollars for public access projects including a pump track. Harcourt LLC, the Port's waterfront private development partner is expected to open the Granary building in early 2019 and begin construction on three residential buildings along the Whatcom Waterway. The developer, city and port continue to plan the balance of the site including the third commercial project, an office building across from the Granary Building. Other future developments include mixed-uses such as a hotel, student housing, and professional offices are all anticipated to be under construction in the coming years.

Summary

In 2018 the Port had many large capital projects in various stages of construction including Environmental projects in Blaine and Fairhaven. The Blaine project spans multiple years whereas the waterside of the Fairhaven project is almost complete. The port is also planning on a large solar panel project, beginning construction on a community focused Fishers Pavilion in Squalicum Harbor and making some shipping terminal pier repairs. The 2019 budget detailed on the following pages meets the Port goals of financial stewardship, job retention and creation, asset enhancement, public facilities (parks, etc.) operation, economic development, and staff development and training.

2019 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for success. Work on these key corporate goals will likely span beyond 2019 into future years. Specific action steps relating to these goals can be found within each division's section of the Strategic Budget. The following issues are identified for 2019 as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District:

Harcourt began construction of the first project, the Granary Building, in 2016 which will open in early 2019. 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 should commence in early 2019. A third project, a gateway office building, is expected to begin the planning stages in 2019. Student housing, assisted living, professional offices and a hotel have all been discussed as other future projects.

As anticipated in last year's budget, construction of streets and parks began in 2017 and are complete or nearing completion. Public access projects such as a parking lot and a recreational pump track are in the early stages of planning or construction.

District energy will remain a focus as the site is built out. This budget includes funding for the backbone of a system, but connections to the system itself will need additional design and funding. Sources such as micro-hydro, waste steam, sewer-heat recovery and process water all need to be studied to determine if they are an effective and viable source for heat transfer. In 2018 the Port began discussions with a private operator for district energy, those discussions are expected to result in an agreement in late 2018 or early 2019.

2. Plan Necessary Cleanups:

Charged with managing over a dozen environmental cleanup sites, the Port will focus on pursuing efficient and effective processes that ensure quality cleanup projects move ahead in a timely manner. Securing stable funding sources will be a priority and a necessity for any future cleanups. Ongoing cleanup planning will occur for the Whatcom Waterway, Fairhaven area, Blaine Industrial Area, I&J Waterway and on Bellingham's central waterfront. The environmental department will also continue to ensure compliance with stormwater and NPDES regulations to protect Puget Sound and prevent recontamination of environmental cleanup sites.

3. Expansion of Marine Trades:

Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. In 2018 the Port completed the replacement of the Fairhaven Shipyard Pier and continued to plan for infrastructure replacement in Blaine. The Blaine work will include the replacement of several failing bulkheads. In-water work is expensive and regulatory permits are difficult to obtain, but the Port will continue to work diligently towards improving the marine infrastructure for this important sector of our economy.

4. Strategic Management of the Airport:

In 2017, the Port began an update to the airport Master Plan which is required due to the significant decrease in passenger demand. Capital projects at Bellingham International Airport include the planning for a Quick Turn Around rental car facility, improvements to the Customs and Border Patrol Facility and improvements to the parking lot systems. The Port will continue to pursue new air routes and other revenue sources.

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

In 2016, the Port addressed navigation depth issues in the Whatcom Waterway and in 2017 the Port welcomed its first cargo ship in over 17 years. With the addition of the Log Pond area, lay down areas have been expanded allowing for increased sales and marketing efforts. In 2019, the Port will continue upgrades to the Bellingham Shipping Terminal, purchase additional equipment, conduct pier repairs and replace or repair warehouse fire suppression systems. The Port will continue to pursue additional lines of business.

6. Stimulate Economic Development and Job Creation:

In late 2017, the Port, County and City approved budgets that will revise the way economic development is funded. Joint funding was used to hire a new Director of Economic Development position based at the Port to oversee enhanced business recruiting efforts to Whatcom County.

In 2018 the Port proactively managed recruitment and expansion opportunities, and support business investment throughout Whatcom County. The Port's Economic Development staff will continue to visit local businesses to better understand and help overcome the barriers to growth. The Port will also directly support local economic development initiatives through funding partnerships. A significant focus has been and will continue to be on attracting clean, high-tech jobs to Whatcom County. Part of that strategy will be to attract investment for rural broadband delivery.

Financial Overview

2018 Budget Status Update

Through August 2018, the Port's overall revenues from all sources were 18% over 2017 revenues for the same period and totaled \$28 million. The \$4 million decrease in revenues was due increased revenues in operating divisions and insurance proceeds.

Operating Divisions

Operating Summary For the period through August 31, 2018 (in thousands)	<u>2018</u>	<u>2017</u>
Revenues for Enterprise Activities only	17,243	15,618
Enterprise Activities Expenses	10,113	9,264
Income from Enterprise Activities	7,130	6,354

The enterprise (operating) activities of the Port generated revenues of \$17.2 million through August 2018. These activities include Aviation, Marinas, Marine Terminals and Real Estate. The Port's financial policies expect these divisions to operate solely from revenues generated from within their respective divisions, with no operational subsidy from the levied property taxes. Additionally, each division is required to generate revenues sufficient to cover capital needs, debt service and corporate overhead.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas are included in the figures above, and totaled \$2.2 million through August 2018.

Public Priorities

Public Priorities Summary For the period through August 31, 2018 (in thousands)	<u>2018</u>	<u>2017</u>
Revenues	203	214
Expenses	1,271	1,440
Income	-1,068	-1,226

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

Environmental (Division 213) activities provide environmental protection to Port property and are engaged in the investigation and remediation of environmentally compromised properties within the Port's ownership.

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

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

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

For the eight months ending August 2018, the Port spent a net \$1,068,000 in direct costs for these divisions. Public Priorities are supported by property taxes.

Bellingham Waterfront Acquisition Site (BWAS)

BWAS Summary For the period through August 31, 2018 (in thousands)	<u>2018</u>	<u>2017</u>
Revenues	526	252
Expenses	613	568
Income	-87	-316

Bellingham Waterfront Acquisition Site (Division 215) includes acquired “Brownfield” sites in the Bellingham Bay area. These sites are in need of environmental remediation and redevelopment. For the eight months through August 2018, this division had revenues of \$526 thousand and expenses of \$613 thousand.

Summary of the 2018 Budget

Through the first eight months of the current budget, the Port’s operating revenues were approximately \$355 thousand above budget, and above the prior year by over 10%. Operating revenue is affected by aviation enplanements, marina occupancy and real estate leasing activity. As a result of focused expense management and additional operational efficiencies, the Operating divisions’ net contribution exceeded budget by \$1.4 million in the first eight months.

Summary of the 2019 Budget

The 2019 budget forecasts increased operating revenues from the 2018 budget, with total operating revenues for the year projected at \$26.9 million. Total operating expenses are projected to increase nearly 2% over the 2018 budget. The 2019 budget reflects that the operating divisions are expected to generate negative cash flow of approximately \$1.5 million. This drop in cash flow is largely due to major capital projects in progress.

The Public Priorities programs will generate revenues of \$285,000 and operating expenses of \$2.7 million on the development and promotion of economic development, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup of sites outside of the Bellingham Waterfront Acquisition Site is budgeted at \$875 thousand, net of grants and other reimbursements. Public Priorities debt service expense for 2019 is \$1.6 million and capital expenses related to Public Priorities for 2019 will total \$5.5 million, offset by \$500 thousand in grants.

The Bellingham Waterfront Acquisition Site is budgeted for revenues of \$1 million in 2019, which is a significant increase from 2018. The Port will continue to market the leasing of the large warehouse and other properties on the former Georgia Pacific site as they become available in 2019. Expenses, including environmental cleanups, are budgeted at nearly \$5 million and offset by \$3.2 million in grants and other reimbursements. 2019 capital projects for this division are budgeted at \$1.7 million.

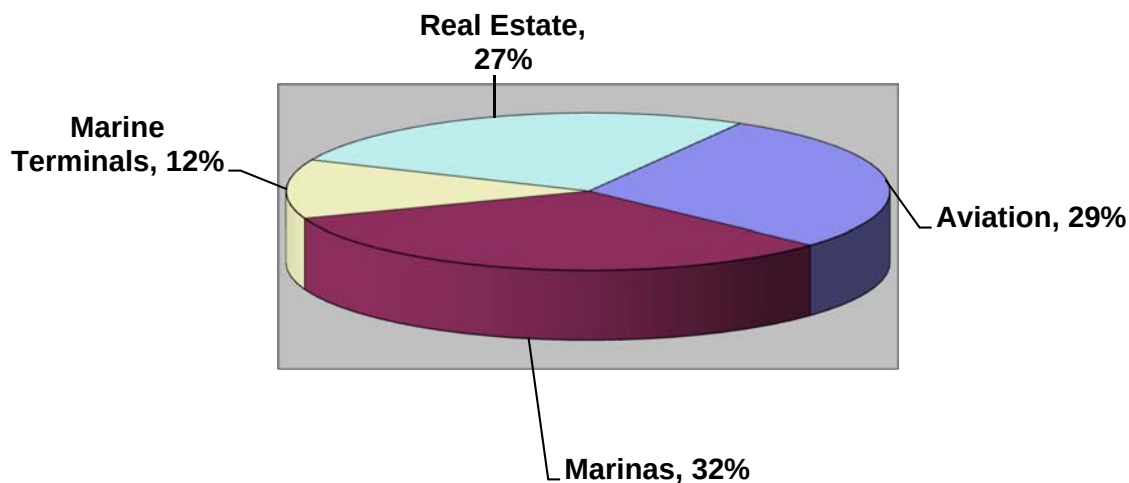
Following is a summary of the expected cash flow for 2019:

Sources of Cash Flows	in millions
Revenues from Port users and tenants	\$26.9
Property tax receipts	7.3
Capital grants	1.2
Operating grants	0.1
Third party environmental reimbursements	4.6
Passenger/Customer Facility Charges	1.9
Interest earned on investments	0.7
Sale of Port Property	6.7
 Total Cash Generated	 \$49.4
 Uses of Cash Flows	
Operating divisional expenses	\$16.4
Public Priority Program expenses	4.1
Environmental cleanup and redevelopment costs	6.1
Principal and interest on outstanding debt	6.3
Capital investments	16.3
 Total Uses for Cash	 \$49.2
 Net Increase in Cash	 \$.2
 Projected Cash for Anticipated Future Projects at 2019 Year End	 \$13.5
 Threshold Cash Reserves	 \$9.8
 Projected Debt Service Coverage Ratio for 2019	 3.06 times

Revenues and Other Sources of Cash Flow

The 2019 budget anticipates Port operating revenues of \$25.6 million (operating revenue only, does not include revenue of \$1.3 million in BWAS and Public Priorities). This represents a significant increase from the 2018 budget. The Aviation Division is projected to produce over \$7.3 million in revenues, a 7% increase over the 2018 budget. Marinas should realize a 4.6% revenue increase to \$8.3 million. Real Estate revenues are also expected to increase by just over 1% to \$6.9 million. Marine Terminals revenue is projected to increase significantly to \$3.1 million due to renewed activity at the Bellingham Shipping Terminal.

2019 Percentage of Total Operating Revenues



The Port expects to receive federal and state funding totaling \$3.6 million, of which \$1.1 million will support the Port's capital programs and \$2.5 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$1.6 million to the Port and be used to pay debt service on revenue bonds issued for airport improvements. These fees are charged through airline tickets with the Port receiving \$4.39 per enplaned passenger.

Bellingham International Airport is also expected to generate over \$360 thousand in new Customer Facility Charges. This fee will be imposed through the rental car agencies and used for targeted capital improvements.

Property taxes will be levied at an estimated rate of \$0.2422 per thousand of valuation. The levy request will provide an estimated \$7.3 million. Of that, \$5 million has been allocated to cover costs of current Public Priorities and Environmental programs and will service the debt previously issued to build public facilities and infrastructure throughout the Port district. The remaining \$2.3 million has been earmarked to fund expenses related to the Bellingham Waterfront Acquisition Site.

Expenses and Other Uses of Cash

Port operating expenses are projected at \$19.5 million (before inter-company transfers), which is just over a 1% increase from the 2018 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions and on capital projects; this inter-company transfer is anticipated to be a \$3.1 million credit to operating divisions in 2019.

Public Priorities expenses are expected to remain just over \$3 million. These expenses support the Economic Development, Public Access, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup at the Bellingham Waterfront Acquisition Site (BWAS), and other sites around the County. Non-BWAS related environmental cleanup is expected to cost just over \$2.2 million and environmental cleanup in the BWAS area is budgeted at \$3.9 million. These cleanup costs are offset by grants, other liable parties, and insurance proceeds totaling over \$4.5 million.

Historically, the Port has issued various forms of long-term debt and the payments for both interest and principal on this debt totals \$6.1 million for 2019.

Capital Expenditures for 2019

In 2019 the Port's capital expenditures are budgeted at \$16.3 million, offset by \$1.1 million in capital grants for a net capital expenditure of \$15.1 million.

Operating Divisions

In 2019, the largest new capital projects will occur in the Real Estate Division and both Blaine and Squalicum Marinas.

The Real Estate Division is proposing a new building to be leased to a current tenant. This building is expected to cost approximately \$2.5 million and be completed in 2020. Other large projects in the Real Estate Division will include replacement or major repair of HVAC systems.

In the Marinas Division, the 2019 capital projects total just under \$1.3 million. Both harbors will have new security access controls installed

Other projects at the Blaine Harbor include upgrading a small section of power, and scoping and designing the next phase of the upgrades to the sawtooth dock. Squalicum Harbor will replace the HVAC in the harbor office, install a connecting float, and replacement of additional dock boxes. Various smaller capital maintenance projects are also scheduled to maintain marina assets.

The airport will begin work on a new rental car quick-turn-around facility that is expected to be completed in 2020. Other major projects scheduled at the airport in 2019 include upgrades to the Customs and Border Patrol building and the initial work on the Runway Safety Area environmental compliance which is scheduled to be completed over the next three years.

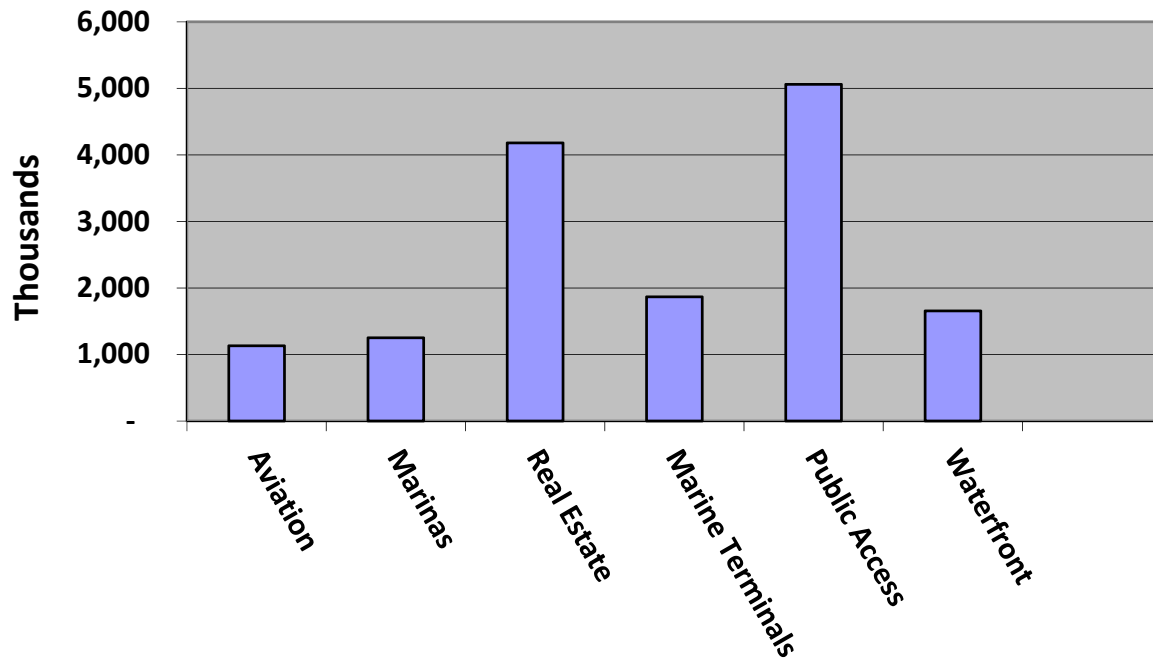
The Marine Terminals Division has a net capital budget \$1.8 million in 2019. Major projects include repairs to the steel piling and supports as well as installing vehicle charging stations at the Cruise Terminal. The Shipping Terminal will have additional repairs done to the main pier as well as upgrades to the fire suppression system in both warehouses, the purchase of portable light standards, and miscellaneous other projects to enhance this asset.

Public Priorities

Capital work is planned to continue in the Public Access areas in 2019. These projects include a public pavilion located at Squalicum Harbor, major work on the bulkheads around Blaine Harbor, the replacement of the visitor float at Zuanich Point Park, and interpretive signs at both the Blaine Trail as well as Zuanich Point Park.

Projects located in the new waterfront area are budgeted at \$1.6 million, and include the demolition of both the Lignin and the Compressor Buildings, continued site prep and utilities for future development, as well as planned interim uses for a portion of the site.

2019 Net Capital Expenditures by Department



Tax Levy

Types and Limits of Levies

Regular Tax Levy

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

Industrial Development District (IDD) Tax Levies

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

Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs capital projects and to finance new capital projects in this category, specifically Environmental, Economic Development and Public Priorities. Property taxes are also allocated to pay for the on-going operating costs of these public investments. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2019 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

Maximum Levy Available

The Port Commission has, since the adoption of the 1995 budget, unilaterally restricted the Port's property tax levy on existing property. The period of 1994 to 2018 reflects a decrease in the levy rate of \$0.1974, going from \$0.4459 to \$0.2485 in 2018. In 2019, the Port will submit a levy request of approximately \$7.3 million, which is nearly \$3 million less than the legal limit. The Port is requesting no increase in the tax levy for existing property, and depending upon new construction and assessed values, the levy rate is expected to decrease.

Tax at a Glance

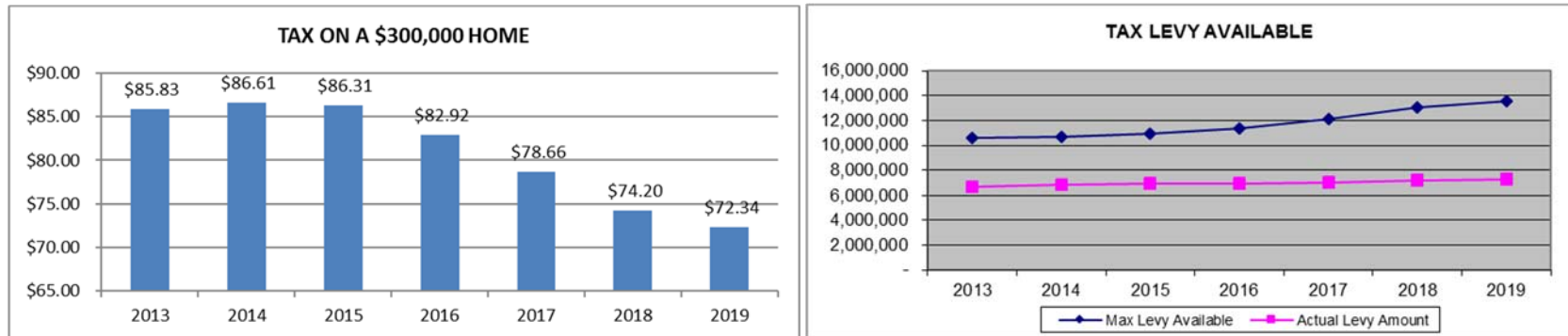
- ❖ Estimated 2019 Levy Rate \$.2422/\$1,000 Assessed Value
- ❖ The estimated levy for a \$300,000 home in 2019 is \$72
- ❖ Total 2019 Tax Levy Estimate \$7.3 Million
- ❖ The rate for 2018 was \$.2485/ \$1,000 Assessed Value
- ❖ The levy amount for a \$300,000 home in 2018 was \$74
- ❖ Last year the collection was \$7.2 million

The 2019 Levy will be used for:

Debt Service G. O. Bonds	\$1,260,300
Environmental Program Costs	335,106
Public Priority Programs Operating Expenses	2,491,924
Taxes Available for Public Priorities Capital Projects	912,670
Taxes Available for Bellingham Waterfront Acquisition Site	<u>2,315,726</u>
Total	\$7,315,726

TAX PAYER EFFECT

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



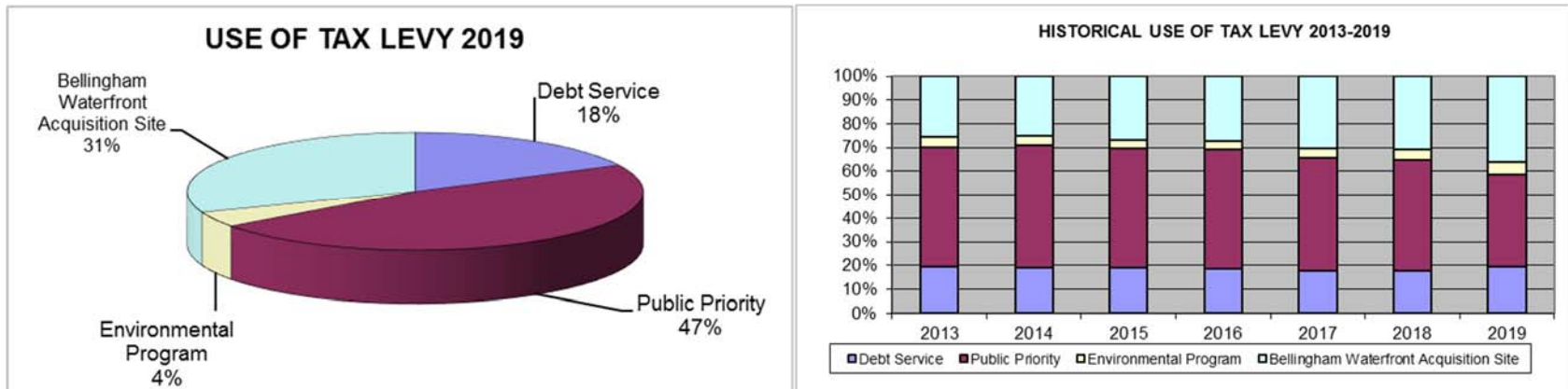
2019 Tax Levy

Sources:

	<u>2019</u>	<u>2018</u>
Regular Levy	\$6,055,426	\$5,953,226
G.O. Bonds/Debt Service	1,260,300	1,262,500
Special Levy	-	-
Industrial Development District (IDD)	-	-
Total Sources of Tax Levy	\$7,315,726	\$7,215,726

Uses:

Debt Service		
General Obligation Bonds Principal & Interest	\$1,260,300	\$1,262,500
Environmental Program Costs	335,106	307,769
Public Priority Programs Operating Expense	2,491,924	2,329,847
Taxes Available for Public Priorities Capital Projects	912,670	1,099,884
Cost Associated with Bellingham Waterfront Acquisition Site	2,315,726	2,215,726
Total Uses of Levy	\$7,315,726	\$7,215,726





	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Beginning Cash Balance	13,724,885	13,520,627	14,916,631	17,477,895	18,660,715
Revenues from Operations	26,925,251	26,577,718	27,407,950	28,266,373	29,153,948
Operating Expenses	(20,501,988)	(20,262,920)	(20,742,779)	(21,444,668)	(21,975,616)
Net Operating Revenues	6,423,263	6,314,798	6,665,171	6,821,705	7,178,332
Interest Income	735,000	735,000	735,000	735,000	735,000
Operating Grants	96,333	96,333	96,333	96,333	96,333
Bank Fees	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Asset Replacement Costs	(261,803)	(633,089)	(390,567)	(584,300)	(256,940)
Election Expense	(150,000)	(100,000)	(300,000)	(150,000)	(150,000)
Property Tax Revenues	7,315,726	7,440,726	7,565,726	7,690,726	7,690,726
Net Cash Flow - Operations	14,140,519	13,835,768	14,353,663	14,591,464	15,275,451
Revenue Bond Payments	(4,858,650)	(3,904,045)	(3,891,650)	(3,882,213)	(3,856,250)
2010B Revenue Bond - IRS Interest Refun	570,957	561,613	552,005	546,547	520,188
General Obligation Bond Payments	(1,260,300)	(843,800)	(843,400)	(842,400)	(838,600)
Other Long Term Loan Payments	(722,469)	(722,469)	(722,469)	(722,469)	(669,678)
Net Cash Flow - Debt	(6,270,462)	(4,908,701)	(4,905,514)	(4,900,535)	(4,844,341)
New Capital Projects	(16,299,208)	(8,622,950)	(6,424,900)	(9,346,500)	(6,332,000)
Capital Carryover from prior year	-	-	-	-	-
Capital Grants	1,154,200	173,590	2,019,525	3,600,000	1,170,000
Customer Facility Charges	361,076	363,473	365,869	388,457	373,349
Passenger Facility Charges	1,590,550	1,610,432	1,630,562	1,650,944	1,671,581
Net Cash Flow - Capital	(13,193,382)	(6,475,455)	(2,408,944)	(3,707,099)	(3,117,070)
Sale/Acquisition of Port property	6,667,532	-	-	-	-
Environmental Remediation	(6,124,905)	(18,233,377)	(45,854,531)	(50,620,530)	(26,431,306)
Environmental Remediation - Grants	2,489,660	8,367,997	32,347,173	37,700,695	18,112,733
Environmental Remediation - Chartis Reimb	1,552,311	2,947,928	4,513,723	5,226,096	1,326,625
Environmental Remediation - PLP Reimb	534,469	5,861,844	4,515,694	2,892,729	1,587,452
Net Cash Flow - Other	(1,548,465)	(1,055,608)	(4,477,941)	(4,801,010)	(5,404,496)
Cash Flow All Sources	(204,258)	1,396,004	2,561,264	1,182,820	1,909,545
Cumulative Cash Flow	13,520,627	14,916,631	17,477,895	18,660,715	20,570,259
Reserved	(9,812,715)	(8,875,905)	(8,943,942)	(9,119,857)	(9,167,521)
Available Cash	3,707,912	6,040,726	8,533,953	9,540,857	11,402,738

2019 Budget Summary 5-Year Forecast

	2018 Budget	2019	2020	2021	2022	2023
<u>Operating Activity</u>						
Aviation						
Revenues	6,853,807	7,331,977	7,551,936	7,778,494	8,011,849	8,252,204
Expenses	5,600,864	5,599,210	5,776,072	5,918,579	6,085,313	6,267,647
Operating Contribution	1,252,943	1,732,767	1,775,864	1,859,915	1,926,536	1,984,557
Marinas						
Revenues	7,933,354	8,297,995	8,583,417	8,880,493	9,189,724	9,511,638
Expenses	3,180,010	3,159,024	3,220,882	3,317,653	3,409,187	3,519,452
Operating Contribution	4,753,344	5,138,971	5,362,536	5,562,840	5,780,536	5,992,186
Real Estate						
Revenues	6,780,753	6,864,327	7,181,458	7,390,330	7,605,469	7,827,060
Expenses	1,928,092	1,984,115	2,053,763	2,112,227	2,170,987	2,236,381
Operating Contribution	4,852,661	4,880,213	5,127,695	5,278,103	5,434,482	5,590,679
Planning & Development						
Revenues	-	-	-	-	-	-
Expenses	179,769	229,625	235,962	242,488	249,208	256,128
Operating Contribution	(179,769)	(229,625)	(235,962)	(242,488)	(249,208)	(256,128)
Marine Terminals						
Revenues	2,771,917	3,117,782	1,908,522	1,965,778	2,024,751	2,085,494
Expenses	2,285,153	2,359,069	1,900,537	1,956,461	2,016,167	2,075,528
Operating Contribution	486,764	758,713	7,986	9,317	8,584	9,966
Facilities						
Revenues	-	-	-	-	-	-
Expenses	3,585,624	3,504,255	3,632,673	3,741,652	3,853,902	3,969,519
Inter-Company Transfers	(3,090,460)	(3,040,836)	(3,155,351)	(3,250,010)	(3,347,511)	(3,447,108)
Operating Contribution	(495,164)	(463,419)	(477,322)	(491,642)	(506,391)	(522,411)

