

2024 Strategic Budget

November 21, 2023



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Budget Message

The Port of Bellingham (“Port”) is pleased to present its 2024 Budget. This budget reflects the Port’s dedication towards promoting sustainable economic development and creating jobs for Whatcom County residents. The Port plays an important role in the economic success of the region by optimizing transportation gateways like the Bellingham International Airport, rehabilitating underutilized assets like the Bellingham Shipping Terminal, and leading economic development initiatives such as the revitalization of Bellingham’s downtown waterfront. The Regional Economic Partnership (REP) is the Port’s economic development division. REP strives for a sustainable, resilient regional economy by creating programs and taskforces which support the recruitment, retention and expansion of Whatcom County businesses.

Introduction

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

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

Organization

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

Board of Commissioners



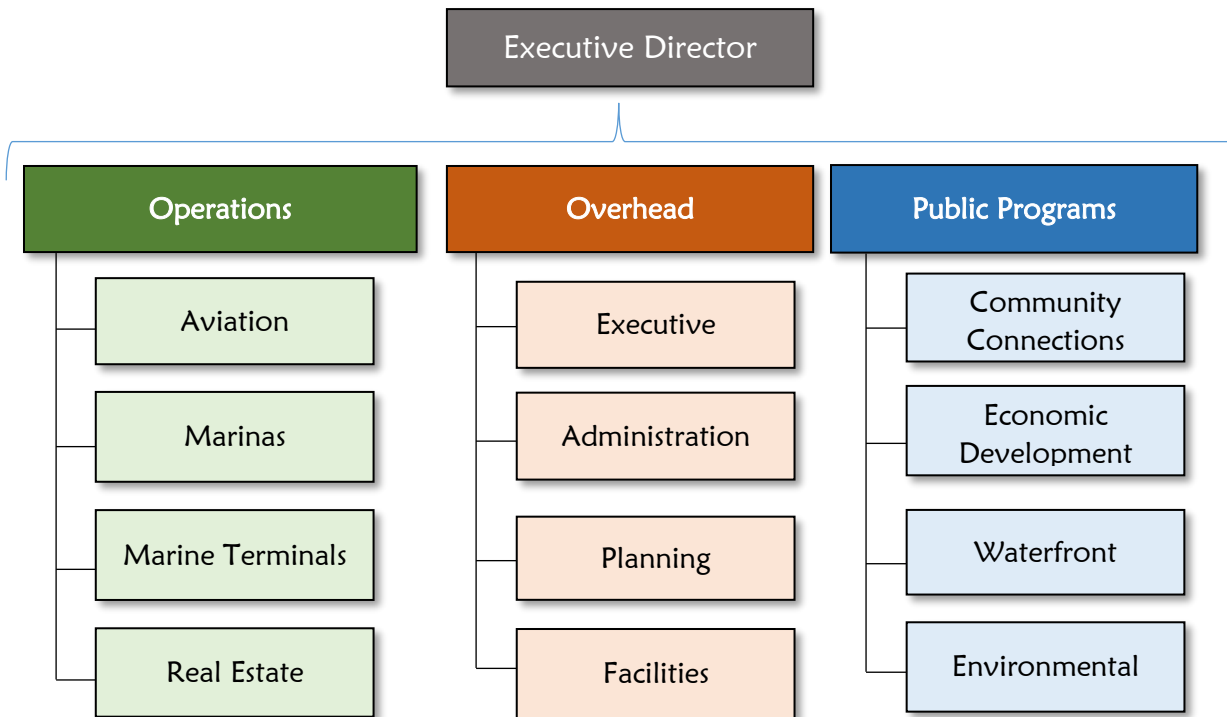
Bobby Briscoe

Ken Bell

Michael Shepard

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

Staff



Employees per Division	2022	2023	2024 projected
Aviation	18	23	23
Marinas	14	14	15
Marine Terminals	7	6	7
Real Estate	6	7	7
Environmental/Planning	7	7	6
Facilities	34	32	34
Administration	12	20	20
Executive	5	6	6
Economic Development	4	4	4
Public Priorities	7	8	9

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

The Economy

According to the Bureau of Economic Analysis (BEA) (2023), real gross domestic product (GDP) increased in the 1st and 2nd quarter of 2023 (2 percent in Q1 and 2.1 percent in Q2). This is primarily due to consumer spending and business investment, which were offset by a decrease in exports. Washington State experienced a 3.2 percent change in real GDP in Q1, which is above the national increase of 2 percent in Q1 (BEA 2023, Table 1).

According to Washington State Employment Security Department, Whatcom County's 2020 average per capita income was \$59,510; below the statewide annual average of \$67,126 but above the national average of \$52,787.

Local highlights:

- The average unemployment rate of Whatcom County is down to 4.2% as of August 2022, which is marginally higher than the statewide rate of 4% (Employment Security Department 2023). As in 2022, 2023 unemployment rates continue to be very low, ranging from a low of 3.1% in May and June 2023 and a high of 6.2% in February 2023. Levels below 5% typically indicate a tightening labor market.
- Total non-farm jobs have recovered and even exceeded pre-COVID 2019 levels. Jobs increased from 87,100 total nonfarm jobs in December 2020 to 97,700 nonfarm jobs in November 2022, which is 600 jobs more than November 2019. As for manufacturing, the number of jobs increased from 9,100 in November 2021 to 9,900 in November 2022. This is 800 fewer manufacturing jobs than November 2019. This could be at least partially attributed to the Alcoa Intalco Closure.
- The number of Canadian shoppers is beginning to return to pre-pandemic levels as the border has re-opened and many COVID-19 restrictions have dropped. This has major impacts on sales tax revenue, lodging tax revenue, as well as revenue from gas, milk, and parcels. Whatcom County communities near the border such as Blaine, Birch Bay, Point Roberts, and Sumas are still recovering from these impacts and some from November 2021 flood impacts. In 2023 three additional rounds of grants were distributed in Whatcom County through funds managed by the Washington State Department of Commerce and the economic development division at the Port: \$5.4 million via the Northwest Disaster Grant program, \$2.9 million via the Hospitality Grant program, and approximately \$625,000 via the Small Business Disaster Grant program.

As many sectors and industries within the American economy are starting to recover, the Port continues to drive the local economy by taking on capital projects that generate significant employment. During 2021-2022, significant progress was made in the Waterfront District to support economic investment, including gaining approval for the development of the Millworks project, which will provide much-needed affordable housing to our community.

Port staff has administered a loan program on behalf of the Economic Development Administration since the mid-1980s. This Revolving Loan Fund (RLF), can be used by private businesses (primarily in the manufacturing sector) located in Whatcom County for the purchase of machinery and equipment, working capital, and real estate acquisitions. This program continues to benefit our local community

providing access to credit for companies who may not be able to qualify for commercial loan products otherwise.

As the County's designated Associate Development Organization (ADO), we work county-wide to retain businesses and pursue new leads. The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2023-2024 by working with local companies wanting to expand or relocate to our region. For the remainder of 2023, the team will be focused on continuing to implement priority items in the Whatcom County CEDS 2022-2026 Action Plan. This includes continuing business retention and expansion efforts, which includes supporting efforts to improve infrastructure and the urgent need for workforce housing and childcare. In the Port's efforts to improve infrastructure the Port's Economic Development Department will continue to design and build three phases of the Whatcom County Broadband Project. Customers in the East Nooksack Project network have begun receiving connection, resulting in a positive economic impact for small businesses in our most rural communities, shortening the length of time required to order inventory and delivery goods to the market.

Port of Bellingham Outlook

The Port of Bellingham's operating and capital budgets are based on the objective and priorities outlined in 2024 Key Corporate Goals.

The Port operates four lines of business - Aviation, Marinas, Marine Terminals and Real Estate. Each line of business is designed to work towards cash neutral after operating costs, capital expense and debt service. This strategy allows for 100% of the Port's tax revenue to be used for public priorities such as Economic Development, infrastructure preservation, cleanup of environmentally contaminated sites, and parks and open space. The success of the business lines is directly tied to the amount of resources available for public priorities. The Port has planned several capital projects for 2024, which will help continue to drive the local economy.

2024 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for future success. Work on these key corporate goals will likely span beyond 2024 into future years. Specific action steps relating to these goals can be found within each division's section of the Strategic Budget. The following issues have been identified as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District



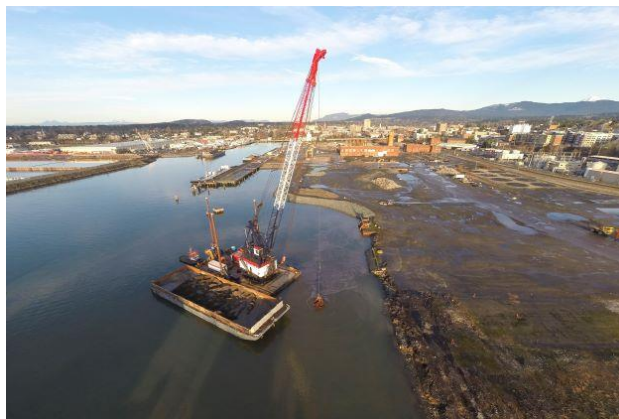
The Portal Container Village continued to expand in 2023, planning for Zeeks Pizza and Bin 13 along with another rotating retail container were completed and construction was started so that these businesses could open in time for the 2024 summer season. A new restroom facility was also planned, this should also open in time for the next season. A miniature golf course was added along with lighting for the entire village.

In late 2023 The Port issued a notice a default to Harcourt, the developer that purchased both the Granary building and residential condo lots along with being the property developer under the Master Development Agreement. Construction of the residential units commenced in 2020. However, construction stalled in 2020 and the Port notified Harcourt it was in default under the terms of the MDA. In 2021, the Port and Harcourt negotiated a settlement for the default that reduced Harcourt's developable property from 19 acres to 9 acres plus the option for another approximate 3 acres pending satisfactory performance on all previous projects. The default means Harcourt will forfeit the right to the additional 9 and 3 acres. Harcourt retains ownership of the properties they have already purchased.

The Boardmill Group was selected in 2022 and negotiations are underway for a real estate transaction that would sell just under four acres to be developed into mixed uses including a hotel, restaurants and residential. Those negotiations are nearly complete and pre-permitting meetings have begun with the City of Bellingham.

Construction of the Millworks project is well underway with the first building expected to open in early 2024.

2. Plan Necessary Environmental Cleanup



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

3. Expansion of Marine Trades



Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. Plans to expand marine trade areas include acquiring private property as it becomes available, converting the former GP Lagoon into a hub for ship and boat repair and upgrading and rebuilding infrastructure that has reached the end of its useful life.

Permitting continues to be a struggle and National Marine Fisheries Service continues to be at the bottleneck. The Port will work to address this with partners such as the Northwest Marine Trades Association, other ports and our federal delegation.

4. Strategic Management of the Airport



In late 2023 Southwest Airlines announced expansion of the Denver route with additional service scheduled for Sundays starting mid-year 2024. Large airport projects including rebuilding taxiways, completing construction of a building for snow removal equipment and finalizing the runway safety area are all underway and will be completed in the next couple of months.

In 2024, the Port will continue to recruit new airlines and work with existing carriers on new routes and increased service on existing routes.

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



The Port continues to invest in the shipping terminal infrastructure. The terminal is currently transferring large rock that arrives by truck onto barges where it is delivered to the Columbia River and placed in the reconstruction of the jetty. ABC Recycling is moving scrap metal through the terminal: it is delivered to the terminal by truck and barge, sorted, stored until there is adequate quantity, and then loaded onto ships and exported.

The terminal has additional capacity and the Port will continue to pursue more business there.

6. Stimulate Economic Development and Job Creation



Increasing access to high speed internet remains an economic development priority. The Port was successful in obtaining approximately \$10M in funding to achieve this goal. The Port and PUD have been successful at receiving both Federal and State dollars and using county money as a match to those dollars. This is a strategy will we will continue to pursue to build in rural underserved areas.

A significant focus has been and will continue to be on attracting clean, high-tech jobs to Whatcom County. As part of that work, the Port continues to work on examining potential opportunities at Cherry Point and other industrial parks in Whatcom County. A GIS land parcel, infrastructure, and utility database as well as parcel inventory and development analysis was managed and completed. There are plans to expand this database to be countywide, allowing for efficient use of our remaining buildable lands and improving access to worker and affordable housing.

7. Employee Retention



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

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

Financial Overview

Long Term Financial Policies

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

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

2023 Budget Status Update

Through August 2023, the Port's overall revenues from all sources were over 22% higher than 2022 revenues for the same period and totaled \$43.7 million. \$9.5 million of this increase was due to an environmental claim settlement. The remaining increase was due to increased operations due to recovery of the pandemic.

Operating Divisions

Summary through August 31 (in thousands)	2023	2022
Revenues for Enterprise Activities	\$20,008	\$18,681
Expenses for Enterprise Activities	\$19,062	\$14,879
Net Income	\$945	\$3,802

The enterprise (operating) activities of the Port generated revenues of \$20 million through August 2023. These activities include Aviation, Marinas, Marine Terminals and Real Estate. The Port's financial policies expect these divisions to operate solely from revenues generated from within their respective divisions, with no operational subsidy from the levied property taxes. Additionally, each division is required to generate revenues sufficient to cover capital needs, debt service and corporate overhead.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas are included in the figures above, and totaled \$3.2 million through August 2023. This is a 17% increase from 2022. The increase is largely due to inflation.

Public Priorities

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

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

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

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

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

For the eight months ending August 2023, the Port spent a net of approximately \$1,788,000 in direct costs for these activities.

Summary through August 31 (in thousands)	2023	2022
Revenues for Public Activities	\$279	\$229
Expenses for Public Activities	\$2,067	\$1,973
Net Income	(\$1,788)	(\$1,744)

Waterfront District

The Waterfront District includes acquired "Brownfield" sites in the Bellingham Bay area. These sites are in need of environmental remediation and redevelopment. For the eight months through August 2023, the district generated revenues of just over \$935 thousand from leasing building space. The operating expenses during the same time period totaled just over \$1 million.

Summary through August 31 (in thousands)	2023	2022
Waterfront District Operating Revenues	\$935	\$1,011
Waterfront District Operating Expenses	\$1,047	\$855
Net Income	(\$112)	\$156

Summary of the 2023 budget, through August 2023

Through the first eight months of the year, the Port's operating revenues were approximately \$1.2 million better than planned, and above the prior year by over 6%. Operating revenues are affected by aviation enplanements, marina occupancy, real estate leasing activity, and activity at both the Bellingham Shipping Terminal (BST) and the Bellingham Cruise Terminal (BCT). All operating divisions' revenues increased as a result of continued pandemic recovery, high occupancy at the marinas as well as in the Port's commercial real estate portfolio. As a result of focused expense management, the operating divisions' expenses came in under budget during this time period by over \$1 million, resulting in a net income of \$3.1 million.

2024 Budget Summary

The 2024 budget forecasts increases operating revenues from the 2023 budget, with total for the year projected at \$31.6 million. In response to increase revenues/activity and inflationary pressures, total operating expenses are projected to increase 14% from the 2023 budget.

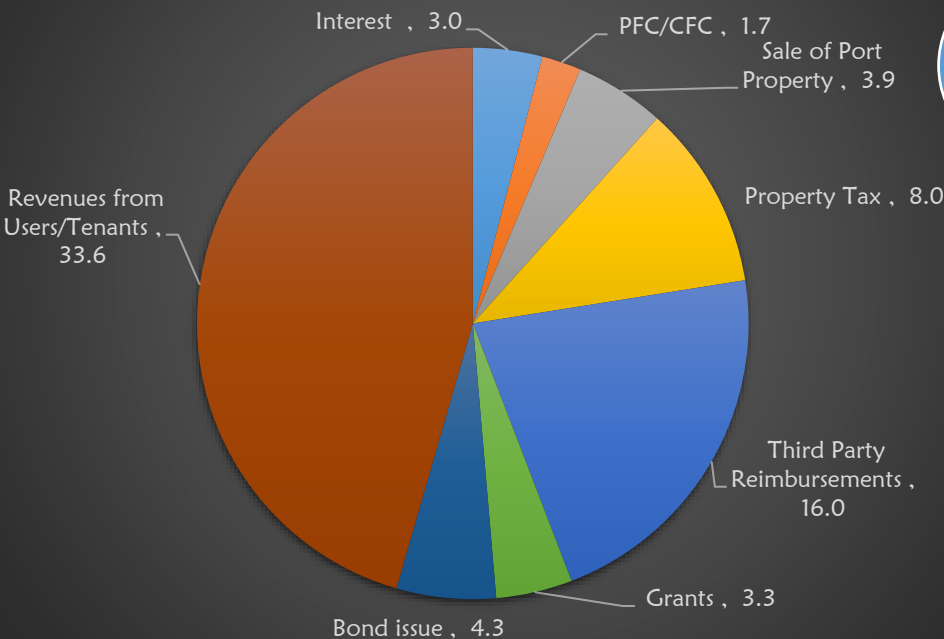
The Public Priorities divisions will generate revenues of approximately \$323 thousand and operating expenses of \$5.4 million for the development and promotion of economic development including the county wide expansion of broadband, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup efforts of sites outside of the Waterfront District is budgeted at \$9.5 million, net of grants and other reimbursements. The debt service in these areas for 2024, including both principal and interest is \$1.2 million. Capital spending related to the Public Priorities for 2024 totals \$6 million, with minimal grants expected.

The Waterfront District is budgeted for revenues of \$1.7 million in 2024, which is slightly above the level of activity as 2023. The Port will continue to market the leasing of the large warehouse and other properties in the district as they become available in 2024. Expenses, including cleaning up environmental contamination, are budgeted at over \$5.6 million and offset by over \$3.5 million in grants and other reimbursements. Capital projects are budgeted at \$4.4 million.

The 2024 budget reflects that overall, the Port is expected to generate negative cash flow of approximately \$12.4 million, as large capital projects get underway and the cleanup of large environmental sites continue.

2024 Cash Flow Summary

Sources of Cash (in thousands)



Cash Flow

Sources:
\$73.8M

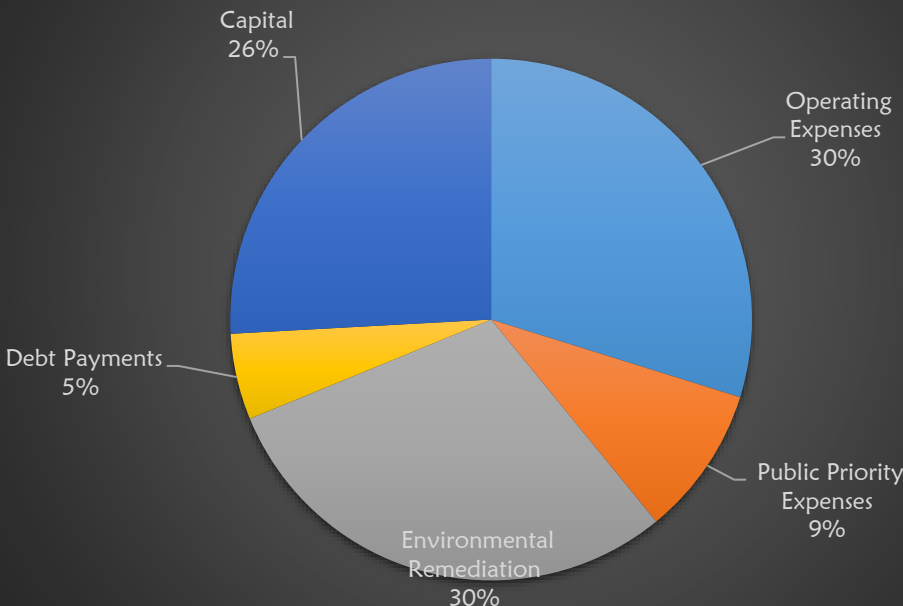
Uses:
\$86.2M

Decrease in
Cash:
\$12.4M

Ending
Cash:
\$15.1M

Required
Reserve:
\$10.5M

Uses of Cash (in thousands)



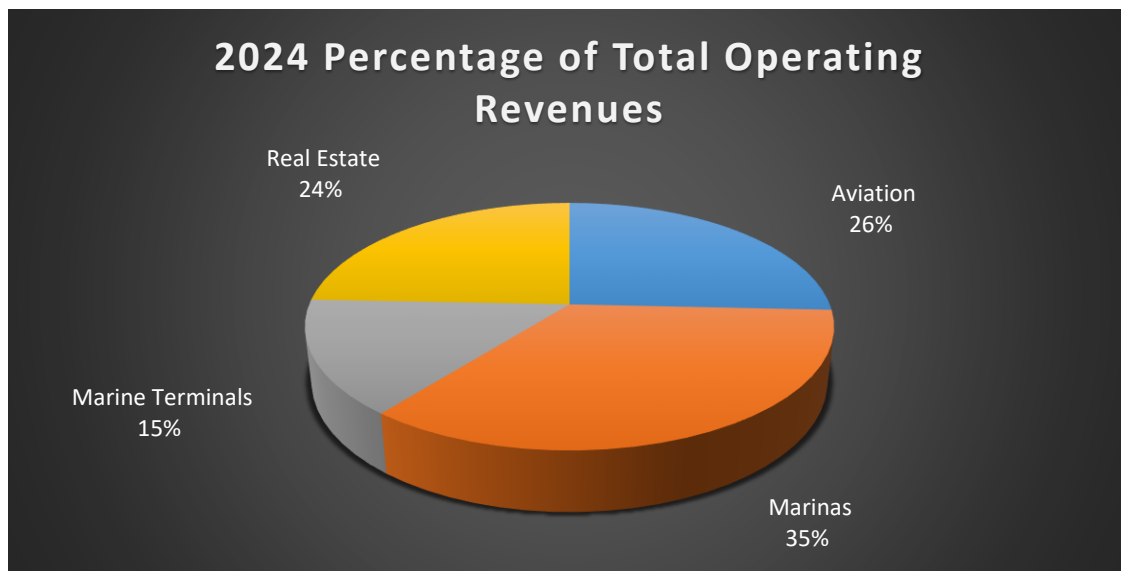
Cash Flow Summary – A 5-year look

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

In Millions	2024	2025	2026	2027	2028
Sources of Cash:					
Revenues from Operations	33.6	34.4	35.6	36.8	39.0
Property Tax	8.0	8.3	8.6	8.8	9.0
Sale of Property	3.9	5.3	4.5	0	0
Bond Issue	4.3	12.1	19.0	0	10.0
Grants for Capital Projects	3.3	20.1	21.4	2.1	5.2
3 rd Party Reimbursements	16.0	32.3	30.2	13.5	7.7
Interest	3.0	3.0	3.0	3.0	3.0
CFC/PFC	<u>1.7</u>	<u>1.8</u>	<u>1.8</u>	<u>1.9</u>	<u>1.9</u>
Total	73.8	117.2	124.10	66.10	75.8
Uses of Cash:					
Expenses from Operations/Public	33.7	33.0	33.8	35.1	33.8
Principal and Interest of Debt	4.6	4.8	4.8	6.0	5.9
Environmental Remediation	25.6	39.8	34.7	20.7	15.7
Capital Expenditures	<u>22.3</u>	<u>43.3</u>	<u>44.6</u>	<u>10.4</u>	<u>15.5</u>
Total	86.2	120.9	117.9	72.2	7.9
Increase/(Decrease) in Cash	(12.4)	(3.7)	6.2	(6.1)	4.9
Projected Cash at Year End	15.1	11.4	17.6	11.5	16.4
Required Cash Reserves	10.5	10.5	10.6	9.5	11.0

Revenues and Other Sources of Cash Flow

The 2024 budget anticipates Port operating revenues of \$31.6 million (operating revenue only, does not include revenue of \$2.0 million in the Waterfront District and Public Priorities). The Aviation Division is projected to produce revenues near pre-pandemic levels just over \$8.1 million, a 29% increase from the 2023 budget. The Marinas Division is expected to realize an increase in revenues of 7% to \$11 million. Real Estate revenues are expected increase from 2023 levels by nearly 3%, to \$7.7 million, as occupancy remains high in all Port-owned facilities. Marine Terminals budgeted revenue is projected to increase to \$4.7 million, a 3% increase from 2023.