	2018 Budget	2019	2020	2021	2022	2023
Administration						
Revenues	40,008	40,008	40,008	40,008	40,008	40,008
Expenses	1,465,138	1,492,439	1,539,895	1,580,922	1,631,296	1,675,057
Operating Contribution	(1,425,130)	(1,452,431)	(1,499,887)	(1,540,914)	(1,591,288)	(1,635,049)
Executive						
Revenues	-	-	-	-	-	-
Expenses	1,074,566	1,176,814	1,206,141	1,196,553	1,229,678	1,263,796
Operating Contribution	(1,074,566)	(1,176,814)	(1,206,141)	(1,196,553)	(1,229,678)	(1,263,796)
Total Operating Activity						
Revenues	24,379,839	25,652,089	25,265,342	26,055,103	26,871,801	27,716,404
Expenses	19,299,216	19,504,552	19,565,924	20,066,536	20,645,738	21,263,507
Inter-Company Transfers	(3,090,460)	(3,040,836)	(3,155,351)	(3,250,010)	(3,347,511)	(3,447,108)
Operating Contribution	8,171,083	9,188,373	8,854,768	9,238,577	9,573,574	9,900,005

	2018 Budget	2019	2020	2021	2022	2023
<u>Public Priorities</u>						
Economic Development						
Revenues	14,000	14,000	14,000	14,000	14,000	14,000
Expenses	652,851	798,203	603,951	621,885	640,354	659,373
Net Non Operating	733,857	736,852	541,180	557,651	574,612	592,079
Operating Contribution	95,006	(47,351)	(48,771)	(50,235)	(51,742)	(53,294)
Infrastructure						
Revenues	-	-	-	-	-	-
Expenses	252,048	272,000	222,010	227,170	232,485	237,960
Operating Contribution	(252,048)	(272,000)	(222,010)	(227,170)	(232,485)	(237,960)
Public Access						
Revenues	257,650	270,675	278,745	287,230	296,003	305,026
Expenses	1,600,337	1,675,585	1,713,681	1,762,546	1,812,888	1,864,705
Net Non-Operating Income	(100,000)	(150,000)	(100,000)	(300,000)	(150,000)	(150,000)
Operating Contribution	(1,442,687)	(1,554,910)	(1,534,936)	(1,775,316)	(1,666,885)	(1,709,679)
Total Public Priority						
Revenues	271,650	284,675	292,745	301,230	310,003	319,026
Expenses	2,505,236	2,745,789	2,539,642	2,611,602	2,685,727	2,762,037
Net Non-Operating Income	633,857	586,852	441,180	257,651	424,612	442,079
Operating Contribution	(1,599,729)	(1,874,261)	(1,805,717)	(2,052,721)	(1,951,112)	(2,000,933)

	2018 Budget	2019	2020	2021	2022	2023
Bellingham Waterfront Acquisition						
Revenues	484,149	1,028,594	1,059,640	1,091,625	1,124,577	1,158,526
Expenses	1,148,276	1,042,230	1,065,447	1,097,410	1,235,333	1,164,243
Net Non-Operating Income	1,669,881	(673,458)	(516,751)	(2,529,540)	(2,507,779)	(3,156,503)
Operating Contribution	1,005,754	(687,094)	(522,557)	(2,535,325)	(2,618,535)	(3,162,220)
Total Bellingham Waterfront Acquisition						
Revenues	484,149	1,028,594	1,059,640	1,091,625	1,124,577	1,158,526
Expenses	1,148,276	1,042,230	1,065,447	1,097,410	1,235,333	1,164,243
Net Non-Operating Income	1,669,881	(673,458)	(516,751)	(2,529,540)	(2,507,779)	(3,156,503)
Operating Contribution	1,005,754	(687,094)	(522,557)	(2,535,325)	(2,618,535)	(3,162,220)
Environmental						
Revenues	-	-	-	-	-	-
Expenses	305,794	326,138	352,006	323,516	333,222	343,219
Net Non-Operating Income	(2,391,236)	(875,007)	(538,857)	(1,948,400)	(2,293,231)	(2,247,992)
Operating Contribution	(2,697,030)	(1,201,145)	(890,863)	(2,271,916)	(2,626,453)	(2,591,211)
Total Environmental						
Revenues	-	-	-	-	-	-
Expenses	305,794	326,138	352,006	323,516	333,222	343,219
Net Non-Operating Income	(2,391,236)	(875,007)	(538,857)	(1,948,400)	(2,293,231)	(2,247,992)
Operating Contribution	(2,697,030)	(1,201,145)	(890,863)	(2,271,916)	(2,626,453)	(2,591,211)
Operating Contribution	4,880,077	5,425,874	5,635,630	2,378,614	2,377,474	2,145,642

Division: Aviation

Description of Services:

Bellingham International Airport (BLI) is the regional gateway for transporting air passengers and cargo to and from Whatcom County. The Port is focused on continuously enhancing the benefits of commercial, private, corporate and business and aviation and related air cargo and freight logistics by providing high quality aviation services and facilities, operated in a safe, secure, and cost efficient manner. BLI's airfield is served by an FAA contract Air Traffic Control Tower with a single 6,701 foot long precision instrument landing system served Part 139 Runway and supporting taxiway infrastructure in a secured Aircraft Operating Area. (AOA).

The scheduled air service business component consists of a 105,000 sq. ft. commercial air passenger and cargo terminal with related support facilities, include 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, San Diego, Oakland, Los Angeles, Palm Springs, Phoenix, Tucson, and the San Juan Islands. Additionally, there is seasonal service to Denver, Hawaii's Big Island (Kona), and Maui. The Port's Air Cargo program provides dedicated land and facilities for the development and expansion of existing small-package air cargo companies.

The General Aviation component consisting of corporate, business and personal use aircraft is accommodated with a General Aviation Terminal housing two FBOs and facilities and services including self and tanker delivered Avgas and Jet A fuel, ground handling, apron tie-down and hangar storage with available on-site aircraft maintenance, avionics and aircraft leasing and sales. There are 123 private and publicly owned hangars, and 69 aircraft tie-downs. General Aviation and corporate business aviation activities enhance tourism, business and transportation to Whatcom County and the region.

Aviation 2019 Objectives:

1. Continue to identify efficiencies to further reduce operating costs.
2. Continue to recover and restore airline capacity reductions.
3. Commence the environmental review of approved and adopted Airport Master Plan.

4. Pursue new aeronautical and non-aeronautical revenue sources.
5. Propose new routes and develop an air-service plan for service to Chicago, Dallas, Albuquerque and leisure markets in Mexico.
6. Manage operating and capital expenses to coincide with demand.

Staff, Facilities and Structure:

Administrative staff at the airport include: the Director of Aviation, Supervisors of Airside, Terminal and Landside Operations (3) as well as Supervisor of Training and Noise (1), Airport Service Representatives (2), and an Airport Maintenance Technician (1). The airport has 10 full-time Airport Firefighters who staff the Airport Rescue Fire Fighting station, perform safety and security duties, and maintain runways, taxiways and terminals in compliance with FAA and the Transportation Security Administration (TSA) standards.

Physical Assets:

BLI is an FAA Class 1, Part 139 airport, located on 1,200 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 16-24 controlled by an FAA contract Air Traffic Control Tower. There are visual approach landing aids to both the 16 and 34 runway approaches. BLI has dedicated terminals serving Commercial and General Aviation and is a designated International Port of Entry with Customs and Immigration inspection services.

Staff: 18 FTE's work across all Aviation Division Programs

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

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	7,331,977	6,853,807	6,608,104
Operating Expenses	5,599,210	5,600,864	5,220,789
Net Cash Flow	1,732,767	1,252,943	1,387,315

Major 2019 Capital Projects (over \$100,000):

Design rental car quick-turn-around facility	\$371,000
Voluntary Property Acquisition (less 90% FAA grant)	\$350,000
IT Upgrades to Customs and Border Patrol building	\$207,728
Airport Wetland Mitigation Phase 1 buffer	\$200,000
Environmental Compliance, Runway RSA (less 90% FAA grant)	\$100,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Aviation							
	Operating Revenue							
1-101-001-6305-0000	Space and Land Rental	287,329	366,737	377,739	389,071	400,743	412,765	
1-101-001-6353-0000	Fuel Flowage Commercial	128,277	130,947	134,875	138,922	143,089	147,382	
1-101-001-6356-0000	External Revenue Transfer	120,450	120,450	124,064	127,785	131,619	135,568	TSA LEO Reimbursement
1-101-001-6360-0000	Miscellaneous Revenue	35,000	46,801	48,205	49,651	51,140	52,675	GTSO, Security Badges, ARFF Fees from Charters
1-101-001-6362-0000	Security SIDA Violation	-	200	206	212	219	225	
1-101-001-6363-0000	Employee Parking Permits	12,000	14,500	14,935	15,383	15,845	16,320	Monthly and Annual Employee Parking Permits
1-101-001-6410-0000	Airline Landing Fees	379,000	386,580	398,177	410,123	422,426	435,099	
1-101-001-6415-0000	Based Aircraft RON Parking	45,000	70,800	72,924	75,112	77,365	79,686	Remain Over Night fees charged to commercial aircraft
1-101-001-6420-0000	Airline Passenger Fees	505,000	612,000	630,360	649,271	668,749	688,811	
1-101-001-6440-0000	Concession Fees	480,033	487,234	501,851	516,906	532,413	548,386	
1-101-001-6445-0000	Triple Net and CAM Charges	46,811	60,000	61,800	63,654	65,564	67,531	
1-101-001-6450-0000	Advertising Program Revenue	30,000	16,000	16,480	16,974	17,484	18,008	
1-101-001-6455-0000	Parking Fees	4,200,580	4,284,594	4,413,131	4,545,525	4,681,891	4,822,348	
1-101-001-6460-0000	Space and Land Rental - GA	456,047	573,885	591,102	608,835	627,100	645,913	
1-101-001-6461-0000	Fuel Flowage Fee - GA	70,000	75,000	77,250	79,568	81,955	84,413	
1-101-001-6462-0000	Miscellaneous Revenue - GA	400	2,500	2,575	2,652	2,732	2,814	
1-101-001-6463-0000	Additional Revenue - GA-Aviation--	6,750	6,750	6,953	7,161	7,376	7,597	
1-101-001-6464-0000	Aircraft Tie Down Fees - GA	600	25,000	25,750	26,523	27,318	28,138	Ramp Parking
1-101-001-6465-0000	Transient Landing and Park - GA	49,030	51,500	53,045	54,636	56,275	57,964	Ramp Parking
1-101-001-6466-0000	Derelict Aircraft Fine - GA	1,500	500	515	530	546	563	
	Operating Revenue	6,853,807	7,331,977	7,551,936	7,778,494	8,011,849	8,252,204	
	Expense							
	Variable Expenses							
1-101-001-7001-0000	Salaries and Wages	1,157,098	1,301,473	1,340,518	1,380,733	1,422,155	1,464,820	
1-101-001-7002-0000	Salaries & Benefits Recovered	58,345	60,871	62,697	64,578	66,515	68,511	
1-101-001-7003-0000	Employee Benefits	602,522	579,861	597,257	615,174	633,630	652,639	
1-101-001-7006-0000	Employee Training	19,988	33,132	34,126	35,150	36,204	37,290	Attendance for mandated and non-mandated training and airport conferences.
1-101-001-7050-0000	Travel	15,375	24,000	24,720	25,462	26,225	27,012	Travel to trainings and conferences
1-101-001-7101-0000	Natural Gas	32,682	36,089	37,171	38,287	39,435	40,618	
1-101-001-7102-0000	Water	113,553	115,824	119,298	122,877	126,564	130,360	
1-101-001-7103-0000	Electricity	291,848	280,180	288,585	297,242	306,160	315,345	
1-101-001-7104-0000	Gasoline and Diesel	42,142	74,818	77,062	79,374	81,755	84,208	Increase in fuel costs and ramp activity
1-101-001-7105-0000	Gasoline/Diesel Resold (Contra)	(37,050)	(45,671)	(47,041)	(48,453)	(49,906)	(51,403)	Increase in fuel costs and ramp activity
1-101-001-7110-0000	Electricity for Resale	-	15,000	15,450	15,914	16,391	16,883	
1-101-001-7111-0000	Electricity Resold (Contra)	(600)	(16,339)	(16,829)	(17,334)	(17,854)	(18,390)	
1-101-001-7114-0000	Garbage	42,188	38,169	39,314	40,494	41,709	42,960	
1-101-001-7115-0000	Telephone and Communication	42,000	39,900	41,097	42,330	43,600	44,908	

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Aviation							
1-101-001-7203-0000	Equipment Rental	4,400	4,000	4,120	4,244	4,371	4,502	Equipment rental for power outages, copy mahince and misc. specialized equipment
1-101-001-7204-0000	Small Tools and Equipment	400	4,000	4,120	4,244	4,371	4,502	
1-101-001-7205-0000	Operating Supplies	67,238	68,245	70,292	72,401	74,573	76,810	Anti/De-ice material, uniforms, bunker gear, paint, wildlife supplies, badging supplies, airfield bulbs, misc. equipment/materials
1-101-001-7207-0000	Office Supplies	3,316	3,150	3,245	3,342	3,442	3,546	
1-101-001-7208-0000	Signage	2,125	1,900	1,957	2,016	2,076	2,138	Replacement of parking and security signs
1-101-001-7210-0000	Postage	2,000	1,500	1,545	1,591	1,639	1,688	
1-101-001-7211-0000	Janitorial	382,059	353,850	364,466	375,399	386,661	398,261	Estimated increase in janitorial costs
1-101-001-7213-0000	Subscriptions	550	1,009	1,039	1,070	1,102	1,135	Adobe, scheduling software
1-101-001-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-101-001-7301-0000	Legal Expense	54,750	55,000	56,650	58,350	60,100	61,903	
1-101-001-7303-0000	Membership Dues and Fees	13,390	11,319	11,659	12,009	12,369	12,740	AAAE, RASA, NWAAAE
1-101-001-7305-0000	Parking Services	938,300	716,611	738,109	760,253	783,060	806,552	Per Parking Management Company
1-101-001-7306-0000	Security	37,265	40,816	42,041	43,302	44,601	45,939	Security Guard for Exit Lane after TSA closes
1-101-001-7307-0000	External Operational Expense	346,746	403,416	415,518	427,984	440,824	454,048	Contract Law Enforcement suppport =16.5 hours per day ,365 days per yer
1-101-001-7308-0000	Outside Services	316,627	355,000	365,650	376,620	387,918	399,556	USDA, WCFD 8 support, Veoci, Training website hosting, Air Service Development Contract, Whatcom County Tourism Ambassadors, FIDS/Advertisement System, Alerton, AirFest, other misc.
1-101-001-7312-0000	Interfund Transfer	65,951	37,150	47,150	17,790	7,500	7,500	
1-101-001-7313-0000	Advertising and Promotion	150,000	150,000	154,500	159,135	163,909	168,826	Air Service Route Development support and promotion reimbursement. Direct and indirect airport promotion and marketing expenses
1-101-001-7316-0000	Promotional Hosting	350	300	309	318	328	338	
1-101-001-7317-0000	Incidental Meeting Expense	400	500	515	530	546	563	
1-101-001-7318-0000	General Aviation Services	-	16,500	16,995	17,505	18,030	18,571	GA Management Agreement
1-101-001-7401-0000	Insurance and Claims	231,464	242,561	249,838	257,333	265,053	273,005	
1-101-001-7402-0000	Taxes	40,000	58,277	60,025	61,826	63,680	65,591	
1-101-001-7403-0000	Environmental Costs	23,000	23,000	23,690	24,401	25,133	25,887	Stormwater Monitoring
1-101-001-7405-0000	Uncollectable Revenue	800	800	824	849	874	900	
1-101-001-7406-0000	Miscellaneous	2,750	3,000	3,090	3,183	3,278	3,377	
1-101-001-7501-0000	Repair and Maintenance	226,594	214,000	220,420	227,033	233,844	240,859	
1-101-001-7502-0000	Groundskeeping	113,982	155,000	159,650	164,440	169,373	174,454	

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Aviation							
1-101-001-7503-0000	Preventative Maintenance	196,316	141,000	145,230	149,587	154,075	158,697	
1-101-001-7504-0000	Equipment	-	-	-	-	-	-	
	Expense	5,600,864	5,599,210	5,776,072	5,918,579	6,085,313	6,267,647	
	Aviation	1,252,943	1,732,767	1,775,864	1,859,915	1,926,536	1,984,557	

Division: Marinas

Description of Services:

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

Marinas 2019 Objectives:

1. Continue working to improve the safety and security of the marinas. This will include continued customer outreach, including Marine Advisory Committee (MAC) and newsletter columns intended to educate and encourage safe behavior in the facilities. Improved security will include continue review of and possible purchase of an access security control system for all gates, restrooms, showers, and laundry 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. Continue the increased marketing efforts for Blaine Harbor to better promote harbor availability and increase occupancy, utilizing a variety of focused marketing products from print media to participation in regional boat and trade shows.
4. Promote environmental stewardship and Best Management Practices to customers, tenants, and harbor users through newsletter columns, educational displays, and other forms of customer outreach.
5. Continue review and development of long-term plan to replace aging moorage infrastructure with a focus on the inner basin at Squalicum Harbor that could include programing short-term life extension projects
6. Complete the scheduled review of the moorage rate model and ensure the rate structure adequately covers future moorage infrastructure replacement at both harbors while minimizing the financial impact to customers.
7. Review non-moorage related fees, policies and agreements such as boat launch, weblocker, upland storage, dingy storage, crane use, power, showers, laundry, etc. to ensure fees are at an appropriate market rate compared to similarly situated facilities, and that service costs are being recovered.

Staff, Facilities and Structure:

Staffing for this division includes one Blaine Harbormaster, one Squalicum Harbormaster, eight Marine Service Representatives (3 in Blaine Harbor and 5 in Squalicum Harbor),

one Special Projects Administrator, one half-time Marina Manager, and two Squalicum Harbor seasonal Dock Attendants. At Blaine and Squalicum Harbors combined, the Port maintains 2,015 permanent moorage slips for recreational, commercial and charter vessels; 1,800 lineal feet of visitor moorage; 252 webblockers for gear storage; 139 open gear storage spaces; and oversees the day-to-day operation of 2 boat launches.

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Marinas						
Operating Revenue						
Commercial Berth and Moorage	470,377	416,800	416,800	416,800	416,800	416,800
Pleasure Berth and Moorage	6,735,000	7,064,430	7,347,007	7,640,887	7,946,523	8,264,384
Pleasure Transient Moorage	67,921	68,900	68,900	68,900	68,900	68,900
Commercial Transient Moorage	28,540	15,400	15,400	15,400	15,400	15,400
Work Dock Revenue	5,610	16,350	16,350	16,350	16,350	16,350
Boat Launch Fees	54,700	55,500	55,983	56,480	56,993	57,521
ACF Support 2	-	120,000	120,000	120,000	120,000	120,000
ACF Support	54,370	57,868	57,868	57,868	57,868	57,868
Equipment Rentals	15,000	16,600	16,600	16,600	16,600	16,600
Electric Meter Base Fee	9,300	8,985	8,985	8,985	8,985	8,985
Space and Land Rental	53,636	35,230	35,230	35,230	35,230	35,230
Weblocker Rental	317,800	315,540	315,540	315,540	315,540	315,540
Dry Storage Area	29,700	19,800	22,005	24,541	27,457	30,810
Fuel Flowage Fees	21,100	22,500	22,572	22,646	22,723	22,801
Miscellaneous Revenue	67,100	61,100	61,100	61,100	61,100	61,100
Stores Items	200	100	100	100	100	100
Concession Fees	400	110	112	114	116	118
Triple Net and CAM Charges	2,600	2,782	2,865	2,951	3,040	3,131
Operating Revenue	7,933,354	8,297,995	8,583,417	8,880,493	9,189,724	9,511,638
Expense						
Salaries and Wages	679,714	687,165	707,780	729,013	750,884	773,410
Salaries & Benefits Recovered	-	-	-	-	-	-
Employee Benefits	407,727	370,323	381,433	392,876	404,662	416,802
Employee Training	3,520	5,950	3,832	3,884	3,937	3,993
Travel	5,290	15,490	5,371	15,654	5,539	15,828
Natural Gas	12,400	12,190	12,556	12,932	13,320	13,720
Water	122,900	124,540	128,276	132,124	136,088	140,171
Electricity	79,300	80,070	82,472	84,946	87,495	90,119
Gasoline and Diesel	5,700	7,250	7,468	7,692	7,922	8,160
Natural Gas for Resale	-	-	-	-	-	-
Natural Gas Resold (Contra)	-	-	-	-	-	-
Electricity for Resale	411,390	418,190	430,736	443,658	456,968	470,677
Electricity Resold (Contra)	(332,800)	(338,500)	(348,655)	(359,115)	(369,888)	(380,985)
Garbage	191,000	204,200	212,861	221,557	230,289	239,057
Telephone and Communication	29,400	28,790	29,654	30,543	31,460	32,403
Dock Boxes for Resale	-	-	-	-	-	-
Dock Boxes Resold	-	-	-	-	-	-
Equipment Rental	11,800	11,774	12,127	12,491	12,866	13,252
Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688
Operating Supplies	27,400	29,450	30,334	31,244	32,181	33,146
Office Supplies	10,100	9,900	10,197	10,503	10,818	11,143
Signage	2,800	2,500	2,560	2,622	2,685	2,751
Freight Charges	-	-	-	-	-	-

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Marinas						
Postage	12,000	10,300	10,609	10,927	11,255	11,593
Janitorial	126,718	119,700	123,291	126,990	130,799	134,723
Subscriptions	375	410	422	435	448	461
Publications and Tariffs	1,000	700	721	743	765	788
Legal Expense	12,000	10,000	10,300	10,609	10,927	11,255
Membership Dues and Fees	2,465	2,535	2,611	2,689	2,770	2,853
Security	185,000	196,660	202,560	208,637	214,896	221,343
Outside Services	238,132	233,630	240,639	247,858	255,294	262,953
Interfund Transfer	48,843	48,843	49,820	50,816	51,832	52,869
Advertising and Promotion	46,200	31,130	33,751	23,938	26,631	24,918
Promotional Hosting	1,000	500	515	530	546	563
Incidental Meeting Expense	1,800	1,575	1,622	1,671	1,721	1,773
Insurance and Claims	173,799	207,809	214,043	220,465	227,079	233,891
Taxes	4,550	5,430	5,593	5,761	5,934	6,112
Disposal Costs	17,500	17,500	17,740	17,987	18,242	18,504
Uncollectible Revenue	28,755	30,000	30,300	30,609	30,927	31,255
Miscellaneous	1,570	1,590	1,638	1,687	1,737	1,790
Repair and Maintenance	350,513	355,650	343,454	353,757	364,370	375,301
Groundskeeping	90,987	93,550	96,357	99,247	102,225	105,291
Preventative Maintenance	167,662	120,730	124,352	128,082	131,925	135,883
Equipment	-	-	-	-	-	-
Expense	3,180,010	3,159,024	3,220,882	3,317,653	3,409,187	3,519,452
Marinas	4,753,344	5,138,971	5,362,536	5,562,840	5,780,536	5,992,186

Divisional Program: Blaine Harbor

Description of Services:

At Blaine Harbor, the Port operates a 629 slip small boat harbor. Harbor facilities include 66 webblockers, 67 commercial gear storage spaces, a sawtooth dock, visitor docks, and a two-lane boat launch.

Staff: 4 FTE's, 1 shared position within the Marinas program

Source of Funding: Operating Revenues

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	2,160,563	2,026,218	2,006,432
Operating Expenses	1,147,665	1,143,103	1,056,179
Net Cash Flow	1,012,898	883,115	950,253

Major 2019 Capital Projects (over \$100,000): None.

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Blaine Harbor	Blaine Harbor							
	Operating Revenue							
1-105-004-6150-0000	Commercial Berth and Moorage	104,377	85,500	85,500	85,500	85,500	85,500	Commercial Moorage
1-105-004-6151-0000	Pleasure Berth and Moorage	1,755,500	1,869,430	1,944,207	2,021,975	2,102,855	2,186,969	Recreational Moorage
1-105-004-6152-0000	Pleasure Transient Moorage	18,421	17,800	17,800	17,800	17,800	17,800	Visitor Moorage
1-105-004-6153-0000	Commercial Transient Moorage	7,100	3,500	3,500	3,500	3,500	3,500	ACF visitor moorage
1-105-004-6154-0000	Work Dock Revenue	250	250	250	250	250	250	ACF moorage at work docks
1-105-004-6157-0000	Boat Launch Fees	15,500	16,100	16,583	17,080	17,593	18,121	Boat launch daily and annual pass
1-105-004-6160-0000	ACF Support 2		43,200	43,200	43,200	43,200	43,200	
1-105-004-6170-0000	ACF Support	14,970	15,568	15,568	15,568	15,568	15,568	ACF moorage support
1-105-004-6200-0000	Equipment Rentals	3,100	4,000	4,000	4,000	4,000	4,000	Forklift, crane and net reel rentals
1-105-004-6221-0000	Electric Meter Base Fee	5,100	4,485	4,485	4,485	4,485	4,485	Meter Base Set up Fee for new customers
1-105-004-6305-0000	Space and Land Rental	2,500	2,630	2,630	2,630	2,630	2,630	Upland Rental Revenue
1-105-004-6330-0000	Weblocker Rental	81,000	78,840	78,840	78,840	78,840	78,840	Weblocker rental
1-105-004-6332-0000	Dry Storage Area	4,100	5,100	5,100	5,100	5,100	5,100	Fenced storage yard
1-105-004-6353-0000	Fuel Flowage Fees	1,800	2,400	2,472	2,546	2,623	2,701	Over-the-dock fueling
1-105-004-6360-0000	Miscellaneous Revenue	12,400	11,700	11,700	11,700	11,700	11,700	Laundry, shower, waitlists and other assorted revenue
1-105-004-6361-0000	Stores Items	-		-	-	-	-	
1-105-004-6440-0000	Concession Fees	100	60	62	64	66	68	Soda Machine Revenue
	Operating Revenue	2,026,218	2,160,563	2,235,897	2,314,239	2,395,709	2,480,431	
	Expense							
1-105-004-7001-0000	Salaries and Wages	288,313	290,581	299,298	308,277	317,525	327,051	
1-105-004-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-105-004-7003-0000	Employee Benefits	190,481	183,010	188,500	194,155	199,979	205,979	
1-105-004-7006-0000	Employee Training	1,320	2,350	1,732	1,784	1,837	1,893	Forklift (\$200), CPR (\$50), Spill Training (1000), Marine electrical safety (\$200), University of AK (\$400)Office development skills (\$350), Misc. training opportunities (\$150)
1-105-004-7050-0000	Travel	2,690	7,690	2,771	7,854	2,939	8,028	Travel expense for Blaine Harbormaster and Manager of Marinas (Pacific Coast Congress of Harbormaster and NMTA Marina Conference and boat show in odd years).
1-105-004-7101-0000	Natural Gas	2,900	2,690	2,771	2,854	2,939	3,028	Natural gas costs for heating and other services
1-105-004-7102-0000	Water	39,700	40,540	41,756	43,009	44,299	45,628	Potable water costs for the docks, restrooms, and harbor office.
1-105-004-7103-0000	Electricity	22,300	22,570	23,247	23,945	24,663	25,403	Electricity costs for the harbor office, work docks, restrooms and weblockers
1-105-004-7104-0000	Gasoline and Diesel	2,700	3,150	3,245	3,342	3,442	3,545	Fuel for work vehicles, forklift, and vessels
1-105-004-7107-0000	Natural Gas Resold (Contra)			-	-	-	-	
1-105-004-7110-0000	Electricity for Resale	111,490	122,790	126,474	130,268	134,176	138,201	Electricity metered for resale
1-105-004-7111-0000	Electricity Resold (Contra)	(98,000)	(105,500)	(108,665)	(111,925)	(115,283)	(118,741)	Revenues generated from metered vessel electrical usage
1-105-004-7114-0000	Garbage	38,000	38,700	39,861	41,057	42,289	43,557	General garbage and recycling costs