The Port expects to receive federal and state funding totaling \$20 million, of which \$3 million will support the Port's capital programs, \$110 thousand toward the Economic Development division, and nearly \$16.8 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$1.4 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 \$320 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 \$.1319 per thousand of assessed value. The levy request will provide an estimated \$8 million, of which \$5 million will cover the operating costs, capital spending, and debt payments of the Public Priorities and Environmental divisions. The remaining \$3 million will be allocated to the continued development of the Waterfront District.

Expenses and Other Uses of Cash

Port operating expenses are budgeted at \$25.5 million (before inter-company transfers), which is 14% higher than the 2023 budget and accounts for continued inflationary pressures. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions as well as work on capital projects; these inter-company transfers are anticipated to be approximately \$4.1 million in 2024.

The Port is expecting to spend just over \$5.4 million to support the Economic Development, Community Connections, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup activities at the Waterfront District and other Port locations. Environmental cleanup at all locations Portwide total \$25.6 million, offset by \$15.9 million in grants, insurance, and other potentially liable parties.

Historically, the Port has issued various forms of long-term debt, and the payments for both principal and interest on this debt totals \$4.6 million in 2024.

Tax Levy

Types and Limits of Levies

Regular Tax Levy

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

Industrial Development District (IDD) Tax Levy

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

2024 Tax Levy

Since 1994, the Port's levy rate has decreased annually. In 1994, the levy rate per thousand of valuation was \$.4459, which was just under the legal limit of \$.45. In 2024, depending upon total assessed values, the levy rate is expected to decrease again, estimated at \$.1319 per thousand. The Port will submit a levy request of approximately \$8 million, which is approximately \$3.5 million less than the legal limit. The Port is requesting a 1% increase in the tax levy for existing property.

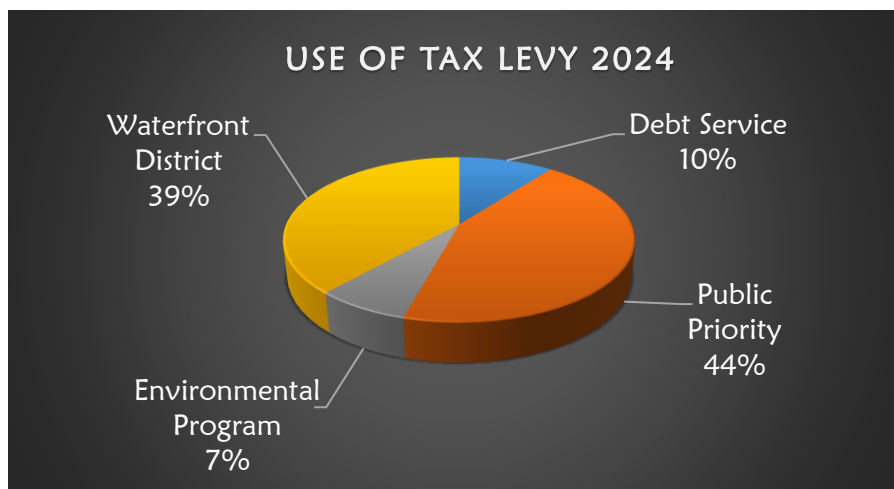


Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs' capital projects. It is also allocated to finance new capital projects and on-going operating costs in this category, specifically Environmental, Economic Development and Public Priorities. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2024 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

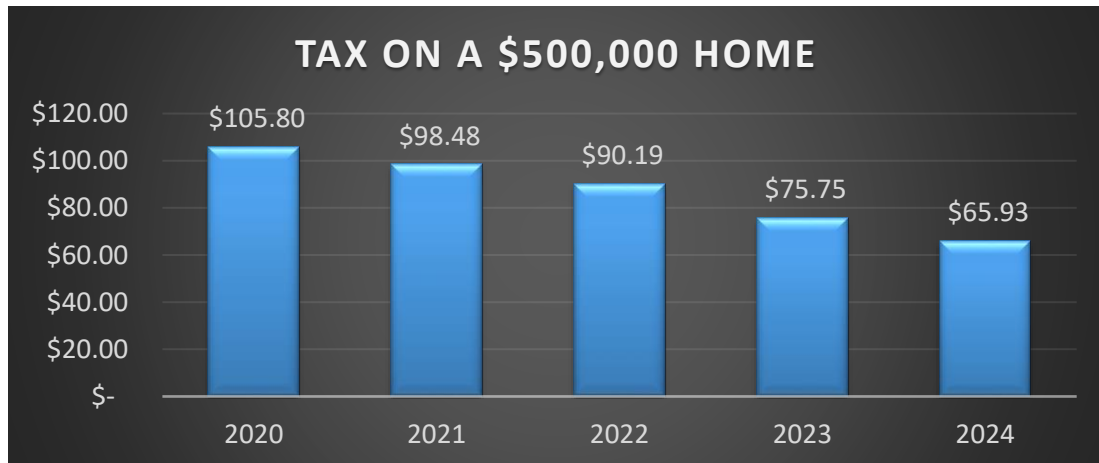
<u>Sources:</u>	2024	2023
General Obligation Bond Levy	\$843,800	\$838,600
Regular Levy	\$7,190,287	\$7,059,571
Total Sources of Tax Levy	\$8,034,087	\$7,898,171

<u>Uses:</u>	2024	2023
General Obligation Bond Payments	\$843,800	\$838,600
Environmental Program Costs	\$594,588	\$560,534
Available Public Purposes	\$3,561,612	\$3,600,866
Waterfront District	\$3,034,087	\$2,898,171
Total Sources of Tax Levy	\$8,034,087	\$7,898,171



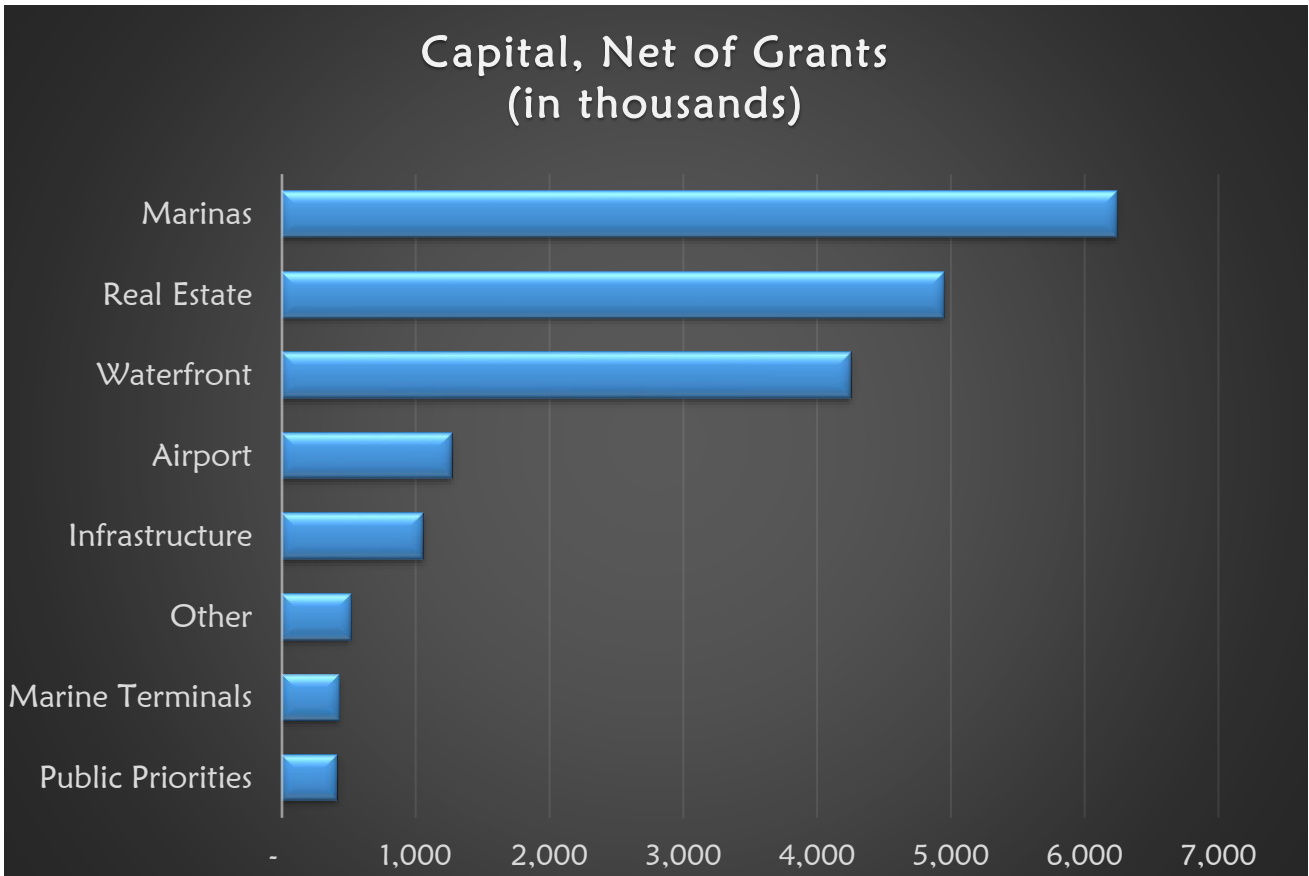
Taxpayer Effect

The following chart shows the effect of the change on a taxpayer with an assessed value of \$500,000, over the past five years. Estimated tax levy for the Port in 2024 is \$65.93.



Capital Expenditures

In 2024, the Port plans to spend approximately \$22.3 million on capital projects. These costs will be partially offset by a variety of grants in the amount of \$3.1 million.



In 2024, the largest capital projects will focus on improvements to both the Blaine and Squalicum harbors. In Blaine, the boathouse on M-dock will be removed and replaced with open slips. In Squalicum Harbor, the design and permitting efforts will continue for the major renovation in the inner harbor.

The Marine Terminals has a modest capital budget in 2024 due to the significant upgrade of the Shipping Terminal started and budgeted in 2023 that will carry over into 2024. Design for a portable barge ramp will occur in 2024, with construction commencing the following year.

In 2024, the airport will focus on completing the design of the rehab of the runway and purchasing a new Airport Rescue Firefighting truck, with a grant from the Federal Aviation Administration.

The Real Estate Division is responsible for various assets around the Port, and has budgeted \$4.9 million, net of grants for 2024. Improvements to the recently acquired Marine Drive Industrial Park will include

security and site improvements, insulation, and roof repairs. Several smaller building improvements are also scheduled.

Projects located in the Waterfront District are budgeted at over \$4.2 million, net of grants and are intended to continue the development of that area. Major projects at this site include local road development, design and permitting of the stormwater master plan, digester tanks abatement, and expansion of the popular container village.

Capital Budget 5-year Plan

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
1	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-752	AP - Maintain pavement - current year	300,000	125,000					425,000
2	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Maintain pavement 2025-2028 (add to 101-752)			125,000	125,000	125,000	125,000	500,000
3	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-833	Design: Runway Shoulders & Blast Pads	524,487						524,487
4	Funded	101 - Aviation	001 - Av	BLI	Phillipe			Design: Runway Shoulders & Blast Pads (FAA Grant 60)	(514,334)						(514,334)
5	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-824	AP - Rental Car QTA Facility - Design/Construction (CFC)	371,000			2,900,000			3,271,000
6	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-819	AP-30% Design Runway Safety Area	150,000						150,000
7	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP-30% Design Runway Safety Area (FAA Grant 56)	(135,000)						(135,000)
8	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-828	AP - RSA Env/Design & land acq	910,000						910,000
9	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - RSA Env/Design & land acq (FAA GRANT #57)	(817,650)						(817,650)
10	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-941	RSA Construction	3,239,885						3,239,885
11	Funded	101 - Aviation	001 - Av	BLI	Phillipe			RSA Construction (FAA Grant 60)	(2,320,887)						(2,320,887)
12	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-897	Design: Taxiway Reconfiguration/Demo	831,976						831,976
13	Funded	101 - Aviation	001 - Av	BLI	Phillipe			Design: Taxiway Reconfiguration/Demo (FAA Grant 60)	(803,215)						(803,215)
14	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-430	AP - Construction Schedule 1: Taxiway F	5,304,848						5,304,848
15	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Construction Schedule 1: Taxiway F (FAA Grant 65: \$48,448, 67: \$2,529,694, 69: \$1,300,000)	(3,878,142)						(3,878,142)
16	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-945	Apron Lights to LED	108,773						108,773
17	Funded	101 - Aviation	001 - Av	BLI	Phillipe			Apron Lights to LED (FAA Grant 60)	(79,819)						(79,819)
18	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-830	AP-Airport Wetland Mitigation Phase 1 Buffer (split ratios)	200,000						200,000
19	Funded	101 - Aviation	001 - Av	BLI	Phillipe		101-808	AP - Design CBP Facility Improvements	77,745						77,745
20	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Construct CBP Facility Improvements			8,000,000	7,500,000			15,500,000
21	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Construct CBP Facility Improvements - 95% Grant contingent			(7,600,000)	(7,125,000)			(14,725,000)
22	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-946	Design: Snow Removal Building	723,208						723,208
23	Funded	101 - Aviation	001 - Av	BLI	Phillipe			Design: Snow Removal Building (FAA Grant 60)	(768,220)						(768,220)
24	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-431	AP - Construct Snow Removal Equipment Facility	5,777,912						5,777,912
25	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Construct Snow Removal Equipment Facility (FAA Grant)	(4,345,121)						(4,345,121)