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Blaine Harbor	Blaine Harbor							
1-105-004-7115-0000	Telephone and Communication	19,100	18,890	19,457	20,040	20,642	21,261	Network fiber lease, office telephone and dockside payphones.
1-105-004-7201-0000	Dock Boxes for Resale			-	-	-	-	
1-105-004-7202-0000	Dock Boxes Resold			-	-	-	-	
1-105-004-7203-0000	Equipment Rental	4,500	4,574	4,711	4,853	4,998	5,148	Laundry and copier leasing costs
1-105-004-7204-0000	Small Tools and Equipment	1,000	1,000	1,030	1,061	1,093	1,126	Small tools costs
1-105-004-7205-0000	Operating Supplies	10,800	10,600	10,918	11,246	11,583	11,930	Dock carts (\$6,100), uniforms (\$1,000), hazmat materials (\$600), safety equipment (\$300), visitor envelopes (\$450), boatlaunch envelopes (\$500), boatlaunch passes (\$100), misc supplies & parts (\$500), harbor skiff supplies (\$250) laundry soap for resale (\$200), oil dump supplies (\$600),
1-105-004-7207-0000	Office Supplies	3,900	3,900	4,017	4,138	4,262	4,389	General office supplies
1-105-004-7208-0000	Signage	2,000	2,000	2,060	2,122	2,185	2,251	
1-105-004-7209-0000	Freight Charges			-	-	-	-	Harbor signage replacement
1-105-004-7210-0000	Postage	3,500	2,900	2,987	3,077	3,169	3,264	Postage for all mailings
1-105-004-7211-0000	Janitorial	43,700	46,100	47,483	48,907	50,375	51,886	2019 Janitorial services
1-105-004-7213-0000	Subscriptions	100	60	62	64	66	68	Ak Fishermen's Journal (\$22), Latitude 38 (\$36)
1-105-004-7214-0000	Publications and Tariffs	500	500	515	530	546	563	Printing fees for special mailings
1-105-004-7301-0000	Legal Expense	5,000	5,000	5,150	5,305	5,464	5,628	General legal expenses
1-105-004-7303-0000	Membership Dues and Fees	770	770	793	817	841	867	Costs associated : NMTA (425), PCC (315), Notary Application (15)
1-105-004-7306-0000	Security	94,400	97,360	100,281	103,289	106,388	109,580	Harbor security staffing.
1-105-004-7308-0000	Outside Services	48,000	56,130	57,814	59,548	61,335	63,175	Credit card fees (\$48,000), pest control (\$2,900), Gatehouse alarm monitoring (\$875), website hosting (\$550), harbor newsletter services (\$1,600), Marina Software Contract (\$2,107), PO Box (\$100),
1-105-004-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-105-004-7313-0000	Advertising and Promotion	38,100	24,430	25,830	16,830	18,230	17,377	Costs associated with advertising and sponsorships, including: NW Boat Travel (\$1,550), Waggoner Cruising Guide (\$3000), Suncruiser Magazine (\$2,000), Drayton Harbor Days (\$1000), Sea Skills (\$500), Print Ads in Northern Light (\$880), NW Yachting (\$3000), Pacific Yachting (\$6800), 48' North (\$1700), Fishermen's News (\$2500), Pacific Fishing (\$1500)
1-105-004-7316-0000	Promotional Hosting	500	500	515	530	546	563	Per resolution 989c
1-105-004-7317-0000	Incidental Meeting Expense	600	625	644	663	683	703	MAC meeting expenses
1-105-004-7401-0000	Insurance and Claims	62,975	69,706	71,797	73,951	76,170	78,455	
1-105-004-7402-0000	Taxes	850	1,030	1,061	1,093	1,126	1,159	
1-105-004-7404-0000	Disposal Costs	8,000	8,000	8,240	8,487	8,742	9,004	Costs associated with the disposal of items abandoned at the harbor
1-105-004-7405-0000	Uncollectible Revenue	8,755	10,000	10,300	10,609	10,927	11,255	Account writeoffs
1-105-004-7406-0000	Miscellaneous	620	640	659	679	699	720	Charges associated with culligan water service (520), petty cash reimbursement (\$50), and vehicle washing (70)
1-105-004-7501-0000	Repair and Maintenance	99,779	102,750	105,833	109,007	112,278	115,646	Repair and maintenance of harbor

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Blaine Harbor	Blaine Harbor							
1-105-004-7502-0000	Groundskeeping	30,900	30,900	31,827	32,782	33,765	34,778	Harbor groundskeeping costs
1-105-004-7503-0000	Preventative Maintenance	52,860	40,730	41,952	43,210	44,507	45,842	Annual preventative maintenance of harbor
1-105-004-7504-0000	Equipment	-						
	Expense	1,143,103	1,147,665	1,176,924	1,207,457	1,239,425	1,280,208	
	Blaine Harbor	883,115	1,012,898	1,058,973	1,106,782	1,156,283	1,200,223	

Divisional Program: Squalicum Harbor

Description of Services:

At Squalicum Harbor, the Port operates a 1,386 slip small boat harbor. Harbor facilities include 186 webblockers, 252 commercial gear storage spaces, a sawtooth dock, visitor docks, and a three-lane boat launch.

Staff: 6 FTE's, 1 shared position within the Marinas program, and 2 seasonal FTE's.

Source of Funding: Operating Revenues

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$6,137,432	\$5,907,136	\$5,848,614
Operating Expenses	2,011,359	2,036,907	1,827,281
Net Cash Flow	4,126,073	3,870,229	4,021,333

Major 2019 Capital Projects (over \$100,000):

Purchase and install security access controls	\$210,000
Connect Gillnet Loading Zone to Gate 4	\$160,000
Replace 80 dock boxes	\$137,000
Replace harbor office HVAC	\$127,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Squalicum Harbor	Squalicum Harbor							
	Operating Revenue							
1-105-005-6150-0000	Commercial Berth and Moorage	366,000	331,300	331,300	331,300	331,300	331,300	Commercial moorage
1-105-005-6151-0000	Pleasure Berth and Moorage	4,979,500	5,195,000	5,402,800	5,618,912	5,843,668	6,077,415	Recreational moorage
1-105-005-6152-0000	Pleasure Transient Moorage	49,500	51,100	51,100	51,100	51,100	51,100	Visitor moorage
1-105-005-6153-0000	Commercial Transient Moorage	21,440	11,900	11,900	11,900	11,900	11,900	ACF visitor moorage
1-105-005-6154-0000	Work Dock Revenue	5,360	16,100	16,100	16,100	16,100	16,100	ACF moorage on work docks
1-105-005-6157-0000	Boat Launch Fees	39,200	39,400	39,400	39,400	39,400	39,400	Boat launch daily and annual pass
1-105-005-6160-0000	ACF Support 2	-	76,800	76,800	76,800	76,800	76,800	Tribal credit allocation
1-105-005-6170-0000	ACF Support	39,400	42,300	42,300	42,300	42,300	42,300	ACF moorage support
1-105-005-6200-0000	Equipment Rentals	11,900	12,600	12,600	12,600	12,600	12,600	Forklift, crane and net reel rentals
1-105-005-6221-0000	Electric Meter Base Fee	4,200	4,500	4,500	4,500	4,500	4,500	Meter base set up fee for new customers
1-105-005-6305-0000	Space and Land Rental	51,136	32,600	32,600	32,600	32,600	32,600	Upland rental revenue
1-105-005-6330-0000	Weblocker Rental	236,800	236,700	236,700	236,700	236,700	236,700	Revenues for weblocker rental
1-105-005-6332-0000	Dry Storage Area	25,600	14,700	16,905	19,441	22,357	25,710	ACF fenced storage yard
1-105-005-6353-0000	Fuel Flowage Fees	19,300	20,100	20,100	20,100	20,100	20,100	Revenue for over-the-dock fueling
1-105-005-6360-0000	Miscellaneous Revenue	54,700	49,400	49,400	49,400	49,400	49,400	Laundry, shower, waitlists and other assorted revenue
1-105-005-6361-0000	Stores Items	200	100	100	100	100	100	Laundry soap and harbor hats sold to customers
1-105-005-6440-0000	Concession Fees	300	50	50	50	50	50	Soda machine revenue
1-105-005-6445-0000	Triple Net and CAM Charges	2,600	2,782	2,865	2,951	3,040	3,131	Utility fees for upland lease customers
	Operating Revenue	5,907,136	6,137,432	6,347,520	6,566,254	6,794,015	7,031,207	
	Expense							
1-105-005-7001-0000	Salaries and Wages	391,401	396,584	408,482	420,736	433,358	446,359	
1-105-005-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-105-005-7003-0000	Employee Benefits	217,246	187,313	192,933	198,721	204,682	210,823	
1-105-005-7006-0000	Employee Training	2,200	3,600	2,100	2,100	2,100	2,100	Forklift training (600), CPR (300), U of A courses 2 persons (400), Office development skills 2 persons (300), Management training (500), spill response training (1,500)
1-105-005-7050-0000	Travel	2,600	7,800	2,600	7,800	2,600	7,800	Travel expenses for harbor staff and boat show in odd years.
1-105-005-7101-0000	Natural Gas	9,500	9,500	9,785	10,079	10,381	10,692	Natural gas costs for furnace heating
1-105-005-7102-0000	Water	83,200	84,000	86,520	89,116	91,789	94,543	Potable water costs for the docks, restrooms, and harbor office
1-105-005-7103-0000	Electricity	57,000	57,500	59,225	61,002	62,832	64,717	Electricity costs for the harbor office, work docks, restrooms and weblockers
1-105-005-7104-0000	Gasoline and Diesel	3,000	4,100	4,223	4,350	4,480	4,615	Fuel for work vehicles and vessels
1-105-005-7106-0000	Natural Gas for Resale	-	-					
1-105-005-7107-0000	Natural Gas Resold (Contra)	-	-					
1-105-005-7110-0000	Electricity for Resale	299,900	295,400	304,262	313,390	322,792	332,475	Electricity metered for resale
1-105-005-7111-0000	Electricity Resold (Contra)	(234,800)	(233,000)	(239,990)	(247,190)	(254,605)	(262,244)	Revenues generated from metered vessel electrical usage
1-105-005-7114-0000	Garbage	153,000	165,500	173,000	180,500	188,000	195,500	General garbage costs
1-105-005-7115-0000	Telephone and Communication	10,300	9,900	10,197	10,503	10,818	11,143	Office and dockside telephone services
1-105-005-7201-0000	Dock Boxes for Resale	-	-					
1-105-005-7202-0000	Dock Boxes Resold	-	-					

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Squalicum Harbor	Squalicum Harbor							
1-105-005-7203-0000	Equipment Rental	7,300	7,200	7,416	7,638	7,868	8,104	Laundry and copier leasing expenses
1-105-005-7204-0000	Small Tools and Equipment	500	500	515	530	546	563	Small tools costs
1-105-005-7205-0000	Operating Supplies	16,600	18,850	19,416	19,998	20,598	21,216	Charges associated with operations purchases including dock carts (5,500), Uniforms (2,000), Life Jackets (600), safety equipment (2,000), visitor envelopes (600), Permits/tags (600), repair materials/parts (1,500), hazmat response materials (2,000), new barricades/cones/eco blocks (1,500), inspection tags (300), no parking/moorage signs (850), foul weather equip (1000), sign blanks (400)
1-105-005-7207-0000	Office Supplies	6,200	6,000	6,180	6,365	6,556	6,753	General office supplies (paper, pens, other incidentals)
1-105-005-7208-0000	Signage	800	500	500	500	500	500	Ongoing harbor signage replacement costs
1-105-005-7209-0000	Freight Charges	-	-	-	-	-	-	
1-105-005-7210-0000	Postage	8,500	7,400	7,622	7,851	8,086	8,329	Postage for all mailings
1-105-005-7211-0000	Janitorial	83,018	73,600	75,808	78,082	80,425	82,837	2019 janitorial services
1-105-005-7213-0000	Subscriptions	275	350	361	371	382	394	Bellingham Herald subscription (350)
1-105-005-7214-0000	Publications and Tariffs	500	200	206	212	219	225	Printing fees for special mailings
1-105-005-7301-0000	Legal Expense	7,000	5,000	5,150	5,305	5,464	5,628	General legal expenses
1-105-005-7303-0000	Membership Dues and Fees	1,695	1,765	1,818	1,872	1,929	1,987	NMTA (425), PCC (315), IMI (525), SE Seiners assoc. (400), CMM (100)
1-105-005-7306-0000	Security	90,600	99,300	102,279	105,347	108,508	111,763	Harbor security staffing
1-105-005-7308-0000	Outside Services	190,132	177,500	182,825	188,310	193,959	199,778	Charges comprised costs related to outside vendor services including credit card fees (103,570), pest control (3,000), alarm monitoring (2,000), website hosting (1,100), boat launch credit card services (4,200), harbor newsletter services (1300), emergency dive services (6,000), Misc services (2,000), Legal notices (1,700), Plant care (230), TMP software fees (2,400), Inner Harbor redesign survey (50,000)
1-105-005-7312-0000	Interfund Transfer	48,843	48,843	49,820	50,816	51,832	52,869	Rent paid to Real Estate division for harbor office
1-105-005-7313-0000	Advertising and Promotion	8,100	6,700	7,921	7,108	8,401	7,541	Charges comprised of advertising through NW Travel Guide (1,800), Waggoner Cruising Guide (2,000), Pitch Regatta (1,500), Pink Boat Regatta (500), Suncruiser Magazine (900)
1-105-005-7316-0000	Promotional Hosting	500	-					Per resolution 989c
1-105-005-7317-0000	Incidental Meeting Expense	1,200	950	979	1,008	1,038	1,069	MAC meeting expenses
1-105-005-7401-0000	Insurance and Claims	110,824	138,103	142,246	146,513	150,909	155,436	
1-105-005-7402-0000	Taxes	3,700	4,400	4,532	4,668	4,808	4,952	
1-105-005-7404-0000	Disposal Costs	9,500	9,500	9,500	9,500	9,500	9,500	Costs associated with the disposal of items abandoned at the harbor
1-105-005-7405-0000	Uncollectible Revenue	20,000	20,000	20,000	20,000	20,000	20,000	Account writeoffs
1-105-005-7406-0000	Miscellaneous	950	950	979	1,008	1,038	1,069	Costs associated primarily with water service (600), petty cash reimbursement (150), and vehicle washing (200)
1-105-005-7501-0000	Repair and Maintenance	250,734	252,900	237,621	244,750	252,092	259,655	Repair and maintenance of the harbor
1-105-005-7502-0000	Groundskeeping	60,087	62,650	64,530	66,465	68,459	70,513	Harbor groundskeeping costs
1-105-005-7503-0000	Preventative Maintenance	114,802	80,000	82,400	84,872	87,418	90,041	Annual preventative maintenance of harbor

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
Squalicum Harbor	Squalicum Harbor							
1-105-005-7504-0000	Equipment	-						
	Expense	2,036,907	2,011,359	2,043,958	2,110,197	2,169,762	2,239,244	
	Squalicum Harbor	3,870,229	4,126,073	4,303,562	4,456,058	4,624,253	4,791,963	

Division: Marine Terminals

Description of Services:

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

Marine Terminals Objectives:

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

Staff, Facilities and Structure:

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

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

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

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

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Marine Terminals						
Operating Revenue						
Dockage	171,000	106,406	45,000	46,350	47,741	49,173
Wharfage	189,360	477,261	25,000	25,750	26,523	27,318
Service and Facilities Charges	449,470	72,800	8,800	9,064	9,336	9,616
Cargo Storage Fees	-	-	-	-	-	-
Cargo Security Fees	25,600	-	-	-	-	-
Handling Fees	281,684	753,235	70,400	72,512	74,687	76,928
Man Hour Service - Other	242,911	250,197	257,703	265,434	273,397	281,599
Commercial Berth and Moorage	64,860	69,082	71,154	73,289	75,488	77,752
Pleasure Berth and Moorage	-	1,000	1,030	1,061	1,093	1,126
Pleasure Transient Moorage	1,595	1,800	1,854	1,910	1,967	2,026
Boat Launch Fees	5,005	5,005	5,155	5,310	5,469	5,633
Space and Land Rental	825,687	856,456	882,150	908,614	935,873	963,949
Fuel Flowage Fees	59,000	59,000	60,770	62,593	64,471	66,405
Miscellaneous Revenue	3,060	3,833	3,948	4,066	4,188	4,314
Passenger Tariff Fees	10,000	7,725	7,957	8,195	8,441	8,695
Concession Fees	10,914	10,000	10,300	10,609	10,927	11,255
Triple Net and CAM Charges	381,771	389,392	401,074	413,106	425,499	438,264
Parking Fees	50,000	54,590	56,228	57,915	59,652	61,442
Operating Revenue	2,771,917	3,117,782	1,908,522	1,965,778	2,024,751	2,085,494
Expense						
Salaries and Wages	317,972	330,884	340,810	351,035	361,566	372,413
Salaries & Benefits Recovered	62,196	65,356	67,317	69,336	71,416	73,559
Employee Benefits	165,696	177,147	182,462	187,935	193,573	199,381
Longshore Labor Expense	268,270	575,671	66,304	68,293	70,342	72,452
Employee Training	2,850	1,750	1,803	1,857	1,912	1,970
Travel	24,850	34,300	35,329	36,389	37,481	38,605
Natural Gas	15,178	16,500	16,995	17,505	18,030	18,571
Water	33,548	83,999	86,519	89,114	91,787	94,541
Electricity	146,323	182,411	187,883	193,519	199,325	205,305
Gasoline and Diesel	250	2,465	2,539	2,615	2,694	2,774
Natural Gas Resold (Contra)	(400)	(465)	(479)	(493)	(508)	(523)
Water for Resale	6,600	8,327	8,577	8,834	9,099	9,372
Water Resold (Contra)	(800)	(713)	(734)	(756)	(779)	(802)
Electricity for Resale	25,383	114,233	117,660	121,190	124,826	128,570
Electricity Resold (Contra)	(25,383)	(106,189)	(109,375)	(112,656)	(116,035)	(119,517)
Garbage	37,510	39,398	40,580	41,798	43,052	44,343
Telephone and Communication	9,252	8,591	8,849	9,114	9,388	9,669
Equipment Rental	416,200	75,725	77,997	80,337	82,747	85,229
Small Tools and Equipment	-	500	515	530	546	563
Operating Supplies	4,550	4,550	4,687	4,827	4,972	5,121
Office Supplies	2,415	3,000	3,090	3,183	3,278	3,377
Signage	3,000	3,600	3,708	3,819	3,934	4,052

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Marine Terminals						
Freight Charges	-	-	-	-	-	-
Postage	200	200	206	212	219	225
Janitorial	50,700	51,901	53,458	55,062	56,714	58,415
Subscriptions	1,600	2,000	2,060	2,122	2,185	2,251
Publications and Tariffs	-	-	-	-	-	-
Legal Expense	4,800	7,000	3,560	3,667	3,777	3,890
Membership Dues and Fees	3,266	4,566	4,703	4,844	4,989	5,139
Security	117,302	46,252	47,640	49,069	50,541	52,057
Outside Services	66,275	63,575	65,482	67,447	69,470	71,554
Lease Payments to Others	11,352	10,080	10,382	10,694	11,015	11,345
Interfund Transfer	(24,836)	(25,463)	(26,227)	(27,014)	(27,824)	(28,659)
Advertising and Promotion	23,750	29,250	30,128	31,031	31,962	32,921
Promotional Hosting	9,000	6,000	6,180	6,365	6,556	6,753
Incidental Meeting Expense	500	950	979	1,008	1,038	1,069
Insurance and Claims	118,255	143,390	147,692	152,122	156,686	161,387
Taxes	4,434	3,484	4,674	3,654	4,881	3,832
Uncollectible Revenue	1,500	2,000	2,060	2,091	2,154	2,186
Miscellaneous	600	700	618	736	652	775
Repair and Maintenance	213,239	201,831	207,886	214,123	220,546	227,163
Groundskeeping	67,654	76,665	78,965	81,333	83,773	86,287
Preventative Maintenance	100,102	113,649	117,058	120,570	124,187	127,913
Equipment	-	-	-	-	-	-
Expense	2,285,153	2,359,069	1,900,537	1,956,461	2,016,167	2,075,528
Marine Terminals	486,764	758,713	7,986	9,317	8,584	9,966

Divisional Program: Bellingham Shipping Terminal

Description of Services:

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

Staff, Facilities and Structure:

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

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

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

2019 Objectives:

1. Work closely with the Real Estate department to provide potential customers with flexible BST and Log Pond use options that lead to new import and export cargo movements.
2. Encourage Environmental department on the Whatcom Waterway Phase II value engineering efforts to include the draft issues at the BST, federal channel and provide support on the planning efforts for the ASB.
3. Partner with a stevedore company to provide operational and marketing support at the Bellingham Shipping Terminal with the goal to bring at least one ocean carrier to import/export cargo on a regular basis.
4. Support TYR and other Port customers in lobbying BNSF to reinstate the rail spur to service the BST and Log Pond areas.

Staff: 2 FTE's

Source of Funding: Operating Revenue

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	1,450,117	1,135,454	399,032
Operating Expenses	1,383,714	1,355,119	808,609
Net Cash Flow	66,403	-219,665	-409,576

Major 2019 Capital Projects (over \$100,000):

Main pier repairs	\$400,000
Replace fire suppression system in warehouses 1 & 2	\$350,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Marine Cargo							
	Operating Revenue							
1-109-010-6010-0000	Dockage	171,000	106,406	45,000	46,350	47,741	49,173	Dockage - layberth and cargo vessels
1-109-010-6020-0000	Wharfage	189,360	477,261	25,000	25,750	26,523	27,318	Cargo moved across the docks. 2019 only Rock = \$56,444 x 8 months = \$451,552; Log Barges = \$3,214 x 8 months = \$25,709
1-109-010-6030-0000	Service and Facilities Charges	449,470	72,800	8,800	9,064	9,336	9,616	Upland support of cargo operations. 2019 only Rock = \$8k x 8 months = \$64k; Log Barges = \$1,100 x 8 months = \$8,800
1-109-010-6040-0000	Cargo Storage Fees	-	-	0	0	0	0	
1-109-010-6050-0000	Cargo Security Fees	25,600	-	0	0	0	0	
1-109-010-6353-0000	Fuel Flowage Fees	-	-	0	0	0	0	
1-109-010-6060-0000	Handling Fees	281,684	753,235	70,400	72,512	74,687	76,928	Longshore labor revenue from Rock & log operations
1-109-010-6305-0000	Space and Land Rental	15,622	35,231	36,288	37,377	38,498	39,653	625 Cornwall Land leases
1-109-010-6360-0000	Miscellaneous Revenue	-	-	-	-	-	-	
1-109-010-6445-0000	Additional Revenue	2,718	5,184	5,340	5,500	5,665	5,835	625 Cornwall Land leases
	Operating Revenue	1,135,454	1,450,117	190,827	196,552	202,449	208,522	
	Expense							
1-109-010-7001-0000	Salaries and Wages	125,270	129,029	132,899	136,886	140,993	145,223	
1-109-010-7002-0000	Salaries & Benefits Recovered	37,633	39,509	40,694	41,915	43,173	44,468	
1-109-010-7003-0000	Employee Benefits	62,981	61,670	63,520	65,426	67,388	69,410	
1-109-010-7004-0000	Longshore Labor Expense	268,270	575,671	66,304	68,293	70,342	72,452	PMA payments for ILWU Longshoremen
1-109-010-7006-0000	Employee Training	350	250	258	265	273	281	Security Training; % of CPR, Haz-Mat Class
1-109-010-7050-0000	Travel	21,250	26,500	27,295	28,114	28,957	29,826	Conferences (\$10k); NWMTA Travel 3 x \$1k ea. (\$3k); Local Sales Trips 6 x \$1,500 ea. (\$9k); Overseas Sales Trips (subject to Comm. Approval) (\$2.5k); Fuel Reimb. (\$2k)
1-109-010-7101-0000	Natural Gas	3,333	3,500	3,605	3,713	3,825	3,939	Operations at 625 Cornwall + Warehouse offices
1-109-010-7102-0000	Water	25,000	75,491	77,755	80,088	82,491	84,966	Operations at 625 Cornwall, Warehouse offices & pier
1-109-010-7103-0000	Electricity	48,000	84,411	86,943	89,551	92,238	95,005	Operational lights, etc. for common use areas
1-109-010-7104-0000	Gasoline and Diesel	-	2,000	2,060	2,122	2,185	2,251	Fuel for equipment & diesel powered rentals (light std's)
1-109-010-7110-0000	Electricity for Resale	8,350	94,294	97,123	100,037	103,038	106,129	
1-109-010-7111-0000	Electricity Resold (Contra)	(8,350)	(91,367)	(94,108)	(96,931)	(99,839)	(102,835)	Electricity billed back to customers
1-109-010-7114-0000	Garbage	730	2,000	2,060	2,122	2,185	2,251	Porta-Pottie service at main gate; additional dumpster rental
1-109-010-7115-0000	Telephone and Communication	3,162	2,641	2,720	2,802	2,886	2,972	\$1,920 cell ph. Reimb.; \$230 Tech; \$490 payphone
1-109-010-7203-0000	Equipment Rental	415,500	75,000	77,250	79,568	81,955	84,413	Heavy equipment rentals; light rentals for outgoing cargo
1-109-010-7204-0000	Small Tools and Equipment		500	515	530	546	563	Shovels, brooms, blowers, etc.
1-109-010-7205-0000	Operating Supplies	250	250	258	265	273	281	Misc. supplies used in support of cargo operations
1-109-010-7207-0000	Office Supplies	415	1,500	1,545	1,591	1,639	1,688	Misc. supplies for BST + % of HCB
1-109-010-7208-0000	Signage	500	1,000	1,030	1,061	1,093	1,126	Directory & security signage for terminal
1-109-010-7210-0000	Postage	50	50	52	53	55	56	Letters, marketing materials, etc.
1-109-010-7211-0000	Janitorial	15,700	13,645	14,054	14,476	14,910	15,358	Janitorial contract + add'l services for cargo operations
1-109-010-7213-0000	Subscriptions	1,500	1,900	1,957	2,016	2,076	2,138	Maritime business magazines (Tradewinds \$1325, JoC \$450); Elec. Cargo Records

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Marine Cargo							
1-109-010-7214-0000	Publications and Tariffs							
1-109-010-7301-0000	Legal Expense	1,500	5,000	1,500	1,545	1,591	1,639	Document review, etc.
1-109-010-7303-0000	Membership Dues and Fees	2,416	3,666	3,776	3,889	4,006	4,126	NWMTA = \$1216; NWMTA reg. fee's (3 x \$400) = \$1200; ASBA Membership Fee \$1k; Misc. \$250
1-109-010-7306-0000	Security	88,452	9,625	9,914	10,211	10,518	10,833	Misc. main gate security services for normal operations. Includes 3% increase in contract rates.
1-109-010-7308-0000	Outside Services	21,900	22,550	23,227	23,923	24,641	25,380	Consultants (\$11k); Scale Inspections (\$5k); Bio-Bug (\$2k); COB (\$2k); Dtech (\$2150); Zee Medical (\$200); Culligan (\$200)
1-109-010-7311-0000	Lease Payments to Others	6,082	6,132	6,316	6,505	6,701	6,902	DNR lease payments: \$622 + WW Use Permit % = \$5510
1-109-010-7312-0000	Interfund Transfer		-	-	-	-	-	
1-109-010-7313-0000	Advertising and Promotion	15,000	20,000	20,600	21,218	21,855	22,510	Shipping promotion \$13k; Marketing Materials \$7k
1-109-010-7316-0000	Promotional Hosting	7,000	4,000	4,120	4,244	4,371	4,502	Gifts per POB resolution #989C
1-109-010-7317-0000	Incidental Meeting Expense	250	550	567	583	601	619	Business meetings with existing clients/tenants
1-109-010-7401-0000	Insurance and Claims	59,908	69,033	71,104	73,237	75,434	77,697	
1-109-010-7402-0000	Taxes	2,434	1,380	2,507	1,422	2,582	1,464	State & Local Taxes; %3 increase from 2018 projected
1-109-010-7405-0000	Uncollectible Revenue	1,000	1,000	1,030	1,030	1,061	1,061	Written off vessel moorage accounts
1-109-010-7406-0000	Miscellaneous	100	200	103	206	106	212	Credit card charges
1-109-010-7501-0000	Repair and Maintenance	68,239	70,286	72,395	74,567	76,804	79,108	
1-109-010-7502-0000	Groundskeeping	14,609	22,028	22,688	23,369	24,070	24,792	
1-109-010-7503-0000	Preventative Maintenance	36,335	48,821	50,286	51,794	53,348	54,948	
1-109-010-7504-0000	Equipment							
	Expense	1,355,119	1,383,714	895,921	921,707	950,370	977,757	
	Marine Cargo	(219,665)	66,403	(705,093)	(725,155)	(747,921)	(769,234)	

Divisional Program: Bellingham Cruise Terminal

Description of Services:

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

Staff, Facilities and Structure:

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

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

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

2019 Objectives:

1. Support the AMHS in maximizing vessel occupancy through ongoing coordination with AMHS and the Southeast Alaska Conference.
2. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal to market vacant lease areas.