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
26	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-432	AP - Construct Runway shoulders & blast pads	300,000						300,000
27	Funded	101 - Aviation	001 - Av	BLI	Phillipe			AP - Construct Runway shoulders & blast pads (FAA Grant)	(300,000)						(300,000)
28	Funded	101 - Aviation	001 - Av	BLI	Phillipe	Nicoll	101-896	Taxiway Kilo Design & Construction	5,515,444						5,515,444
29	Funded	101 - Aviation	001 - Av	BLI	Phillipe			Taxiway Kilo Design & Construction (FAA Grant 60)	(4,317,840)						(4,317,840)
30	Funded	101 - Aviation	001 - Av		Phillipe			AP - Runway Rehab Design		1,800,000					1,800,000
31	Funded	101 - Aviation	001 - Av		Phillipe			AP - Runway Rehab Design (FAA Grant)		(1,620,000)					(1,620,000)
32	Funded	101 - Aviation	001 - Av		Phillipe			AP - Runway Rehab Construction				13,555,555			13,555,555
33	Funded	101 - Aviation	001 - Av		Phillipe			AP - Runway Rehab Construction (FAA Grant)				(12,220,000)			(12,220,000)
34	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll	101-433	AP - Fuel Farm Rehab	100,000						100,000
35	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll	101-434	AP - Survey & Stripe Airline Gates	350,000						350,000
36	Funded	101 - Aviation	001 - Av		Phillipe		101-446	AP - Parking Lot A Security Improvements	420,000						420,000
37	Funded	101 - Aviation	001 - Av		Phillipe		101-452	ARFF Restroom and Interior Renovations	155,500	75,000					230,500
38	Funded	101 - Aviation	001 - Av		Phillipe		101-453	Deicer Truck and ARFF Gear	745,823						745,823
39	Funded	101 - Aviation	001 - Av		Phillipe			Deicer Truck and ARFF Gear (FAA Grant)	(450,000)						(450,000)
40	Funded	101 - Aviation	001 - Av		Phillipe			ARFF Truck		1,500,000					1,500,000
41	Funded	101 - Aviation	001 - Av		Phillipe			ARFF Truck (FAA Grant)		(1,350,000)					(1,350,000)
42	Funded	101 - Aviation	001 - Av		Phillipe		101-454	Commercial Terminal Relamp to LED	200,000	150,000					350,000
43	Funded	101 - Aviation	001 - Av		Phillipe		101-455	Waypoint Signage- Airport	55,000	20,000					75,000
44	Funded	101 - Aviation	001 - Av		Phillipe			TW Reconfiguration Phase 3 –Tw D&E			10,000,000				10,000,000
45	Funded	101 - Aviation	001 - Av		Phillipe			TW Reconfiguration Phase 3 –Tw D&E (FAA Grant)			(9,000,000)				(9,000,000)
46	Funded	101 - Aviation	001 - Av		Phillipe			Security System Upgrade - Access Control						700,000	700,000
47	Funded	101 - Aviation	001 - Av		Phillipe			Ring Down Line		125,000					125,000
48	Funded	101 - Aviation	001 - Av		Phillipe			FAA Reimbursable Grant Agreement		53,732	100,000				153,732
49	Funded	101 - Aviation	001 - Av		Phillipe			FAA Reimbursable Grant Agreement (FAA Portion)			(90,000)				(90,000)
50	Funded	101 - Aviation	001 - Av		Phillipe			Skidsteer		70,000					70,000
51	Funded	101 - Aviation	001 - Av		Phillipe			Airfield Paint Striper		50,000					50,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
52	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Faded Taxiway Markings- Design					250,000		250,000
53	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Faded Taxiway Markings- Design (FAA Grant)					(225,000)		(225,000)
54	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Faded Taxiway Markings- Construction						2,500,000	2,500,000
55	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Faded Taxiway Markings- Construction (FAA Grant)						(2,250,000)	(2,250,000)
56	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Runway Blast Pads- Final Design and Construction						2,500,000	2,500,000
57	Funded	101 - Aviation	001 - Av		Phillipe	Nicoll		Runway Blast Pads- Final Design and Construction (FAA Grant)						(2,250,000)	(2,250,000)
58	Funded	101 - Aviation	001 - Av		Phillipe			3500sf addition to 3928 Williamson Way - Design		129,000					129,000
59	Funded	101 - Aviation	001 - Av		Phillipe			Sand shed		150,000					150,000
60	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-947	BH - Retrofit Blaine Dock Lighting to LED (2021 - G3, 2022 - G2; 2023 - G1)	392,000						392,000
61	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-948	BH-Sawtooth Power, Water, and Lighting Upgrades	150,000						150,000
62	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-950	BH-Moorage infrastructure mid-life extension projects	88,500						88,500
63	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 2 Power and Lighting Improvements					268,110		268,110
64	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 3 Power and Lighting Improvements					289,559		289,559
65	Funded	105 - Marinas	004- BI	Blaine	Peterson			BH - Webhouse 2 & 3 Lighting Improvements		60,000					60,000
66	Funded	105 - Marinas	004- BI	Blaine	Peterson	Strand	105-401	BH - Install EV Charging Station at G2 for Port Vehicles	61,179						61,179
67	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-456	BH M-Dock Extension D & E	250,000	2,308,000					2,558,000
68	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-458	BH Boat Launch RR Sewer Shut-off Valve	9,422						9,422
69	Funded	105 - Marinas	004- BI	Blaine	Peterson		105-459	BH Facility Cashless Vending Improvements	10,000	10,000					20,000
70	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-404	SH - Life Extension Gt. 5, A & B floats	350,000	250,000					600,000
71	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson	Nicoll	105-851	SH- Connect Gillnet Loading Zone to Gate 4	145,000						145,000
72	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-904	SH-Inner Harbor Life Extension Projects	790,000	300,000					1,090,000
73	Funded	105 - Marinas	005- Sq	Sq Harbor	Taft	Nicoll	105-405	SH-Inner Harbor Upgrades/Renovation Gates 6, 7, 8, 9 (Analysis, Design, Permitting)	900,000	2,700,000	1,500,000	1,500,000	750,000		7,350,000
74	Funded	105 - Marinas	005- Sq		Taft			SH Gate 9 Renovation Phase				2,978,858	2,978,858	2,978,858	8,936,574
75	Debt	105 - Marinas	005- Sq		Taft			SH Gate 8 Renovation Phase 1 (project: 2028-2030)						3,566,074	3,566,074
76	Funded	105 - Marinas	005- Sq		Bisson		105-954	SH - Squalicum assets seal & restripe	75,000	25,000	25,000	25,000	25,000		175,000
77	Funded	105 - Marinas	005- Sq		Bisson		105-981	SH - Security Gates	130,000						130,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
78	Funded	105 - Marinas	005- Sq		Bisson	Chapman	105-460	SH - Dumpster Enclosure Improvements	61,219						61,219
79	Debt	105 - Marinas	005- Sq		Taft	Nicoll		SH - Dredge Outer Harbor and W Entrance				1,257,292			1,257,292
80	Debt	105 - Marinas	005- Sq	Sq Harbor	Taft			SH - Dredge Inner Harbor				9,800,000			9,800,000
81	Funded	105 - Marinas	005- Sq		Taft		105-461	SH - Visitor Dock Pay Station Kiosk	70,000						70,000
82	Funded	105 - Marinas	005- Sq		Bisson	Strand	105-407	SH - Install EV Charging Station at Harbor Office for Port Vehicles	61,179						61,179
83	Funded	105 - Marinas	005- Sq		Taft		105-462	SH - Two Pumpouts	30,000						30,000
84	Funded	105 - Marinas	005- Sq		Taft			SH - Two Pumpouts (Wa Parks & Rec grant)	(22,500)						(22,500)
85	Funded	105 - Marinas	005- Sq		Bisson		105-463	SH Facility Cashless Vending Improvements	45,000						45,000
86	Funded	105 - Marinas	005- Sq		Taft			SH Break Room Remodel		100,000					100,000
87	Funded	105 - Marinas	005- Sq		Bisson			SH Sawtooth Assessment		100,000					100,000
88	Funded	105 - Marinas	005- Sq		Bisson			SH Gt. 3 Bulkhead Assessment (Marina/RE/Open/Infrastructure split)		25,000					25,000
89	Funded	105 - Marinas	005- Sq		Taft			SH Gt.3 Level main lateral walkway between F and G docks		100,000					100,000
90	Funded	105 - Marinas	005- Sq		Taft		105-780	Gt. 3 Anchor Pressure line		112,000					112,000
91	Funded	105 - Marinas	005- Sq		Taft			SH LED light upgrade- Gt. 5, 6, 8 parking lots and exterior		77,000					77,000
92	Funded	105 - Marinas	005- Sq		Taft			SH WH2-5 Spot coat roof, repair fasteners		75,000					75,000
93	Funded	105 - Marinas	005- Sq	Sq Harbor	Bisson		105-518	SH Install new fender file at sawtooth	80,000						80,000
94	Funded	107 - RE	007 - RE	Portwide	Smith		107-732	PW-Tenant Improvements- Current	312,191	150,000					462,191
95	Funded	107 - RE	007 - RE	Portwide	Smith			PW-Tenant Improvements 2025-2028			150,000	150,000	150,000	150,000	600,000
96	Funded	107 - RE	007 - RE	Portwide	Smith		107-733	PW - Short Platts, LLA & BSP's, & development agreements	237,026						237,026
97	Funded	107 - RE	007 - RE	Fairhaven	Fix		107-736	FH-Public improvements near boat launch	30,000						30,000
98	Funded	107 - RE	007 - RE	Portwide	Ilahi	Chapman	107-742	PW - Real estate assets seal & restripe	350,000	75,000	75,000	75,000	100,000	100,000	775,000
99	Funded	107 - RE	007 - RE	BLI	Bjorkman	Strand	107-955	Re-Roof ITB Building	486,000						486,000
100	Funded	107 - RE	007 - RE	BLI	Bjorkman			Re-Roof ITB Building (Tenant reimbursement)	(134,000)						(134,000)
101	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-860	BW-Water penetration channeling and collection system in garage	52,000						52,000
102	Funded	107 - RE	007 - RE	Airport	Bjorkman	Nicoll	107-943	Repl baseboards & carpet at Dept. of Homeland Security leasehold	201,809						201,809
103	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-956	Bellwether - Repair main interior stairs	20,000						20,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
104	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-957	Bellwether - Repair exterior stairs	30,700						30,700
105	Funded	107 - RE	007 - RE		Harvey		107-961	Bellwether underground garage - Repl fire suppression system	222,000						222,000
106	Funded	107 - RE	007 - RE	Sq Harbor	Carlson		107-484	Sq. Esplanade - Stain exterior timbers	49,000						49,000
107	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-410	Bayview Center utility access	142,000						142,000
108	Funded	107 - RE	007 - RE	Bellwether	Harvey	Chapman	107-411	Bayview Center Insulation	93,000						93,000
109	Funded	107 - RE	007 - RE	FMIP	Ilahi		107-918	FMIP - Repair/replace sewer pump station	49,500						49,500
110	Funded	107 - RE	007 - RE		Carlson	Chapman	107-962	Harbor Mall - Reroof	563,000						563,000
111	Funded	107 - RE	007 - RE		Carlson	Strand	107-963	Marina Square - Replace HVAC	323,000						323,000
112	Funded	107 - RE	007 - RE		Ilahi		107-964	Install automated rolling gate by FMIP 1	123,000						123,000
113	Funded	107 - RE	007 - RE		Ilahi		107-965	Install automated rolling gate by FMIP 3	73,000						73,000
114	Funded	107 - RE	007 - RE		Ilahi	Nicoll	107-966	Design & permit FMIP stormwater improvements, including site improvements and seaview flooding (raise site). Construction	4,010,000						4,010,000
115	Funded	107 - RE	007 - RE	Blaine	Carlson	Nicoll	107-863	Blaine Industrial Access improvements - (Design Only)	100,000						100,000
116	Funded	107 - RE	007 - RE		Carlson		107-967	Blaine access & stormwater improvements	400,000						400,000
117	Funded	107 - RE	007 - RE	HCB	Carlson	Rawlins	107-409	Loft Restaurant HVAC	62,000						62,000
118	Funded	107 - RE	007 - RE	FMIP	Ilahi	Strand	107-413	Demo FMIP 8	310,000						310,000
119	Funded	107 - RE	007 - RE	FMIP	Ilahi		107-448	FMIP 8 - Design & Const Mgmt (Const 2025)	750,000						750,000
120	Funded	107 - RE	007 - RE	Sq	Ilahi	Strand	107-414	Sq Way Bulkhead assessment	550,000						550,000
121	Funded	107 - RE	007 - RE	FH	Ilahi	Chapman	107-415	Warehouse 9 Demo	100,000	650,000					750,000
122	Funded	107 - RE	007 - RE	FH	Hogan/Ilahi		107-416	Fairhaven Infra & Site Improvements	268,000						268,000
123	Funded	107 - RE	007 - RE	FH	Ilahi		107-417	MCI Pier Fender Piles	2,537,000						2,537,000
124	Funded	107 - RE	007 - RE	SQ	Ilahi	Strand	107-418	BCS Fuel Station Study	75,000						75,000
125	Funded	107 - RE	007 - RE		Harvey		107-449	Due Diligence: Industrial Acquisition	750,000						750,000
126	Funded	107 - RE	007 - RE	Bellwether	Harvey			Paint interior common areas of Bayview Center Building		90,000					90,000
127	Funded	107 - RE	007 - RE	Bellwether	Harvey			Paint interior common areas of 11 Bellwether Way		81,000					81,000
128	Funded	107 - RE	007 - RE	Bellwether	Harvey		107-485	Roof leak above Suite 230 of Bayview Center Building	58,000	150,000					208,000
129	Funded	107 - RE	007 - RE	Sq Harbor	Harvey		107-486	Roof leak above Bella Marina	125,000						125,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
130	Funded	107 - RE	007 - RE	Waterfront	Bjorkman		107-489	701 Roeder - Demo	500,000						500,000
131	Funded	107 - RE	007 - RE	Airport	Bjorkman		107-490	ITB Building - Emergency Coordination Center New Generator	200,000						200,000
132	Funded	107 - RE	007 - RE	Airport	Bjorkman			ITB Building - Emergency Coordination Center New Generator Cost Share reimbursement (1/3 ea: POB, COB, WC)	(133,333)						(133,333)
133	Funded	107 - RE	007 - RE	FH	Ilahi		107-491	MCI Pier Repower	365,000						365,000
134	Funded	107 - RE	007 - RE	FH	Ilahi		107-492	Fairhaven Pier - Under pier utility improvements	200,000						200,000
135	Funded	107 - RE	007 - RE	FMIP	Ilahi			Retrofit FMIP 7 hangar doors lifting mechanism		175,000					175,000
136	Funded	107 - RE	007 - RE	FMIP	Ilahi			FMIP Security Cameras		35,000					35,000
137	Funded	107 - RE	007 - RE	FMIP	Ilahi			FMIP tenant storage shuffle during site improvement project			55,000				55,000
138	Funded	107 - RE	007 - RE	FMIP	Ilahi			FMIP Haul out Pier and float assessment Only		100,000					100,000
139	Funded	107 - RE	007 - RE	SQ	Ilahi			Mt. Baker Peninsula - access and cleanup		90,000					90,000
140	Funded	107 - RE	007 - RE	SQ	Bjorkman			Install cameras in common areas around HCB		240,000					240,000
141	Funded	107 - RE	007 - RE	SQ	Bjorkman			Install cameras in common areas around Harbor Mall		99,000					99,000
142	Funded	107 - RE	007 - RE	SQ	Bjorkman			Repair/Paint exterior siding - Harbor Mall		97,000					97,000
143	Funded	107 - RE	007 - RE	SQ	Bjorkman			Install LED Lights at Harbor Mall - possible \$7k PSE rebate		64,000					64,000
144	Funded	107 - RE	007 - RE	AIP	Bjorkman			Create Gravel Parking Area in AIP		500,000					500,000
145	Funded	107 - RE	007 - RE	SQ	Bjorkman			Asset Management Software		65,000					65,000
146	Funded	107 - RE	007 - RE	SQ	Bjorkman			3888 Sound Way ECC parking lot repair		45,000					45,000
147	Funded	107 - RE	007 - RE	SQ	Bjorkman			HCB- Gate 9 Stackable Washer/Dryer in Janitor closet		12,000					12,000
148	Funded	107 - RE	007 - RE	BW	Harvey			Bellwether Building HVAC Replacement Option Analysis		112,000					112,000
149	Funded	107 - RE	007 - RE	BW	Harvey			Bellwether Building Security Cameras in lobby		75,000					75,000
150	Funded	107 - RE	7 - RE	BW	Harvey			Bayview Building Security Cameras in lobby		106,000					106,000
151	Funded	107 - RE	7 - RE	BW	Harvey			Bellwether Building – seal exterior from water intrusion		146,000					146,000
152	Funded	107 - RE	7 - RE	BW	Harvey			Bayview Building – seal exterior from water intrusion		160,000					160,000
153	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP Fire suppression/monitoring		360,000					360,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
154	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP – Office Building 6 Design and Engineering to replace with Industrial Building		550,000					550,000
155	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP – Security and site improvements (fencing,electrical etc.)		250,000					250,000
156	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP - Replace roofs Building 10		47,000					47,000
157	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP - Insulate Building 9 roof		14,000					14,000
158	Funded	107 - RE	7 - RE	SQ	Harvey			MDIP - Install water and sewer to Building 9 and 10		79,000					79,000
159	Funded	107 - RE	7 - RE	Blaine	Carlson			Blaine N and S pier condition assessment		80,000					80,000
160	Funded	107 - RE	7 - RE	Blaine	Carlson			Blaine - South Pier Deck Repair or Replacement			450,000				450,000
161	Debt	107 - RE	7 - RE	Blaine	Carlson			Blaine - MX Dredging to increase water depth along West and Southwest corners of the pier (after Sea K Clean-up)			1,500,000				1,500,000
162	Debt	107 - RE	7 - RE	Blaine	Carlson			Blaine - Westman Marine- Travel lift piers and strengthen bulkhead				3,800,000			3,800,000
163	Debt	107 - RE	7 - RE	Blaine	Carlson			Blaine - Westman Marine- remedial action grant				(1,900,000)			(1,900,000)
164	Debt	107 - RE	7 - RE	Blaine	Carlson			Blaine - Sea K Fish - New Pier on South shore			3,200,000				3,200,000
165	Debt	107 - RE	7 - RE	Blaine	Carlson			Blaine - Sea K Fish - remedial action grant			(1,600,000)				(1,600,000)
166	Funded	107 - RE	7 - RE	SQ	Carlson			Marina Square - Interior LED		49,000					49,000
167	Funded	107 - RE	7 - RE	SQ	Carlson			Marina Square & Sq. Esplanade - Sidewalks		159,000					159,000
168	Funded	107 - RE	7 - RE	SQ	Carlson			Marina Square - Aluminum siding repair		48,000					48,000
169	Funded	109 - MT	009-BCT	BCT	Spencer		109-745	FH - TI - Current	21,596	10,000					31,596
170	Funded	109 - MT	009-BCT	BCT	Spencer			FH - TI 2025-2028			10,000	10,000	10,000	10,000	40,000
171	Funded	109 - MT	009-BCT	BCT	Warter			FH - Replace signage: Passenger Terminals and Boat Launch			64,000				64,000
172	Funded	109 - MT	009-BCT	BCT	Warter	Strand	109-867	BCT Repair to steel piling & supports	3,526,401						3,526,401
173	Debt	109 - MT	009-BCT	BCT	Warter	Strand	109-968	BCT Pier Piling Project	2,003,232		1,828,731				3,831,963
174	Funded	109 - MT	009-BCT	BCT	Warter	Kasko	109-925	BCT Under Pier Fire Sprinkler Repairs	872,223						872,223
175	Funded	109 - MT	009-BCT	BCT	Warter	Strand	109-969	Repl fuel lines under BCT pier	220,122						220,122
176	Funded	109 - MT	009-BCT	BCT	Warter		109-464	BCT - Replace entry sliding doors	46,000						46,000
177	Funded	109 - MT	009-BCT	BCT	Spencer			Misc. pavement repairs (Fairhaven & BCT)		100,000					100,000
178	Funded	109 - MT	010 - BST	BST	Warter	Scholten	109-760	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines; Internet 625 Cornwall & WH 2	2,657,668						2,657,668
179	Funded	109 - MT	010 - BST	BST	Warter	Scholten		ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines EDI GRANT	(1,125,000)						(1,125,000)

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
180	Funded	109 - MT	010 - BST	BST	Warter		109-928	ST - Condition Survey (5 year cycle)			120,000				120,000
181	Funded	109 - MT	010 - BST	BST	Warter	Scholten	109-980	BST Main Pier Repairs - Phase III	18,618,474						18,618,474
182	Funded	109 - MT	010 - BST		Warter	Scholten	000-178-1110	McAmis damage to deck	619,635						619,635
183	Funded	109 - MT	010 - BST		Warter	Scholten		McAmis payment for damage	(619,635)						(619,635)
184	Funded	109 - MT	010 - BST	BST	Warter		109-520	BST - Pier Dredging - Grant Contingent	8,482,600						8,482,600
185	Funded	109 - MT	010 - BST	BST	Warter			Dept. of Transportation/MARAD - PIDP Grant (applied toward BST main pier repairs (2024/25) & BST pier dredging (2023/24))	(6,854,770)						(6,854,770)
186	Funded	109 - MT	010 - BST	BST	Warter			BST Portable Barge Ramp		150,000	1,553,000				1,703,000
187	Funded	109 - MT	010 - BST	BST				BST Portable Barge Ramp - MARAD Grant			(1,021,747)				(1,021,747)
188	Funded	109 - MT	010 - BST		Warter			Security cameras (3)		101,000					101,000
189	Funded	109 - MT	010 - BST		Warter			Whse #1 galv. Metal abatement		15,000					15,000
190	Funded	109 - MT	010 - BST		Warter			Whse #1 Fire Riser Replacements		42,000					42,000
191	Funded	109 - MT	010 - BST		Warter			Whse #2 Window glass replacement		11,000					11,000
192	Funded	110 - Fac	018-Maint	Maint	Hildreth		110-466	Wash Bay Improvements	198,100						198,100
193	Funded	110 - Fac	018-Maint	Maint	Hildreth		110-469	Purchase ITL Key Machine	11,500						11,500
194	Funded	110 - Fac	018-Maint	Maint	Hildreth			MX Office Remodel /furniture to accommodate staff changes		25,000					25,000
195	Funded	110 - Fac	018-Maint	Maint	Hildreth			Install card lock access control system on gas/diesel bulk fuel at MX		14,000					14,000
196	Funded	110 - Fac	017-Fac		Nicoll			Replace HCB Skylight with solid roof		30,000					30,000
197	Funded	110 - Fac	017-Fac		Nicoll			HCB Security Improvements		100,000					100,000
198	Funded	110 - Fac	017-Fac	Maint	Hildreth			Replace John Deere Tractor with Loader 65149		28,000					28,000
199	Funded	110 - Fac	017-Fac	Maint	Hildreth			Replace 2001 Dodge Ram Truck 65604		85,000					85,000
200	Funded	110 - Fac	017-Fac	Maint	Hildreth			Replace Maintenance Service Truck 65616		80,000					80,000
201	Funded	110 - Fac	017-Fac	Maint	Hildreth			Replace 4x2 Gator Utility Vehicle		22,000					22,000
202	Funded	111 - Admin	113-IS	Portwide	Crocheron		111-931	Phone system/phones replacement - Portwide	129,000						129,000
203	Funded	111 - Admin	113-IS	BLI	Crocheron			Phone system/phones replacement - BLI (Customs)			16,000				16,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
204	Funded	213- Env	030- Env		Baumgarten		213-549	Little Squalicum Beach Restoration	1,500,000	130,000					1,630,000
205	Funded	213- Env	030- Env		Baumgarten			Little Squalicum Beach Restoration (90% RCO Grant)	(1,500,000)						(1,500,000)
206	Funded	213- Env	030- Env		Hegedus		213-471	SH - Electric Vehicle Charging Station (Squalicum Harbor Office)	55,500						55,500
207	Funded	213- Env	030- Env		Hegedus		213-472	SH - Electric Vehicle Charging Station (Squalicum Boathouse)	57,500						57,500
208	Funded	213- Env	030- Env		Hegedus		213-473	HCB - Electric Vehicle Charging Station (Admin Office)	78,500						78,500
209	Funded	213- Env	030- Env		Hegedus		213-474	BH - Electric Vehicle Charging Station (Blaine Harbor Office)	66,500						66,500
210	Funded	215 - BWAS	031- BWAS	Waterfront	Smith		215-567	WF - Appraisals	75,000	25,000	25,000	25,000	25,000	25,000	200,000
211	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran/DeSimone	Scholten	215-973	WF - Design & Engineering Visitor Moorage	227,000		250,000				477,000
212	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-803	WF - GP Wharf: Improvements/Safety	300,000						300,000
213	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll		215-475	WF - GP Wharf: Marine Use Repairs	300,000						300,000
214	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-699	WF-Prep Site/Phased containers	1,186,609	100,000	100,000	100,000	100,000	100,000	1,686,609
215	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-700	WF-Install Public Safety Elements	377,000						377,000
216	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Kasko	215-764	WF-Franchise Utilities	1,883,000	350,000					2,233,000
217	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-765	WF-District Utilies ECO	1,617,173						1,617,173
218	Funded	215 - BWAS	031- BWAS	Waterfront	Bjorkman	Nicoll	215-804	CW - 801 Roeder Ave Improvements	150,000	90,000					240,000
219	Funded	215 - BWAS	031- BWAS	Waterfront	Howard	Scholten	215-805	WF - GP Dockside Pump Replacement & ASB Outfall Repair	190,000	50,000					240,000
220	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Strand	215-878	CW - Demo Compressor Bldg	500,000						500,000
221	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-880	CW-Land Use Programming ASB/Marine Trades	325,000	100,000					425,000
222	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-932	WF-Tile Tank Repair (\$80k Design, \$600k Construction)	680,000						680,000
223	Funded	215 - BWAS	031- BWAS		Gouran	Nicoll		WF-Tile Tank Repair (COB cost share)			(340,000)				(340,000)
224	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Nicoll	215-935	WF-Community Outreach Interim Uses	624,265						624,265
225	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi		215-882	WF- Tenant Improvements	300,000	100,000	100,000	100,000	100,000	100,000	800,000
226	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Plan Healthy Housing Project at Lignin Site (Grant)	(200,000)						(200,000)
227	Funded	215 - BWAS	031- BWAS	Waterfront	Hogan	Nicoll	215-879	WF - Pump Track/Interim Use	225,000	50,000	50,000				325,000
228	Funded	215 - BWAS	031- BWAS	Waterfront	Bjorkman	Kasko	215-975	CW-C St Phase III Design	137,500						137,500
229	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-423	WF - Interior Block Development Plan	25,000						25,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
230	Funded	215 - BWAS	031- BWAS	Waterfront	Hogan		215-425	WF - Master Plan Exhibit	10,000						10,000
231	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Scholten	215-427	WF - Alcohol Plant Development Prep	200,000						200,000
232	Funded	215 - BWAS	031- BWAS	Waterfront	Smith		215-428	WF - Boardmill Bldg Development Prep	200,000						200,000
233	Funded	215 - BWAS	031- BWAS	Waterfront	Howard	Scholten	215-429	WF - Stormwater Mgmt Master Plan, Design, Permitting	500,000	1,000,000					1,500,000
234	Funded	215 - BWAS	031- BWAS	Waterfront	Nicoll	Nicoll	215-435	WF - Digester Tanks Abatement/Structural Improvements (assessment only)	250,000						250,000
235	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi	Kasko	215-437	CW - 1000 F St Fire Suppression Conversion and other improvements	1,625,000						1,625,000
236	Funded	215 - BWAS	031- BWAS	Waterfront	Ilahi		215-438	CW - 1000 F St Fire Line Repair	34,000						34,000
237	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-476	WF - Granary Parking Landscaping	50,000						50,000
238	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-477	WF - Alcohol Plant Adaptive Reuse - Preliminary Design	500,000						500,000
239	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran / E.Smith		215-478	WF - Light Industrial Building - Preliminary Design	250,000	250,000					500,000
240	Funded	215 - BWAS	031- BWAS	Waterfront	Bjorkman	Scholten	215-479	LCW - Design only Two Fingers and Piling -	100,000						100,000
241	Funded	215 - BWAS	031- BWAS	Waterfront	Fix/Jones		215-480	WF – Container Village Phase 2A (Interim Use)	300,000						300,000
242	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-482	WF – Waterfront Art Installations	75,000	75,000					150,000
243	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-515	WF - Whatcom Waterway Cleanup Incremental Cost - Design (with funding)	180,000	397,600	632,000				1,209,600
244	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost (Grant Funding)	(22,500)	(175,000)	(277,500)				(475,000)
245	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-516	WF - Whatcom Waterway Cleanup Incremental Cost for unfunded projects - Design only	1,175,000	151,000	240,000				1,566,000
246	Funded	215 - BWAS	031- BWAS	Waterfront	Jones		215-483	WF - Container Village dump station for mobile restrooms	8,600						8,600
247	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran		215-494	WF - Local Road Development (Design)	250,000						250,000
248	Debt	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost - Dredging					2,800,000	1,200,000	4,000,000
249	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Whatcom Waterway Cleanup Incremental Cost - Habitat Work @ Head of Waterway					2,250,000	850,000	3,100,000
250	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran			WF - Habitat Work @ Head of Waterway - GRANT					(1,800,000)	(680,000)	(2,480,000)
251	Funded	215 - BWAS	031- BWAS	Waterfront	Fix/Hansen			WF – Container Village Phase 2B - four containers & deck (Interim Use)		990,000					990,000
252	Funded	215 - BWAS	031- BWAS	Waterfront	Gouran	Chapman	215-	WF – Container Village Phase 2A - restroom building (Interim Use)	565,000						565,000
253	Funded	215 - BWAS	031- BWAS	Waterfront				WF - Digester Tanks Abatement		700,000					700,000
254	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark		216-936	Rural Broadband - Mosquito Lk Rd	2,038,196						2,038,196