Staff: 3 FTE's, 3 PTE's

Source of Funding: Operating Revenue

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	1,667,665	1,636,463	1,614,417
Operating Expenses	975,355	930,034	861,362
Net Cash Flow	692,310	706,429	753,055

Major 2019 Capital Projects (over \$100,000):

Purchase and install solar panels	\$440,000
Repair steel piling and supports	\$300,000
Replace fire suppression system, Warehouse 4	\$150,000
Install 2 vehicle charging stations	\$121,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Ferry, Bus, Rail							
	Operating Revenue							
1-109-009-6115-0000	Man Hour Service - Other	242,911	250,197	257,703	265,434	273,397	281,599	Per Terminal Services Contract 2015 - 2018 plus 3% increase + est. 12 Xgulf Sailings 2019
1-109-009-6150-0000	Commercial Berth and Moorage	64,860	69,082	71,154	73,289	75,488	77,752	Charter & USCG Moorage
1-109-009-6151-0000	Pleasure Berth and Moorage		1,000	1,030	1,061	1,093	1,126	Monthly moorage on buoys
1-109-009-6152-0000	Pleasure Transient Moorage	1,595	1,800	1,854	1,910	1,967	2,026	Seasonal moorage buoys + linear moorage
1-109-009-6157-0000	Boat Launch Fees	5,005	5,005	5,155	5,310	5,469	5,633	715 launches @ \$7/launch
1-109-009-6305-0000	Space and Land Rental	810,065	821,225	845,862	871,238	897,375	924,296	
1-109-009-6353-0000	Fuel Flowage Fees	59,000	59,000	60,770	62,593	64,471	66,405	Fuel provided to AMHS, tugs & processors
1-109-009-6360-0000	Miscellaneous Revenue	3,060	3,833	3,948	4,066	4,188	4,314	
1-109-009-6430-0000	Passenger Tariff Fees	10,000	7,725	7,957	8,195	8,441	8,695	\$6.7k (pax cap for SJC); \$1k for remaining charterers
1-109-009-6440-0000	Concession Fees	10,914	10,000	10,300	10,609	10,927	11,255	Concession fee's from vending machines, taxi services, etc.
1-109-009-6445-0000	Additional Revenue	379,053	384,208	395,734	407,606	419,834	432,429	
1-109-009-6455-0000	Parking Fees	50,000	54,590	56,228	57,915	59,652	61,442	Short & Long term parking lots
	Operating Revenue	1,636,463	1,667,665	1,717,695	1,769,226	1,822,303	1,876,972	
	Expense							
1-109-009-7001-0000	Salaries and Wages	192,702	201,855	207,911	214,148	220,573	227,190	
1-109-009-7002-0000	Salaries & Benefits Recovered	24,563	25,847	26,622	27,421	28,244	29,091	
1-109-009-7003-0000	Employee Benefits	102,715	115,477	118,941	122,510	126,185	129,971	
1-109-009-7006-0000	Employee Training	2,500	1,500	1,545	1,591	1,639	1,688	CPR, Hazmat, Stormwater courses (\$1k); Misc. online courses (\$500)
1-109-009-7050-0000	Travel	3,600	7,800	8,034	8,275	8,523	8,779	Travel to AK & Fuel reimb.
1-109-009-7101-0000	Natural Gas	11,845	13,000	13,390	13,792	14,205	14,632	Bldg's & Water Heaters
1-109-009-7102-0000	Water	8,548	8,508	8,763	9,026	9,297	9,576	Water for operations
1-109-009-7103-0000	Electricity	98,323	98,000	100,940	103,968	107,087	110,300	Electricity for operations
1-109-009-7104-0000	Gasoline and Diesel	250	465	479	493	508	523	Fuel for truck & pressure washer
1-109-009-7107-0000	Natural Gas Resold (Contra)	(400)	(465)	(479)	(493)	(508)	(523)	Gas for Café
1-109-009-7108-0000	Water for Resale	6,600	8,327	8,577	8,834	9,099	9,372	Water for USCG & AMHS
1-109-009-7109-0000	Water Resold (Contra)	(800)	(713)	(734)	(756)	(779)	(802)	USCG water billing only; COB bills AMHS directly for usage
1-109-009-7110-0000	Electricity for Resale	17,033	19,939	20,537	21,153	21,788	22,441	
1-109-009-7111-0000	Electricity Resold (Contra)	(17,033)	(14,822)	(15,266)	(15,724)	(16,196)	(16,682)	Electricity billed to moorage & lease tenants
1-109-009-7114-0000	Garbage	36,780	37,398	38,520	39,676	40,866	42,092	Yearly services + seasonal 8 yd & 2, add'l recycle totes + 30 yd.
1-109-009-7115-0000	Telephone and Communication	6,090	5,950	6,129	6,312	6,502	6,697	\$3790 Phone line, fiber lease, program upgrades; \$2160 cell phone stipends
1-109-009-7203-0000	Equipment Rental	700	725	747	769	792	816	Admin. Equip. % (\$300); Floor scrubber rental (\$425)
1-109-009-7205-0000	Operating Supplies	4,300	4,300	4,429	4,562	4,699	4,840	Uniforms, Flags, envelopes, spill supplies, 2-TWIC cards.
1-109-009-7207-0000	Office Supplies	2,000	1,500	1,545	1,591	1,639	1,688	Paper, storage boxes, misc. office supplies
1-109-009-7208-0000	Signage	2,500	2,600	2,678	2,758	2,841	2,926	Tenant signage updates (\$2100); Misc. security signage (\$500)
1-109-009-7209-0000	Freight Charges	-						

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Ferry, Bus, Rail							
1-109-009-7210-0000	Postage	150	150	155	159	164	169	Letters, marketing materials, etc.
1-109-009-7211-0000	Janitorial	35,000	38,256	39,404	40,586	41,803	43,057	Janitorial Contract (\$26,256); BCT Supplies + rugs (\$12k)
1-109-009-7213-0000	Subscriptions	100	100	103	106	109	113	Trade magazine/papers
1-109-009-7301-0000	Legal Expense	3,300	2,000	2,060	2,122	2,185	2,251	Document Review & Consultation
1-109-009-7303-0000	Membership Dues and Fees	850	900	927	955	983	1,013	SEC Annual Membership Fee (\$300); AK Chamber of Commerce \$600)
1-109-009-7306-0000	Security	28,850	36,627	37,726	38,858	40,023	41,224	Contract security at Fairhaven Station plus patrol plus incident coverage
1-109-009-7308-0000	Outside Services	44,375	41,025	42,256	43,523	44,829	46,174	Reed Stoopes (\$15,350); Diving Services (\$11k); Elev. Inspection (\$5k); Copier Lease (\$4k); Alarm monitoring (\$2.5k); Bio-Bug (\$2k); Tourism Ambassador (\$1k); Website Admin. (\$175)
1-109-009-7311-0000	Lease Payments to Others	5,270	3,948	4,066	4,188	4,314	4,444	Lease payment to DNR
1-109-009-7312-0000	Interfund Transfer	(24,836)	(25,463)	(26,227)	(27,014)	(27,824)	(28,659)	
1-109-009-7313-0000	Advertising and Promotion	8,750	9,250	9,528	9,813	10,108	10,411	Visitors Bureau (\$4k); Tenant promo ad's (\$5k); Maps (\$250)
1-109-009-7316-0000	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	Gifts per Resolution #989C; SEC Sponsorship (\$1.5k); Misc. Promo. Items (\$500)
1-109-009-7317-0000	Incidental Meeting Expense	250	400	412	424	437	450	Refreshments, etc. for tenant meetings & trainings
1-109-009-7401-0000	Insurance and Claims	58,347	74,357	76,588	78,885	81,252	83,689	
1-109-009-7402-0000	Taxes	2,000	2,104	2,167	2,232	2,299	2,368	State & local taxes
1-109-009-7405-0000	Uncollectible Revenue	500	1,000	1,030	1,061	1,093	1,126	
1-109-009-7406-0000	Miscellaneous	500	500	515	530	546	563	
1-109-009-7501-0000	Repair and Maintenance	145,000	131,545	135,491	139,556	143,743	148,055	
1-109-009-7502-0000	Groundskeeping	53,045	54,637	56,276	57,964	59,703	61,494	
1-109-009-7503-0000	Preventative Maintenance	63,767	64,828	66,773	68,776	70,839	72,964	
1-109-009-7504-0000	Equipment							
	Expense	930,034	975,355	1,004,616	1,034,754	1,065,797	1,097,771	
	Ferry, Bus, Rail	706,429	692,310	713,079	734,471	756,505	779,201	

Division: Real Estate

Description of Services

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

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

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

Real Estate 2019 Objectives

1. In support of the Corporate Goals for economic development and new job creation, continue to manage Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community. Maintain occupancy rate at or above 94%.
2. Continue to provide exceptional customer service and transparency in all aspects of business.
3. In conjunction with the Economic Development Division, provide opportunities for existing tenants to expand within current locations, and recruit new businesses to Port properties, including water-reliant commercial marine businesses in order to maximize Marine Trades occupancy on Port-owned harbor buildings and properties.
4. Identify Port investment opportunities to enhance revenues and business development, including identifying locations for new development that will entice new tenants or enhance tenant retention and job creation.
5. Stimulate private investment by offering opportunities to develop vacant land, including the commencement of construction of buildings on the I&J Properties LLC and Hilton Roeder II LLC leasehold premises and to finalize the proposal for the redevelopment of Building 8 in Fairhaven Marine Industrial Park.
6. Evaluate and prioritize the replacement and upgrades of Port infrastructure for enhanced long term physical condition of its assets. Invest in Port infrastructure in support of our marine trades businesses, including construction of new buildings for Seaview North in Squalicum and Walsh Marine in Blaine.

7. Encourage efficient energy options for Port tenants and Port real estate assets where operational savings can be realized. Re-lamp Squalicum Esplanade with LED lighting and install an electric vehicle charging station on Bellwether Peninsula.
8. In concert with the Aviation and Environmental and Planning Services Divisions, work to realign Airport Industrial Park properties to provide for increased development opportunities. Continue to market the underutilized assets to secure new tenants.

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 260 tenants holding 310 leases or other agreements (rentals, permits, or licenses).

Staff Structure

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

Source of Funding: Operating Revenues

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	6,864,327	6,780,753	6,623,237
Operating Expenses	1,984,115	1,928,092	1,534,020
Net Cash Flow	4,880,212	4,852,661	5,089,217

Major 2019 Capital Projects (over \$100,000):

Construct Building on Seaview North site	\$2,000,000
Replace portion of HVAC, Bayview Building	\$900,000
Install additional restrooms in F Street Warehouse	\$200,000
Replace tile & partitions in 4 restrooms, Bayview Building	\$125,000
Re-roof office building located at 530 W Front St, Sumas	\$116,000
Repair and repaint partial exterior, Harbor Center Building	\$100,000
Blaine Industrial Access improvements - Design Only	\$100,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Real Estate							
	Operating Revenue							
1-107-007-6305-0000	Space and Land Rental	6,541,216	6,632,553	6,953,709	7,155,748	7,363,849	7,578,193	
1-107-007-6360-0000	Miscellaneous Revenue	33,600	12,600	2,000	2,060	2,122	2,185	Option and sign fees
1-107-007-6440-0000	Concession Fees	160,034	155,000	159,650	164,440	169,373	174,454	
1-107-007-6445-0000	Triple Net and CAM Charges	45,903	64,174	66,099	68,082	70,125	72,228	
	Operating Revenue	6,780,753	6,864,327	7,181,458	7,390,330	7,605,469	7,827,060	
	Expense							
#N/A	Variable Expenses							
1-107-007-7001-0000	Salaries and Wages	419,612	438,758	451,921	465,478	479,443	493,826	
1-107-007-7002-0000	Salaries & Benefits Recovered	(198,906)	(207,639)	(213,868)	(220,284)	(226,893)	(233,700)	
1-107-007-7003-0000	Employee Benefits	214,872	207,845	214,080	220,502	227,118	233,931	
1-107-007-7006-0000	Employee Training	5,000	5,000	5,150	5,305	5,464	5,628	Annual planned training
1-107-007-7050-0000	Travel	4,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7101-0000	Natural Gas	43,599	42,451	43,725	45,036	46,387	47,779	
1-107-007-7102-0000	Water	63,189	68,904	70,971	73,100	75,293	77,552	
1-107-007-7103-0000	Electricity	115,212	103,519	106,625	109,823	113,118	116,512	
1-107-007-7106-0000	Natural Gas for Resale	13,000	13,000	13,390	13,792	14,205	14,632	
1-107-007-7107-0000	Natural Gas Resold (Contra)	(13,000)	(13,000)	(13,390)	(13,792)	(14,205)	(14,632)	
1-107-007-7108-0000	Water for Resale	8,000	6,000	6,180	6,365	6,556	6,753	
1-107-007-7109-0000	Water Resold (Contra)	(8,000)	(6,000)	(6,180)	(6,365)	(6,556)	(6,753)	
1-107-007-7110-0000	Electricity for Resale	501,822	384,022	395,543	407,409	419,631	432,220	
1-107-007-7111-0000	Electricity Resold (Contra)	(501,822)	(384,022)	(395,543)	(407,409)	(419,631)	(432,220)	
1-107-007-7112-0000	Garbage for Resale	14,665	14,665	15,105	15,558	16,025	16,506	
1-107-007-7113-0000	Garbage Resold (Contra)	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
1-107-007-7114-0000	Garbage	40,314	41,164	42,399	43,671	44,981	46,330	
1-107-007-7115-0000	Telephone and Communication	18,000	18,000	18,540	19,096	19,669	20,259	
1-107-007-7203-0000	Equipment Rental	3,000	2,500	2,575	2,652	2,732	2,814	projected allocated share
1-107-007-7207-0000	Office Supplies	5,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7208-0000	Signage	4,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7210-0000	Postage	4,500	4,500	4,635	4,774	4,917	5,065	
1-107-007-7211-0000	Janitorial	88,657	83,082	85,574	88,142	90,786	93,510	
1-107-007-7213-0000	Subscriptions	170	170	175	180	186	191	
1-107-007-7301-0000	Legal Expense	30,000	30,000	30,900	31,827	32,782	33,765	
1-107-007-7303-0000	Membership Dues and Fees	4,056	4,058	4,180	4,305	4,434	4,567	Licenses and Notary
1-107-007-7306-0000	Security	15,000	30,600	31,518	32,464	33,437	34,441	Increased security at B/W
1-107-007-7308-0000	Outside Services	153,882	161,308	166,147	171,132	176,266	181,554	Credit reporting, AIP Fire, Appraisals, CC fees, Broker fees, Web Maint
1-107-007-7311-0000	Lease Payments to Others	1,730	1,730	6,782	6,985	7,195	7,411	PMA payment to DNR
1-107-007-7312-0000	Interfund Transfer	(16,116)	(58,066)	(59,834)	(64,778)	(71,328)	(73,204)	includes Gate 2 habitat bench restoration, Slater Road WDFW
1-107-007-7313-0000	Advertising and Promotion	25,000	25,000	25,750	26,523	27,318	28,138	To promote high level of occupancy & focused marketing effort
1-107-007-7316-0000	Promotional Hosting	5,000	5,000	5,150	5,305	5,464	5,628	Developer/broker meetings; annual tenant mixer
1-107-007-7317-0000	Incidental Meeting Expense	1,000	2,000	2,060	2,122	2,185	2,251	
1-107-007-7401-0000	Insurance and Claims	212,651	230,588	237,506	244,631	251,970	259,529	
1-107-007-7402-0000	Taxes	1,800	3,500	3,605	3,713	3,825	3,939	Taxes on Misc. Revenue, Transfer fees

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Real Estate							
1-107-007-7405-0000	Uncollectible Revenue	20,000	20,000	20,600	21,218	21,855	22,510	
1-107-007-7406-0000	Miscellaneous	1,800	1,500	1,545	1,591	1,639	1,688	Estimated - allocated share of HCB Culligan water, B&P vending, Zee medical
1-107-007-7501-0000	Repair and Maintenance	340,447	396,547	408,443	420,697	433,318	446,317	
1-107-007-7502-0000	Groundskeeping	138,009	145,765	150,138	154,642	159,281	164,060	
1-107-007-7503-0000	Preventative Maintenance	163,614	164,331	174,412	179,644	185,034	190,585	
1-107-007-7504-0000	Equipment	-	-					
	Expense	1,928,092	1,984,115	2,053,763	2,112,227	2,170,987	2,236,381	

Division: Facilities

Description of Services:

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

Facilities 2019 Objectives:

1. Revise the Capital Improvement Program (CIP) Budget Development process to solicit Commission involvement earlier and more often.
2. Maintain and chair the Facilities Resources Group within the Washington Public Ports Association for all interested port districts across the state.

Staff, Facilities and Structure:

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

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

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Facilities						
Revenue						
Operating Revenue						
External Revenue Transfer	-	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-	-
Operating Revenue	-	-	-	-	-	-
Expense						
Salaries and Wages	2,189,058	2,192,022	2,257,783	2,325,516	2,395,282	2,467,140
Salaries & Benefits Recovered	(484,943)	(464,028)	(477,949)	(492,288)	(507,056)	(522,268)
Employee Benefits	1,186,090	1,101,520	1,157,855	1,192,591	1,228,369	1,265,221
Employee Training	83,000	95,124	97,978	100,917	103,944	107,062
Travel	6,526	6,026	6,207	6,393	6,585	6,782
Natural Gas	11,652	12,735	13,117	13,510	13,916	14,333
Water	6,585	6,385	6,577	6,773	6,977	7,186
Electricity	50,039	51,156	52,691	54,271	55,900	57,577
Gasoline and Diesel	45,143	45,215	46,571	47,969	49,408	50,890
Garbage	22,462	9,643	9,932	10,230	10,537	10,853
Telephone and Communication	20,811	20,453	21,067	21,699	22,349	23,020
Equipment Rental	8,100	7,500	7,725	7,957	8,196	8,442
Small Tools and Equipment	33,984	33,984	35,004	36,054	37,135	38,249
Operating Supplies	17,320	12,000	12,360	12,731	13,113	13,506
Operating Supplies - Internal	5,000	5,000	5,150	5,305	5,464	5,628
Office Supplies	9,563	7,854	8,090	8,332	8,582	8,840
Postage	1,079	479	494	508	524	539
Janitorial	57,369	55,616	57,284	59,003	60,773	62,596
Janitorial Supplies - Port Use	-	-	-	-	-	-
Subscriptions	7,500	8,500	8,755	9,017	9,288	9,567
Legal Expense	3,530	8,030	8,271	8,519	8,775	9,038
Membership Dues and Fees	1,250	1,250	1,288	1,326	1,366	1,407
Outside Services	49,640	42,029	43,290	44,588	45,926	47,304
Outside Services - Internal	-	-	-	-	-	-
Lease Payments to Others	2,993	3,255	3,353	3,453	3,557	3,664
Interfund Transfer	(5,742)	(5,742)	(5,914)	(6,092)	(6,274)	(6,463)

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Facilities						
Advertising and Promotion	-	-	-	-	-	-
Incidental Meeting Expense	1,250	750	773	796	820	844
Insurance and Claims	32,095	35,218	36,275	37,363	38,484	39,638
Taxes	224	248	255	263	271	279
Miscellaneous	10,000	4,612	4,750	4,893	5,040	5,191
Repair and Maintenance	96,476	84,500	87,035	89,646	92,335	95,105
Groundskeeping	22,312	25,907	26,684	27,485	28,309	29,159
Preventative Maintenance	54,758	56,764	58,467	60,221	62,027	63,888
Equipment	40,500	40,250	41,458	42,701	43,982	45,301
Interfund Transfer	(2,865,460)	(2,840,836)	(2,949,351)	(3,037,830)	(3,128,966)	(3,222,006)
Capital Interfund Transfer	(225,000)	(200,000)	(206,000)	(212,180)	(218,545)	(225,930)
Interfund Expensed Transfer	-	-	-	-	-	-
Expense	495,164	463,419	477,322	491,642	506,391	521,583
Facilities	(495,164)	(463,419)	(477,322)	(491,642)	(506,391)	(521,583)

Divisional Program: Engineering

Description of Services:

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

Staff: 4 FTE's: 3 Project Engineers and 1 Engineering Specialist

2019 Objectives:

1. Convert Facilities records, including record drawings, studies, inspections, permits, and logs to an indexed, searchable digital format that is available for viewing by Port staff.
2. Continue staff training and refine contract language to improve consistency in its deployment and application.
3. Conduct a Geographic Information System (GIS) Needs Assessment and establish the over-arching, GIS architecture for use by Port staff.

Source of Funding: Net operating income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	165,803	176,019	135,233
Net Cash Flow	-165,803	-176,019	-135,233

Major 2019 Capital Projects (over \$100,000): None

Engineering								
Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Engineering							
	Expense							
1-110-016-7001-0000	Salaries and Wages	319,249	322,631	332,310	342,279	352,548	363,124	
1-110-016-7002-0000	Salaries & Benefits Recovered	(324,658)	(311,539)	(320,885)	(330,512)	(340,427)	(350,640)	
1-110-016-7003-0000	Employee Benefits	146,816	120,096	123,699	127,410	131,232	135,169	
1-110-016-7006-0000	Employee Training	12,000	12,000	12,360	12,731	13,113	13,506	\$3k per employee
1-110-016-7050-0000	Travel	500	100	103	106	109	113	For WPPA meetings
1-110-016-7115-0000	Telephone and Communication	6,000	5,200	5,356	5,517	5,682	5,853	Cell phones
1-110-016-7203-0000	Equipment Rental	2,600	2,000	2,060	2,122	2,185	2,251	
1-110-016-7207-0000	Office Supplies	3,000	3,000	3,090	3,183	3,278	3,377	
1-110-016-7210-0000	Postage	250	50	52	53	55	56	
1-110-016-7213-0000	Subscriptions	7,000	8,000	8,240	8,487	8,742	9,004	AutoCAD Licenses
1-110-016-7303-0000	Membership Dues and Fees	750	500	515	530	546	563	
1-110-016-7308-0000	Outside Services	4,000	5,000	5,150	5,305	5,464	5,628	County-wide Pictometry contribution \$4k.
1-110-016-7312-0000	Interfund Transfer	(5,305)	(5,305)	(5,464)	(5,628)	(5,797)	(5,971)	
1-110-016-7317-0000	Incidental Meeting Expense	250	250	258	265	273	281	For all Facilities Summits
1-110-016-7401-0000	Insurance and Claims	567	670	690	711	732	754	
1-110-016-7406-0000	Miscellaneous	1,500	500	515	530	546	563	
1-110-016-7501-0000	Maintenance & Repair	-	1,500	1,545	1,591	1,639	1,688	
1-110-016-7503-0000	Preventative Maintenance	1,000	900	927	955	983	1,013	
1-110-016-7504-0000	Equipment	500	250	258	265	273	281	
	Expense	176,019	165,803	170,777	175,900	181,177	186,613	
	Engineering	(176,019)	(165,803)	(170,777)	(175,900)	(181,177)	(186,613)	

Divisional Program: Contracts

Description of Services:

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

Staff: 2 FTE's: One Director, and one Contracts Administrator

2019 Objectives:

1. Maintain all construction contracts and service agreements in accordance with the current federal and state regulations and internal policies and guidelines.
2. Implement a bidding module for the Port's website capable of self-hosting all bids and contracting information.
3. Assist Records Management with the implementation of the use of digital signatures for both internal and external documentation processes.

Source of Funding: Net operating income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	297,617	314,441	255,228
Net Cash Flow	-297,617	-314,441	-255,228

Major 2019 Capital Projects (over \$100,000): None

Contracts								
Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Contracts							
	Expense							
1-110-017-7001-0000	Salaries and Wages	191,637	197,386	203,308	209,407	215,689	222,160	
1-110-017-7002-0000	Salaries & Benefits Recovered	(148,048)	(152,489)	(157,064)	(161,776)	(166,629)	(171,628)	
1-110-017-7003-0000	Employee Benefits	78,750	78,024	80,365	82,776	85,259	87,817	
1-110-017-7006-0000	Employee Training	6,000	6,000	6,180	6,365	6,556	6,753	\$3k per employee
1-110-017-7050-0000	Travel	200	100	103	106	109	113	For WPPA meetings
1-110-017-7101-0000	Natural Gas	6,500	6,800	7,004	7,214	7,431	7,653	
1-110-017-7102-0000	Water	1,700	1,500	1,545	1,591	1,639	1,688	
1-110-017-7103-0000	Electricity	36,000	37,000	38,110	39,253	40,431	41,644	
1-110-017-7114-0000	Garbage	5,300	5,300	5,459	5,623	5,791	5,965	
1-110-017-7115-0000	Telephone and Communication	1,600	1,500	1,545	1,591	1,639	1,688	
1-110-017-7203-0000	Equipment Rental	500	500	515	530	546	563	
1-110-017-7207-0000	Office Supplies	1,000	1,500	1,545	1,591	1,639	1,688	
1-110-017-7210-0000	Postage	500	100	103	106	109	113	
1-110-017-7211-0000	Janitorial	36,977	34,000	35,020	36,071	37,153	38,267	
1-110-017-7301-0000	Legal Expense	2,500	7,000	7,210	7,426	7,649	7,879	Dev. New purchasing policy & web bidding
1-110-017-7303-0000	Membership Dues and Fees	-	250	258	265	273	281	One PE renewal
1-110-017-7308-0000	Outside Services	16,000	6,500	6,695	6,896	7,103	7,316	Legal Notices, Pest Control, Alarm Company, PO Box
1-110-017-7312-0000	Interfund Transfer	(437)	(437)	(450)	(464)	(478)	(492)	
1-110-017-7313-0000	Advertising and Promotion	-	-	-	-	-	-	
1-110-017-7317-0000	Incidental Meeting Expense	1,000	500	515	530	546	563	Facilities Summit
1-110-017-7401-0000	Insurance and Claims	9,048	9,983	10,282	10,591	10,909	11,236	
1-110-017-7406-0000	Miscellaneous	1,000	500	515	530	546	563	
1-110-017-7501-0000	Repair and Maintenance	36,476	22,000	22,660	23,340	24,040	24,761	
1-110-017-7502-0000	Groundskeeping	16,480	19,900	20,497	21,112	21,745	22,398	
1-110-017-7503-0000	Preventative Maintenance	13,758	14,200	14,626	15,065	15,517	15,982	
1-110-017-7504-0000	Equipment	-						
	Expense	314,441	297,617	306,545	315,741	325,214	334,970	
	Contracts	(314,441)	(297,617)	(306,545)	(315,741)	(325,214)	(334,970)	

Divisional Program: Maintenance

Description of Services:

The Maintenance Program performs preventative maintenance, repairs, and grounds keeping to all Port facilities. It provides recommendations to all divisions for annual budgeting of maintenance services including contracted janitorial work. A work-order system is utilized to track maintenance costs to Port assets, to assist in the creation of replacement schedules, and to make recommendations for equipment upgrades.

Staff: 23 FTE's, 1 quarter-time clerical assistant, and 12 Seasonal Employees

2019 Objectives:

1. Strive to provide excellent services efficiently.
2. Continue to develop and train staff, maintaining all professional licensing and certifications.
3. Explore new and refine existing Preventative Maintenance strategies to improve efficiency and lower overall maintenance costs.