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
255	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark		216-507	Rural Broadband - N Ferndale	5,000,000						5,000,000
256	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark		216-505	Rural Broadband - N Lynden	3,000,000						3,000,000
257	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (EDI Grant)	(2,750,000)						(2,750,000)
258	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB Loan)	(584,391)						(584,391)
259	Funded	216-Ec Dev	032-Ec Dev	County Wide	Stark			Rural Broadband - Construction (CERB Grant)	(2,584,390)						(2,584,390)
260	Funded	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (ARPA Grant)	(2,000,000)						(2,000,000)
261	Funded	216-Ec Dev	032-Ec Dev		Stark			Rural Broadband - Construction (Public Works Board)	(2,000,000)						(2,000,000)
262	Funded	220 - Pub	034 - Open	Sq Harbor	Bisson		220-885	Zuanich Point Park interpretive signs	12,000						12,000
263	Funded	220 - Pub	034 - Open	Blaine	Peterson	Hildreth	220-887	Blaine Trail interpretive signs	17,000						17,000
264	Funded	220 - Pub	034 - Open	Sq Harbor	Hildreth		220-889	HCB - Boardwalk replacement	200,000						200,000
265	Funded	220 - Pub	034 - Open	BLI	Baumgarten		220-439	Marine Drive Trail Phase 1	65,000						65,000
266	Funded	220 - Pub	034 - Open	BCT	Hogan	Chapman	220-978	Hand Launch Vessel Dock - Fairhaven	1,891,837						1,891,837
267	Funded	220 - Pub	034 - Open	BCT	Hogan	Chapman		Hand Launch Vessel Dock - Fairhaven (RCO/ALEA Grant)	(500,000)						(500,000)
268	Funded	220 - Pub	034 - Open	Blaine	Taft		220-495	BH - Install Self-Pay Station at Boat Launch (split with Marinas)	81,246						81,246
269	Funded	220 - Pub	034 - Open	Blaine	Peterson	Chapman	220-496	BH - Seal/Repair Asphalt at Boat Launch Parking (split with Marinas)	52,552						52,552
270	Funded	220 - Pub	034 - Open	Blaine	Peterson	Chapman	220-497	BH - Repl walkway at Boat Launch Restroom (split with Marinas)	38,227						38,227
271	Funded	220 - Pub	034 - Open	ZPP	Hildreth		220-499	Replace Telescope	15,000						15,000
272	Funded	220 - Pub	034 - Open	Marine Park	Hildreth			Restroom Remodel. Tile, fixtures partitions			100,000				100,000
273	Funded	220 - Pub	034 - Open	Marine Park	Hildreth			Restroom Remodel. Tile, fixtures partitions RCO Grant max \$100,000			(100,000)				(100,000)
274	Funded	220 - Pub	034 - Open	Blaine	Hildreth			Blaine End pier condition survey		75,000					75,000
275	Funded	220 - Pub	034 - Open	Blaine	Hildreth			Wooden portion of Promenade Condition Survey		50,000					50,000
276	Funded	220 - Pub	034 - Open	Fairhaven	Hildreth			Osprey Nesting Platforms		30,000					30,000
277	Funded	220 - Pub	036 - M&E		Wiley		220-441	Tables for Squalicum Boathouse and BCT	14,000						14,000
278	Funded	220 - Pub	036 - M&E		Spencer			Exterior Door/window Addition BCT, M&E Office		135,000					135,000
279	Funded	220 - Pub	036 - M&E		Wiley			Squalicum Boathouse - Remodel Kitchen		125,000					125,000
280	Funded	220 - Pub	040 - MLC	Squalicum	Wiley			MLC - Replace observation tank			214,550				214,550

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
281	Funded	228-Infr	046 - Infra	Portwide	Kasko	Kasko	228-515	Portwide paving, crack sealing 2023	25,000						25,000
282	Funded	228-Infr	046 - Infra	Waterfront	Ilahi	Gibson	228-640	CW-Fit-up Float & I&J Waterway	1,251,000						1,251,000
283	Funded	228-Infr	046 - Infra	Blaine	Smith		228-704	BH-Repair Bulkheads (incl D&E, Permit & Construction)	2,575,000						2,575,000
284	Funded	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-810	RR Crossing - Harris Ave	48,431						48,431
285	Funded	228-Infr	046 - Infra	Fairhaven	Nicoll	Keenan	228-811	RR Crossing - AK Ferry, by boat launch	1,700,000						1,700,000
286	Funded	228-Infr	046 - Infra		Nicoll		228-979	Programmatic Federal Shoreline Permitting	300,000						300,000
287	Funded	228-Infr	046 - Infra		Nicoll		228-986	Repair Squalicum Harbor Bulkhead (Sawtooth/Nikki's)	100,000						100,000
288	Funded	228-Infr	046 - Infra		Nicoll			BLI Commercial Terminal Rooftop Solar - (Design and Construction)		575,000					575,000
289	Funded	228-Infr	046 - Infra		Nicoll			BLI Main Lot Parking Lot Solar (Design Only)							-
290	Funded	228-Infr	046 - Infra	Sq Harbor	Carlson		228-504	Marina Square Solar	42,250			325,000			367,250
291	Funded	228-Infr	046 - Infra	Blaine	Taft		228-501	BH WH 1 Solar Installation (Design & Construction)	15,500					523,000	538,500
292	Funded	228-Infr	046 - Infra		Taft		105-406	SH-Webhouses roof repairs & assessment for solar installation	97,015						97,015
293	Funded	105 - Marinas	004- BI	Blaine	Taft		105-457	BH WH 2 & 3 Roof Analysis for Solar Installation	32,325						32,325
294	Funded	228-Infr	046 - Infra	Airport	Bjorkman		228-502	ITB Building - Assess Roof for Solar Panel Installation	30,000						30,000
295	Funded	228-Infr	046 - Infra	Airport	Douglass-Scott		228-503	BLI Covered Parking Solar FS/Design	92,250						92,250
296	Funded	228-Infr	046 - Infra		Hogan			Port Contribution to Meridian/Birchwood Roundabout.			150,000				150,000
297	Funded	228-Infr	046 - Infra		Hegedus			Climate Action Strategies Implementation			50,000	250,000	100,000		400,000
298	Funded	228-Infr	046 - Infra		Ilahi		228-508	Design only: Squalicum Way redevelopment (incl G1 pumpout realign, moorage & access)	500,000						500,000
299	Funded	228-Infr	046 - Infra		Smith		228-509	Marine Drive Road and Bulkhead Replacement (Design only)	390,000						390,000
300	Funded	228-Infr	046 - Infra		Smith		228-510	Bitter End Boatworks Bulkhead Replacement (Design only)	250,000						250,000
301	Funded	228-Infr	046 - Infra		Smith		228-511	HCB Operable Windows	150,000						150,000
302	Funded	228-Infr	046 - Infra		Smith		228-450	HCB Chiller Replacement	325,000						325,000
303	Funded	228-Infr	046 - Infra		Smith		228-512	HCB Architectural Improvements	50,000						50,000
304	Funded	228-Infr	046 - Infra		Nicoll			SH - Esplanade Pier and Bulkhead Condition Assessment		75,000					75,000

Line #	Funding Status	Division	Program	Location	Sponsor	Engineer	Project #	Description	thru 2023	2024	2025	2026	2027	2028	TOTAL BUDGET
305	Funded	228-Infr	046 - Infra		Nicoll			BW- Replace Sidewalks from Roeder to AAM Crossing		100,000					100,000
306	Funded	228-Infr	046 - Infra		Nicoll			HCB Skylight		30,000					30,000
307	Funded	228-Infr	046 - Infra		Nicoll			Six EV Charging Stations (locations TBD)		60,000					60,000
308	Funded	228-Infr	046 - Infra		Nicoll			Lower Squalicum Creek Flood and Habitat Improvements		100,000					100,000
309	Funded	228-Infr	046 - Infra	FMIP	Smith			FMIP Site and Stormwater Improvements - (Phase 1 - Seaview)	2,700,000						2,700,000
310	Debt	228-Infr	046 - Infra	FMIP	Smith			FMIP Site and Stormwater Improvements - (Phase 2)			4,000,000				4,000,000
311	Debt	228-Infr	046 - Infra	Hilton	Smith			Bitter End Boatworks Bulkhead Replacement (construction)			3,150,000				3,150,000
312	Funded	228-Infr	046 - Infra		Nicoll	Nicoll		On-Call Electrical Engineering - technical assistance (CIP or operating)	10,000	10,000	10,000	10,000	10,000	10,000	60,000
313	Funded	228-Infr	046 - Infra		Nicoll	Nicoll		On-Call Structural Engineering - technical assistance (CIP or operating)	8,499	10,000	10,000	10,000	10,000	10,000	58,499
314	Funded	228-Infr	046 - Infra	Portwide	Nicoll			Infrastructure capital improvements (to be determined)	75,000	100,000	100,000	100,000	100,000	100,000	575,000

UNFUNDED CAPITAL	\$ 259,163,680
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Priority: Pending financing						\$	24,750,000
Line	Division	Program	Location	Sponsor	Description	Estimate	Notes
	107	007	BL		Industrial Area - improvements following cleanup -Sea K	\$	3,350,000
	107	007	BL		Industrial Area - improvements following cleanup -Westman	\$	9,250,000
	107	007	RE		FMIP Site and Stormwater Improvements - (final design and construction)		costs may be higher due to Geo-technical data
						\$	
	228	046	Hilton		Bitter End Boatworks Bulkhead Replacement (construction)	\$	3,150,000

Priority: Grant dependent						\$	16,525,095	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:	
	109	010	BST		Purchase & Install Portal X-Ray System	\$	4,667,000	
	109	010	BST		BST - Railroad Siding & Spur	\$	10,197,118	
	109	010	BST		BST - Railroad Siding & Spur - CRISI Grant Funding (80/20)	\$	(8,157,694)	
	109	010	BST		Dredging N. end BST (log pond) + Rail Span (combined w. WW Cleanup)	\$	2,090,742	
	109	010	BST		Structural Upgrades to Rail Span & Stub Pier CONTINGENT ON GRANT	\$	5,901,000	
	109	010	BST		Dept. of Transportation /MARAD- PIDP/RAISE Grant (80%): Rail Span & Stub Pier	\$	(4,720,800)	
	109	010	BST		BST Portable Barge Ramp	\$	1,703,000	
	109	010	BST		BST Portable Barge Ramp - MARAD 80% Grant	\$	(1,362,400)	
	109	010	BST		BST Crane Pad	\$	5,800,000	
	109	010	BST		Dept. of Transportation/MARAD - PIDP/RAISE Grants (80%): BST Crane Pad	\$	(4,640,000)	
	109	010	BST		Dredging N. end BST (log pond) + Rail Span (combined w. WW Cleanup) - 50% Ecology Grant Funding	\$	(1,045,371)	
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Remove GP Dock	\$	4,585,000	
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Cut Slope Under GP Dock	\$	1,050,000	
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - 50% Ecology Grant Funding	\$	(4,652,500)	
	105	004	BL		Blaine Marine Drive	\$	1,500,000	
	105	004	BL		Blaine Marine Drive - City of Blaine	\$	(500,000)	
	228	046	BL		BL - Marine Drive Bulkhead Replacement (accessing Jorgensen Pier) (construction)	\$	4,000,000	
	213	030			Little Squalicum Beach Restoration	\$	1,100,000	
	213	030			Little Squalicum Beach Restoration (90% RCO Grant)	\$	(990,000)	

Priority: Consideration after completion of current phase						\$	4,298,080
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	109	010	BST	Warter	BST Main Pier Repairs - Phase III (add'l work)	\$	1,098,080
	101	001	BLI		AP - Design and Construct New Jet A Fuel Farm (Phase 2)	\$	3,200,000

Priority: Partnership opportunities						\$	43,489,107
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	105	004	BL		BH - Design & Construct Marine Fuel Facility	\$	3,489,107
	215	031	WF	Gouran / B	WF - Shared Parking Structure	\$	7,500,000
	215	031	WF	Gouran	WF - Alcohol Plant Adaptive Reuse	\$	6,700,000
	101	001	BLI		AP - Design and Construct New Jet A Fuel Farm (Phase 1)	\$	12,800,000
	107	007	FMIP		FMIP 8 - Design & Const Mgmt (Const 2025)	\$	13,000,000

Priority: High - Future consideration						\$	3,999,927	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:	
	105	004	BL		BH - Gate 1 & 2 Parking Lot Upgrades (50/50 cost RE/Mar)	\$	106,067	
	105	005	Sq		SH-Gate 5 Electrical Upgrades	\$	939,360	
	105	005	Sq		SH-Install Crane & Pier Improvements	\$	150,000	
	220	031	WF	Baumgart	Airport Trail Phase 2	\$	250,000	
	228	046	Blaine		BH WH 1 Solar Installation (construction)	\$	407,000	
	228	046	Sq		SH - Webhouses roof repairs & solar installation (construction)	\$	962,500	
	228	046	BLI		BLI - install solar on ITB	\$	250,000	
	228	046	HCB		HCB Solar (construction)	\$	425,000	
	228	046	Sq		Marina Square Solar (construction)	\$	440,000	
					Replace 2010 Ford Expedition 65637 (incl. lights and radio)	\$	70,000	

Priority: Medium - Future consideration					\$	75,805,000	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	101	001	BLI		GA Washpad	\$ 200,000	
	107	007	RE	Smith	Demo & Repl Wharf D and rebuild Sq Way Bulkhead	\$ 10,450,000	
	109	010	BST	Clark	Rebuild Shipping Terminal Decking and Pilings		Options range from \$3M - \$15M
						\$ 3,000,000	
	109	010	BST		BST - South Pier Replacement	\$ 43,000,000	
	215	031	WF		WF-GP Wharf Improvements	\$ 8,230,000	
	215	031	WF	Gouran/D	Waterfront District Visitor Moorage	\$ 1,300,000	
	215	031	WF		WF-Install New Mooring Dolphins C St Terminal	\$ 1,150,000	
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - Upgrade ASB Dolphins	\$ 2,500,000	
	215	031	WF		WF - Whatcom Waterway Cleanup Incremental Cost - ASB Retaining Structure Additions (Fenders, Bollards, HMA Top)	\$ 5,975,000	

Priority: Low - Future consideration					\$	90,296,471	
Line	Division	Program	Location	Sponsor	Description	TOTAL	Notes:
	101	001	BLI		BLI Main Lot Parking Lot Solar (Design Only)	\$ 150,000	
	105	004	BL		Blaine new loading pier (sawtooth) construction	\$ 9,832,080	
	105	004	BL		BH Fenced Gravel Storage Yard	\$ 597,000	
	109	010	BST		BST Pier Replacement - Phase 1-1a (combined w/ WW Cleanup)	\$ 10,898,492	
	109	010	BST		BST Pier Replacement - Phase 1b (combined w/ WW Cleanup)	\$ 23,974,301	
	109	010	BST		BST Pier Replacement - Phase 2 (combined w/ WW Cleanup)	\$ 5,117,363	
	105	005	Sq		SH - Pier for Commercial Storage behind Mt Baker Plywood	\$ 2,300,000	
	105	005	Sq		SH-Relocate/Rebuild Commercial Gear Storage Behind Mt Baker Plywood		
						\$ 1,000,000	
	107	007	FMIP		FMIP Site and Stormwater Improvements - (Phase 2) addl work	\$ 3,000,000	
	107	007	SQ		Update common area restrooms in Bayview Center Building	\$ 640,000	
	107	007	FH		Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail	\$ 545,000	
	107	007	FH		Harris Ave Shipyard - Replace west walkway adjacent to Marine Rail (MTCA Grant)	\$ (272,500)	
	110	018	BLI	Hildreth	Storage Facility and Site Development - Alderwood	\$ 5,048,735	
	215	031	WF	Gouran	Cornwall Bridge Sidewalk	\$ 1,550,000	
	215	031	WF	Howard	WF - Log Pond Stormwater Utility Construction	\$ 25,000,000	2025: 11.5M; 2026: 8.5M; 2027: 5M costs currently unknown
	215	031	WF	Bjorkman	CW - C St Phase III Construction		
	215	031	WF	Jones	WF - Ice rink	\$ 150,000	
	215	031	WF		WF - Container Village Phase 2A (Interim Use)	\$ 700,000	
	220	034	SQ		Hand launch ZPP	\$ 216,000	

Asset Replacement

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

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

In 2024, the Port's asset replacement schedule is budgeted just under \$132 thousand, and consists mainly of computer equipment, vehicles and shop equipment.

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

In addition to existing assets, the Port expects to purchase additional computer and/or network equipment in 2024. With the added use of remote work, additional computers are required to supplement existing equipment. This list of new equipment totals approximately \$30 thousand.

Asset Replacement Schedule 2024	Acquisition Cost	Replacement Cost
101		
95560-1		
Suprema Real Scan - Fingerprint Scanner		
Fingerprint Scanner	4,948	5,000
95655 1-1		
Powervault MD1400 BLI Array		
BLI	14,049	15,000
95655 2-1		
Poweredge R540 BLI Server		
BLI	9,356	10,000
95656-1		
Latitude 3400 Greg Jensen Laptop		
Jensen	2,057	2,500
95657-1		
Precision 3630 ARFF Workstation		
ARFF Workstation	2,796	2,700
95660-1		
Dell Precision 3630		
ARFF Video Viewer PC	2,192	2,000
95663-1		
Rev Parking Lot Inventory System		
	4,340	4,500
95772-1		
Parking Tablet 2		
SP+	2,070	2,100
95773-1		
Parking Tablet 2		
SP+	2,070	2,100
95774-1		
Sprocket PC		
SP+	1,739	1,975
101 Total	45,616	47,875
109		
95669-1		
Dell Latitude 3400 BCTHVAC		
Airport	1,439	1,900
109 Total	1,439	1,900
110		
65149-1		
John Deere Tractor W/ Loader		
	15,381	28,000
95649-1		
OptiPlex 7060 Maint Shop PC-Wilson		
Wilson	1,750	1,975
95652-1		
OptiPlex 7060 Maint Lunchroom1		
Maintenance	1,798	1,975

Asset Replacement Schedule 2024	Acquisition Cost	Replacement Cost
95653-1		
Optiplex 7060 Maintenance Lunchroom3		
Maintenance	1,798	1,975
95658-1		
Precision 5820 - Igor K		
Igor Kasko	2,607	2,600
95659-1		
Precision 5820 - Greg Nicoll		
Greg Nicoll	2,710	2,600
95664-1		
Mt. Baker Room PC Dell Optiplex 5060		
	1,382	1,975
110 Total	27,424	41,100
111		
95512-1		
Dell OptiPlex 9020 - IT Test Bench		
IT Test Bench Comput	2,319	1,975
95650-1		
OptiPlex 7060 Shuksan PC		
Admin	1,798	1,975
95651-1		
Optiplex 7060 Spare Accounting PC		
Accounting	1,798	1,975
95654 1-1		
PowerVault MD1400 server array		
Admin	10,861	11,000
95654 2-1		
PowerEdge R740 File Server		
Admin	11,393	12,000
95662-1		
Dell Optiplex GX620 BWRLighting		
	3,297	3,000
95666-0		
Dell Latitude 3390 ADMITLaptop		
IT Laptop	1,753	2,300
111 Total	33,218	34,225
216		
95668-1		
Dell Latitude 7480 ADMJenniferN		
Jennifer Noveck	2,455	2,500
216 Total	2,455	2,500
220		
95595-1		
MacBook Air 13 - Shepard		
Shepard	1,140	2,000
95627-1		
Optiplex 7060 - Casey Cook		

Asset Replacement Schedule 2024	Acquisition Cost	Replacement Cost
MLC	1,685	2,200
220 Total	2,825	4,200
Grand Total	112,977	131,800

New_Proposed Computer/Network Equipment - 2024			
	Div/Prog	Description	Estimated Cost
111-013	IT - new FTE	Desktop/Monitors and laptop	\$ 5,000
101-001	BLI Managers & Dir	5 x laptops	12,500
111-013	Hot desk at 1801	Desktop , monitors	2,000
		<i>Unexpected/Emergency Equipment</i>	10,000
Grand Total			\$ 29,500



	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Beginning Cash Balance	27,554,798	15,132,419	11,417,904	17,611,313	11,531,942
Revenues from Operations	33,593,082	34,421,853	35,586,870	36,792,042	39,015,920
Deferred Revenue Payments					
Operating Expenses	(33,537,874)	(32,759,103)	(33,604,871)	(34,733,150)	(33,599,992)
Net Operating Revenues	55,208	1,662,750	1,981,999	2,058,892	5,415,928
Interest Income	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Operating Grants	124,627	124,627	124,647	124,647	-
Bank Fees	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Asset Replacement Costs	(161,300)	(197,875)	(197,875)	(197,875)	(197,875)
Election Expense	-	(150,000)	-	(150,000)	-
Property Tax Revenues	8,034,087	8,347,451	8,580,926	8,816,735	9,054,902
Net Cash Flow - Operations	11,042,622	12,776,953	13,479,697	13,642,399	17,262,955
Proceeds from Sale of Rev Bonds/Loans	4,300,000	-	-	-	-
Revenue Bond Payments	(3,015,000)	(3,542,750)	(3,540,250)	(3,537,250)	(3,542,500)
2010B Revenue Bond - IRS Interest Refund	-	-	-	-	-
Proceeds from Sale of GO Bonds/Loans	-	12,000,000	19,000,000	-	10,000,000
Future bond pmts, estimated	-	-	(885,000)	(2,085,000)	(2,085,000)
General Obligation Bond Payments	(843,800)	(847,600)	-	-	-
Proceeds from Long Term Loans	-	-	-	-	-
Other Long Term Loan Payments	(733,049)	(398,318)	(398,318)	(398,318)	(315,135)
Net Cash Flow - Debt	(291,849)	7,211,332	14,176,432	(6,020,568)	4,057,365
New Capital Projects	(22,289,332)	(37,953,281)	(44,596,705)	(10,441,527)	(15,547,932)
Capital Carryover*	-	(5,400,000)	-	-	-
Capital Carryover from prior year					
Capital Grants	3,145,000	20,029,247	21,245,000	2,025,000	5,180,000
Customer Facility Charges	320,000	329,600	339,488	349,673	360,163
Passenger Facility Charges	1,400,000	1,442,000	1,485,260	1,529,818	1,575,712
Net Cash Flow - Capital	(17,424,332)	(21,552,434)	(21,526,957)	(6,537,037)	(8,432,057)
Sale/Acquisition of Port property	3,920,400	5,317,252	4,573,800	-	-
Credit (to) from other divisions	-	-	-	-	-
Environmental Remediation	(25,628,866)	(39,842,553)	(34,743,295)	(20,654,109)	(15,702,427)
Environmental Remediation - Outside Funding	15,959,646	32,374,936	30,233,732	13,489,943	7,726,539
Environmental Remediation - Grants	-	-	-	-	-
Environmental Remediation - Chartis Reimb	-	-	-	-	-
Environmental Remediation - PLP Reimb	-	-	-	-	-
Net Cash Flow - Other	(5,748,820)	(2,150,365)	64,237	(7,164,166)	(7,975,888)
Cash Flow All Sources	(12,422,379)	(3,714,514)	6,193,409	(6,079,372)	4,912,375
Cumulative Cash Flow	15,132,419	11,417,904	17,611,313	11,531,942	16,444,317
Reserved	(10,502,481)	(10,454,097)	(10,615,757)	(10,844,453)	(11,059,539)
Available Cash	4,629,938	963,807	6,995,557	687,489	5,384,778

Aviation



Description of Services

Bellingham International Airport (BLI) is a Federal Aviation (FAA) Regulation Part 139 primary non-hub commercial air service airport with daily originating direct and connecting flights to destinations throughout the United States and abroad. BLI is located approximately 100 miles north of Seattle and 40 miles south of Vancouver, Canada. Service at BLI has historically been provided by Low-Cost Carriers (LCC) to leisure destinations and regional/commuter carriers. Allegiant Travel Company, Southwest Airlines, and Alaska Air Group with commuter service by Horizon Airlines to SEA provided a majority of scheduled service in 2023. A small portion of enplanements is also served by San Juan Air, an air-taxi operator and charter carrier.

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

The scheduled air service business component consists of a 105,000 sq. ft. commercial air passenger and cargo terminal with related support facilities, including an eight aircraft parking apron, six boarding gates, revenue parking lots, airport safety and security facilities, and food, beverage, and retail concessions. Ground transportation services are also provided at the terminal

including rental cars, inter-city, and local bus and shuttle transportation services as well as on-demand taxi and transportation network operators to meet the travel needs of the region.

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

Additionally, there is a seasonal charter service operated by several charter carriers including Sun Country, Elite, and a couple of regional carriers. The Port's Air Service and Cargo program provide dedicated land and facilities for the development and expansion of existing and new passenger and cargo airlines.

The general aviation center and fixed-base operation facilities are available for a variety of corporate and general aviation users. The general aviation terminal is owned by the Port and leased to the fixed base operator ("FBO") and is equipped with a corporate meeting room and pilot lounge with a flight planning facility. General aviation facilities include one FBO, one aircraft maintenance facility, three flight schools, an avionics repair facility, 23 corporate hangars, and seven T-hangar units (124 total hangars), as well as 69 aircraft tie-down spaces. A private company provides FBO services including fueling. Aviation 100LL gasoline and Jet-A fuel are both available at the Airport. The existing fuel farm and self-serve tanks, owned by the Port and operated by the FBO, have a storage capacity of 124,000 gallons. General aviation and corporate business aviation activities enhance tourism, business, and transportation to Whatcom County and the region.

Physical Assets



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

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

2024 Objectives

1. Continue efficiencies implemented to manage costs post the COVID-19 pandemic.
2. Leverage BLI's cost advantage to retain and grow existing airline service and recruit the right carriers to serve specific high-demand markets. Examples of desired growth in existing markets and new target markets would include additional flights to Seattle and Denver, Orange County, Burbank, Hawaii, Portland, Long Beach, Reno and Mexico. Target market priorities will constantly change based on airline network planning adjustments and demand.
3. Complete the construction of capital projects associated with FAA and Bipartisan Infrastructure Bill funding and continue working to develop the US Border Protection Federal Inspection Service facility to allow for international flights.
4. Identify new aeronautical and non-aeronautical revenue sources to help with budget alignment and future growth and development of airport operations and infrastructure.
5. Manage the operating budget to maintain a low and competitive Airline Cost Per Enplanement .

The Operating Budget

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

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$7,036,926	\$5,782,382	\$8,122,713
Operating Expenses	\$6,593,083	\$6,992,830	\$7,845,608
Net	\$443,843	(\$1,210,448)	\$277,105

2024 New Major Capital Items



Design Runway Rehab

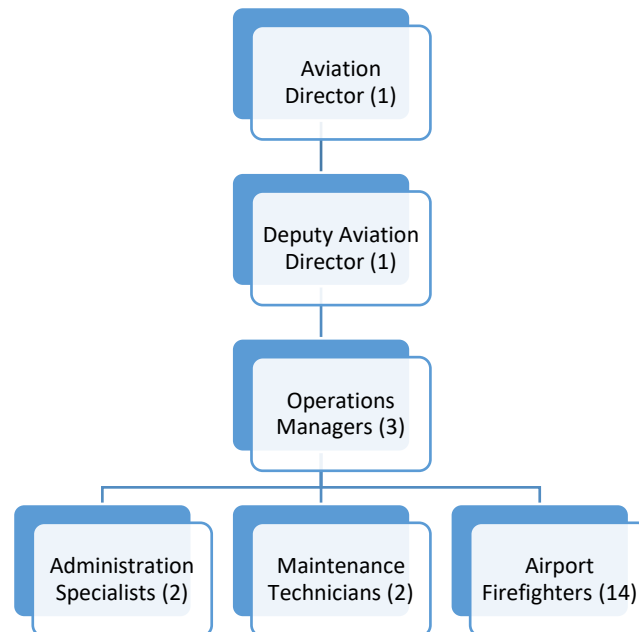
- Purchase \$1,800,000
- Funded with 90% Federal Aviation Administration Grant (\$1,620,000)



Purchase ARFF Truck

- Purchase \$1,500,000
- Funded with 90% Federal Aviation Administration Grant (\$1,350,000)

Staffing



In 2023, the airport employed 23 full-time employees as listed above.

Aviation

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Operating Revenue								
Space/Land Rental	1-101-001-6305-0000	414,142	530,000	551,200	573,248	596,178	620,025	
Fuel Flowage Commercial	1-101-001-6353-0000	120,000	162,006	168,486	175,226	182,235	189,524	
External Revenue Transfer	1-101-001-6356-0000	86,000	104,609	108,793	113,145	117,671	122,378	
Miscellaneous Revenue	1-101-001-6360-0000	28,000	51,037	53,078	55,202	57,410	59,706	
Security SIDA violation	1-101-001-6362-0000	200	200	200	200	200	200	
Employee Parking Permits	1-101-001-6363-0000	16,000	18,233	18,962	19,721	20,510	21,330	
Airline Landing Fees	1-101-001-6410-0000	270,000	289,258	289,258	289,258	289,258	289,258	
Based Aircraft RON Parking	1-101-001-6415-0000	45,000	47,935	49,852	51,846	53,920	56,077	
Airline Passenger Fees	1-101-001-6420-0000	320,000	800,000	800,000	800,000	800,000	800,000	
Concession Fees	1-101-001-6440-0000	770,000	1,176,142	1,223,188	1,272,115	1,323,000	1,375,920	
Additional Revenue	1-101-001-6445-0000	65,580	74,335	77,308	80,401	83,617	86,961	
Advertising Program Revenue	1-101-001-6450-0000	12,000	25,517	26,538	27,599	28,703	29,851	
Parking Fees	1-101-001-6455-0000	-	21,244	22,094	22,978	23,897	24,852	
Parking Service SP	1-101-001-6456-0000	2,772,000	3,708,106	3,856,430	4,010,687	4,171,115	4,337,960	
Space and Land Rental - GA	1-101-001-6460-0000	729,405	889,239	924,809	961,801	1,000,273	1,040,284	
Fuel Flowage Fees - GA	1-101-001-6461-0000	73,150	81,822	85,095	88,499	92,039	95,720	
Miscellaneous Revenue - GA	1-101-001-6462-0000	4,000	1,040	1,082	1,125	1,170	1,217	
Additional Revenue - GA	1-101-001-6463-0000	9,405	40,735	42,364	44,059	45,821	47,654	
Aircraft Tie Down Fees - GA	1-101-001-6464-0000	12,000	26,384	27,439	28,537	29,678	30,866	
Transient Landing/Parking - GA	1-101-001-6465-0000	35,000	74,371	77,346	80,440	83,657	87,004	
Derelict Aircraft Fine GA	1-101-001-6466-0000	500	500	500	500	500	500	
	Operating Revenue	5,782,382	8,122,713	8,404,023	8,696,586	9,000,851	9,317,287	
Operating Expense								
Salaries/Wages	1-101-001-7001-0000	2,165,423	2,180,992	2,246,422	2,313,814	2,383,229	2,454,726	
Salaries/Benefits Recovered	1-101-001-7002-0000	68,116	71,966	74,125	76,349	78,639	80,998	Real Estate staff
Employee Benefits	1-101-001-7003-0000	864,233	928,020	955,861	984,536	1,014,073	1,044,495	
Employee Training/Development	1-101-001-7006-0000	50,000	52,000	54,080	56,243	58,493	60,833	
Travel	1-101-001-7050-0000	30,000	31,200	32,448	33,746	35,096	36,500	
Natural Gas	1-101-001-7101-0000	55,400	62,845	65,359	67,974	70,693	73,520	
Water	1-101-001-7102-0000	36,050	134,223	139,592	145,176	150,983	157,022	
Electricity	1-101-001-7103-0000	241,963	252,651	262,757	273,267	284,197	295,565	
Gasoline/Diesel	1-101-001-7104-0000	130,000	144,462	150,240	156,250	162,500	169,000	
Gasoline/Diesel (Resold)	1-101-001-7105-0000	(70,000)	(100,000)	(104,000)	(108,160)	(112,486)	(116,986)	
Electricity Resold (Contra)	1-101-001-7111-0000	(4,944)	500	520	541	562	585	
Garbage	1-101-001-7114-0000	55,250	61,323	63,776	66,327	68,980	71,739	

Aviation

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Telephone/Communication	1-101-001-7115-0000	41,000	21,741	22,611	22,611	23,515	24,456	
Equipment Rental	1-101-001-7203-0000	2,781	2,892	3,008	3,128	3,253	3,384	
Small Tools/Equipment	1-101-001-7204-0000	1,236	1,285	1,337	1,390	1,446	1,504	
Operating Supplies	1-101-001-7205-0000	90,000	144,026	149,787	155,779	162,010	168,490	
Office Supplies	1-101-001-7207-0000	2,200	1,082	1,125	1,170	1,217	1,266	
Signage	1-101-001-7208-0000	900	936	973	1,012	1,053	1,095	
Postage	1-101-001-7210-0000	600	624	649	675	702	730	
Janitorial	1-101-001-7211-0000	407,000	452,616	470,720	489,549	509,131	529,496	
Subscriptions	1-101-001-7213-0000	3,502	1,921	1,998	2,078	2,161	2,247	
Publications/Tariffs	1-101-001-7214-0000	-	234	250	260	270	281	
Legal Expense	1-101-001-7301-0000	4,500	4,635	4,820	5,013	5,214	5,422	
Membership Dues/Fees	1-101-001-7303-0000	12,000	2,228	2,317	2,410	2,506	2,606	
Parking Services	1-101-001-7305-0000	546,000	636,936	662,413	688,910	716,466	745,125	
Security	1-101-001-7306-0000	515	85,000	300,000	312,000	324,480	337,459	TSA National Amendment: Employee screening
External Operational Expense - LEO	1-101-001-7307-0000	340,000	466,891	485,567	504,990	525,189	546,197	
Outside Services	1-101-001-7308-0000	130,000	518,537	539,278	560,850	583,284	606,615	Terminal equipment contracts: HVAC, Bag belts, Boon Edam (revolving door), Dormakaba (exit lane).
Interfund Transfer	1-101-001-7312-0000	-	254	264	275	286	297	
Advertising/Promotion	1-101-001-7313-0000	12,360	1,290	1,342	1,395	1,451	1,509	
Promotional Hosting	1-101-001-7316-0000	7,000	7,280	7,571	7,874	8,189	8,517	
Incidental Meeting Expense	1-101-001-7317-0000	515	536	557	579	602	627	
General Aviation Services	1-101-001-7318-0000	20,000	27,220	28,308	29,441	30,618	31,843	
Air Service Development/Marketing	1-101-001-7320-0000	450,000	450,000	450,000	450,000	450,000	450,000	
Insurance/Claims	1-101-001-7401-0000	455,541	428,555	445,697	463,525	482,066	501,349	
Taxes	1-101-001-7402-0000	45,000	53,159	55,285	57,496	59,796	62,188	
Environmental Costs	1-101-001-7403-0000	9,500	15,000	9,880	10,275	10,686	11,114	
Uncollectible Revenue	1-101-001-7405-0000	5,150	5,356	5,570	5,793	6,025	6,266	
Miscellaneous	1-101-001-7406-0000	6,695	6,963	7,241	7,531	7,832	8,145	
Repair/Maintenance	1-101-001-7501-0000	281,764	375,377	412,915	454,206	499,627	549,589	
Groundskeeping	1-101-001-7502-0000	87,681	165,000	171,600	178,464	185,603	193,027	
Preventative Maintenance	1-101-001-7503-0000	113,300	140,098	145,702	151,530	157,591	163,895	
Equipment	1-101-001-7504-0000	7,500	7,755	8,065	8,388	8,723	9,072	
Operating Expense		6,705,731	7,845,608	8,338,032	8,644,660	8,965,951	9,301,808	
Aviation Net Income (Loss)		(923,349)	277,105	65,991	51,926	34,900	15,479	

Marinas



Description of Services

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

Physical Assets

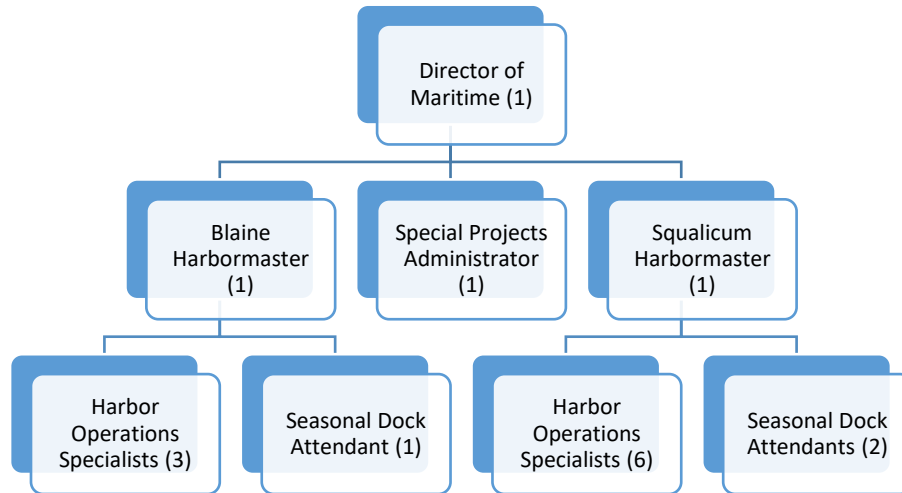
At Blaine and Squalicum Harbors combined, the Port maintains 2,015 permanent moorage slips for recreational, commercial fishing, and charter vessels. In addition, there are 1,800 lineal feet of visitor moorage, three piers for transferring commercial fishing gear, 248 web lockers for gear storage, dedicated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

2024 Objectives

1. Continue working to improve the safety and security of the marinas. This will include the hiring of additional Port Security Specialists, continued customer outreach, including Marine Advisory Committee and newsletter columns intended to educate and encourage safe behavior in the facilities.
2. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
3. Work with consultant on the coordination and development of a dredging plan & slip mix for the Inner Harbor Renovation.
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 development of life extension planning to extend useful life of aging moorage infrastructure.