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

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$7,600
Interfund Transfers	3,040,836	3,090,460	2,723,467
Operating Expenses	3,040,836	3,095,164	2,826,893
Net Cash Flow	0	-4,704	-95,826

Major 2019 Capital Projects (over \$100,000): None

Maintenance								
Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Maintenance							
	Operating Revenue							
1-110-018-6356-0000	External Revenue Transfer	-						
1-110-018-6360-0000	Miscellaneous Revenue	-						
	Operating Revenue	-	-	-	-	-	-	
	Expense							
1-110-018-7001-0000	Salaries and Wages	1,678,172	1,672,005	1,722,165	1,773,830	1,827,045	1,881,856	
1-110-018-7002-0000	Salaries & Benefits Recovered	(12,237)						
1-110-018-7003-0000	Employee Benefits	960,524	903,401	953,792	982,406	1,011,878	1,042,235	
1-110-018-7006-0000	Employee Training	65,000	77,124	79,438	81,821	84,275	86,803	
1-110-018-7050-0000	Travel	5,826	5,826	6,001	6,181	6,366	6,557	
1-110-018-7101-0000	Natural Gas	5,152	5,935	6,113	6,296	6,485	6,680	
1-110-018-7102-0000	Water	4,885	4,885	5,032	5,182	5,338	5,498	
1-110-018-7103-0000	Electricity	14,039	14,156	14,581	15,018	15,469	15,933	
1-110-018-7104-0000	Gasoline and Diesel	45,143	45,215	46,571	47,969	49,408	50,890	
1-110-018-7114-0000	Garbage	17,162	4,343	4,473	4,607	4,746	4,888	
1-110-018-7115-0000	Telephone and Communication	13,211	13,753	14,166	14,591	15,028	15,479	
1-110-018-7203-0000	Equipment Rental	5,000	5,000	5,150	5,305	5,464	5,628	
1-110-018-7204-0000	Small Tools and Equipment	33,984	33,984	35,004	36,054	37,135	38,249	
1-110-018-7205-0000	Operating Supplies	17,320	12,000	12,360	12,731	13,113	13,506	
1-110-018-7206-0000	Operating Supplies - Internal	5,000	5,000	5,150	5,305	5,464	5,628	
1-110-018-7207-0000	Office Supplies	5,563	3,354	3,455	3,558	3,665	3,775	
1-110-018-7210-0000	Postage	329	329	339	349	360	370	
1-110-018-7211-0000	Janitorial	20,392	21,616	22,264	22,932	23,620	24,329	
1-110-018-7212-0000	Janitorial Supplies - Port Use	-		-	-	-	-	
1-110-018-7213-0000	Subscriptions	500	500	515	530	546	563	
1-110-018-7301-0000	Legal Expense	1,030	1,030	1,061	1,093	1,126	1,159	
1-110-018-7303-0000	Membership Dues and Fees	500	500	515	530	546	563	
1-110-018-7308-0000	Outside Services	29,640	30,529	31,445	32,388	33,360	34,361	
1-110-018-7310-0000	Outside Services - Internal	-		-	-	-	-	
1-110-018-7311-0000	Lease Payments to Others	2,993	3,255	3,353	3,453	3,557	3,664	
1-110-018-7401-0000	Insurance and Claims	22,480	24,565	25,302	26,061	26,843	27,648	
1-110-018-7402-0000	Taxes	224	248	255	263	271	279	
1-110-018-7406-0000	Miscellaneous	7,500	3,612	3,720	3,832	3,947	4,065	
1-110-018-7501-0000	Repair and Maintenance	60,000	61,000	62,830	64,715	66,656	68,656	
1-110-018-7502-0000	Groundskeeping	5,832	6,007	6,187	6,373	6,564	6,761	
1-110-018-7503-0000	Preventative Maintenance	40,000	41,664	42,914	44,201	45,527	46,893	
1-110-018-7504-0000	Equipment	40,000	40,000	41,200	42,436	43,709	45,020	
1-110-018-6357-0000	Interfund Transfer	(2,865,460)	(2,840,836)	(2,949,351)	(3,037,830)	(3,128,966)	(3,222,006)	
1-110-018-6358-0000	Capital Interfund Transfer	(225,000)	(200,000)	(206,000)	(212,180)	(218,545)	(225,930)	
1-110-018-6359-0000	Interfund Expensed Transfer							
	Expense	4,704	0	0	0	0	0	

Division: Administrative Services

Description of Services:

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

Administrative Services 2019 Objectives:

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

Staff, Facilities and Structure:

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

The Finance and Administrative Services program includes the Director of Finance, one full-time Risk Administrator/Analyst, five accounting staff, and two (part-time) Administrative Receptionists. This program not only maintains and produces all financial records and the annual budget document, but also serves as the Port Treasurer and provides the primary relationship with the State Auditor.

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

The Emergency Management and Security is responsible for corporate-wide emergency preparedness and security. This position reports to the Director of Human Resources.

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Administration						
Revenue						
Operating Revenue						
Other Property Rentals	-	-	-	-	-	-
Conduit Leases	13,000	13,000	13,000	13,000	13,000	13,000
Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008
HTCI Cabinet Rentals	-	-	-	-	-	-
Bandwidth Sales	20,000	20,000	20,000	20,000	20,000	20,000
Operating Revenue	40,008	40,008	40,008	40,008	40,008	40,008
Expense						
Salaries and Wages	812,338	845,812	871,186	897,322	924,241	951,968
Salaries/Benefits Recovered	(11,201)	(7,850)	(8,086)	(8,328)	(8,578)	(8,835)
Employee Benefits	435,220	418,436	430,989	443,918	457,236	470,953
Employee Training	12,000	12,000	12,360	12,731	13,112	13,506
Travel	5,600	5,600	5,768	5,942	6,120	6,303
Telephone and Communication	14,650	14,650	15,089	15,542	16,007	16,486
Equipment Rental	6,200	6,950	7,158	7,373	7,594	7,821
Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688
Office Supplies	15,500	15,500	15,695	16,165	16,650	17,149
Freight Charges	200	200	200	200	200	200
Postage	2,025	1,900	1,954	2,010	2,067	2,126
Subscriptions	18,650	17,300	21,309	17,318	21,328	17,338
Legal Expense	3,818	9,200	9,356	9,517	9,682	9,853
Memberships Dues/Fees	2,065	1,880	1,936	1,994	2,054	2,116
Outside Services	125,933	119,741	123,333	127,033	130,844	134,768
Interfund Transfers	520	9,459	9,683	9,912	10,144	10,380
Promotional Hosting	375	300	303	306	309	313
Incidental Meeting Expense	453	400	412	424	437	451
Insurance and Claims	4,612	4,662	4,802	4,946	5,094	5,247
Taxes	400	400	400	400	400	400
Miscellaneous	7,780	7,600	7,648	7,697	7,748	7,801
Repair and Maintenance	6,500	5,300	5,309	5,318	5,328	5,338
Preventative Maintenance	-	1,500	1,545	1,591	1,639	1,688
Expense	1,465,138	1,492,439	1,539,895	1,580,922	1,631,296	1,675,057
Administration	(1,425,130)	(1,452,431)	(1,499,887)	(1,540,914)	(1,591,288)	(1,635,049)
	(1,425,130)	(1,452,431)	(1,499,887)	(1,540,914)	(1,591,288)	(1,635,049)

Divisional Program: Finance and Administrative Services

Description of Services:

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

Finance and Administrative Services 2019 Objectives:

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

Staff: 8 FTEs

Source of Funding: Net Operating Income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	941,304	922,317	836,747
Net Cash Flow	-941,304	-922,317	-836,747

Major 2019 Capital Projects (over \$100,000): None

	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Finance							
Account	Expense							
1-111-011-7001-0000	Salaries and Wages	513,164	537,661	553,791	570,405	587,517	605,143	
1-111-011-7002-0000	Salaries & Benefits Recovered	(11,201)	(7,850)	(8,086)	(8,328)	(8,578)	(8,835)	
1-111-011-7003-0000	Employee Benefits	277,125	274,774	283,018	291,508	300,253	309,261	
1-111-011-7006-0000	Employee Training	9,000	9,000	9,270	9,548	9,835	10,130	Recep 2@ 500, Acctng 6@ \$1000, Dir @ \$2000
1-111-011-7050-0000	Travel	3,500	3,500	3,605	3,713	3,825	3,939	Employee travel related to trainings and off site meetings.
1-111-011-7115-0000	Telephone and Communication	8,000	8,000	8,240	8,487	8,742	9,004	
1-111-011-7203-0000	Equipment Rental	4,200	5,000	5,150	5,305	5,464	5,628	sorter/stuffer, copier, postage meter
1-111-011-7207-0000	Office Supplies	9,000	9,000	9,000	9,270	9,548	9,835	
1-111-011-7210-0000	Postage	1,900	1,700	1,751	1,804	1,858	1,913	
1-111-011-7213-0000	Subscriptions	650	300	309	318	328	338	
1-111-011-7301-0000	Legal Expense	2,000	4,000	4,120	4,244	4,371	4,502	
1-111-011-7303-0000	Membership Dues and Fees	1,800	1,800	1,854	1,910	1,967	2,026	GFOA, Payroll, AICPA, WPPA, NACM
1-111-011-7308-0000	Outside Services	100,000	90,000	92,700	95,481	98,345	101,296	DAC, Audit, CAFR, Software maintenance, courier services, reception temp, other consulting.
1-111-011-7312-0000	Interfund Transfer	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	
1-111-011-7316-0000	Promotional Hosting	75	-	-	-	-	-	
1-111-011-7317-0000	Incidental Meeting Expense	150	100	103	106	109	113	
1-111-011-7401-0000	Insurance and Claims	2,854	2,918	3,006	3,096	3,189	3,284	
1-111-011-7406-0000	Miscellaneous	1,100	1,100	1,133	1,167	1,202	1,238	
1-111-011-7501-0000	Repair and Maintenance	500	300	309	318	328	338	
1-111-011-7503-0000	Preventative Maintenance	-	1,500	1,545	1,591	1,639	1,688	PM on Admin Bldg Prius
	Expense	922,317	941,304	969,273	998,351	1,028,302	1,059,151	
	Finance	(922,317)	(941,304)	(969,273)	(998,351)	(1,028,302)	(1,059,151)	

Divisional Program: Emergency Management and Security

Description of Services:

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

Emergency Management and Security 2019 Objectives:

1. Work with airport staff to meet the annual Bellingham International Airport planning requirements under 14 CFR 139 and 49 CFR 1542.
2. Manage the Professional Services Contract for security.
3. Maintain and update the Port Emergency Operations Plan, Airport Emergency Plans, Spill Response Plans and Harbor Boat Fire Protocols as needed.
4. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal.

Staff: 1 FTE

Source of Funding: Net Operating Income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	172,632	171,324	152,587
Net Cash Flow	-172,632	-171,324	-152,587

Major 2019 Capital Projects (over \$100,000): None

	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Security							
Account	Expense							
1-111-012-7001-0000	Salaries and Wages	95,148	98,002	100,943	103,971	107,090	110,303	
1-111-012-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-012-7003-0000	Employee Benefits	40,346	39,471	40,655	41,874	43,131	44,425	
1-111-012-7006-0000	Employee Training	1,000	1,000	1,030	1,061	1,093	1,126	EM/Security Training
1-111-012-7050-0000	Travel	1,500	1,500	1,545	1,591	1,639	1,688	Mileage & training travel
1-111-012-7115-0000	Telephone and Communication	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7203-0000	Equipment Rental	500	500	515	530	546	563	Printer/Copier
1-111-012-7204-0000	Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7207-0000	Office Supplies	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7210-0000	Postage	25	100	103	106	109	113	
1-111-012-7301-0000	Legal Expense	1,200	1,200	1,236	1,273	1,311	1,351	
1-111-012-7303-0000	Membership Dues and Fees	265	80	82	85	87	90	WSEMA
1-111-012-7308-0000	Outside Services	20,783	24,741	25,483	26,248	27,035	27,846	\$21,401 DEM, \$1,000 Disaster Kit update, \$2,000 special services, \$240 monthly allocation, \$100 call out cards
1-111-012-7312-0000	Interfund Transfer	4,520	-	-	-	-	-	
1-111-012-7316-0000	Promotional Hosting	100	100	103	106	109	113	
1-111-012-7317-0000	Incidental Meeting Expense	200	200	206	212	219	225	
1-111-012-7401-0000	Insurance and Claims	737	738	760	783	806	831	
1-111-012-7406-0000	Miscellaneous	500	500	515	530	546	563	
1-111-012-7501-0000	Repair and Maintenance							
	Expense	171,324	172,632	177,811	183,145	188,640	194,299	
	Security	(171,324)	(172,632)	(177,811)	(183,145)	(188,640)	(194,299)	

Divisional Program: Information Technology Services

Description of Services:

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

Information Technology Services 2019 Objectives:

1. Successfully administer the Port's network and telecommunications systems.
2. Guide technology decision making to ensure it properly supports the workforce and the Port's strategic goals.
3. Provide high quality customer service.
4. Assist in design and implementation of telecommunications infrastructure in the waterfront development site, and within all other Port property.

Staff: 3 FTEs

Source of Funding: User fees, and net operating income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$40,008	\$40,008	\$39,020
Operating Expenses	378,503	371,497	330,580
Net Cash Flow	-338,495	-331,489	-291,560

Major 2019 Capital Projects (over \$100,000): None

	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Information Technology Services							
Account	Revenue							
	Operating Revenue							
1-111-013-6340-0000	Other Property Rentals	-						
1-111-013-6341-0000	Conduit Leases	13,000	13,000	13,000	13,000	13,000	13,000	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo
1-111-013-6446-0000	Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB
1-111-013-6447-0000	HTCI Cabinet Rentals	-	-	-	-	-	-	
1-111-013-6448-0000	Bandwidth Sales	20,000	20,000	20,000	20,000	20,000	20,000	15% gross from CSS and flat rate with Pogozone
	Operating Revenue	40,008	40,008	40,008	40,008	40,008	40,008	
	Expense							
1-111-013-7001-0000	Salaries and Wages	204,026	210,148	216,452	222,946	229,634	236,523	
1-111-013-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-013-7003-0000	Employee Benefits	117,749	104,191	107,316	110,536	113,852	117,267	
1-111-013-7006-0000	Employee Training	2,000	2,000	2,060	2,122	2,185	2,251	First aid training along with periodic software/hardware training
1-111-013-7050-0000	Travel	600	600	618	637	656	675	Mileage
1-111-013-7115-0000	Telephone and Communication	5,150	5,150	5,304	5,463	5,626	5,794	Cell phones, mifi, administration lines share
1-111-013-7203-0000	Equipment Rental	1,500	1,450	1,493	1,538	1,584	1,631	Copier and other equipment share
1-111-013-7207-0000	Office Supplies	5,000	5,000	5,150	5,304	5,463	5,626	Various items used by the entire organization (e.g. software, switches, patch cables, hard drives, and other peripherals)
1-111-013-7209-0000	Freight Charges	200	200	200	200	200	200	
1-111-013-7210-0000	Postage	100	100	100	100	100	100	
1-111-013-7213-0000	Subscriptions	18,000	17,000	21,000	17,000	21,000	17,000	Annual subscriptions and support. ARCServe backup, ~\$2900; Barracuda Spam Filter, ~\$2600; Egnyte File Server, ~\$1100; LANSweeper, ~\$420; TrendMicro Anti Virus, ~\$2200; Quest Exchange Recovery, ~\$680; Lenel OnGuard Security, ~\$3500; Netwrix account monitor, ~\$245; Baggage Firewall, ~\$592; FIDS Firewall, ~\$592; Syspace, ~\$146; Knowbe4, ~\$1220; Domain renewals, ~\$450; POB Firewall in 2020, ~\$3500; DigiCert SSL certificate in 2020, ~\$620
1-111-013-7301-0000	Legal Expense	618	4,000	4,000	4,000	4,000	4,000	HTCI lease agreement reviews
1-111-013-7308-0000	Outside Services	5,150	5,000	5,150	5,304	5,463	5,626	Used for telecommunications and phone equipment changes, network hardware, Microsoft support, and other hardware support.
1-111-013-7312-0000	Interfund Transfer	(2,500)	10,959	11,228	11,503	11,783	12,068	Suite 112 rent, -2,500 public disclosure transfer
1-111-013-7316-0000	Promotional Hosting	200	200	200	200	200	200	
1-111-013-7317-0000	Incidental Meeting Expense	103	100	103	106	109	113	
1-111-013-7401-0000	Insurance and Claims	1,021	1,006	1,036	1,067	1,099	1,132	
1-111-013-7402-0000	Taxes	400	400	400	400	400	400	
1-111-013-7406-0000	Miscellaneous	6,180	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)
1-111-013-7501-0000	Repair and Maintenance	6,000	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 Port infrastructure
	Expense	371,497	378,503	392,811	399,426	414,354	421,607	
	Information Systems	(331,489)	(338,495)	(352,803)	(359,418)	(374,346)	(381,599)	

Division: Executive

Description of Services:

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

Staff, Facilities and Structure: 5 FTE's

The Executive Division is made up of the following programs:

- Executive
- Human Resources

Executive 2019 Objectives:

1. Develop and enhance partnership opportunities with public and private entities to create, foster and maintain efficiencies and improve the success of Port operations. These efforts shall include City and County partnerships in state legislative efforts, Harcourt and Western Washington University partnership in development, State officials for Model Toxics Controls Act (MTCA) funding, and far reaching partnerships in economic development.
2. Continue broad community outreach through social media, press releases, public displays, public tours, websites, newsletters and participation at networking and community events. During 2018, outreach will continue to target helping Whatcom County understand the diverse operations of their Port.
3. Continue to improve the strong safety focus through accident prevention, communication, awareness, and training. Maintain the goal of continuing to reduce the Recordable Incident Rate over the prior year.
4. Continually evaluate measures to minimize increases to health care costs while maintaining competitive total benefits and compensation for our employees.

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Executive Division						
Expense						
Salaries and Wages	510,906	544,737	561,079	577,912	595,249	613,106
Salaries & Benefits Recovered	(5,377)	(3,925)	(4,043)	(4,164)	(4,289)	(4,418)
Employee Benefits	201,256	201,070	207,103	213,316	219,715	226,307
Staff Recruitment & Relocation	70,000	70,000	70,000	70,000	70,000	70,000
Employee Training	12,240	12,390	12,762	13,145	13,539	13,945
Travel	17,000	17,000	17,060	17,122	17,185	17,251
Telephone and Communication	10,197	10,396	10,708	11,029	11,360	11,701
Equipment Rental	2,715	2,753	2,836	2,921	3,008	3,099
Office Supplies	5,183	5,478	5,437	5,600	5,768	5,941
Postage	1,391	1,414	1,457	1,500	1,545	1,592
Subscriptions	2,230	2,266	2,334	2,404	2,476	2,550
Legal Expense	70,000	78,500	80,855	83,281	85,779	88,352
Membership Dues and Fees	76,000	78,250	80,598	83,015	85,506	88,071
Outside Services	82,380	117,750	119,033	95,353	98,214	101,161
Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Advertising and Promotion	5,000	25,000	25,000	10,000	10,300	10,609
Promotional Hosting	1,000	1,000	1,000	1,000	1,000	1,000
Incidental Meeting Expense	7,900	7,900	7,900	7,900	7,900	7,900
Insurance and Claims	5,878	6,044	6,225	6,412	6,604	6,803
Miscellaneous	1,167	1,290	1,299	1,308	1,317	1,326
Expense	1,074,566	1,176,814	1,206,141	1,196,553	1,229,678	1,263,796
Executive Division	(1,074,566)	(1,176,814)	(1,206,141)	(1,196,553)	(1,229,678)	(1,263,796)

Divisional Program: Executive

Description of Services:

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

Staff: 3 FTE's

Source of Funding: Net of operating income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	771,682	681,121	594,487
Net Cash Flow	-771,682	-681,121	-594,487

Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Executive							
	Expense							
1-114-014-7001-0000	Salaries and Wages	342,600	371,382	382,523	393,999	405,819	417,994	
1-114-014-7002-0000	Salaries & Benefits Recovered	(5,377)	(3,925)	(4,043)	(4,164)	(4,289)	(4,418)	
1-114-014-7003-0000	Employee Benefits	131,877	133,016	137,007	141,117	145,351	149,711	
1-114-014-7006-0000	Employee Training	3,000	3,090	3,183	3,278	3,377	3,478	
1-114-014-7050-0000	Travel	15,000	15,000	15,000	15,000	15,000	15,000	
1-114-014-7115-0000	Telephone and Communication	6,695	6,896	7,103	7,316	7,535	7,761	
1-114-014-7203-0000	Equipment Rental	1,273	1,311	1,351	1,391	1,433	1,476	
1-114-014-7207-0000	Office Supplies	3,183	3,278	3,377	3,478	3,582	3,690	
1-114-014-7210-0000	Postage	773	796	820	845	870	896	
1-114-014-7213-0000	Subscriptions	1,200	1,236	1,273	1,311	1,351	1,391	
1-114-014-7301-0000	Legal Expense	50,000	51,500	53,045	54,636	56,275	57,964	
1-114-014-7303-0000	Membership Dues and Fees	75,000	77,250	79,568	81,955	84,413	86,946	
1-114-014-7308-0000	Outside Services	40,000	75,000	75,000	50,000	51,500	53,045	2019 Website Update, Logo Update, Centennial Celebration
1-114-014-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	
1-114-014-7313-0000	Advertising and Promotion	5,000	25,000	25,000	10,000	10,300	10,609	Logo Update, Centennial Celebration
1-114-014-7316-0000	Promotional Hosting	1,000	1,000	1,000	1,000	1,000	1,000	
1-114-014-7317-0000	Incidental Meeting Expense	7,500	7,500	7,500	7,500	7,500	7,500	
1-114-014-7401-0000	Insurance and Claims	3,730	3,851	3,967	4,086	4,208	4,334	Per Accounting
1-114-014-7406-0000	Miscellaneous	1,167	1,000	1,000	1,000	1,000	1,000	
	Expense	681,121	771,682	791,173	771,248	793,725	816,877	
	Executive	(681,121)	(771,682)	(791,173)	(771,248)	(793,725)	(816,877)	

Divisional Program: Human Resources

Description of Services:

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

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

Staff: 2 FTE's

Source of Funding: Net operating income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	405,132	393,445	302,003
Net Cash Flow	-405,132	-393,445	-302,003

Major 2019 Capital Projects (over \$100,000): None

Human Resources								
Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Human Resources							
	Expense							
1-114-015-7001-0000	Salaries and Wages	168,306	173,355	178,556	183,913	189,430	195,113	
1-114-015-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-114-015-7003-0000	Employee Benefits	69,379	68,054	70,096	72,199	74,364	76,595	
1-114-015-7005-0000	Staff recruitment & relocation	70,000	70,000	70,000	70,000	70,000	70,000	Relocation costs, recruitment/retention, Port Buddy Program
1-114-015-7006-0000	Employee Training	9,240	9,300	9,579	9,866	10,162	10,467	Employee Recognition luncheon, 2 HR conferences, safety training, corporate training, SHRM/NPELRA training
1-114-015-7050-0000	Travel	2,000	2,000	2,060	2,122	2,185	2,251	2 HR conferences, various meetings
1-114-015-7115-0000	Telephone and Communication	3,502	3,500	3,605	3,713	3,825	3,939	includes 2 phone stipends
1-114-015-7203-0000	Equipment Rental	1,442	1,442	1,485	1,530	1,576	1,623	
1-114-015-7207-0000	Office Supplies	2,000	2,200	2,060	2,122	2,185	2,251	Stand/sit desk
1-114-015-7210-0000	Postage	618	618	637	656	675	696	applicant mailings, and required mailings
1-114-015-7213-0000	Subscriptions	1,030	1,030	1,061	1,093	1,126	1,159	salary surveys purchased
1-114-015-7301-0000	Legal Expense	20,000	27,000	27,810	28,644	29,504	30,389	Contract negotiation/administration support, personnel issues
1-114-015-7303-0000	Membership Dues and Fees	1,000	1,000	1,030	1,061	1,093	1,126	SHRM, NPELRA, WAPELRA
1-114-015-7308-0000	Outside Services	42,380	42,750	44,033	45,353	46,714	48,116	Payroll services, self-insurance fee, safety consultant, org development consultant, ICMA fees, Right to Know, Wellness Program, Video tape meetings, Hearing conservation, payroll conversion
1-114-015-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-114-015-7316-0000	Promotional Hosting							
1-114-015-7317-0000	Incidental Meeting Expense	400	400	400	400	400	400	
1-114-015-7401-0000	Insurance and Claims	2,148	2,193	2,259	2,327	2,396	2,468	
1-114-015-7406-0000	Miscellaneous		290	299	308	317	326	
	Expense	393,445	405,132	414,968	425,305	435,952	446,919	

Environmental and Planning Services Group

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

Staff, Facilities and Structure: 5.5 FTE's

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

Division: Environmental

Description of Services:

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

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

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.

Additional Environmental Stewardship activities managed within the division are designed to provide leadership on environmental issues including participation in federal, state, and local forums on site cleanup, Brownfields redevelopment, and salmon recovery. The division manages a sustainability program to support resource conservation, energy efficiency, material re-use and recycling.

Environmental 2019 Objectives:

1. Initiate detailed design for Phase II cleanup activities at the Whatcom Waterway/ASB MTCA site. Complete planning, programming, confirmation of cleanup approach and design/engineering. Amend existing Ecology approved documents and Consent Decree as necessary.
2. 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, Weldcraft Boatyard, Westman Marine the Harris Avenue Shipyard and Cornwall Landfill with the goal of getting these projects "shovel ready" and prioritized for MTCA Grant funding.

3. Support the development and implementation 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. Expand program to evaluate energy reduction, production, and green-power purchasing opportunities.
4. Complete four rounds of Environmental Compliance Assessment Program site visits to provide Port tenants and operating divisions with waste management technical assistance and educational information on the impact of stormwater discharges including steps that can be taken to reduce pollutants in stormwater runoff.
5. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater, Industrial Stormwater General Permit, and Individual NPDES Permit requirements. Update each program to meet requirements of the renewed permits. Provide ongoing Industrial Stormwater General Permit compliance support to Bellingham Shipping Terminal and Bellingham International Airport.

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

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	326,138	305,794	165,076
Net Operating Cash Flow	-326,138	-305,794	-165,076

Division Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Environmental							
	Expense							
1-213-030-7001-0000	Salaries and Wages	283,844	248,628	256,087	263,769	271,682	279,833	
1-213-030-7002-0000	Salaries & Benefits Recovered	(241,763)	(237,058)	(244,170)	(251,495)	(259,040)	(266,811)	Work performed for BWAS Division 15 (S & W and Benefits for 2019); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
1-213-030-7003-0000	Employee Benefits	127,601	102,436	105,509	108,675	111,935	115,293	
1-213-030-7006-0000	Employee Training	1,500	2,500	2,575	2,652	2,732	2,814	Corporate training (1st aid/CPR/Defib/etc); Enviro continuing education (workshops / seminars)
1-213-030-7050-0000	Travel	6,000	6,000	6,180	6,365	6,556	6,753	Conference attendance (i.e. stormwater & WPPA), agency meetings and grant solicitation; attendance to the national Brownfields Convention
1-213-030-7115-0000	Telephone and Communication	6,000	6,000	6,180	6,365	6,556	6,753	Portion of port-wide telephone system, long distance calls, 4.5 mobile devices
1-213-030-7203-0000	Equipment Rental	1,000	1,400	1,442	1,485	1,530	1,576	Internal rental equipment (printers/copiers/faxes)
1-213-030-7207-0000	Office Supplies	2,500	2,200	1,800	1,854	1,910	1,967	Divisional office supplies, purchase one office chair and cubical pannel in 2019.
1-213-030-7210-0000	Postage	150	100	103	106	109	113	Divisional related postage (US Mail, FedEx, etc)
1-213-030-7301-0000	Legal Expense	15,000	15,000	15,450	15,914	16,391	16,883	Stormwater regulations, monthly programmatic meetings, etc
1-213-030-7303-0000	Membership Dues and Fees	100	100	103	106	109	113	Geologist license \$100/year
1-213-030-7308-0000	Outside Services	20,000	60,000	61,800	63,654	65,564	67,531	Portwide strategic environmental support and grant preparation \$20k; Port-wide Sustainable Program \$40k.
1-213-030-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	Public Disclosure Cost
1-213-030-7317-0000	Incidental Meeting Expense	500	500	515	530	546	563	Misc incidental meeting expenses
1-213-030-7401-0000	Insurance and Claims	5,262	5,232	5,389	5,551	5,717	5,889	
1-213-030-7403-0000	Environmental Costs	80,000	115,000	135,000	100,000	103,000	106,090	Environmental Compliance Assessment Program (\$45k); ISGPs (\$21k); Phase II (\$5k); Port-wide Dangerous Waste Disposal (\$9k); Anticipates reissued ISGP in 2020 requiring updating SWPPPs and reissued Ph II in 2019.
1-213-030-7406-0000	Miscellaneous	600	600	618	637	656	675	
	Expense	305,794	326,138	352,006	323,516	333,222	343,219	
	Environmental	(305,794)	(326,138)	(352,006)	(323,516)	(333,222)	(343,219)	
1-213-030-8010-0000	Taxes Levied/Operating	307,764						
1-213-030-8236-0000	3rd Party Reimbursement	549,505	534,469	5,861,844	4,515,695	2,892,729	1,587,452	
1-213-030-8237-0000	Grant Reimbursement	2,661,503	809,436	5,264,529	5,828,153	4,690,537	3,168,271	
1-213-030-8800-0000	Capital Contributions	-						
	Non-Operating Revenues	3,518,772	1,343,905	11,126,373	10,343,848	7,583,266	4,755,723	
1-213-030-8537-0000	Grant Expense	5,562,303	1,767,185	10,806,739	11,928,755	9,528,451	6,458,489	
1-213-030-8700-0000	Environmental Remediation	347,705	451,727	858,491	363,493	348,046	545,227	
	Non-Operating Expenses	5,910,008	2,218,912	11,665,230	12,292,248	9,876,497	7,003,715	

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Environmental							
	Net Non-Operating Income	(2,391,236)	(875,007)	(538,857)	(1,948,400)	(2,293,231)	(2,247,992)	

Division: Planning and Development

Description of Services:

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

Planning & Development 2019 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 the City of Blaine to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District.
3. Work with the Aviation, Facilities and Real Estate Divisions to construct the Phase 1 landscape and sidewalks required under the Bellingham International Airport Binding Site Plan and close out Slater Road Phase I wetland mitigation.
4. Amend the BLI Binding Site Plan and Planned Unit Development to implement the 2018 Airport Master Plan update, if needed.
5. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval, including support of a Port-wide GIS needs assessment.
6. Continue Port involvement in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.