Staffing



Marinas

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Revenue						
Commercial Berth/Moorage	491,528	497,921	509,853	522,142	534,800	547,838
Pleasure Berth/Moorage	8,644,395	9,339,686	9,741,069	10,154,632	10,582,507	11,002,633
Pleasure Transient Moorage	152,530	150,500	153,950	157,504	161,164	164,934
Commercial Transient Moorage	24,750	23,600	23,960	24,331	24,713	25,106
Work Dock Revenue	30,250	35,250	36,300	37,382	38,495	39,643
Boat Launch Fees	64,950	72,000	73,533	75,112	76,738	78,414
ACF Support 2	120,000	120,000	113,704	116,077	118,521	121,039
ACF Support	190,825	253,589	259,121	264,818	270,687	276,731
Equipment Rentals	38,370	37,100	38,033	38,994	39,984	41,003
Pavilion Rental	520	400	412	424	437	450
Space/Land Rental	39,400	41,586	42,700	43,847	45,029	46,247
Weblocker Rental	288,600	289,100	295,610	302,315	309,222	316,335
Dry Storage Area	36,950	45,850	46,944	48,070	49,230	50,425
Fuel Flowage Fees	20,820	18,200	18,695	19,205	19,730	20,271
Miscellaneous Revenue	120,400	111,600	113,760	115,985	118,276	120,637
Stores Item	225	225	229	233	237	241
Concession Fees	250	175	177	180	182	184
Additional Revenue	3,100	3,178	3,273	3,372	3,473	3,577
Operating Revenue	10,267,863	11,039,959	11,471,322	11,924,622	12,393,426	12,855,708
Operating Expense						
Salaries/Wages	948,552	1,057,553	1,089,280	1,121,958	1,155,617	1,190,285
Salaries/Benefits Recovered	597,323	791,286	815,025	839,475	864,660	890,599
Employee Benefits	439,374	479,346	493,726	508,538	523,794	539,508
Employee Training/Development	11,100	29,050	29,922	30,819	31,744	32,696
Travel	11,400	11,500	11,845	12,200	12,566	12,943
Natural Gas	18,250	20,550	21,167	21,801	22,456	23,129
Water	172,500	179,500	184,885	190,432	196,144	202,029
Electricity	733,220	828,955	853,824	879,438	905,821	932,996

Marinas

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Gasoline/Diesel	7,350	11,480	11,824	12,179	12,545	12,921
Electricity Resold (Contra)	(473,330)	(483,164)	(497,659)	(512,589)	(527,966)	(543,805)
Garbage	283,000	301,095	310,128	319,432	329,015	338,885
Telephone/Communication	33,470	36,900	38,007	39,147	40,322	41,531
Equipment Rental	12,500	12,250	12,618	12,996	13,386	13,787
Small Tools/Equipment	2,000	2,000	2,060	2,122	2,185	2,251
Operating Supplies	49,450	53,570	55,177	56,832	58,537	60,294
Office Supplies	11,050	15,250	15,707	16,178	16,664	17,164
Signage	2,800	3,000	3,090	3,183	3,278	3,377
Postage	10,600	2,250	2,318	2,387	2,459	2,532
Janitorial	122,900	135,460	139,524	143,710	148,021	152,461
Publications/Tariffs	2,200	4,000	4,120	4,244	4,371	4,502
Legal Expense	22,500	22,500	23,175	23,870	24,586	25,324
Membership Dues/Fees	2,600	2,215	2,281	2,350	2,420	2,493
Security	122,000	16,600	17,098	17,611	18,139	18,683
Outside Services	285,070	329,850	339,746	349,938	360,436	371,249
Interfund Transfer	48,843	48,843	50,308	51,818	53,372	54,973
Advertising/Promotion	25,650	18,000	18,540	19,096	19,669	20,259
Promotional Hosting	1,000	1,000	1,030	1,061	1,093	1,126
Incidental Meeting Expense	1,500	1,850	1,906	1,963	2,022	2,082
Insurance/Claims	384,576	383,925	395,443	407,306	419,525	432,111
Taxes	8,800	8,950	9,219	9,495	9,780	10,073
Disposal Costs	103,000	91,000	93,730	96,542	99,438	102,421
Uncollectible Revenue	45,000	290,300	46,050	47,432	48,854	50,320
Miscellaneous	2,020	2,000	2,060	2,122	2,185	2,251
Repair/Maintenance	533,000	553,307	569,907	587,004	604,614	622,752
Groundskeeping	87,600	92,000	94,760	97,603	100,531	103,547
Preventative Maintenance	111,050	115,500	118,965	122,534	126,210	129,996
Operating Expense	4,779,918	5,470,671	5,381,832	5,543,287	5,709,586	5,880,874
Marinas Net Income (Loss)	5,487,945	5,569,288	6,089,489	6,381,334	6,683,840	6,974,834

Blaine Marina



Description of Services

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

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$2,938,971	\$2,908,560	\$3,291,870
Operating Expenses	\$1,322,761	\$1,783,972	\$2,085,912
Net	\$1,616,210	\$1,124,588	\$1,205,958

2024 New Major Capital Items



M-Dock

- Design & Engineering Extension (multi-year project)

\$2,308,000

Blaine Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-004-6150-0000	103,611	100,200	100,200	100,200	100,200	100,200	
Pleasure Berth/Moorage	1-105-004-6151-0000	2,517,721	2,877,570	3,085,089	3,298,973	3,521,179	3,729,464	
Pleasure Transient Moorage	1-105-004-6152-0000	27,530	35,500	35,500	35,500	35,500	35,500	Visitor moorage
Commercial Transient Moorage	1-105-004-6153-0000	11,250	11,600	11,600	11,600	11,600	11,600	ACF visitor moorage
Work Dock Revenue	1-105-004-6154-0000	250	250	250	250	250	250	ACF moorage at work docks
Boat Launch Fees	1-105-004-6157-0000	19,700	20,900	20,900	20,900	20,900	20,900	Boat launch daily and annual pass
ACF Support 2	1-105-004-6160-0000	43,200	43,200	34,600	34,600	34,600	34,600	Lummi Nation moorage
ACF Support	1-105-004-6170-0000	49,728	69,200	69,200	69,200	69,200	69,200	
Equipment Rentals	1-105-004-6200-0000	5,970	6,000	6,000	6,000	6,000	6,000	Forklift, crane and net reel rentals
Space/Land Rental	1-105-004-6305-0000	4,400	4,450	4,450	4,450	4,450	4,450	Upland space rental revenue
Weblocker Rental	1-105-004-6330-0000	72,100	72,100	72,100	72,100	72,100	72,100	
Dry Storage Area	1-105-004-6332-0000	8,900	9,400	9,400	9,400	9,400	9,400	Fenced storage yard
Fuel Flowage Fees	1-105-004-6353-0000	1,600	1,700	1,700	1,700	1,700	1,700	Revenue for over-the-dock fueling
Miscellaneous Revenue	1-105-004-6360-0000	42,400	39,600	39,600	39,600	39,600	39,600	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-004-6361-0000	100	100	100	100	100	100	
Concession Fees	1-105-004-6440-0000	100	100	100	100	100	100	Vending machine revenue
	Operating Revenue	2,908,560	3,291,870	3,490,789	3,704,673	3,926,879	4,135,164	
	Operating Expense							
Salaries/Wages	1-105-004-7001-0000	375,944	419,392	431,974	444,933	458,281	472,029	
Salaries/Benefits Recovered	1-105-004-7002-0000	316,974	395,643	407,512	419,738	432,330	445,300	In-house security services
Employee Benefits	1-105-004-7003-0000	192,069	182,201	187,667	193,297	199,096	205,069	
Employee Training/Development	1-105-004-7006-0000	3,600	11,050	11,382	11,723	12,075	12,437	First Aid/CPR (\$100), Forklift Certification (\$1050), Hazmat Training (\$2000), Marina safety (\$1900), University of AK (\$750), Office development skills (\$450), Continuing education (\$4800)
Travel	1-105-004-7050-0000	3,500	3,500	3,605	3,713	3,825	3,939	Travel expense for Blaine Harbormaster (Pacific Coast Congress of Harbormaster) and travel to promote Blaine Harbor at 2024 Seattle Boat Show
Natural Gas	1-105-004-7101-0000	3,800	4,050	4,172	4,297	4,426	4,558	
Water	1-105-004-7102-0000	54,900	52,100	53,663	55,273	56,931	58,639	
Electricity	1-105-004-7103-0000	186,000	207,415	213,637	220,047	226,648	233,447	
Gasoline/Diesel	1-105-004-7104-0000	3,100	3,480	3,584	3,692	3,803	3,917	Fuel for work vehicles, forklift, and harbor skiffs

Blaine Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Electricity Resold (Contra)	1-105-004-7111-0000	(134,920)	(141,064)	(145,296)	(149,655)	(154,144)	(158,769)	Revenues generated from metered vessel electrical usage
Garbage	1-105-004-7114-0000	50,500	52,995	54,585	56,223	57,909	59,647	
Telephone/Communication	1-105-004-7115-0000	16,700	21,800	22,454	23,128	23,821	24,536	Network fiber lease, office telephone and dockside payphones
Equipment Rental	1-105-004-7203-0000	5,500	4,750	4,893	5,039	5,190	5,346	Laundry and copier leasing costs
Small Tools/Equipment	1-105-004-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-004-7205-0000	19,700	17,920	18,458	19,011	19,582	20,169	
Office Supplies	1-105-004-7207-0000	4,300	6,750	6,952	7,161	7,375	7,597	
Signage	1-105-004-7208-0000	2,000	2,000	2,060	2,122	2,185	2,251	Harbor signage replacement
Postage	1-105-004-7210-0000	2,600	750	773	796	820	844	
Janitorial	1-105-004-7211-0000	43,300	47,900	49,337	50,817	52,342	53,912	
Publications/Tariffs	1-105-004-7214-0000	200	2,000	2,060	2,122	2,185	2,251	Printing fees for special mailings
Legal Expense	1-105-004-7301-0000	15,000	15,000	15,450	15,914	16,391	16,883	
Membership Dues/Fees	1-105-004-7303-0000	1,150	600	618	637	656	675	Costs associated with known membership dues including: NMTA, PCC, AML, Amazon Prime, Notary Public
Security	1-105-004-7306-0000	62,000	6,600	6,798	7,002	7,212	7,428	Contracted security services
Outside Services	1-105-004-7308-0000	80,070	99,400	102,382	105,453	108,617	111,876	Alarm monitoring, pest control, Marina software contract, credit card fees, carwash, printing, website hosting, legal notice, access control hosting, towing, boat launch portapotty, newsletter design, paystation software subscription, radio monitoring, cashless vending fees
Advertising/Promotion	1-105-004-7313-0000	16,850	9,200	9,476	9,760	10,053	10,355	Costs associated with advertising and sponsorships, including: NW Travel Guide (\$1,500), Waggoner Cruising Guide (\$2000), Waterside Magazine (\$1300), Suncruiser Magazine (\$1,200), Semiahmoo Yearbook (\$500), Drayton Harbor Days (\$2000), print ads in Northern Light (\$700)
Promotional Hosting	1-105-004-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-004-7317-0000	800	850	876	902	929	957	MAC meeting expenses
Insurance/Claims	1-105-004-7401-0000	137,206	144,823	149,168	153,643	158,252	163,000	
Taxes	1-105-004-7402-0000	1,950	2,100	2,163	2,228	2,295	2,364	

Blaine Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Disposal Costs	1-105-004-7404-0000	53,000	41,000	42,230	43,497	44,802	46,146	Costs associated with the disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-004-7405-0000	10,000	255,300	10,000	10,300	10,609	10,927	Account write-offs
Miscellaneous	1-105-004-7406-0000	770	750	773	796	820	844	
Repair/Maintenance	1-105-004-7501-0000	169,500	142,157	146,422	150,815	155,339	159,999	
Groundskeeping	1-105-004-7502-0000	37,600	37,000	38,110	39,253	40,431	41,644	
Preventative Maintenance	1-105-004-7503-0000	37,900	35,000	36,050	37,132	38,245	39,393	
	Operating Expense	1,775,063	2,085,912	1,895,531	1,952,397	2,010,968	2,071,298	
Blaine Harbor Net Income (Loss)		1,133,497	1,205,957	1,595,259	1,752,276	1,915,910	2,063,867	

Squalicum Marina



Description of Services

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

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$6,956,279	\$7,359,303	\$7,748,090
Operating Expenses	\$2,517,546	\$3,020,719	\$3,384,759
Net	\$4,438,733	\$4,338,584	\$4,363,331

2024 New Major Capital Items



Life Extension work; Inner Harbor & Gate 5 A & B docks	\$250,000
Design/permit of Inner Harbor upgrades (multi-year)	\$1,700,000

Squalicum Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Commercial Berth/Moorage	1-105-005-6150-0000	387,917	397,721	409,653	421,942	434,600	447,638	
Pleasure Berth/Moorage	1-105-005-6151-0000	6,126,674	6,462,116	6,655,979	6,855,659	7,061,329	7,273,168	
Pleasure Transient Moorage	1-105-005-6152-0000	125,000	115,000	118,450	122,004	125,664	129,434	
Commercial Transient Moorage	1-105-005-6153-0000	13,500	12,000	12,360	12,731	13,113	13,506	
Work Dock Revenue	1-105-005-6154-0000	30,000	35,000	36,050	37,132	38,245	39,393	
Boat Launch Fees	1-105-005-6157-0000	45,250	51,100	52,633	54,212	55,838	57,514	Boat launch daily and annual pass
ACF Support 2	1-105-005-6160-0000	76,800	76,800	79,104	81,477	83,921	86,439	Lummi Nation moorage
ACF Support	1-105-005-6170-0000	141,097	184,389	189,921	195,618	201,487	207,531	
Equipment Rentals	1-105-005-6200-0000	32,400	31,100	32,033	32,994	33,984	35,003	Forklift, crane and net reel rentals
Pavilion Rental	1-105-005-6210-0000	520	400	412	424	437	450	
Space/Land Rental	1-105-005-6305-0000	35,000	37,136	38,250	39,397	40,579	41,797	Upland space rental revenue
Weblocker Rental	1-105-005-6330-0000	216,500	217,000	223,510	230,215	237,122	244,235	
Dry Storage Area	1-105-005-6332-0000	28,050	36,450	37,544	38,670	39,830	41,025	Upland Gear Storage Area
Fuel Flowage Fees	1-105-005-6353-0000	19,220	16,500	16,995	17,505	18,030	18,571	
Miscellaneous Revenue	1-105-005-6360-0000	78,000	72,000	74,160	76,385	78,676	81,037	Laundry, shower, waitlists, new customer, and other assorted revenue
Stores Item	1-105-005-6361-0000	125	125	129	133	137	141	Hat sales
Concession Fees	1-105-005-6440-0000	150	75	77	80	82	84	Vending machine revenue
Additional Revenue	1-105-005-6445-0000	3,100	3,178	3,273	3,372	3,473	3,577	
	Operating Revenue	7,359,303	7,748,090	7,980,533	8,219,949	8,466,547	8,720,543	
	Operating Expense							
Salaries/Wages	1-105-005-7001-0000	572,608	638,161	657,306	677,025	697,336	718,256	
Salaries/Benefits Recovered	1-105-005-7002-0000	280,349	395,643	407,512	419,738	432,330	445,300	In-house security services
Employee Benefits	1-105-005-7003-0000	247,305	297,145	306,059	315,241	324,698	334,439	
Employee Training/Development	1-105-005-7006-0000	7,500	18,000	18,540	19,096	19,669	20,259	Continuing education benefit, boat operator class 3 people, forklift training, CPR, U of A courses 2 persons, office development skills 2 persons, management training
Travel	1-105-005-7050-0000	7,900	8,000	8,240	8,487	8,742	9,004	Travel expense for SQ Harbormaster, 50% split for Director and Special Projects (Pacific Coast Congress of Harbormaster) and travel to promote Squalicum Harbor at 2024 Seattle Boat Show
Natural Gas	1-105-005-7101-0000	14,450	16,500	16,995	17,505	18,030	18,571	
Water	1-105-005-7102-0000	117,600	127,400	131,222	135,159	139,213	143,390	

Squalicum Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Electricity	1-105-005-7103-0000	547,220	621,540	640,186	659,392	679,174	699,549	
Gasoline/Diesel	1-105-005-7104-0000	4,250	8,000	8,240	8,487	8,742	9,004	Fuel for work vehicles, forklift, and harbor skiffs
Electricity Resold (Contra)	1-105-005-7111-0000	(338,410)	(342,100)	(352,363)	(362,934)	(373,822)	(385,037)	Revenues generated from metered vessel electrical usage
Garbage	1-105-005-7114-0000	232,500	248,100	255,543	263,209	271,106	279,239	
Telephone/Communication	1-105-005-7115-0000	16,770	15,100	15,553	16,020	16,500	16,995	Network fiber lease, office telephone and dockside payphones
Equipment Rental	1-105-005-7203-0000	7,000	7,500	7,725	7,957	8,195	8,441	Laundry and copier leasing costs
Small Tools/Equipment	1-105-005-7204-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-105-005-7205-0000	29,750	35,650	36,720	37,821	38,956	40,124	Dock carts (10,000), uniforms (2,500), life jackets (800), safety equipment (2,500), visitor envelopes (1500), permits/tags (1500), repair materials/parts (2,500), hazmat response materials (2,500), new barricades/cones (1,500), inspection tags (1,000), no parking/moorage signs (2,000), foul weather equip (1,750), sign blanks (600), FOB replacement (5,000)
Office Supplies	1-105-005-7207-0000	6,750	8,500	8,755	9,018	9,288	9,567	
Signage	1-105-005-7208-0000	800	1,000	1,030	1,061	1,093	1,126	
Postage	1-105-005-7210-0000	8,000	1,500	1,545	1,591	1,639	1,688	
Janitorial	1-105-005-7211-0000	79,600	87,560	90,187	92,892	95,679	98,550	
Subscriptions	1-105-005-7213-0000	-	1,000	1,030	1,061	1,093	1,126	Bellingham Herald and Amazon subscriptions
Publications/Tariffs	1-105-005-7214-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Legal Expense	1-105-005-7301-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Membership Dues/Fees	1-105-005-7303-0000	1,450	1,615	1,663	1,713	1,765	1,818	NMTA (325), PCC (315), IMI (275), SE Seiners assoc. (350), CMM (100), Rotary Club (250)
Security	1-105-005-7306-0000	60,000	10,000	10,300	10,609	10,927	11,255	Contracted security services

Squalicum Harbor

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Outside Services	1-105-005-7308-0000	205,000	230,450	237,364	244,484	251,819	259,374	Credit card fees (160,000), pest control (4,500), alarm monitoring (3,500), website hosting (2,500), boat launch credit card services (11,000), harbor newsletter services (1,500), emergency dive services (10,000), Misc services (1,500), Legal notices (3,000), Plant care (450), TMP software fees (2,500), Harbor planning and assessment contractor fees (30,000).
Interfund Transfer	1-105-005-7312-0000	48,843	48,843	50,308	51,818	53,372	54,973	Marina Square rent to Real Estate
Advertising/Promotion	1-105-005-7313-0000	8,800	8,800	9,064	9,336	9,616	9,904	NW Travel Guide (2,000), Waggoner Cruising Guide (2,000), Pitch Regatta (1,500), Pink Boat Regatta (500), Suncruiser Magazine (1000), Boat Show (1,800)
Promotional Hosting	1-105-005-7316-0000	500	500	515	530	546	563	Per resolution 989c
Incidental Meeting Expense	1-105-005-7317-0000	700	1,000	1,030	1,061	1,093	1,126	MAC meeting expenses
Insurance/Claims	1-105-005-7401-0000	247,370	239,102	246,275	253,663	261,273	269,111	
Taxes	1-105-005-7402-0000	6,850	6,850	7,056	7,267	7,485	7,710	
Disposal Costs	1-105-005-7404-0000	50,000	50,000	51,500	53,045	54,636	56,275	Costs associated with the disposal of items abandoned at the harbor
Uncollectible Revenue	1-105-005-7405-0000	35,000	35,000	36,050	37,132	38,245	39,393	
Miscellaneous	1-105-005-7406-0000	1,250	1,250	1,288	1,326	1,366	1,407	
Repair/Maintenance	1-105-005-7501-0000	363,500	411,150	423,485	436,189	449,275	462,753	
Groundskeeping	1-105-005-7502-0000	50,000	55,000	56,650	58,350	60,100	61,903	
Preventative Maintenance	1-105-005-7503-0000	73,150	80,500	82,915	85,402	87,965	90,603	
	Operating Expense	3,004,855	3,384,759	3,486,302	3,590,891	3,698,618	3,809,576	
Squalicum Harbor Net Income (Loss)		4,354,448	4,363,331	4,494,231	4,629,058	4,767,929	4,910,967	

Real Estate



Description of Services

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

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

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

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

Physical Assets



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

2024 Objectives

1. Promote economic development and new job creation, continue to manage Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community.
2. Maintain high occupancy levels in Port assets, and acquire or develop additional leasable inventory.
3. Continue to provide exceptional customer service and transparency in all aspects of business.
4. Provide opportunities for existing tenants to expand within current locations, and recruit new businesses to Port properties, including water reliant commercial marine businesses in order to maximize Marine Trades occupancy on Port-owned harbor buildings and properties.
5. Develop and lease real estate assets in accordance with the Comprehensive Scheme of Harbor Improvements including the Marine Trade Land Use Policy as adopted by the Port Commission.
6. Identify Port investment opportunities to enhance revenues and business development, including identifying locations for new development, attracting new tenants, and supporting job creation in Whatcom County.
7. Stimulate private investment by offering opportunities to develop vacant land at the Airport Industrial Park and redevelop the existing structures such as the Alcohol Building and rebuild industrial buildings at Fairhaven Marine Industrial Park.
8. Sponsor maintenance of existing POB real estate assets and evaluate and prioritize the replacement and upgrades of Port physical infrastructure.
9. Encourage efficient energy and low-carbon options for Port tenants and real estate assets.
10. Continue to market underutilized POB assets.
11. Adjust and adapt management strategies, strategic plans, marketing and development of real estate assets at the Port to ensure financial viability over time.
12. Rebalance the Port's real estate's portfolio by identifying non-strategic properties for potential sale with proceeds reinvested in areas closer to the Port's core mission of economic development and job creation.
13. Target new energy businesses such as marine battery and fuel cell business, shipbuilding, supply and implementation.
14. Pursue Industrial opportunities on POB properties.

The Operating Budget

Funding sources include operating revenues from leases and other agreements.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$7,363,175	\$7,486,021	\$7,695,628
Operating Expenses	\$2,376,287	\$3,164,145	\$3,343,961
Net	\$4,986,888	\$4,321,876	\$4,351,667

2024 New Major Capital Projects



Marine Drive Industrial Park

- Site and Building Improvements \$1,221,000



Bayview Building

- Common area restrooms improvements \$640,000



Bulkhead Replacement

- Squalicum Harbor Bulkhead \$600,000



Solar

- Airport terminal rooftop \$575,000



Parking

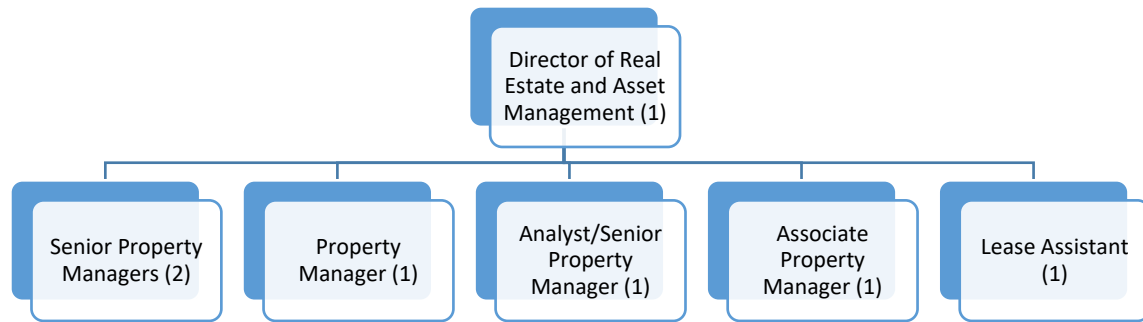
- Gravel parking lot at Airport Industrial Park \$500,000



Demo Building

- Warehouse 9 Shipyard \$650,000

Staffing



Real Estate

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Space and Land Rental	1-107-007-6305-0000	7,302,350	7,484,069	7,694,385	7,911,010	8,130,384	8,356,340	
Miscellaneous Revenue	1-107-007-6360-0000	600	1,200	1,200	1,200	1,200	1,200	
Concession Fees	1-107-007-6440-0000	87,800	96,800	99,380	102,346	105,401	108,547	
Additional Revenue	1-107-007-6445-0000	95,271	113,559	116,965	120,474	124,088	127,811	
	Operating Revenue	7,486,021	7,695,628	7,911,930	8,135,030	8,361,073	8,593,898	
	Operating Expense							
Salaries and Wages	1-107-007-7001-0000	698,403	766,347	789,337	813,018	837,408	862,530	
Salaries & Benefits Recovered	1-107-007-7002-0000	(297,869)	(243,580)	(250,887)	(258,414)	(266,166)	(274,151)	In-house security, property management for other departments
Employee Benefits	1-107-007-7003-0000	261,599	305,071	314,223	323,650	333,359	343,360	
Employee Training	1-107-007-7006-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Travel	1-107-007-7050-0000	4,000	4,000	4,120	4,244	4,371	4,502	
Natural Gas	1-107-007-7101-0000	96,802	109,044	112,315	115,685	119,155	122,730	
Water	1-107-007-7102-0000	117,001	117,600	121,128	124,762	128,505	132,360	
Electricity	1-107-007-7103-0000	304,506	370,722	381,844	393,299	405,098	417,251	
Natural Gas Resold (Contra)	1-107-007-7107-0000	(5,000)	(6,000)	(6,180)	(6,365)	(6,556)	(6,753)	
Water Resold (Contra)	1-107-007-7109-0000	(8,000)	(9,000)	(9,270)	(9,548)	(9,835)	(10,130)	
Electricity Resold (Contra)	1-107-007-7111-0000	(150,656)	(175,574)	(180,841)	(186,266)	(191,854)	(197,610)	
Garbage Resold (Contra)	1-107-007-7113-0000	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
Garbage	1-107-007-7114-0000	77,368	87,207	89,823	92,518	95,293	98,152	
Telephone and Communication	1-107-007-7115-0000	12,000	16,010	16,490	16,985	17,495	18,019	
Equipment Rental	1-107-007-7203-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Office Supplies	1-107-007-7207-0000	5,000	7,000	7,210	7,426	7,649	7,879	
Signage	1-107-007-7208-0000	10,000	8,000	8,240	8,487	8,742	9,004	
Postage	1-107-007-7210-0000	3,000	3,000	3,090	3,183	3,278	3,377	
Janitorial	1-107-007-7211-0000	159,500	173,500	178,705	184,066	189,588	195,276	
Subscriptions	1-107-007-7213-0000	950	1,050	1,082	1,114	1,147	1,182	
Janitorial Resold	1-107-007-7215-0000	(9,442)	(9,923)	(10,221)	(10,527)	(10,843)	(11,168)	
Legal Expense	1-107-007-7301-0000	50,000	80,000	82,400	84,872	87,418	90,041	
Membership Dues and Fees	1-107-007-7303-0000	4,349	4,349	4,479	4,614	4,752	4,895	WC Realtor, CBA, broker license, notary, RE business license
Security	1-107-007-7306-0000	39,800	55,800	57,474	59,198	60,974	62,803	
Outside Services	1-107-007-7308-0000	221,154	239,200	246,376	253,767	261,380	269,222	D&B/Credit reporting, AIP Fire est., towing, BioBug, Guardian, Survey, appraisals, C.C. fees, broker fee, website header, PSM maintenance, BSP/LA and critical area assessment
Lease Payments to Others	1-107-007-7311-0000	4,969	17,185	17,701	18,232	18,779	19,342	PMA, gravel lot
Interfund Transfer	1-107-007-7312-0000	(62,553)	(89,588)	(92,276)	(95,044)	(97,895)	(100,832)	Rent from other departments
Advertising and Promotion	1-107-007-7313-0000	25,000	10,000	10,300	10,609	10,927	11,255	
Promotional Hosting	1-107-007-7316-0000	8,000	8,000	8,240	8,487	8,742	9,004	Developer/broker meetings, annual tenant mixer
Incidental Meeting Expense	1-107-007-7317-0000	2,000	2,000	2,060	2,122	2,185	2,251	

Real Estate

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Insurance and Claims	1-107-007-7401-0000	477,943	457,106	470,819	484,944	499,492	514,477	
Taxes	1-107-007-7402-0000	3,500	4,000	4,120	4,244	4,371	4,502	
Uncollectible Revenue	1-107-007-7405-0000	20,000	20,000	20,600	21,218	21,855	22,510	
Miscellaneous	1-107-007-7406-0000	1,500	2,500	2,575	2,652	2,732	2,814	
Repair and Maintenance	1-107-007-7501-0000	528,607	612,500	639,320	658,500	678,255	698,602	
Groundskeeping	1-107-007-7502-0000	176,500	186,500	197,690	203,621	209,729	216,021	
Preventative Maintenance	1-107-007-7503-0000	157,100	217,100	230,126	237,030	244,141	251,465	
	Operating Expense	2,929,866	3,343,961	3,464,833	3,568,778	3,675,841	3,786,116	
Real Estate Net Income (Loss)		4,556,155	4,351,667	4,447,097	4,566,252	4,685,232	4,807,782	

Marine Terminals



Description of Services

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

Total Marine Terminals

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Revenue						
Handling Fees	514,395	671,679	693,583	716,222	739,621	763,805
Man Hour Service/Other	302,825	252,957	260,546	268,362	276,413	284,705
Commercial Berth/Moorage	51,705	58,326	60,076	61,878	63,734	65,646
Pleasure Transient Moorage	2,500	3,050	3,142	3,236	3,333	3,433
Boat Launch Fees	3,600	3,600	3,708	3,819	3,934	4,052
Space/Land Rental	1,236,653	1,395,150	1,401,438	1,443,481	1,486,786	1,531,389
Fuel Flowage Fees	50,000	57,000	58,710	60,471	62,285	64,154
Miscellaneous Revenue	2,873	3,473	3,577	3,685	3,795	3,909
Passenger Tariff Fees	12,375	15,000	15,450	15,914	16,391	16,883
Concession Fees	4,780	10,300	10,609	10,927	11,255	11,593
Additional Revenue	455,834	490,514	505,229	520,386	535,998	552,078
Parking Fees	55,000	62,000	63,860	65,776	67,749	69,782
Dockage	345,221	365,387	352,659	363,239	374,136	385,360
Wharfage	1,107,500	726,250	552,338	568,908	585,975	603,555
Service and Facilities Charges	297,500	354,223	305,110	314,263	323,691	333,402
Cargo Security Fees	159,216	255,510	263,175	271,071	279,203	287,579
Operating Revenue	4,601,977	4,724,419	4,553,211	4,691,638	4,834,299	4,981,324
Operating Expense						
Salaries/Wages	543,219	591,961	613,798	632,212	651,179	670,714
Salaries/Benefits Recovered	88,923	82,174	100,339	103,349	106,449	109,643
Employee Benefits	247,367	210,240	217,853	224,389	231,120	238,054
Longshore Labor	355,698	492,551	512,940	528,328	544,178	560,504
Employee Training/Development	4,400	10,600	7,617	7,738	7,862	7,989
Travel	28,980	56,320	58,010	59,750	61,542	63,389
Natural Gas	24,474	36,141	37,225	38,342	39,492	40,677
Water	54,261	66,358	68,349	70,399	72,511	74,687
Electricity	139,899	199,385	205,367	211,528	217,873	224,410
Gasoline/Diesel	2,984	4,503	4,638	4,777	4,921	5,068
Natural Gas Resold (Contra)	(453)	(612)	(630)	(649)	(669)	(689)
Water Resold (Contra)	(782)	(674)	(694)	(715)	(736)	(759)

Total Marine Terminals

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Electricity Resold (Contra)	(18,416)	(18,380)	(18,931)	(19,499)	(20,084)	(20,687)
Garbage	72,718	71,001	73,131	83,548	86,054	88,636
Telephone/Communication	10,975	11,380	11,721	12,073	12,435	12,808
Equipment Rental	2,850	3,100	3,193	3,289	3,387	3,489
Operating Supplies	3,533	7,654	7,884	8,120	8,364	8,615
Office Supplies	2,376	2,812	2,896	2,983	3,073	3,165
Signage	3,000	3,000	3,090	3,183	3,278	3,377
Postage	150	125	127	130	132	134
Janitorial	77,136	79,649	82,038	84,500	87,035	89,646
Subscriptions	850	850	874	899	924	950
Legal Expense	21,500	16,500	16,950	17,414	17,891	18,383
Membership Dues/Fees	6,052	7,612	7,811	8,016	8,228	8,446
Security	250,323	361,184	372,020	383,180	394,676	406,516
Outside Services	192,450	209,200	199,200	199,200	199,200	199,200
Lease Payments/Others	22,409	38,516	39,671	40,862	42,087	43,350
Interfund Transfer	(29,770)	(37,476)	(38,850)	(40,008)	(41,201)	(42,430)
Advertising/Promotion	35,250	21,250	21,250	21,250	21,250	21,250
Promotional Hosting	3,500	16,250	16,250	16,250	16,250	16,250
Incidental Meeting Expense	2,000	2,000	2,000	2,000	2,000	2,000
Insurance/Claims	274,311	278,793	287,157	295,771	304,645	313,784
Taxes	5,168	8,445	8,698	8,959	9,228	9,505
Uncollectible Revenue	500	500	500	500	500	500
Miscellaneous	730	1,230	1,237	1,244	1,251	1,259
Repair/Maintenance	287,601	322,745	332,427	342,400	352,672	363,252
Groundskeeping	84,004	91,669	94,419	97,252	100,169	103,174
Preventative Maintenance	88,410	100,049	103,050	106,142	109,326	112,606
Operating Expense	2,888,580	3,348,605	3,454,626	3,559,104	3,658,493	3,760,864
Marine Terminals Net Income (Loss)	1,713,397	1,375,814	1,098,585	1,132,534	1,175,806	1,220,459

Bellingham Shipping Terminal (Marine Cargo)



Description of Services

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

Physical Assets

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

2024 Objectives

1. Maintain strong relationships with the current customer base and ensure maximum efforts on the part of the Port to fulfill their domestic and international cargo movement needs & goals, both commercially and operationally.
2. Work closely with the Port Engineering Department to implement the MARAD FY20 PIDP grant awarded in late 2020. Continue to identify and apply for Federal & State port infrastructure improvement and repair grants applicable to the BST and Log Pond locations.
3. Take necessary steps to implement the America's Marine Highway Project goal of a viable barge service between the BST and the Port of San Diego. Provide project partners with assistance in identifying a reliable and long-term route operator and quantifying necessary base shippers.
4. Collaborate with the Real Estate department in providing potential customers with flexible BST and Log Pond use options that will contribute to new import/export and domestic cargo movements, including site preparation for new cargo business.

5. Continue to work with the BNSF towards a mutually agreeable plan of restored rail service to the BST. Once consensus on specifics of sidings & spurs is attained, make application for 80% federal financing under the Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant program.
6. Assist the Engineering & Environmental Departments in advancing prudent measures to progress capital maintenance and repair projects at BST, Log Pond (including site preparations for additional cargo) and along the Whatcom Waterway. Continue to provide support on the land use planning efforts for the Aeration Stabilization Basin (ASB).

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$1,464,393	\$2,566,777	\$2,583,288
Operating Expenses	\$1,160,708	\$1,536,736	\$1,965,184
Net	\$303,685	\$1,030,041	\$618,104

2024 New Major Capital Items



Portable Barge Ramp

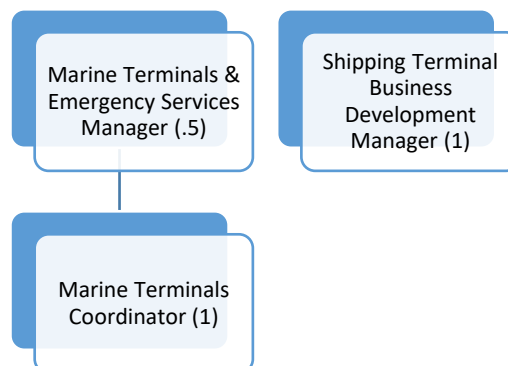
- Barge access from terminal \$150,000
- Additional work and grant in 2025 \$1,553,000
- Grant (\$1,021,747)



Security Cameras

- MTSA Security Equipment \$101,000

Staffing



Marine Cargo

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Dockage	1-109-010-6010-0000	345,221	365,387	352,659	363,239	374,136	385,360	Cargo, layberth & foss dockage
Wharfage	1-109-010-6020-0000	1,107,500	726,250	552,338	568,908	585,975	603,555	
Service and Facilities Charges	1-109-010-6030-0000	297,500	354,223	305,110	314,263	323,691	333,402	
Cargo Storage Fees	1-109-010-6040-0000							
Cargo Security Fees	1-109-010-6050-0000	159,216	255,510	263,175	271,071	279,203	287,579	
Handling Fees	1-109-010-6060-0000	389,595	546,390	562,782	579,665	597,055	614,967	
Space/Land Rental	1-109-010-6305-0000	248,888	308,776	282,473	290,947	299,676	308,666	ABC, JE McAmis, Opp. Council, Foss, Silfab, BYS, etc.
Miscellaneous Revenue	1-109-010-6360-0000	-						
Additional Revenue	1-109-010-6445-0000	18,857	26,752	27,555	28,381	29,233	30,110	Opp. Council & Bham Yacht Sales
	Operating Revenue	2,566,777	2,583,288	2,346,092	2,416,474	2,488,969	2,563,638	
	Operating Expense							
Salaries/Wages	1-109-010-7001-0000	225,093	291,320	304,138	313,262	322,660	332,340	
Salaries/Benefits Recovered	1-109-010-7002-0000	51,913	43,586	45,504	46,869	48,275	49,723	For Real Estate management, waterfront
Employee Benefits	1-109-010-7003-0000	99,440	93,267	97,371	100,292	103,301	106,400	
Longshore Labor	1-109-010-7004-0000	267,090	400,911	418,551	431,108	444,041	457,362	Payments to PMA for longshore labor
Employee Training/Development	1-109-010-7006-0000	500	6,700	3,600	3,600	3,600	3,600	Cont. Ed., CPR/First Aid, HazMat, etc.
Travel	1-109-010-7050-0000	19,980	49,320	50,800	52,324	53,893	55,510	Sales travel, conferences, mileage reimb.
Natural Gas	1-109-010-7101-0000	5,734	5,734	5,906	6,083	6,266	6,454	
Water	1-109-010-7102-0000	37,761	46,987	48,397	49,849	51,344	52,884	
Electricity	1-109-010-7103-0000	34,364	72,000	74,160	76,385	78,676	81,037	
Gasoline/Diesel	1-109-010-7104-0000	2,384	3,503	3,608	3,716	3,828	3,943	
Electricity Resold (Contra)	1-109-010-7111-0000	(6,900)	(8,028)	(8,269)	(8,517)	(8,772)	(9,036)	
Garbage	1-109-010-7114-0000	19,158	11,855	12,211	20,800	21,424	22,067	
Telephone/Communication	1-109-010-7115-0000	3,928	4,087	4,210	4,336	4,466	4,600	
Equipment Rental	1-109-010-7203-0000	2,550	2,800	2,884	2,971	3,060	3,151	
Operating Supplies	1-109-010-7205-0000	625	4,000	4,120	4,244	4,371	4,502	Spill response supplies, misc. cargo related supplies
Office Supplies	1-109-010-7207-0000	1,140	1,500	1,545	1,591	1,639	1,688	
Signage	1-109-010-7208-0000	500	500	515	530	546	563	Security signage
Postage	1-109-010-7210-0000	50	50	50	50	50	50	
Janitorial	1-109-010-7211-0000	14,136	15,039	15,490	15,955	16,434	16,927	625 Cornwall + Whse 1 recurring service, 16 cargo op cleanings + supplies
Subscriptions	1-109-010-7213-0000	800	800	824	849	874	900	

Marine Cargo

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Legal Expense	1-109-010-7301-0000	20,000	15,000	15,450	15,914	16,391	16,883	
Membership Dues/Fees	1-109-010-7303-0000	5,102	6,642	6,841	7,046	7,258	7,476	NWMTA Membership, NWMTA reg fees, FTZ Assoc. membership, Pacific Ports Assoc., Inland Ports Assoc.
Security	1-109-010-7306-0000	212,991	304,075	313,197	322,593	332,271	342,239	Cargo security, front gate, event security
Outside Services	1-109-010-7308-0000	140,000	141,750	141,750	141,750	141,750	141,750	Liebherr service agreement, struct. eng., grant consultant, scale, stormwater, Dtech, Bio-Bug, COB, BST copier lease
Lease Payments/Others	1-109-010-7311-0000	15,110	29,563	30,450	31,363	32,304	33,273	DNR lease payment (\$19,386) WW Permit payment (\$10,177)
Interfund Transfer	1-109-010-7312-0000	-		(250)	(250)	(250)	(250)	
Advertising/Promotion	1-109-010-7313-0000	10,000	12,000	12,000	12,000	12,000	12,000	Shipping promo, marketing materials
Promotional Hosting	1-109-010-7316-0000	1,500	14,250	14,250	14,250	14,250	14,250	
Incidental Meeting Expense	1-109-010-7317-0000	1,500	1,500	1,500	1,500	1,500	1,500	
Insurance/Claims	1-109-010-7401-0000	151,978	163,669	168,579	173,636	178,846	184,211	
Taxes	1-109-010-7402-0000	1,167	4,445	4,578	4,716	4,857	5,003	
Miscellaneous	1-109-010-7406-0000	230	230	237	244	251	259	
Repair/Maintenance	1-109-010-7501-0000	150,000	175,608	180,876	186,303	191,892	197,648	
Groundskeeping	1-109-010-7502-0000	13,200	14,040	14,461	14,895	15,342	15,802	
Preventative Maintenance	1-109-010-7503-0000	29,775	36,481	37,575	38,703	39,864	41,060	
	Operating Expense	1,532,799	1,965,184	2,027,109	2,090,959	2,148,500	2,207,768	
Marine Cargo Net Income (Loss)		1,033,978	618,104	318,982	325,516	340,468	355,869	

Bellingham Cruise Terminal (including Fairhaven Station)



Description of Services

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

Physical Assets

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

2024 Objectives

1. Negotiate Lease Renewal with the State of Alaska – Department of Transportation for AMHS use of the Bellingham Cruise Terminal beyond Sept. 2024.