Staff, Facilities and Structure:

Source of Funding: Net operating Income

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	229,625	179,769	166,425
Net Cash Flow	-229,625	-179,769	-166,425

Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Planning Services							
	Expense							
	Variable Expenses							
1-108-008-7001-0000	Salaries and Wages	203,481	216,716	223,217	229,914	236,811	243,915	.5 FTE for Director, plus 2 FTE's (Sr. Analyst & Environmental Planner)
1-108-008-7002-0000	Salaries & Benefits Recovered	(138,094)	(129,096)	(132,969)	(136,958)	(141,067)	(145,299)	80% of .5 FTE for Director & 50% of Sr.Analyst
1-108-008-7003-0000	Employee Benefits	72,707	102,457	105,531	108,697	111,957	115,316	
1-108-008-7006-0000	Employee Training	1,000	2,000	2,060	2,122	2,185	2,251	SEPA Training for SEPA Official & Alternates, Continuing Ed. & First Aid
1-108-008-7050-0000	Travel	1,500	3,000	3,090	3,183	3,278	3,377	Travel for training, conferences and WPPA
1-108-008-7115-0000	Telephone and Communication	2,500	2,575	2,652	2,732	2,814	2,898	Office phones and 2 cell phones for 2 FTE's
1-108-008-7203-0000	Equipment Rental	2,750	2,700	2,781	2,864	2,950	3,039	Richor copier/printer/scanner plus shrare equipment.
1-108-008-7207-0000	Office Supplies	2,500	2,500	2,575	2,652	2,732	2,814	pens, paper, toner and software updates
1-108-008-7210-0000	Postage	50	50	52	53	55	56	shipping/mailling fees and stamps
1-108-008-7213-0000	Subscriptions	309	350	361	371	382	394	Public Land Surveying Office WebXtender Subscription
1-108-008-7301-0000	Legal Expense	2,000	2,000	2,060	2,122	2,185	2,251	Legal advice on planning Issues not covered by operating divisions, or BWAS
1-108-008-7303-0000	Membership Dues and Fees	650	-	-	-	-	-	
1-108-008-7308-0000	Outside Services	15,000	15,000	15,000	15,000	15,000	15,000	Document Recording Fees, Title Reports/Subdivision Gurantees and \$10K in Un-anticipated Consultant Services & Application Fees
1-108-008-7311-0000	Lease Payment to Others	10,000	10,000	10,000	-	-	-	WDFW payment for use of Slater Rd. wetland mitigation site
1-108-008-7312-0000	Interfund Transfer	1,337	(2,965)	(2,834)	7,299	7,434	7,572	\$8,038 Office Space, less \$10K for wetland mitigations site thru 2020, and \$1,000 for public records
1-108-008-7313-0000	Advertising and Promotion	600	600	618	637	656	675	Legal Notice for Public Hearing amending CSHI 1/yr
1-108-008-7317-0000	Incidental Meeting Expense	100	100	103	106	109	113	Refreshments
1-108-008-7401-0000	Insurance and Claims	879	938	966	995	1,025	1,056	Per Accounting
1-108-008-7402-0000	Taxes	-	200	200	200	200	200	Per Accounting
1-108-008-7406-0000	Miscellaneous	500	500	500	500	500	500	Corporate, First Aid Kit, Coffee and Water Dispenser
	Expense	179,769	229,625	235,962	242,488	249,208	256,128	Allocations per accounting
	Planning Services	(179,769)	(229,625)	(235,962)	(242,488)	(249,208)	(256,128)	
		162.8%	27.7%	2.8%	2.8%	2.8%	2.8%	

Division: Bellingham Waterfront Acquisition Site

Description of Services:

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

BWAS 2019 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: 1) the design and construction of facilities (site cleanup, arterial streets, parks, and utilities), 2) Subdivision of property, easement development and property transfers, and 3) management of the waterfront redevelopment project.
2. Work with Harcourt and the City of Bellingham to complete a Comprehensive Plan Amendment to allow for the adoption of a revised Waterfront District Sub-Area Plan and associated interlocal agreements reflecting modifications to the Downtown Waterfront layout.
3. Work with Harcourt to support development of third Downtown Waterfront project (Gateway Office) and amend Master Development Agreement to revise layout of boundary and incorporate the Boardmill Building into the agreement.
4. Ongoing marketing of the F Street Warehouse with a focus on supporting Marine Trades. Complete related improvements to increase marketability and utilization of the F Street Warehouse.
5. 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.
6. Work with the Department of Ecology on priority environmental sites within the Waterfront District to secure the MTCA grant funding necessary to return underutilized, contaminated property to productive use.
7. Promote interim uses in the Downtown Waterfront including public access, community events, activities for all ages, temporary arts facilities etc.

Staff, Facilities and Structure:

The Port has structured its existing workforce to 'group' into a project management team for this effort, therefore there is no staff assigned to this division exclusively. The required staff resources are drawn from every division within the Port. Division budgets and programs are overseen by the Environmental and Planning Divisions and BWAS provides funding support for a portion of staff in these divisions.

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

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

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$1,028,594	\$484,149	\$455,186
Operating Expenses	1,042,230	1,148,276	857,292
Net Operating Cash Flow	-13,636	-664,127	-402,106

Division Major 2019 Capital Projects (over \$100,000):

Demolish Lignin Building	\$405,000
District Utilities ECO	\$250,000
Prep Site	\$200,000
Demo Compressor Building	\$200,000
Pump Track/Interim Uses	\$150,000
GP Wharf Improvements	\$100,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Bellingham Waterfront							
	Revenue							
	Operating Revenue							
1-215-031-6010-0000	Dockage	1,500	-	-	-	-	-	
1-215-031-6305-0000	Space and Land Rental	464,068	1,009,790	1,040,084	1,071,287	1,103,425	1,136,528	1000 F, 800 & 921 Cornwall, Lignin, C Street, 801 Roeder, Log Pond, LCW Dockage
1-215-031-6353-0000	Fuel Flowage Fees		-	-	-	-	-	
1-215-031-6360-0000	Miscellaneous Revenue	500		-	-	-	-	
1-215-031-6445-0000	Triple Net/CAM Charges	18,081	18,804	19,556	20,338	21,152	21,998	WWU-BTC + 4%
	Operating Revenue	484,149	1,028,594	1,059,640	1,091,625	1,124,577	1,158,526	
	Expense							
1-215-031-7002-0000	Salaries & Benefits Recovered	376,849	377,782	389,115	400,789	412,813	425,197	BWAS related work performed by Environmental staff, Planning, a portion of four Real Estate staff, portion of one Marine Terminals staff, and portion of one Facilities Staff; less grant reimbursement for Env Salaries and Wages related to BWAS remedial clean-up sites.
1-215-031-7006-0000	Employee Training	200	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7050-0000	Travel	8,000	10,000	8,000	8,240	8,487	8,742	Environmental, Planning, Real Estate & Marine Terminals Allocation for development and cleanup related travel.
1-215-031-7101-0000	Natural Gas	8,400	10,300	10,609	10,927	11,255	11,593	1000 F, 921 Cornwall, 801 Roeder
1-215-031-7102-0000	Water	10,615	13,500	13,905	14,322	14,752	15,194	1000 F water & two fire lines, 921 Cornwall, 801 Roeder
1-215-031-7103-0000	Electricity	43,310	41,000	42,230	43,497	44,802	46,146	includes area lighting and BWAS buildings, 801 Roeder
1-215-031-7106-0000	Natural Gas for Resale	-	-	-	-	-	-	
1-215-031-7110-0000	Electricity for Resale	29,615	62,000	63,860	65,776	67,749	69,782	includes additional usage at 1000 F St & 801 Roeder
1-215-031-7111-0000	Electricity Resoid (Contra)	(29,615)	(62,000)	(63,860)	(65,776)	(67,749)	(69,782)	
1-215-031-7114-0000	Garbage	5,000	5,000	5,150	5,305	5,464	5,628	
1-215-031-7115-0000	Telephone and Communication	1,305	1,300	1,339	1,379	1,421	1,463	1000 F - 2 phone lines for fire detection.
1-215-031-7203-0000	Equipment Rental	200	-	-	-	-	-	
1-215-031-7205-0000	Operating Supplies	-	-	-	-	-	-	
1-215-031-7207-0000	Office Supplies	200	200	206	212	219	225	
1-215-031-7210-0000	Postage	400	400	412	424	437	450	
1-215-031-7211-0000	Janitorial	11,390	24,700	25,441	26,204	26,990	27,800	increased janitorial for 1000 F St.
1-215-031-7301-0000	Legal Expense	135,000	100,000	103,000	106,090	139,273	112,551	Legal & legislative policy support in Olympia \$30k; Federal lobbyist \$20k; CC&R & contract development \$20k; and Sales contract negotiations legal review \$30k.
1-215-031-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-215-031-7306-0000	Security	34,000	25,000	25,750	26,523	27,318	28,138	
1-215-031-7308-0000	Outside Services	136,500	61,500	63,345	65,245	142,203	69,219	Bio Bug, Guardian Security, and ASB outfall buoy inspection \$6.5k; RE consultant planning / studies / support \$25k; appraisals \$25k; and Western Crossing \$5k.
1-215-031-7311-0000	Lease Payments to Others	13,000	14,100	14,523	14,959	15,407	15,870	Includes \$1,619/acre in 2018 + 3% for Whatcom Waterway use permit for 2/3rd of 8.5 acres

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Bellingham Waterfront							
1-215-031-7312-0000	Interfund Transfer	(500)	-	-	-	-	-	Public Disclosure
1-215-031-7313-0000	Advertising and Promotion	20,000	25,000	20,000	20,600	21,218	21,855	Tenant & developer promotion, open house, and related marketing events and waterfront related marketing/public info.
1-215-031-7316-0000	Promotional Hosting	3,000	1,000	1,030	1,061	1,093	1,126	Environmental, Real Estate & Planning Allocation
1-215-031-7317-0000	Incidental Meeting Expense	1,000	1,500	1,545	1,591	1,639	1,688	Environmental, Real Estate & Planning Allocation
1-215-031-7401-0000	Insurance and Claims	131,507	142,363	146,634	151,033	155,564	160,231	
1-215-031-7402-0000	Taxes	35	35	36	37	38	39	
1-215-031-7403-0000	Environmental Costs	58,200	58,700	60,461	62,275	64,143	66,067	City of Bellingham surface & stormwater fees
1-215-031-7406-0000	Miscellaneous	250	250	258	265	273	281	Environmental & Planning Allocation
1-215-031-7501-0000	Repair and Maintenance	92,080	84,800	87,344	89,964	92,663	95,443	
1-215-031-7502-0000	Groundskeeping	10,785	7,800	8,034	8,275	8,523	8,779	
1-215-031-7503-0000	Preventative Maintenance	47,550	35,800	36,874	37,980	39,120	40,293	
	Expense	1,148,276	1,042,230	1,065,447	1,097,410	1,235,333	1,164,243	
	Bellingham Waterfront	(664,127)	(13,636)	(5,807)	(5,785)	(110,756)	(5,717)	
1-215-031-8010-0000	Taxes Levied/Operating	2,058,336						
1-215-031-8101-0000	Env Insurance Claim Revenue	1,272,823	1,552,311	2,947,928	4,513,723	5,226,096	1,326,625	
1-215-031-8236-0000	3rd Part Reimbursement	-						
1-215-031-8237-0000	Grant Reimbursement	1,355,797	1,680,224	3,103,468	26,519,020	33,010,158	14,944,462	
1-215-031-8800-0000	Capital Contributions--Bellingham Waterfront--							
	Non-Operating Revenues	4,686,956	3,232,535	6,051,396	31,032,743	38,236,253	16,271,087	
1-215-031-8537-0000	Grant Expense	2,965,260	3,851,217	6,484,061	33,477,540	40,665,611	19,212,207	
1-215-031-8700-0000	Environmental Remediation	51,815	54,776	84,086	84,743	78,422	215,383	
1-215-031-8710-0000	Environmental Non-Remediation							
1-215-000-8900-0000	Depreciation							
	Non-Operating Expenses	3,017,075	3,905,993	6,568,147	33,562,283	40,744,032	19,427,590	
	Net Non-Operating Income	1,669,881	(673,458)	(516,751)	(2,529,540)	(2,507,779)	(3,156,503)	

Division: Economic Development

Description of Services:

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

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

Economic Development 2019 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 50 contacts in Canada and 50 contacts in the U.S. Work closely with Canadian-owned businesses who express interest in relocating or expanding to the U.S. market. Focus on key sectors.
3. Manage and promote our Economic Development web pages hosted by the Port of Bellingham and the Choose Whatcom websites, utilizing them as tools to market our brand and to connect local businesses with regional resources.
4. Market our Whatcom Bellingham Economic Development Alliance, a division of the Port of Bellingham as a regional economic development engine, through publications (digital and print), sponsorship and participation in community events throughout Whatcom County.
5. Build relations and strategic opportunities outside the Port, including but not limited to small cities, workforce development, higher education, and strategic partners (i.e. County Business and Commerce Committee), such as Team Whatcom.
6. Support Port operating divisions (Real Estate, Aviation, Planning, and Maritime) to facilitate job creation on Port property.
7. Implement the economic development strategy outlined in the Comprehensive Economic Development Strategy (CEDS).

8. Develop, plan, and begin implementation of a County wide rural broadband program.
9. Investigate and create a comprehensive development strategy and plan for the Cherry Point Industrial Park.

Staff: 4 FTE's

Facilities and Structure:

This Division includes an Economic Development Director, two Economic Development Specialists, and a Communications and Research Coordinator.

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

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	14,000	14,000	20,647
Operating Expenses	1,395,538	1,180,901	406,194
Outside Funding	597,335	528,050	0
Net Cash Flow	-784,203	-638,851	-385,547

Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Economic Development							
	Revenue							
	Operating Revenue							
1-216-032-6310-0000	Foreign Trade Zones	14,000	14,000	14,000	14,000	14,000	14,000	FTZ admistrative agreement BPA
1-216-032-6360-0000	Miscellaneous Revenue	-						
	Operating Revenue	14,000	14,000	14,000	14,000	14,000	14,000	
	Revenue	14,000	14,000	14,000	14,000	14,000	14,000	
	Expense							
1-216-032-7001-0000	Salaries and Wages	311,909	326,004	335,784	345,858	356,234	366,921	4 FTE, Director, 2 ED Specialists, 1 Research and communication specialist
1-216-032-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-216-032-7003-0000	Employee Benefits	175,212	127,386	131,208	135,144	139,198	143,374	
1-216-032-7006-0000	Employee Training	2,500	5,000	5,150	5,305	5,464	5,628	Training, education
1-216-032-7050-0000	Travel	2,500	5,000	5,150	5,305	5,464	5,628	travel for business recruitment
1-216-032-7115-0000	Telephone and Communication	4,000	4,000	4,120	4,244	4,371	4,502	4 cell phones and 4 land lines, 1 computer cell line
1-216-032-7203-0000	Equipment Rental	1,000	1,500	1,545	1,591	1,639	1,688	copier, water
1-216-032-7207-0000	Office Supplies	3,000	3,000	3,090	3,183	3,278	3,377	
1-216-032-7210-0000	Postage	500	750	773	796	820	844	
1-216-032-7213-0000	Subscriptions	2,500	4,500	4,635	4,774	4,917	5,065	\$2000 Insightly,\$2000 business data base, \$500 other subscriptions
1-216-032-7214-0000	Publications and Tariffs			-	-	-	-	
1-216-032-7301-0000	Legal Expense	2,000	5,000	5,150	5,305	5,464	5,628	general legal support
1-216-032-7303-0000	Membership Dues and Fees	31,855	31,750	32,703	33,684	34,694	35,735	\$22,000 COG, \$1,900 Bellingham Chamber, \$1,200 Sustainable Connections, \$1,000 WBA, \$900 WEDA, , \$900 IEDC, \$830 SBOT, \$625 CME, \$500 Clean Tech Alliance, \$500 Blaine Chamber, \$300 Lynden Chamber , \$300 Birch Bay Chamber, \$300 Ferndale Chamber, \$200 TAG, \$150 Mt Baker Chamber, \$100 Everson Chamber, Pt Roberts Chamber, \$50 Sumas Chamber
1-216-032-7304-0000	ACF Support	54,738	56,236	57,923	59,661	61,451	63,294	commercial fishing moorage subsidy
1-216-032-7308-0000	Outside Services	445,000	663,168	465,045	478,996	493,366	508,167	\$9,000 Tourism, \$4,000 Whatcom Prospector, \$15,000 choose Whatcom site, \$100,000 County Berry Lab, \$248,500 SBDC, \$25,000 marketing materials, \$30,000 research/special projects, \$20,000 TAG special projects and recruitment. \$100,000 Broadband Study, \$50,000 update on Cherry Point master plan study, \$50,000 for utility infrastructure study. \$11,668 Small Cities Carryforward
1-216-032-7312-0000	Interfund Transfer	9,938	18,079	18,441	18,810	19,186	19,570	office rent
1-216-032-7313-0000	Advertising and Promotion	100,000	75,000	77,250	79,568	81,955	84,413	\$25,000 local event sponsorship, \$25,000 advertising, \$25,000 trade shows
1-216-032-7315-0000	Marine Trades Promotion	25,000	25,000	25,750	26,523	27,318	28,138	advertising and promotion for marine trades
1-216-032-7316-0000	Promotional Hosting	2,000	23,000	23,690	24,401	25,133	25,887	hosting meals and events for prospective businesses
1-216-032-7317-0000	Incidental Meeting Expense	2,000	15,500	15,965	16,444	16,937	17,445	Economic Dev. Public events and meetings
1-216-032-7401-0000	Insurance and Claims	5,049	5,165	5,320	5,480	5,644	5,813	
1-216-032-7402-0000	Taxes	200		-	-	-	-	
1-216-032-7406-0000	Miscellaneous	-	500	515	530	546	563	
1-216-032-7600-0000	Tri-Funder Reimbursement	(528,050)	(597,335)	(615,255)	(633,713)	(652,724)	(672,306)	

<u>Account</u>	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Economic Development							
	Expense	652,851	798,203	603,951	621,885	640,354	659,373	
	Economic Development	(638,851)	(784,203)	(589,951)	(607,885)	(626,354)	(645,373)	
1-216-032-8010-0000	Taxes Levied	637,524	687,870	493,618	511,552	530,021	549,040	
1-216-032-8237-0000	Grant Reimbursement	96,333	96,333	96,333	96,333	96,333	96,333	ADO Grant
		733,857	784,203	589,951	607,885	626,354	645,373	

Division: Community Connections

Description of Services:

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

Staff, Facilities and Structure:

The Open Space program consists of 0.5 full time position shared with the Facilities Division. The Corporate Events and Meetings and Events programs each are managed by the Executive Director with 3.5 full time employees. Records Management and Public Records programs include 1 FTE shared, and is managed by the Director of Finance.

The Commission provides high-level oversight of the Port and its operations, and consists of three elected officials serving as the Board of Commissioners.

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Public Access						
Revenue						
Operating Revenue						
Equipment Rental	6,000	6,300	6,600	6,930	7,300	7,665
Space and Land Rental	245,000	256,500	264,195	272,120	280,283	288,691
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	4,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous Revenue	12,650	12,875	12,950	13,180	13,420	13,670
Operating Revenue	257,650	270,675	278,745	287,230	296,003	305,026
Expense						
Salaries and Wages	343,830	362,560	373,437	384,640	396,179	408,065
Salaries & Benefits Recovered	-	-	-	-	-	-
Employee Benefits	217,336	206,489	212,683	219,064	225,636	232,405
Employee Training	13,682	13,682	13,966	14,259	14,561	14,872
Travel	21,726	21,826	22,013	22,207	22,405	22,611
Natural Gas	-	-	-	-	-	-
Water	24,905	25,653	26,423	27,215	28,032	28,873
Electricity	12,230	12,230	12,597	12,975	13,364	13,765
Gasoline and Diesel	-	-	-	-	-	-
Garbage	13,927	13,927	14,345	14,775	15,218	15,675
Telephone and Communication	12,048	12,020	12,380	12,754	13,132	13,530
Equipment Rental	1,165	1,195	1,225	1,255	1,285	1,315
Small Tools and Equipment	11,301	11,301	11,640	11,989	12,349	12,719
Operating Supplies	8,650	8,805	9,070	9,343	9,625	9,914
Office Supplies	4,570	4,410	5,089	5,178	5,275	5,363
Signage	705	705	726	748	770	793
Postage	783	783	799	815	832	850
Janitorial	41,005	38,036	39,176	40,351	41,560	42,807
Subscriptions	332	332	339	346	354	361
Legal Expense	71,625	72,293	74,462	76,696	78,997	81,367
Public Disclosure Costs	-	-	-	-	-	-
Membership Dues and Fees	730	730	745	760	776	793
Security	12,132	12,590	12,967	13,359	13,760	14,171
Outside Services	182,401	228,600	223,658	228,868	234,234	239,761
Lease Payments to Others	17,162	13,655	14,064	14,485	14,919	15,366

Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Public Access						
Interfund Transfer	36,773	43,705	44,791	45,911	47,062	48,249
Advertising and Promotion	28,830	29,650	30,539	31,448	32,378	33,334
Promotional Hosting	350	350	350	350	350	350
Incidental Meeting Expense	1,150	1,250	1,273	1,296	1,320	1,344
Insurance and Claims	18,322	31,064	31,996	32,956	33,944	34,963
Taxes	6,003	8,257	8,509	8,764	9,025	9,294
Uncollectible Revenue	-	-	-	-	-	-
Miscellaneous	1,200	1,200	1,200	1,200	1,200	1,200
Repair and Maintenance	111,714	114,537	117,956	121,418	125,010	128,681
Groundskeeping	336,056	336,056	346,138	356,522	367,217	378,234
Preventative Maintenance	27,094	27,094	27,907	28,744	29,606	30,495
Equipment	20,600	20,600	21,218	21,855	22,510	23,185
Expense	1,600,337	1,675,585	1,713,681	1,762,546	1,812,888	1,864,705
Public Access	(1,342,687)	(1,404,910)	(1,434,936)	(1,475,316)	(1,516,885)	(1,559,679)
Election Expense	100,000	150,000	100,000	300,000	150,000	150,000

Divisional Program: Commission

Description of Services:

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

Staff: 3 elected Commissioners

Source of Funding: Property tax receipts

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	181,582	178,524	136,864
Net Cash Flow	-181,582	-178,524	-136,864

Major 2019 Capital Projects: None

<u>Account</u>	<u>Description</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>Description</u>
	Commission							
	Expense							
1-220-038-7001-0000	Salaries and Wages	67,590	72,680	74,860	77,106	79,419	81,802	
1-220-038-7003-0000	Employee Benefits	73,501	66,109	68,093	70,136	72,240	74,407	
1-220-038-7050-0000	Travel	15,000	15,000	15,000	15,000	15,000	15,000	
1-220-038-7051-0000	Travel - Jorgensen							
1-220-038-7052-0000	Travel - McAuley							
1-220-038-7053-0000	Travel - Robbins							
1-220-038-7054-0000	Travel- Briscoe							
1-220-038-7115-0000	Telephone/Communication	2,500	3,500	3,605	3,713	3,825	3,939	
1-220-038-7207-0000	Office Supplies	1,500	1,500	1,500	1,500	1,500	1,500	business cards, engraving, misc. office supply
1-220-038-7301-0000	Legal Expense	3,183	3,278	3,377	3,478	3,582	3,690	
1-220-038-7308-0000	Outside Services	12,875	17,000	17,510	18,035	18,576	19,134	
1-220-038-7316-0000	Promotional Hosting	250	250	250	250	250	250	
1-220-038-7317-0000	Incidental Meeting Expense	650	750	773	796	820	844	Commission retreats, meetings
1-220-038-7401-0000	Insurance and Claims	1,275	1,314	1,353	1,394	1,436	1,479	
1-220-038-7406-0000	Miscellaneous	200	200	200	200	200	200	
	Expense	178,524	181,582	186,521	191,608	196,848	202,245	
	Commission	(178,524)	(181,582)	(186,521)	(191,608)	(196,848)	(202,245)	
1-220-038-8600-0000	Election Expense	100,000	150,000	100,000	300,000	150,000	150,000	Elections in 2019 (1) and 2020 (2)2023 (1)

Divisional Program: Meetings & Events

Description of Services:

The Meeting and Events staff manages the use of Port-owned community meeting facilities and park areas that are available for private and community events. The main venues available for rent are located in the Bellingham Cruise Terminal, Squalicum Boathouse, Blaine Harbor Conference Center, Tom Glenn Commons, Bellwether Ballroom and Port Parks.

Meetings and Events 2019 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 to fill Monday-Thursday meeting spaces
3. Provide positive responsive customer service both internal and external
4. Make available top quality meeting and event spaces and access to port parks convenient and readily available
5. Field and process community requests for site use agreements to facilitate and support local access across port properties

Staff, Facilities and Structure: 2.5 FTE Meeting Facility Coordinators.

Source of Funding: User fees, property tax receipts

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$265,525	\$252,500	\$297,649
Operating Expenses	335,357	332,550	321,561
Net Cash Flow	-69,832	-80,050	-23,912

Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Meeting Space							
	Operating Revenue							
1-220-036-6200-0000	Equipment Rental	6,000	6,300	6,600	6,930	7,300	7,665	White chairs, projector,TV monitor, cocktail tables, New Equipment - stage and bar
1-220-036-6305-0000	Space and Land Rental	245,000	256,500	264,195	272,120	280,283	288,691	
1-220-036-6307-0000	Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
1-220-036-6308-0000	Cancellation Fees	4,000	5,000	5,000	5,000	5,000	5,000	
1-220-036-6360-0000	Miscellaneous Revenue	7,500	7,725	7,800	8,030	8,270	8,520	Bellwether Ballroom rental revenue per the Agreement with the Bellwether hotel.
	Operating Revenue	252,500	265,525	273,595	282,080	290,853	299,876	
	Expense							
1-220-036-7001-0000	Salaries and Wages	125,174	129,023	132,894	136,881	140,987	145,217	Per HR
1-220-036-7003-0000	Employee Benefits	89,075	85,438	88,001	90,641	93,360	96,161	Per HR
1-220-036-7006-0000	Employee Training	3,000	3,000	3,000	3,000	3,000	3,000	Continued training for graphics programs to support in-house marketing
1-220-036-7050-0000	Travel	3,000	3,100	3,190	3,285	3,380	3,480	Mileage for opening and closing events.
1-220-036-7115-0000	Telephone and Communication	5,300	5,460	5,625	5,800	5,975	6,155	
1-220-036-7203-0000	Equipment Rental	900	930	960	990	1,020	1,050	
1-220-036-7205-0000	Operating Supplies	5,150	5,305	5,465	5,630	5,800	5,975	
1-220-036-7207-0000	Office Supplies	1,100	1,130	1,166	1,200	1,240	1,270	
1-220-036-7210-0000	Postage	150	150	150	150	150	150	
1-220-036-7211-0000	Janitorial	22,500	22,654	23,333	24,032	24,752	25,494	
1-220-036-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-220-036-7308-0000	Outside Services	12,730	13,100	13,493	13,898	14,315	14,744	8000 kelly TS, \$130 alarm, \$5000 cc fees \$1100 EMS software
1-220-036-7311-0000	Lease Payments to Others	3,256	3,256	3,353	3,453	3,556	3,662	DNR per RE for BCT
1-220-036-7312-0000	Interfund Transfer	24,836	25,463	26,227	27,014	27,824	28,659	BCT utilities and Office Space
1-220-036-7313-0000	Advertising and Promotion	4,000	4,120	4,240	4,360	4,490	4,625	\$300 Whatcom kid insider \$300 Skagit kid insider, \$2900 print ads \$500 Social media outreach
1-220-036-7316-0000	Promotional Hosting	-	-	-	-	-	-	
1-220-036-7401-0000	Insurance and Claims	5,049	5,098	5,251	5,408	5,571	5,738	Per Accounting
1-220-036-7402-0000	Taxes	5,000	5,150	5,304	5,463	5,626	5,794	
1-220-036-7405-0000	Uncollectible Revenue	-	-	-	-	-	-	
1-220-036-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-036-7501-0000	Repair and Maintenance	21,830	22,480	23,155	23,800	24,500	25,200	
	Expense	332,550	335,357	345,306	355,505	366,045	376,873	
	Meeting Space	(80,050)	(69,832)	(71,711)	(73,425)	(75,192)	(76,997)	

Divisional Program: Open Space

Description of Services:

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

2019 Objectives:

6. Continued refinement of a comprehensive integrated pest management (IPM) program for all Park facilities.
7. Development of Open Space Guidelines, for use by our Corporate and Meetings/Events programs.
8. Improve messaging to the public regarding the responsible management of pet waste.

Staff: 0.2 FTE's

Source of Funding: Property taxes, grants

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	788,433	748,123	728,527
Net Cash Flow	-788,433	-748,123	-728,527

Major 2019 Capital Projects (over \$100,000):

Design & Construct Fisherman's Pavilion (less, 1/3 from others)	\$1,500,000
Replace Zuanich Point Park visitor float	\$250,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Open Space							
1-220-034-7001-0000	Salaries and Wages	48,215	49,661	51,151	52,685	54,266	55,894	
1-220-034-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-034-7003-0000	Employee Benefits	15,909	16,184	16,669	17,169	17,684	18,215	
1-220-034-7006-0000	Employee Training	7,982	7,982	8,221	8,468	8,722	8,984	Public operator, Arborist cert., Backflow, etc.
1-220-034-7050-0000	Travel	1,726	1,726	1,778	1,831	1,886	1,943	
1-220-034-7101-0000	Natural Gas		-	-	-	-	-	
1-220-034-7102-0000	Water	24,905	25,653	26,423	27,215	28,032	28,873	Irrigation, TGC, ZPP, Marine Park
1-220-034-7103-0000	Electricity	12,230	12,230	12,597	12,975	13,364	13,765	Squalicum Boathouse, Marine Park, Tom Glenn Common
1-220-034-7104-0000	Gasoline and Diesel		-	-	-	-	-	
1-220-034-7114-0000	Garbage	13,927	13,927	14,345	14,775	15,218	15,675	Vegetation dumpster, Marine Prk, ZPP, MDT, TGC
1-220-034-7115-0000	Telephone and Communication	1,248	-	-	-	-	-	
1-220-034-7204-0000	Small Tools and Equipment	11,301	11,301	11,640	11,989	12,349	12,719	safety supplies, shovels, rakes, loppers, chainsaws
1-220-034-7205-0000	Operating Supplies	500	500	515	530	546	563	
1-220-034-7207-0000	Office Supplies	530	530	546	562	579	597	drafting supplies
1-220-034-7208-0000	Signage	705	705	726	748	770	793	
1-220-034-7210-0000	Postage	333	333	343	353	364	375	
1-220-034-7211-0000	Janitorial	18,505	15,382	15,843	16,319	16,808	17,313	ZPP, Marine Park, Harbor Center, Harbor Mall, TGC
1-220-034-7213-0000	Subscriptions	232	232	239	246	254	261	
1-220-034-7301-0000	Legal Expense	3,442	4,015	4,135	4,260	4,387	4,519	
1-220-034-7303-0000	Membership Dues and Fees		-	-	-	-	-	
1-220-034-7306-0000	Security	10,010	10,405	10,717	11,039	11,370	11,711	
1-220-034-7308-0000	Outside Services	86,336	116,000	109,180	112,455	115,829	119,304	MLC \$94,000, Blaine raingardens \$12,000, Planning for Marine Kayak Trail \$10,000
1-220-034-7311-0000	Lease Payments to Others	13,906	10,399	10,711	11,032	11,363	11,704	BNSF
1-220-034-7313-0000	Advertising and Promotion	630	630	649	668	688	709	
1-220-034-7401-0000	Insurance and Claims	11,714	24,384	25,116	25,869	26,645	27,444	
1-220-034-7402-0000	Taxes	1,003	1,047	1,078	1,111	1,144	1,178	
1-220-034-7501-0000	Repair and Maintenance	79,084	81,457	83,901	86,418	89,010	91,681	
1-220-034-7502-0000	Groundskeeping	336,056	336,056	346,138	356,522	367,217	378,234	
1-220-034-7503-0000	Preventative Maintenance	27,094	27,094	27,907	28,744	29,606	30,495	
1-220-034-7504-0000	Equipment	20,600	20,600	21,218	21,855	22,510	23,185	Charging systems on trucks for small power tools
	Expense	748,123	788,433	801,786	825,839	850,614	876,133	
	Open Space	(748,123)	(788,433)	(812,086)	(836,448)	(861,542)	(887,388)	

Divisional Program: Community Outreach

Description of Services:

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

Corporate Events 2019 Objectives:

9. Increase the Port's visibility and enhance community connections through networking, outreach and well run, diverse community events.
10. Use community outreach events to gather feedback to improve outreach, awareness and generate interest in port facilities and events.
11. 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
12. Partner with other port departments to continue to build a more robust social media presence to help communicate information on Port projects and activities to the public
13. Provide internal customer support and resources for Port divisions to successfully communicate with customers via social media outreach and other marketing opportunities

Staff: .5 FTE administered by the Meetings and Events Supervisor

Source of Funding: Property taxes, sponsorships

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$5,000	\$5,000	\$6,502
Operating Expenses	141,398	128,276	121,651
Net Cash Flow	-136,398	-123,276	-115,149

Major 2019 Capital Projects (over \$100,000): None

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Community Outreach							
	Operating Revenue							
1-220-037-6305-0000	Space and Land Rental							
1-220-037-6360-0000	Miscellaneous Revenue	5,000	5,000	5,000	5,000	5,000	5,000	Haggen Sponsorship of Holiday Port
	Operating Revenue	5,000	5,000	5,000	5,000	5,000	5,000	
	Expense							
1-220-037-7001-0000	Salaries and Wages	30,556	31,472	32,416	33,389	34,390	35,422	
1-220-037-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-037-7003-0000	Employee Benefits	14,911	14,491	14,926	15,374	15,835	16,310	
1-220-037-7006-0000	Employee Training	1,200	1,200	1,200	1,200	1,200	1,200	
1-220-037-7050-0000	Travel	500	500	500	500	500	500	
1-220-037-7115-0000	Telephone and Communication	2,000	2,060	2,120	2,180	2,240	2,310	
1-220-037-7203-0000	Equipment Rental	265	265	265	265	265	265	
1-220-037-7207-0000	Office Supplies	590		590	590	590	590	
1-220-037-7210-0000	Postage	100	100	100	100	100	100	
1-220-037-7211-0000	Janitorial	-	-	-	-	-	-	
1-220-037-7213-0000	Subscriptions	100	100	100	100	100	100	
1-220-037-7303-0000	Membership Dues and Fees	230	230	230	230	230	230	
1-220-037-7306-0000	Security	2,122	2,185	2,250	2,320	2,390	2,460	
1-220-037-7308-0000	Outside Services	39,960	50,000	50,000	50,000	50,000	50,000	Ski to Sea; 4th of July CoC; SeaFeast; Holiday Port
1-220-037-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-220-037-7313-0000	Advertising and Promotion	24,200	24,900	25,650	26,420	27,200	28,000	\$6000 for CE Port promotional materials \$6000 July 4th marketing \$6000 Holiday Port marketing \$6000 Overall Port community outreach (bike to work day, Chamber business to business host, waterfront district promos, Port facility promotional video)
1-220-037-7316-0000	Promotional Hosting	100	100	100	100	100	100	
1-220-037-7317-0000	Incidental Meeting Expense	500	500	500	500	500	500	
1-220-037-7401-0000	Insurance and Claims	142	134	138	142	146	151	
1-220-037-7402-0000	Taxes	-	2,060	2,127	2,190	2,255	2,322	
1-220-037-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-037-7501-0000	Repair and Maintenance	10,300	10,600	10,900	11,200	11,500	11,800	
	Expense	128,276	141,398	144,612	147,300	150,042	152,860	
	Community Outreach	(123,276)	(136,398)	(139,612)	(142,300)	(145,042)	(147,860)	

Divisional Program: Records Management

Description of Services:

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

Records Management 2019 Objectives

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

Staff: 1 FTE, Public Records Officer

Source of Funding: Property taxes

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	144,874	135,077	113,671
Net Cash Flow	-144,874	-135,077	-113,671

Major 2019 Capital Projects (over \$100,000): None

<u>Account</u>	<u>Description</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>Description</u>
	Records Management							
	Expense							
1-220-039-7001-0000	Salaries and Wages	72,295	79,724	82,116	84,579	87,116	89,730	
1-220-039-7003-0000	Employee Benefits	23,940	24,267	24,995	25,744	26,517	27,312	
1-220-039-7006-0000	Employee Training	1,500	1,500	1,545	1,591	1,639	1,688	WAPRO, Laserfiche seminars
1-220-039-7050-0000	Travel	1,500	1,500	1,545	1,591	1,639	1,688	
1-220-039-7115-0000	Telephone and Communication	1,000	1,000	1,030	1,061	1,093	1,126	
1-220-039-7205-0000	Operating Supplies	3,000	3,000	3,090	3,183	3,278	3,377	Containers and shelving for records storage.
1-220-039-7207-0000	Office Supplies	850	1,250	1,288	1,326	1,366	1,407	Office chair (\$400)
1-220-039-7301-0000	Legal Expense	5,000	5,000	5,150	5,305	5,464	5,628	Legal review for records management practices.
1-220-039-7303-0000	Membership Dues and Fees	500	500	515	530	546	563	WAPRO Membership
1-220-039-7308-0000	Outside Services	30,000	32,000	32,960	33,949	34,967	36,016	Cities Digital Annual Laserfiche Maintenance, ArchiveSocial Annual Social Media Archiving, WeTransfer Cloud-Transfer Service
1-220-039-7312-0000	Interfund Transfer	(5,150)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	
1-220-039-7401-0000	Insurance and Claims	142	134	138	142	146	151	
1-220-039-7406-0000	Miscellaneous	-	-	-	-	-	-	
1-220-039-7501-0000	Repair and Maintenance	500	-	-	-	-	-	
	Expense	135,077	144,874	149,221	153,697	158,308	163,057	
	Records Management	(135,077)	(144,874)	(149,221)	(153,697)	(158,308)	(163,057)	

Divisional Program: Public Records

Description of Services:

It is the policy of the Port of Bellingham to make available to the public any and all requested public records not exempt under Washington's Public Records Act, Chapter 42.56 Revised Code of Washington, and to abide by the spirit and intent of the Public Records Act. The Public Records Officer facilitates the processing and gathering of responsive records and then prepares them for release to the public.

Public Records 2019 Objectives

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

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

Source of Funding: Property taxes, user fees

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$150	\$150	\$1
Operating Expenses	83,942	77,787	22,158
Net Cash Flow	-83,792	-77,637	-22,157

Major 2019 Capital Projects (over \$100,000): None

<u>Account</u>	<u>Description</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>2023 Budget</u>	<u>Description</u>
	Public Disclosure							
	Operating Revenue							
1-220-035-6360-0000	Miscellaneous Revenue	150	150	150	150	150	150	
	Operating Revenue	150	150	150	150	150	150	
	Expense							
1-220-035-7210-0000	Postage	200	200	206	212	219	225	
	Legal Expense	60,000	60,000	61,800	63,654	65,564	67,531	Legal review for public disclosure requests.
1-220-035-7301-0000								
1-220-035-7302-0000	Public Disclosures	-						
1-220-035-7308-0000	Outside Services	500	500	515	530	546	563	Scanning services.
1-220-035-7312-0000	Interfund Transfer	17,087	23,242	23,714	24,201	24,702	25,218	Public Disclosure xfers from various programs
	Telephone and Communication	-	-	-	-	-	-	
	Travel	-	-	-	-	-	-	
	Employee Training	-	-	-	-	-	-	
	Miscellaneous	-	-	-	-	-	-	
	Insurance and Claims	-	-	-	-	-	-	
	Expense	77,787	83,942	86,235	88,598	91,031	93,536	
	Public Disclosure	(77,637)	(83,792)	(86,085)	(88,448)	(90,881)	(93,386)	

Division: Infrastructure/Federal Waterways

Description of Services:

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

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

2019 Objectives:

1. Provide the organization recommendations for budgeting and maintenance to Port-wide infrastructure such as marine structures, roads, and stormwater treatment facilities.
2. Convert all three Port-owned railroad crossings to Quiet Zone Crossings.

Staff: This division is managed by the Facilities staff.

Source of Funding: Property taxes, grants

Financial Summary:

	2019 Budget	2018 Budget	2017 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	272,000	252,048	196,556
Net Cash Flow	-272,000	-252,048	-196,556

Major 2019 Capital Projects (over \$100,000):

Replace bulkheads in Blaine	\$1,800,000
Construct a fit-up float on the I & J Street Waterway (2018-2019)	\$1,251,000
Improve Hilton Avenue	\$375,000
Replace water line in Milhollin	\$150,000
Cathodic Protection, Blaine Breakwater	\$100,000

Account	Description	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Description
	Infrastructure							
	Expense							
1-228-046-7312-0000	Interfund Transfer	(117,500)	(60,000)	(70,000)	(47,500)	(32,500)	(32,500)	
1-228-046-7401-0000	Insurance and Claims	-	-	-	-	-	-	
1-228-046-7403-0000	Environmental Costs	220,950	187,000	195,660	176,930	165,813	169,812	
1-228-046-7501-0000	Repair and Maintenance	41,200	35,000	36,050	37,132	38,245	39,393	
1-228-046-7502-0000	Groundskeeping	97,398	100,000	50,000	50,000	50,000	50,000	
1-228-046-7503-0000	Preventative Maintenance	10,000	10,000	10,300	10,609	10,927	11,255	
	Expense	252,048	272,000	222,010	227,170	232,485	237,960	
	Infrastructure	(252,048)	(272,000)	(222,010)	(227,170)	(232,485)	(237,960)	

Asset Replacement Schedule

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

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

In 2019, the Port's asset replacement schedule is budgeted at approximately \$261 thousand, and consists mainly of computer equipment, vehicles and shop equipment. These assets will be replaced over the course of the year.

ASSET REPLACEMENT 2019	Acquisition Cost	Replacement Cost
101		
95515		
Dell Precision T5610		
(blank)	3,000.00	2,500
92255		
GA&Main Terminal Reader Boards		
	6,573.15	12,228
95489		
Dell OptiPlex 9020 - Ops Conf Room		
Ops Conf Room	1,883.38	1,975
95499		
Dell OptiPlex 9020		
Sida Training	1,863.40	1,975
95516		
Power Vault MD1120 BLI		
	11,662.49	12,000
PowerEdge R720 BLI		
	9,131.92	10,000
101 Total		40,678
105		
41943		
Ss-1 Bill Changer, G #12		
	2,685.88	4,000
105 Total		4,000
110		
44407		
25 Hp Honda Outboard Motor		
	3,081.54	23,000
Workboat / Motor		
(blank)	7,912.90	65,000
44457		
Design Jet T1200 Eng Dept Plotter		
Engineering	7,030.80	7,500
65689		

ASSET REPLACEMENT 2019	Acquisition Cost	Replacement Cost
1996 Ford F250, Series F25, Blue		
Spare/Grounds	17,055.04	32,000
Utility Box, on 65689		
	5,441.99	10,500
65694		
96 Ford F-Series, Blue		
	16,915.99	33,000
95430		
Dell Optiplex 990 Maint Lunchroom 3		
Maint Lunchroom 3	1,893.44	1,975
95507		
Dell OptiPlex 9020 - Wilson		
Wilson	1,683.68	1,975
95508		
Dell OptiPlex 9020 - Maint Lunch		
Maint Lunch	1,683.68	1,975
95512		
Dell OptiPlex 9020 - Fulton		
Fulton	2,318.54	1,975
110 Total		178,900
111		
95412		
Dell OptiPlex 990 - Accounting Spare		
Accounting Spare	1,827.37	1,975
95472		
Dell Latitude E6330IT - Laptop		
IT Laptop	2,517.71	2,000
95491		
Dell OptiPlex 9020 - Podium PC		
Podium PC	1,906.29	1,975
95510		
Dell OptiPlex 9021- Shuksan		
Shuksan	1,788.24	1,975
95517		

ASSET REPLACEMENT 2019	Acquisition Cost	Replacement Cost
PowerEdge R720 Admin	9,145.55	12,000
PowerVault MD1220 Admin	9,207.73	12,000
95530		
Lenovo Yoga 2 Pro	1,851.09	2,000
Sobjack		
95539		
Dell Latitude E5550	2,159.74	2,000
Clement		
111 Total		35,925
213		
95520		
Microsoft Surface Pro 3	2,227.23	2,300
Gouran		
213 Total		2,300
Grand Total		261,803

Capital Budget

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

In 2019, the Port's strategic goals include ongoing development of the Waterfront District, environmental cleanup, expansion of marine trades, strategic management of an international airport, redevelopment of the Shipping Terminal and Log Pond Area, and economic development and job creation. The capital budget supports these goals with the following key projects:

- The airport will begin design on a new car rental quick-turn-around facility in 2019, with construction in 2020. As car rental agencies have moved and consolidated their smaller locations to the airport, this facility will be an important factor in keeping the operations running efficiently.
- A new pavilion will be constructed at Squalicum Harbor for public and private use. Both harbors will also purchase and install security access controls.
- A new building will be constructed and leased to a current tenant, expanding the marine trades industry and adding jobs to our county.
- Waterfront redevelopment efforts will continue into 2019 with additional funds budgeted for site prep required for ongoing development, including the demolishing of two aged buildings.

Capital Budget Summary

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
101 - Aviation					
Cost	1,536,728	2,588,500	1,436,000	7,210,000	5,850,000
Funding	-405,000	-162,000	-1,247,400	-3,600,000	-1,170,000
101 - Aviation Total	1,131,728	2,426,500	188,600	3,610,000	4,680,000
105 - Marinas					
Cost	1,278,500	930,450	2,288,900	1,342,500	
Funding	-26,700	-11,590	-22,125		
105 - Marinas Total	1,251,800	918,860	2,266,775	1,342,500	
107 - RE					
Cost	4,183,330	1,045,000	115,000	115,000	115,000
Funding	-2,500				
107 - RE Total	4,180,830	1,045,000	115,000	115,000	115,000
109 - MT					
Cost	2,086,000	1,994,000	10,000	10,000	10,000
Funding	-220,000				
109 - MT Total	1,866,000	1,994,000	10,000	10,000	10,000
110 - Fac					
Cost					
110 - Fac Total					
111 - Admin					
Cost		15,000		94,000	32,000
111 - Admin Total		15,000		94,000	32,000
213- Env					
Cost	4,500				
213- Env Total	4,500				
215 - BWAS					
Cost	1,655,000	550,000	375,000	225,000	225,000
Funding					
215 - BWAS Total	1,655,000	550,000	375,000	225,000	225,000
220 - Pub					
Cost	1,996,150	1,400,000	2,100,000	250,000	
Funding	-500,000		-750,000		
220 - Pub Total	1,496,150	1,400,000	1,350,000	250,000	
228-Infr					
Cost	2,784,000	100,000	100,000	100,000	100,000
Funding					
228-Infr Total	2,784,000	100,000	100,000	100,000	100,000
216 - Ec Dev					
Cost	750,000				
216 - Ec Dev Total	750,000				
216-Ec Dev					
Cost	25,000				
216-Ec Dev Total	25,000				
Grand Total	15,145,008	8,449,360	4,405,375	5,746,500	5,162,000

Capital Budget 2019, with 5 year forecast

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
1	Funded	101 - Aviation	101-752	001 - Av	BLI	Harman	AP - Maintain pavement 2018	25,000						25,000
2	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Maintain pavement 2019		50,000					50,000
3	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Maintain pavement 2020			50,000				50,000
4	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Maintain pavement 2021				50,000			50,000
5	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Maintain pavement 2022					50,000		50,000
6	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Maintain Pavement 2023						50,000	50,000
7	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design runway shoulders & blast pads						900,000	900,000
8	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design runway shoulders & blast pads (FAA Grant)						(810,000)	(810,000)
9	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design perimeter ground access road						400,000	400,000
10	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design perimeter ground access road (FAA Grant)						(360,000)	(360,000)
11	Funded	228-Infr	101-421	046 - Infra	BLI	Goodwin	AP - Extend sidewalk Mitchell Way	419,100						419,100
12	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Rental Car QTA Facility - Design/Construction (CFC)		371,000	1,858,500				2,229,500
13	Funded	101 - Aviation	101-501	001 - Av	BLI	Harman	AP - Mitigate Trees 2016	10,000						10,000
14	Funded	101 - Aviation	101-660	001 - Av	BLI	Harman	AP - Master plan / AGIS	465,000						465,000
15	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Master plan / AGIS (FAA Grant)	(418,000)						(418,000)
16	Funded	101 - Aviation	101-717	001 - Av	BLI	Harman	AP - Parking Lot Equipment Replacement	441,000						441,000
17	Funded	101 - Aviation	101-720	001 - Av	BLI	Harman	AP-Remove Obstructions	70,000						70,000
18	Funded	101 - Aviation	101-721	001 - Av	BLI	Harman	AP-Certify Airfield Part 139 Imp	310,000						310,000
19	Funded	101 - Aviation	101-723	001 - Av	BLI	Harman	AP-Mitigate Tree Removal	110,000						110,000
20	Funded	101 - Aviation	101-771	001 - Av	BLI	Harman	AP-Conduct Environmental Study of Master Plan Projects	250,000						250,000
21	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-Conduct Environmental Study of Master Plan Projects (FAA Grant)	(225,000)						(225,000)
22	Funded	101 - Aviation	101-772	001 - Av	BLI	Harman	AP - Commercial Terminal Elevator Refurbishment to Code	35,000						35,000
23	Funded	101 - Aviation	101-773	001 - Av	BLI	Harman	AP - Install ASEL Deplaning Hallway	380,000						380,000
24	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Demolish Pit Stop to construct secured airline employee parking lot					160,000		160,000
25	Funded	101 - Aviation	101-774	001 - Av	BLI	Harman	AP - Replacement of the Airfield Lighting Control System and Monitoring Panel	60,000						60,000
26	Funded	101 - Aviation	101-818	001 - Av	BLI	Harman	AP-Snow Sweeper/Broom	783,163						783,163
27	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-Snow Sweeper/Broom (FAA Grant 55)	(673,611)						(673,611)
28	Funded	101 - Aviation	101-819	001 - Av	BLI	Harman	AP-30% Design Runway Safety Area	150,000						150,000
29	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-30% Design Runway Safety Area (FAA Grant 56)	(135,000)						(135,000)

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
30	Funded	101 - Aviation	101-820	001 - Av	BLI	Harman	AP-2 Lighted Runway Closure Markers	33,058						33,058
31	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-2 Lighted Runway Closure Markers (FAA Grant 55)	(29,752)						(29,752)
32	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - CBP Building IT Upgrades and Generator Tie-In		207,728					207,728
33	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Airport Operations Control Center in Commercial Terminal		55,000					55,000
34	Funded	101 - Aviation		001 - Av	BLI	Harman	AP- Taxiway F Directional Sign		28,000					28,000
35	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Environmental		100,000					100,000
36	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Environmental (FAA Grant)		(90,000)					(90,000)
37	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Design			180,000				180,000
38	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Design (FAA Grant)			(162,000)				(162,000)
39	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Construction				950,000			950,000
40	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Runway RSA Compliance Construction (FAA Grant)				(855,000)			(855,000)
41	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design Relocation/Demolition of TWYS C,D,E,F				236,000			236,000
42	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design Relocation/Demolition of TWYS C,D,E,F (FAA Grant)				(212,400)			(212,400)
43	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Construct Relocation/Demolition of TWYS C,D,E,F					2,000,000		2,000,000
44	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Construct Relocation/Demolition of TWYS C,D,E,F (FAA Grant)					(1,800,000)		(1,800,000)
45	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Conversion of Airfield Lights to LED					2,000,000		2,000,000
46	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Conversion of Airfield Lights to LED (FAA Grant)					(1,800,000)		(1,800,000)
47	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Conversion of Terminal Lights to LED				200,000			200,000
48	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Conversion of Terminal Lights to LED (FAA Grant)				(180,000)			(180,000)
49	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Design and Construct New Jet A Fuel Farm			450,000		3,000,000		3,450,000
50	Funded	101 - Aviation		001 - Av	BLI	Harman	AP- Landside Solar Sustainability Project						4,500,000	4,500,000
51	Funded	101 - Aviation		001 - Av	BLI	Harman	AP- Aircraft Monitoring Revenue Management System			50,000				50,000
52	Funded	101 - Aviation		001 - Av	BLI	Harman	AP- Revenue Parking Lot Inventory Management System		50,000					50,000
53	Funded	101 - Aviation		001 - Av	BLI	??	AP-Airport Wetland Mitigation Phase 1 Buffer (split ratios)		200,000					200,000
54	Funded	101 - Aviation		001 - Av	BLI	Harman	Revenue Parking Shuttle/Van - 8 Passenger ADA		75,000					75,000
55	Funded	101 - Aviation		001 - Av	BLI	Harman	AP - Admin Offices - Security		50,000					50,000
56	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-Voluntary property acquisition		350,000					350,000
57	Funded	101 - Aviation		001 - Av	BLI	Harman	AP-Voluntary property acquisition (FAA Grant)		(315,000)					(315,000)
58	Funded	101 - Aviation	101-822	001 - Av	BLI	Harman	AP - 4 electric vehicle charging stations	56,838						56,838
59	Funded	101 - Aviation	101-823	001 - Av	BLI	Harman	AP - Airport Operations Control Center	17,500						17,500
60	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Replace Utility Hangers Gate 1				1,015,000			1,015,000

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
61	Funded	105 - Marinas	105-665	004- Bl	Blaine	Peterson	BH-Dredge Silt Gate 1 & Boat Launch	21,949						21,949
62	Funded	105 - Marinas	105-726	004- Bl	Blaine	Peterson	BH-Replace Utility Hangers Ph2 Gate 3	127,063						127,063
63	Funded	105 - Marinas	105-670	004- Bl	Blaine	Peterson	BH-Install Portable Pumpouts Gates 1-2	251,719						251,719
64	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Install Portable Pumpouts Gates 1-2 (WA State Parks Grant)	(188,789)						(188,789)
65	Funded	105 - Marinas	105-671	004- Bl	Blaine	Peterson	BH-Upgrade Antique Light Poles Upland	135,000						135,000
66	Funded	220 - Pub	220-775	034 - Open	Blaine	Fulton	Retrofit Blaine Promenade Lighting to LED	50,000						50,000
67	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Retrofit Blaine Dock Lighting				370,000			370,000
68	Funded	105 - Marinas	105-672	004- Bl	Blaine	Peterson	BH-Replace Boathouse Pressure Line D&E	50,000						50,000
69	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Replace Boathouse Pressure Line			350,000				350,000
70	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Replace Gate 1-A Pumpout		15,000					15,000
71	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Replace Gate 1-A Pumpout (RCO Grant)		(11,250)					(11,250)
72	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Replace Gate 2-I Pumpout			15,450				15,450
73	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH - Replace Gate 2-I Pumpout (RCO Grant)			(11,590)				(11,590)
74	Funded	216 - Ec Dev	216-776	032 - Ec Dev	Blaine	Peterson	BH - Demo and Relocate/Rebuild Webhouse #1	3,226,000	750,000					3,976,000
75	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Upgrade Power on 4AN-Float		57,400					57,400
76	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Construct Operations Shop/Garage on Boating Center				163,500			163,500
77	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Purchase & Install Security Access Controls		70,000					70,000
78	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Purchase Gator Utility Vehicle for Harbor Operations			8,700				8,700
79	Funded	105 - Marinas		004- Bl	Blaine	Peterson	BH-Sawtooth Phase 3 Scoping & Predesign		80,000					80,000
80	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Paint Interior Harbor Office			20,600				20,600
81	Funded	105 - Marinas	105-677	005- Sq	Sq Harbor	Randolph	SH-Replace Ramp Repair Float Gate 1	79,120						79,120
82	Funded	105 - Marinas	105-678	005- Sq	Sq Harbor	Randolph	SH-Remodel Public Facilities HCB	314,723						314,723
83	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	SH-Remodel Public Facilities HCB - Public Portion	39,000						39,000
84	Funded	105 - Marinas	105-728	005- Sq	Sq Harbor	Birdsall	SH-Replace Security Surveillance System	65,436						65,436
85	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Life Extension Gt. 5, A & B floats				630,900			630,900
86	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Refurbish Gate 3 Restroom & Comfort Station					300,000		300,000
87	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Replace Roof Webhouse 2, 3, 4					962,500		962,500
88	Funded	105 - Marinas	105-729	005- Sq	Sq Harbor	Randolph	SH-Install Crane & Pier Improvements	35,000		150,000				185,000
89	Funded	105 - Marinas	105-730	005- Sq	Sq Harbor	Randolph	SH-Fire Boat Boathouse & Demo Existing	335,000						335,000
90	Funded	105 - Marinas	105-777	005- Sq	Sq Harbor	Randolph	SH - Life Extension Roofing - Webhouse 2 & 3	145,500						145,500
91	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Sealed Curb Around Oil Dump Enclosure (shared with Environmental)		4,500					4,500

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
92	Funded	213- Env		030- env	Sq Harbor	Birdsall	SH - Sealed Curb Around Oil Dump Enclosure (shared with Marinas - SH)		4,500					4,500
93	Funded	105 - Marinas	105-778	005- Sq	Sq Harbor	Randolph	SH - Level Gate 3 Main Walkway	30,000						30,000
94	Funded	105 - Marinas	105-779	005- Sq	Sq Harbor	Randolph	SH - Level Dinghy Floats Gate 8 & 9	15,000						15,000
95	Funded	105 - Marinas	105-780	005- Sq	Sq Harbor	Randolph	SH - Anchor Pressure Line Gate 3	25,000						25,000
96	Funded	105 - Marinas	105-781	005- Sq	Sq Harbor	Randolph	SH - Replace 80 Dock Boxes Annually Gate 8 & 9	113,000	137,000	59,000				309,000
97	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Replace Pumpout Gate 10		20,600					20,600
98	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Replace Pumpout Gate 10 (Grant)		(15,450)					(15,450)
99	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Replace 2 Pumpouts, Gate 8 & 9				29,500			29,500
100	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH - Replace 2 Pumpouts, Gate 8 & 9 (Grant)				(22,125)			(22,125)
101	Funded	105 - Marinas	105-784	005- Sq	Sq Harbor	Randolph	SH - Move commercial gear storage to 2800 Roeder & add lighting	397,000						397,000
102	Funded	105 - Marinas	105-817	005- Sq	Sq Harbor	Birdsall	SQ-Interpretive Signage	9,000						9,000
103	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Restripe Marina Square, and Gate 9 (shared with RE)		13,000					13,000
104	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Install Fender Pile at GNLZ & Two Pier Ladders		40,000					40,000
105	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Install Security Gate at Gate 5		25,000					25,000
106	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Condition Assessment of GNLZ Piers		40,000					40,000
107	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Paving Alleyways Between Weblockers		80,000	80,000	80,000	80,000		320,000
108	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Purchase Forklift & Trailer for Relocated Storage Yard		38,000					38,000
109	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Holding Tank Condition Assessment/Repairs at Gate 3 Comfort Station		20,000					20,000
110	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Replace Harbor Office HVAC		127,000					127,000
111	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Replace Plumbing Hangers Gate 12		85,000					85,000
112	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Life Extension Work for GNLZ Piers			246,700				246,700
113	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Siding Repairs & Paint for Gate 3 Comfort Station		56,000					56,000
114	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH-Purchase & Install Security Access Controls		210,000					210,000
115	Funded	105 - Marinas		005- Sq	Sq Harbor	Randolph	SH- Connect Gillnet Loading Zone to Gate 4		160,000					160,000
116	Funded	107 - RE	107-732	007 - RE	Portwide	McFearin	PW-Tenant Improvements 2017-2018	75,959						75,959
117	Funded	107 - RE		007 - RE	Portwide	McFearin	PW-Tenant Improvements 2019-2023		75,000	75,000	90,000	90,000	90,000	420,000
118	Funded	107 - RE	107-455	007 - RE	Fairhaven	McFearin	FH-Replace Shipyard Pier	11,734,208						11,734,208
119	Funded	107 - RE		007 - RE	Fairhaven	McFearin	FH-Replace Shipyard Pier (MTCA Grant)	(3,900,000)						(3,900,000)
120	Funded	107 - RE	107-610	007 - RE	Bellwether	Harvey	BW-Replace HVAC BV Bldg 1st & partial 2nd floors	570,000	900,000					1,470,000
121	Funded	107 - RE	107-733	007 - RE	Portwide	McFearin	PW - Short Platts, LLA & BSP's 2017-2023	62,169	25,000	25,000	25,000	25,000	25,000	187,169
122	Funded	107 - RE	107-734	007 - RE	Bellwether	Harvey	BW-17-39 Seal Exterior Bayview	155,000						155,000

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
123	Funded	107 - RE		007 - RE	FMIP	Scott	FH-Upgrade Lighting FMIP 1, 2, 7 (PSE Grant)	(47,386)						(47,386)
124	Funded	107 - RE	107-689	007 - RE	Blaine	Scott	BH-Rehabilitate N-S Pier	960,340						960,340
125	Funded	107 - RE	107-690	007 - RE	Waterfront	McFearin	CW-Construct AAM Building	10,938,774						10,938,774
126	Funded	107 - RE		007 - RE	Waterfront	McFearin	CW-Construct AAM Building (EDI Grant)	(1,000,000)						(1,000,000)
127	Funded	107 - RE	107-735	007 - RE	Bellwether	Harvey	BW-Replace Ballroom Music Sys, Window Coverings, Paint BV Bldg	103,507						103,507
128	Funded	107 - RE	107-785	007 - RE	Bellwether	Harvey	BW-Repair Ballroom Ext Patio Bayview	12,500						12,500
129	Funded	107 - RE	107-786	007 - RE	Bellwether	Harvey	BW-Seal North Side of Bellwether	95,000						95,000
130	Funded	107 - RE		007 - RE	Bellwether	Harvey	BW-Replace Carpet Common Areas Bellwether & Bayview		55,000					55,000
131	Funded	107 - RE	107-736	007 - RE	Fairhaven	Fix	FH-Public improvements near boat launch	30,000						30,000
132	Funded	107 - RE	107-737	007 - RE	FMIP	Scott	FH-Replace Radiant Heaters FMIP 5-6	87,518						87,518
133	Funded	107 - RE	107-738	007 - RE	FMIP	Scott	FH-Replace Fire Suppression Sys FMIP 1	190,855						190,855
134	Funded	107 - RE	107-787	007 - RE	Blaine	Scott	BH- Construct Prefab Bldg Walsh Marine	543,700						543,700
135	Funded	107 - RE	107-740	007 - RE	Waterfront	Scott/Ilahi	CW-Replace Monument Sign Hilton Ave	25,000						25,000
136	Funded	107 - RE	107-788	007 - RE	FMIP	Scott	FH-Replace Fire Suppression System FMIP 3	125,884						125,884
137	Funded	107 - RE		007 - RE	FMIP	Scott	FH-Upgrade Lighting FMIP 4-5 (Grant)	(13,820)						(13,820)
138	Funded	107 - RE	107-789	007 - RE	FMIP	Scott	FH-Upgrade Lighting FMIP 3	43,093						43,093
139	Funded	107 - RE		007 - RE	FMIP	Scott	FH-Upgrade Lighting FMIP 3 (Grant)	(10,000)						(10,000)
140	Funded	107 - RE	107-742	007 - RE	Portwide	Ilahi	PW - Real estate assets seal & restripe	70,000	50,000					120,000
141	Funded	107 - RE	107-743	007 - RE	Bellwether	Harvey	BW-Public Art	30,000						30,000
142	Funded	107 - RE	107-790	007 - RE	Bellwether	Harvey	BW-Recalibrate HVAC Sys BW Bldg	165,000						165,000
143	Funded	107 - RE		007 - RE	Bellwether	Harvey	BW- Bellwether Bldg (PSE Grant)	(55,000)						(55,000)
144	Funded	107 - RE	107-791	007 - RE	FMIP	Scott	FH-Construct Exterior Exit FMIP 6	80,000						80,000
145	Funded	107 - RE	107-792	007 - RE	FMIP	Scott	FH-Repl Sprinkler Sys FMIP 5	115,000						115,000
146	Funded	107 - RE	107-793	007 - RE	FMIP	Scott	FH-Repl Sprinkler Sys FMIP 6	110,000						110,000
147	Funded	107 - RE		007 - RE	Sq Harbor	Scott	SH-Construct Bldg Seaview N Site		2,000,000	500,000				2,500,000
148	Funded	107 - RE	107-794	007 - RE	Sq Harbor	Scott	SH - Install Safety Anchors Marina Sq	50,000						50,000
149	Funded	107 - RE		007 - RE	BLI	Carlson	Re-Roof ITB Building			345,000				345,000
150	Funded	107 - RE		007 - RE	Sq Harbor	Carlson	HCB Repair and repaint exterior window sills, soffits and doors, Repaint roof (60% Fac, 40% RE)		100,000					100,000
151	Funded	107 - RE		007 - RE	Bellwether	Harvey	BVC- Replace tile & partitions in 4 restrooms		125,000					125,000
152	Funded	107 - RE		007 - RE	Sq Harbor	Harvey	Sq - Replace copper water lines in Bella Marina & previous Island Mariner locations		62,000					62,000
153	Funded	107 - RE		007 - RE	Sq Harbor	Harvey	Sq: Squalicum Esplanade Relamp to LED (47% RE, 34% SQ, 19% OS)		91,000					91,000

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
154	Funded	107 - RE		007 - RE	Sq Harbor	Harvey	PSE Grant for marine grade LED product SQ Esplanade		(2,500)					(2,500)
155	Funded	107 - RE		007 - RE	Bellwether	Harvey	BW- Replace HVAC field controllers		86,000					86,000
156	Funded	107 - RE		007 - RE	Bellwether	Harvey	BW-Replace computer for common area lights		7,330					7,330
157	Funded	107 - RE		007 - RE	Bellwether	Harvey	Bellwether trash/recycling enclosure - roof BWB			63,000				63,000
158	Funded	107 - RE		007 - RE	Bellwether	Harvey	Bayview expand HVAC enclosure to house trash/recycling BVC			37,000				37,000
159	Funded	107 - RE		007 - RE	Bellwether	Harvey	Electric Vehicle Charging Station BW Garage		17,000					17,000
160	Funded	107 - RE		007 - RE	Bellwether	Harvey	BW-Water penetration channeling and collection system in garage		37,000					37,000
161	Funded	107 - RE		007 - RE	Bellwether	Harvey	BVC-Caulk and paint gable louvers		19,000					19,000
162	Funded	107 - RE		007 - RE	Sumas	Ilahi	Re-roof office building located at 530 W Front St, Sumas		116,000					116,000
163	Funded	107 - RE		007 - RE	Blaine	Scott	Blaine Industrial Access improvements - Design Only		100,000					100,000
164	Funded	107 - RE		007 - RE	Blaine	Scott	Star fish - Boundary under building scope of work design only		50,000					50,000
165	Funded	107 - RE		007 - RE	Sq Harbor	Scott	Marina Square Paint		68,000					68,000
166	Funded	107 - RE		007 - RE	Waterfront	Scott	Install Restrooms in F St Warehouse (LFS)		200,000					200,000
167	Funded	109 - MT	109-745	009- BCT	BCT	Warner	FH - TI 2017	10,000						10,000
168	Funded	109 - MT		009- BCT	BCT	Warner	FH - TI 2018	10,000						10,000
169	Funded	109 - MT		009- BCT	BCT	Warner	FH - TI 2019-2023		10,000	10,000	10,000	10,000	10,000	50,000
170	Funded	109 - MT		009- BCT	BCT	Warner	FH - Replace signage: Passenger Terminals and Boat Launch			64,000				64,000
171	Funded	109 - MT		009- BCT	Fairhaven	Warner	FH-Replace Fire Suppression Sys WH 4		150,000					150,000
172	Funded	109 - MT	109-749	009- BCT	Fairhaven	Warner	FH-Repaint & Repair East Wing Ext Wall FH Station	153,159						153,159
173	Funded	109 - MT	109-750	009- BCT	Fairhaven	Warner	FH-Install Electrical Transfer Switch SH4	62,414						62,414
174	Funded	109 - MT		009- BCT	BCT	Warner	BCT Repair to steel piling & supports		300,000	1,800,000				2,100,000
175	Funded	109 - MT	109-795	009- BCT	BCT	Warner	FH-Upgrade HVAC BCT	106,000						106,000
176	Funded	109 - MT	109-796	009- BCT	Fairhaven	Warner	FH-Paint Fairhaven Station Interior Walls	48,000						48,000
177	Funded	109 - MT	109-814	009- BCT	Fairhaven	Warner	FH-Clean Repaint all parking lots BCT	273,000						273,000
178	Funded	109 - MT	109-797	009- BCT	BCT	Warner	FH-Repl Light Fixtures BCT Canopy	57,000						57,000
179	Funded	109 - MT	109-798	009- BCT	Fairhaven	Warner	FH-Replace 2 HVAC Units FS Bldg	369,000						369,000
180	Funded	109 - MT		009- BCT	BCT	Warner	FH - Parking Lot Self-Pay Station Replacement		30,000					30,000
181	Funded	109 - MT		009- BCT	BCT	Warner	FH - Replace Fairhaven Station Fire Main Lines (Investigation 2019)		29,000					29,000
182	Funded	109 - MT		009- BCT	BCT	Warner	FH - Install 2 Vehicle Charging Stations (BCT & LT Parking)		121,000					121,000
183	Funded	109 - MT		009- BCT	BCT	Warner	FH - Upgrade Interior Lighting Warehouse #4		48,000					48,000
184	Funded	109 - MT		009- BCT	BCT	Warner	FH - BCT Solar Panels		440,000					440,000

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
185	Funded	109 - MT		009-BCT	BCT	Warter	FH - BCT Solar Panel (Grant)		(220,000)					(220,000)
186	Funded	109 - MT	109-500	010 - BST	BST	Warter	ST-Stormwater Improvements	3,763,101						3,763,101
187	Funded	109 - MT		010 - BST	BST	Warter	BST Stormwater Improvements (ELSA Grant)	(1,500,000)						(1,500,000)
188	Funded	109 - MT	109-769	010 - BST	BST	Clark	ST - Grain hopper extension	65,595						65,595
189	Funded	109 - MT	109-799	010 - BST	BST	Warter	ST-Replace Lights WH 1 2	124,000						124,000
190	Funded	109 - MT	109-816	010 - BST	BST	Warter	ST-Repair & Upgrades to Main Pier	1,325,000						1,325,000
191	Funded	109 - MT	109-760	010 - BST	BST	Warter	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines	1,801,000						1,801,000
192	Funded	109 - MT	109-800	010 - BST	BST	Warter	ST-Install Safety Anchors WH 1 & 2	98,000						98,000
193	Funded	109 - MT	109-815	010 - BST	BST	Clark	ST-Purchase Equip. - 15ton Capacity Forklift(s) & Loader	1,650,000						1,650,000
194	Funded	109 - MT	" "	010 - BST	BST	Clark	ST-Roll & Gathering Trailer(s) 60MT cap.	150,000						150,000
195	Funded	109 - MT	" "	010 - BST	BST	Clark	ST-Purchase Equip. - Reach Stacker	425,000						425,000
196	Funded	109 - MT		010 - BST	BST	Warter	ST - Condition Survey (5 year cycle)			120,000				120,000
197	Funded	109 - MT		010 - BST	BST	Warter	ST-Replace Fire Suppression System WH 1-2		350,000					350,000
198	Funded	109 - MT		010 - BST	BST	Clark	ST - Provide High Speed Internet to 625 Cornwall & Warehouse #2		91,000					91,000
199	Funded	109 - MT		010 - BST	BST	Warter	ST - Main Pier Repairs		400,000					400,000
200	Funded	109 - MT		010 - BST	BST	Warter	ST - Replace HVAC at 625 Cornwall Ave.		31,000					31,000
201	Funded	109 - MT		010 - BST	BST	Warter	ST - Purchase 6 diesel powered, portable light standards		86,000					86,000
202	Funded	110 - Fac	110-696	018-Maint	Maint	Fulton	PW-Mx Digital Conversion	142,853						142,853
203	Funded	110 - Fac	110-801	016-Eng	HCB	Fulton	CW - Remodel Engineering Vault	50,000						50,000
204	Funded	111 - Admin		113-IS	Portwide	Crocheron	PW - Voicemail system			15,000				15,000
205	Funded	111 - Admin		113-IS	Admin	Crocheron	Phone system/phones replacement - Admin Bldg					30,000		30,000
206	Funded	111 - Admin		113-IS	Sq Harbor	Crocheron	Phone system/phones replacement - Squalicum					16,000		16,000
207	Funded	111 - Admin		113-IS	Blaine	Crocheron	Phone system/phones replacement - Blaine					16,000		16,000
208	Funded	111 - Admin		113-IS	Maint	Crocheron	Phone system/phones replacement - Maintenance					16,000		16,000
209	Funded	111 - Admin		113-IS	BLI	Crocheron	Phone system/phones replacement - BLI (Customs)					16,000		16,000
210	Funded	111 - Admin		113-IS	BLI	Crocheron	Phone system replacement - ARFF (2024)						16,000	16,000
211	Funded	111 - Admin		113-IS	BLI	Crocheron	Phone system replacement - BLI (2029)						16,000	16,000
212	Funded	215 - BWAS	215-554	031-BWAS	Waterfront	Birdsall	CW-Design & Permitting ASB	1,822,016						1,822,016
213	Funded	215 - BWAS	215-555	031-BWAS	Waterfront	Fulton	WF - De-Construction	2,495,000						2,495,000
214	Funded	215 - BWAS	215-566	031-BWAS	Waterfront	McHenry	Short Plats, LLA & BSP's	235,000	50,000	50,000	25,000	25,000	25,000	410,000
215	Funded	215 - BWAS	215-567	031-BWAS	Waterfront	McFearn	WF - Appraisals	50,918	25,000	25,000	25,000	25,000	25,000	175,918

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
216	Funded	215 - BWAS		031- BWAS	Waterfront	Birdsall	WF - Design & Engineering Visitor Moorage				150,000			150,000
217	Funded	215 - BWAS	215-630	031- BWAS	Waterfront	Fulton	WF-Condition Survey Wharf GP	92,282						92,282
218	Funded	215 - BWAS	215-803	031- BWAS	Waterfront	Fulton	WF - GP Wharf Improvements	100,000	100,000	250,000				450,000
219	Funded	215 - BWAS	215-699	031- BWAS	Waterfront	Fulton	WF-Prep Site	200,000	200,000	100,000	100,000	100,000	100,000	800,000
220	Funded	215 - BWAS	215-700	031- BWAS	Waterfront	Fulton	WF-Install Public Safety Elements	150,000						150,000
221	Funded	215 - BWAS	215-764	031- BWAS	Waterfront	Fulton	WF-Franchise Utilities	2,300,000						2,300,000
222	Funded	215 - BWAS	215-765	031- BWAS	Waterfront	Fulton	WF-District Utilies ECO	1,000,000	250,000					1,250,000
223	Funded	215 - BWAS	215-753	031- BWAS	Waterfront	Gouran	WF-Waypoint Park Beach	400,000						400,000
224	Funded	215 - BWAS		031- BWAS	Waterfront	Gouran	WF-Waypoint Park Beach (DOE Grant)	(150,000)						(150,000)
225	Funded	215 - BWAS	215-754	031- BWAS	Waterfront	Scott	CW-Repair Stormwater Tissue WH	25,000						25,000
226	Funded	215 - BWAS	215-755	031- BWAS	Waterfront	Scott	CW-C Street Ph 2, incl subgrade improvements	933,029						933,029
227	Funded	215 - BWAS	215-804	031- BWAS	Waterfront	Scott	CW - 801 Roeder Ave Improvements	100,000	50,000					150,000
228	Funded	215 - BWAS	215-770	031- BWAS	Waterfront	Ilahi	CW - Demise F-Street Warehouse/TI Improvements	960,250	100,000					1,060,250
229	Funded	215 - BWAS	215-805	031- BWAS	Waterfront	Howard	WF - GP Dockside Pump Replacement & ASB Outfall Repair	190,000						190,000
230	Funded	215 - BWAS		031- BWAS	Waterfront	Fulton	CW - Demo Compressor Bldg		200,000					200,000
231	Funded	215 - BWAS		031- BWAS	Waterfront	Hogan	WF-Pump Track/Interim Use		150,000					150,000
232	Funded	215 - BWAS		031- BWAS	Waterfront	Gouran	CW-Land Use Programming ASB		50,000	50,000				100,000
233	Funded	215 - BWAS		031- BWAS	Waterfront	Ilahi	WF-Demolish Lignin Bldg and Remove Debris		405,000					405,000
234	Funded	215 - BWAS		031- BWAS	Waterfront	Ilahi	WF- Tenant Improvements		75,000	75,000	75,000	75,000	75,000	375,000
235	Funded	216-Ec Dev		032-Ec Dev	BLI	Goldberg	BLI-Design Flex Building at AIP		25,000					25,000
236	Funded	220 - Pub	220-702	034 - Open	Portwide	Fulton	PW - Misc. repairs, amenity replacements, etc. 2016	25,000						25,000
237	Funded	220 - Pub	220-635	034 - Open	HCB	Fulton	SH-Repair Boardwalk HCB	50,000						50,000
238	Funded	220 - Pub	220-757	034 - Open	Blaine	Peterson	BH-Repair Pavement Boat Launch Parking	35,000						35,000
239	Funded	220 - Pub	220-758	034 - Open	Fairhaven	Fulton	FH-Repair Irrigation & Platform Marine Park	45,530						45,530
240	Funded	220 - Pub	220-806	034 - Open	Sq Harbor	Fulton	SH-Zuanich Point Park visitor float repl	25,000	250,000					275,000
241	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	Zuanich Point Park visitor float repl (RCO Grant not secured)							-
242	Funded	220 - Pub	220-813	034 - Open	Sq Harbor	Fix	Design & Const. Fisherman's Pavilion		1,500,000					1,500,000
243	Funded	220 - Pub		034 - Open	Sq Harbor	Fix	Design & Const. Fisherman's Pavilion (Cost sharing from others)		(500,000)					(500,000)
244	Funded	220 - Pub	220-761	036 - Mtg Sp	Sq Harbor	DeSimone	SH-Upgrade Interior Boathouse	31,000						31,000
245	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	Repair/Replace asphalt promenade gate 5 thru gate 6			250,000	250,000	250,000		750,000
246	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	Repair/recoat promenade light pole bases		35,000					35,000

Line #	Funding Status	Division	PROJECT GL #	Program	Location	Sponsor	Description	thru 2018	2019	2020	2021	2022	2023	NEW TOTAL BUDGET
247	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	Zuanich Point Park interpretive signs		12,000					12,000
248	Funded	220 - Pub		034 - Open	Blaine	Fulton	Blaine Trail site furnishings		35,000					35,000
249	Funded	220 - Pub		034 - Open	Blaine	Fulton	Blaine Trail interpretive signs		17,000					17,000
250	Funded	220 - Pub		034 - Open	Blaine	Fulton	Blaine promenade Gate 3 viewpoint		20,000					20,000
251	Funded	220 - Pub		034 - Open	Sq Harbor	Fulton	Harbor center boardwalk replacement		75,000	1,000,000				1,075,000
252	Funded	220 - Pub		034 - Open	Fairhaven	Fulton	Kayak washdown facility		52,150					52,150
253	Funded	220 - Pub		034 - Open	Blaine	Fulton	Blaine Marine Drive			150,000	1,350,000			1,500,000
254	Funded	220 - Pub		034 - Open	Blaine	Fulton	Blaine Marine Drive - City of Blaine				(500,000)			(500,000)
255	Funded	220 - Pub		034 - Open	BLI	Hogan	Airport Trail				500,000			500,000
256	Funded	220 - Pub		034 - Open	BLI	Hogan	Airport Trail (Whatcom County funding)				(250,000)			(250,000)
257	Funded	228-Infr	228-802	046 - Infra	Sq Harbor	Hogan	Squalicum Waterway Dredge	250,000						250,000
258	Funded	228-Infr	228-594	046 - Infra	Fairhaven	Fulton	FH-Upgrade Shoreline	288,518						288,518
259	Funded	228-Infr	228-597	046 - Infra	Blaine	Fulton	BH-Cathodic Protection Breakwater	75,000	100,000					175,000
260	Funded	228-Infr	228-639	046 - Infra	Sq Harbor	Fulton	SH-Demo Wharf & Replace Bulkhead	206,739						206,739
261	Funded	228-Infr	228-640	046 - Infra	Waterfront	Fulton	CW-Fit-up Float & I&J Waterway	942,000	309,000					1,251,000
262	Funded	228-Infr	228-657	046 - Infra	Blaine	Fulton	BH-Condition Survey N&S Piers	40,000						40,000
263	Funded	228-Infr	228-704	046 - Infra	Blaine	Fulton	BH-Repair Bulkheads (incl D&E, Permit & Construction)	660,000	1,800,000					2,460,000
264	Funded	228-Infr	228-763	046 - Infra	Waterfront	Fulton	CW - C St bulkhead safety ladders	5,000						5,000
265	Funded	228-Infr	228-767	046 - Infra	Waterfront	Fulton	Hilton Ave Infrastructure Development	30,000						30,000
266	Funded	228-Infr	228-808	046 - Infra	Bellwether	Fulton	BW-Repair Bellwether Way crosswalk	35,000						35,000
267	Funded	228-Infr	228-809	046 - Infra	Sq Harbor	Fulton	SH-Paving Btrwn Harbor Mall & Seaview N	21,000						21,000
268	Funded	228-Infr	228-810	046 - Infra	Fairhaven	Fulton	RR Crossing - Harris Ave	350,000						350,000
269	Funded	228-Infr		046 - Infra	Fairhaven	Fulton	RR Crossing - Harris Ave (Wa State DOT Grant)	(315,000)						(315,000)
270	Funded	228-Infr	228-811	046 - Infra	Fairhaven	Fulton	RR Crossing - AK Ferry, by boat launch	555,874						555,874
271	Funded	228-Infr		046 - Infra	Waterfront	Fulton	Hilton Ave Improvements		375,000					375,000
272	Funded	228-Infr		046 - Infra	Blaine	Fulton	BH-Replace water line in Milhollin		150,000					150,000
273	Funded	228-Infr		046 - Infra	Portwide	Fulton	Infrastructure capital improvements (to be determined)	100,000	50,000	100,000	100,000	100,000	100,000	550,000
								52,299,596	15,145,008	8,449,360	4,405,375	5,746,500	5,162,000	91,207,839

UNFUNDED CAPITAL

Line	Division	Program	Location	Description	TOTAL
A	215	031	WF	WF-GP Wharf Improvements	7,500,000
B	105	005	SQ	SH - Upgrade power for Gates 8 and 9	5,073,000
C	109	010	BST	Purchase Equip. - Harbor Crane	4,000,000
D	228	046	INFR	Structural Upgrades to Rail Span & Stub Pier	2,780,593
E	109	010	BST	ST-Main Pier Repairs (add'l to 2019 project)	2,440,000
F	105	004	BL	Blaine Sawtooth - Ph 3	2,400,000
G	215	031	BWAS	Waterfront District Visitor Moorage	898,000
H	215	031	BWAS	CW - Subgrade Improvement	425,000
I	101	001	BLI	GA Washpad	200,000
J	105	004	BL	BH - Electrical Power Upgrades Gate 3	175,000
K	105	004	BL	BH - Gate 1 & 2 Parking Lot Upgrades (50/50 cost RE/Mar)	215,000

26,106,593



2019 Strategic Budget

Industrial Development Corporation

Port of Bellingham



Industrial Development Corporation

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

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

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

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

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

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