2. Support the AMHS in maximizing vessel occupancy given reduced ferry service schedules system-wide, by coordinating with AMHS and the Southeast Alaska Conference to encourage ridership out of Bellingham.
3. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal & Warehouse #4 to market vacant lease areas.

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$2,011,987	\$2,035,200	\$2,141,131
Operating Expenses	\$1,212,652	\$1,379,964	\$1,383,421
Net	\$799,335	\$655,236	\$757,710

2024 New Major Capital Items

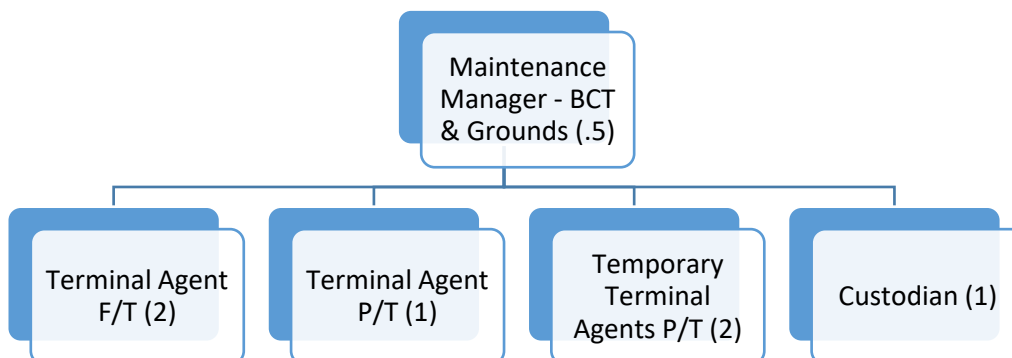


Parking Lot Pavement Repairs

- Major repairs to various parking lots

\$100,000

Staffing



Ferry, Bus, Rail

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Handling Fees	1-109-009-6060-0000	124,800	125,289	130,802	136,557	142,565	148,838	Longshore labor provided to AMHS
Man Hour Service/Other	1-109-009-6115-0000	302,825	252,957	260,546	268,362	276,413	284,705	Per Amend. #6 of AMHS TS agreement
Commercial Berth/Moorage	1-109-009-6150-0000	51,705	58,326	60,076	61,878	63,734	65,646	Charter vessel & USCG moorage
Pleasure Transient Moorage	1-109-009-6152-0000	2,500	3,050	3,142	3,236	3,333	3,433	Linear & buoy visitor moorage
Boat Launch Fees	1-109-009-6157-0000	3,600	3,600	3,708	3,819	3,934	4,052	
Space/Land Rental	1-109-009-6305-0000	987,765	1,086,374	1,118,965	1,152,534	1,187,110	1,222,724	
Fuel Flowage Fees	1-109-009-6353-0000	50,000	57,000	58,710	60,471	62,285	64,154	
Miscellaneous Revenue	1-109-009-6360-0000	2,873	3,473	3,577	3,685	3,795	3,909	
Passenger Tariff Fees	1-109-009-6430-0000	12,375	15,000	15,450	15,914	16,391	16,883	Per passenger fees for charter vessel operators
Concession Fees	1-109-009-6440-0000	4,780	10,300	10,609	10,927	11,255	11,593	Fees from vending machines, taxi services, etc.
Additional Revenue	1-109-009-6445-0000	436,977	463,762	477,675	492,005	506,765	521,968	
Parking Fees	1-109-009-6455-0000	55,000	62,000	63,860	65,776	67,749	69,782	
	Operating Revenue	2,035,200	2,141,131	2,207,119	2,275,164	2,345,330	2,417,686	
	Operating Expense							
Salaries/Wages	1-109-009-7001-0000	318,126	300,641	309,660	318,950	328,519	338,374	
Salaries/Benefits Recovered	1-109-009-7002-0000	37,010	38,588	54,835	56,480	58,174	59,920	Real Estate management, security
Employee Benefits	1-109-009-7003-0000	147,927	116,973	120,482	124,097	127,820	131,654	
Longshore Labor	1-109-009-7004-0000	88,608	91,640	94,389	97,221	100,138	103,142	PMA payments for ILWU longshoremen
Employee Training/Development	1-109-009-7006-0000	3,900	3,900	4,017	4,138	4,262	4,389	CPR/First Aid, HazMat training, misc. tuition
Travel	1-109-009-7050-0000	9,000	7,000	7,210	7,426	7,649	7,879	Travel to AK; employee training, fuel reimb.
Natural Gas	1-109-009-7101-0000	18,740	30,407	31,319	32,259	33,227	34,223	
Water	1-109-009-7102-0000	16,500	19,371	19,952	20,551	21,167	21,802	
Electricity	1-109-009-7103-0000	105,535	127,385	131,207	135,143	139,197	143,373	
Gasoline/Diesel	1-109-009-7104-0000	600	1,000	1,030	1,061	1,093	1,126	
Natural Gas Resold (Contra)	1-109-009-7107-0000	(453)	(612)	(630)	(649)	(669)	(689)	NG resold to café
Water Resold (Contra)	1-109-009-7109-0000	(782)	(674)	(694)	(715)	(736)	(759)	USCG water billings
Electricity Resold (Contra)	1-109-009-7111-0000	(11,516)	(10,352)	(10,663)	(10,982)	(11,312)	(11,651)	Elec. billed to tenants & moorage customers

Ferry, Bus, Rail

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Garbage	1-109-009-7114-0000	53,560	59,146	60,920	62,748	64,630	66,569	
Telephone/Communication	1-109-009-7115-0000	7,047	7,293	7,512	7,737	7,969	8,208	COB tower rent, COB freq. lease, phone lines, fiber lease, program upgrades, cell phone stipends, POB cell phone plans
Equipment Rental	1-109-009-7203-0000	300	300	309	318	328	338	
Operating Supplies	1-109-009-7205-0000	2,908	3,654	3,764	3,877	3,993	4,113	Uniforms, flags, B/L envelopes, spill supplies
Office Supplies	1-109-009-7207-0000	1,236	1,312	1,351	1,392	1,434	1,477	
Signage	1-109-009-7208-0000	2,500	2,500	2,575	2,652	2,732	2,814	Tenant signage updates, misc. security signs
Postage	1-109-009-7210-0000	100	75	77	80	82	84	
Janitorial	1-109-009-7211-0000	63,000	64,610	66,548	68,545	70,601	72,719	
Subscriptions	1-109-009-7213-0000	50	50	50	50	50	50	
Legal Expense	1-109-009-7301-0000	1,500	1,500	1,500	1,500	1,500	1,500	
Membership Dues/Fees	1-109-009-7303-0000	950	970	970	970	970	970	SEC, AK Chamber of Commerce
Security	1-109-009-7306-0000	37,332	57,109	58,822	60,587	62,405	64,277	Contract security services + OT
Outside Services	1-109-009-7308-0000	52,450	67,450	57,450	57,450	57,450	57,450	R. Stoops, diving services, elev. inspections, copier lease, VenTek admin, alarm monitoring, NW parking, Bio-Bug, stormwater consultants, Liberty Plugin admin, Heart Health, Crystal Springs, website admin.
Lease Payments/Others	1-109-009-7311-0000	7,299	8,953	9,222	9,498	9,783	10,077	Lease payment to DNR
Interfund Transfer	1-109-009-7312-0000	(29,770)	(37,476)	(38,600)	(39,758)	(40,951)	(42,180)	
Advertising/Promotion	1-109-009-7313-0000	25,250	9,250	9,250	9,250	9,250	9,250	Visitors bureau - tourism ambassador, tenant promo ad's, maps
Promotional Hosting	1-109-009-7316-0000	2,000	2,000	2,000	2,000	2,000	2,000	SEC sponsorship, misc. promo. items
Incidental Meeting Expense	1-109-009-7317-0000	500	500	500	500	500	500	
Insurance/Claims	1-109-009-7401-0000	122,333	115,124	118,578	122,135	125,799	129,573	
Taxes	1-109-009-7402-0000	4,001	4,000	4,120	4,244	4,371	4,502	
Uncollectible Revenue	1-109-009-7405-0000	500	500	500	500	500	500	
Miscellaneous	1-109-009-7406-0000	500	1,000	1,000	1,000	1,000	1,000	
Repair/Maintenance	1-109-009-7501-0000	137,601	147,137	151,551	156,098	160,781	165,604	
Groundskeeping	1-109-009-7502-0000	70,804	77,629	79,958	82,357	84,827	87,372	

Ferry, Bus, Rail

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Preventative Maintenance	1-109-009-7503-0000	58,635	63,568	65,475	67,439	69,462	71,546	
	Operating Expense	1,355,781	1,383,421	1,427,516	1,468,145	1,509,993	1,553,096	
Ferry, Bus, Rail Net Income (Loss)		679,419	757,710	779,603	807,018	835,337	864,590	

Facilities



Description of Services

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

Physical Assets

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



2024 Objectives

1. Continue to enhance coordination between the various divisional programs within the Facilities Division to maintain a high level of service to other Port divisions.
2. Continue to complete small capital projects with Port crews and evaluate opportunities to expand the Port's capacity to complete capital projects in-house.

Total Facilities

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Expense						
Salaries/Wages	2,898,208	3,408,698	3,545,046	3,686,848	3,834,322	3,987,695
Salaries/Benefits Recovered	(745,461)	(900,050)	(936,052)	(973,494)	(1,012,434)	(1,052,931)
Employee Benefits	1,410,645	1,546,544	1,608,406	1,672,742	1,739,652	1,809,238
Employee Training/Development	82,000	85,500	88,065	90,707	93,428	96,231
Travel	6,200	6,200	6,386	6,578	6,775	6,978
Telephone/Communication	27,600	30,600	31,518	32,464	33,437	34,441
Equipment Rental	5,330	5,350	5,511	5,676	5,846	6,021
Office Supplies	7,000	29,550	30,692	31,613	32,561	33,538
Postage	350	350	361	371	382	394
Janitorial	62,300	64,800	66,744	68,746	70,809	72,933
Subscriptions	17,752	4,350	4,481	4,615	4,753	4,896
Membership Dues/Fees	300	1,150	309	1,193	578	838
Outside Services	49,500	38,000	39,140	40,314	41,524	42,769
Interfund Transfer	(250)	1,599	1,647	1,696	1,747	1,800
Incidental Meeting Expense	750	750	773	796	820	844
Insurance/Claims	67,860	67,951	69,990	72,089	74,252	76,479
Miscellaneous	3,150	3,250	3,348	3,448	3,551	3,658
Repair/Maintenance	113,600	109,500	112,785	116,169	119,654	123,243
Preventative Maintenance	61,700	63,100	64,993	66,943	68,951	71,020
Equipment	40,300	41,900	43,157	44,452	45,785	47,159
Natural Gas	14,500	16,500	16,995	17,505	18,030	18,571
Water	6,000	6,650	6,850	7,055	7,267	7,485
Electricity	51,280	54,100	55,723	57,395	59,117	60,890
Garbage	11,965	13,200	13,596	14,004	14,424	14,857
Legal Expense	4,500	4,500	4,635	4,774	4,917	5,065
Groundskeeping	27,000	30,800	31,724	32,676	33,656	34,666
Gasoline/Diesel	67,500	70,000	72,100	74,263	76,491	78,786
Small Tools/Equipment	35,000	36,000	37,080	38,192	39,338	40,518
Operating Supplies	16,500	17,160	17,675	18,205	18,751	19,314

Total Facilities

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Supplies - Internal	4,400	6,000	6,180	6,365	6,556	6,753
Outside Services - Internal	2,500	2,500	2,575	2,652	2,732	2,814
Lease Payments/Others	2,908	3,374	3,475	3,579	3,687	3,797
Taxes	200	200	206	212	219	225
Capital Interfund Transfer	(350,000)	(400,000)	(412,000)	(424,360)	(437,091)	(450,204)
Interdepartmental Transfer	(3,291,944)	(3,730,000)	(3,841,900)	(3,957,157)	(4,075,872)	(4,198,148)
Operating Expense	711,143	740,076	802,210	869,326	938,615	1,012,631
Facilities Net Income (Loss)	(711,143)	(740,076)	(802,210)	(869,326)	(938,615)	(1,012,631)

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.

2024 Objectives

1. Efficient, timely and cost effective completion of Commission-approved capital improvement projects.
2. Develop and implement a project closeout procedure to ensure critical documents such as record drawings, O&M Manuals, etc. are filed for future reference.
3. Increase project inspection of construction projects to improve quality and coordination through expanded utilization of in-house resources.

The Operating Budget

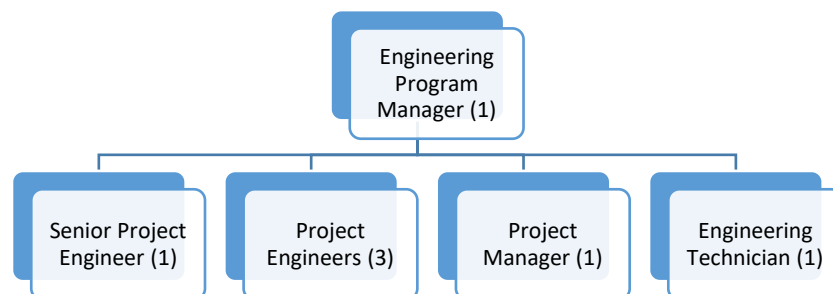
The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$302,785	\$394,424	\$464,971
Net	(\$302,785)	(\$394,424)	(\$464,971)

2024 New Major Capital Projects

None.

Staffing



Engineering

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-016-7001-0000	696,834	842,880	876,595	911,659	948,125	986,050	
Salaries/Benefits Recovered	1-110-016-7002-0000	(656,212)	(802,071)	(834,154)	(867,520)	(902,221)	(938,310)	Work on capital projects
Employee Benefits	1-110-016-7003-0000	297,700	361,960	376,438	391,496	407,156	423,442	
Employee Training/Development	1-110-016-7006-0000	7,500	9,000	9,270	9,548	9,835	10,130	
Travel	1-110-016-7050-0000	100	100	103	106	109	113	Misc Engineering related meetings
Telephone/Communication	1-110-016-7115-0000	6,900	7,100	7,313	7,532	7,758	7,991	Cell phones/admin fire alarm/share of admin phone & long distance
Equipment Rental	1-110-016-7203-0000	1,830	1,850	1,906	1,963	2,022	2,082	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-016-7207-0000	2,500	23,350	24,306	25,035	25,786	26,560	General office supplies (including Eng share of Admin supplies); office chair & underwater drone 2024; licenses for Bidly - construction administration and electronic bidding platforms, AutoCAD licensing, Zoom & Adobe licenses, Teams licenses, Bluebeam starting 2025.
Postage	1-110-016-7210-0000	50	50	52	53	55	56	
Subscriptions	1-110-016-7213-0000	15,252	500	515	530	546	563	
Membership Dues/Fees	1-110-016-7303-0000	-	850	-	875	250	500	PE license renewal (even yrs), PE exam (2024), and TWIC renewal (2026 & 2027)
Outside Services	1-110-016-7308-0000	10,000	9,500	9,785	10,079	10,381	10,692	ROM assistance; pictometry
Interfund Transfer	1-110-016-7312-0000	500	2,600	2,678	2,758	2,841	2,926	GIS Licenses
Incidental Meeting Expense	1-110-016-7317-0000	250	250	258	265	273	281	
Insurance/Claims	1-110-016-7401-0000	996	1,252	1,290	1,328	1,368	1,409	
Miscellaneous	1-110-016-7406-0000	2,000	2,100	2,163	2,228	2,295	2,364	Fuel, allocated admin coffee & water
Repair/Maintenance	1-110-016-7501-0000	5,600	1,500	1,545	1,591	1,639	1,688	
Preventative Maintenance	1-110-016-7503-0000	1,700	1,900	1,957	2,016	2,076	2,138	Engineering vehicle fleet
Equipment	1-110-016-7504-0000	300	300	309	318	328	338	
	Operating Expense	393,800	464,971	482,328	501,861	520,622	541,014	
Engineering Net Income (Loss)		(393,800)	(464,971)	(482,328)	(501,861)	(520,622)	(541,014)	

Contracts

Description of Services

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

2024 Objectives

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

The Operating Budget

The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$236,407	\$257,079	\$263,591
Net	(\$236,407)	(\$257,079)	(\$263,591)

2024 New Major Capital Projects

None.

Staffing



Contracts

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-017-7001-0000	80,383	86,459	89,917	93,514	97,255	101,145	
Salaries/Benefits Recovered	1-110-017-7002-0000	(72,927)	(77,774)	(80,885)	(84,120)	(87,485)	(90,985)	
Employee Benefits	1-110-017-7003-0000	40,573	43,908	45,664	47,491	49,391	51,366	
Employee Training/Development	1-110-017-7006-0000	1,500	1,500	1,545	1,591	1,639	1,688	Corporate training, 1st Aid, professional education, etc.
Travel	1-110-017-7050-0000	100	100	103	106	109	113	
Natural Gas	1-110-017-7101-0000	10,000	11,800	12,154	12,519	12,894	13,281	1801 Roeder
Water	1-110-017-7102-0000	1,750	2,400	2,472	2,546	2,623	2,701	1801 Roeder
Electricity	1-110-017-7103-0000	38,200	40,100	41,303	42,542	43,818	45,133	1801 Roeder & 2121 Roeder
Garbage	1-110-017-7114-0000	6,400	6,700	6,901	7,108	7,321	7,541	1801 Roeder
Telephone/Communication	1-110-017-7115-0000	1,500	1,500	1,545	1,591	1,639	1,688	Cell phones/admin fire alarm/share of admin phone & long distance
Equipment Rental	1-110-017-7203-0000	500	500	515	530	546	563	Share of postage machine lease, image rent, upstairs copier lease
Office Supplies	1-110-017-7207-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Postage	1-110-017-7210-0000	100	100	103	106	109	113	
Janitorial	1-110-017-7211-0000	37,000	37,000	38,110	39,253	40,431	41,644	1801 Roeder
Legal Expense	1-110-017-7301-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Outside Services	1-110-017-7308-0000	4,500	4,500	4,635	4,774	4,917	5,065	Legal notices, pest control, alarm company, PO box, security system
Interfund Transfer	1-110-017-7312-0000	(1,200)	(1,451)	(1,495)	(1,539)	(1,586)	(1,633)	Public disclosure
Incidental Meeting Expense	1-110-017-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-110-017-7401-0000	19,539	17,599	18,127	18,671	19,231	19,808	
Miscellaneous	1-110-017-7406-0000	650	650	670	690	710	732	Coffee, water
Repair/Maintenance	1-110-017-7501-0000	45,000	45,000	46,350	47,741	49,173	50,648	1801 Roeder, fleet vehicle(s), floraculture
Groundskeeping	1-110-017-7502-0000	19,000	22,000	22,660	23,340	24,040	24,761	1801 Roeder
Preventative Maintenance	1-110-017-7503-0000	18,000	15,000	15,450	15,914	16,391	16,883	1801 Roeder
	Operating Expense	256,568	263,591	272,025	280,732	289,723	299,006	
Contracts Net Income (Loss)		(256,568)	(263,591)	(272,025)	(280,732)	(289,723)	(299,006)	

Maintenance



Description of Services

The Maintenance Program performs maintenance, repairs grounds keeping and preventative maintenance for all Port facilities. The Maintenance Department provides recommendations to all divisions regarding maintenance, repair, grounds keeping and preventative maintenance as well as annual budgeting of maintenance services including contracted janitorial work. The Maintenance Department works closely with Port engineers on Port capital repair projects. A work-order system is utilized to dispatch crews, schedule preventative maintenance and track maintenance costs to Port assets. The work-order system is also used to help identify replacement schedules and equipment upgrades.

2024 Objectives

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

The Operating Budget

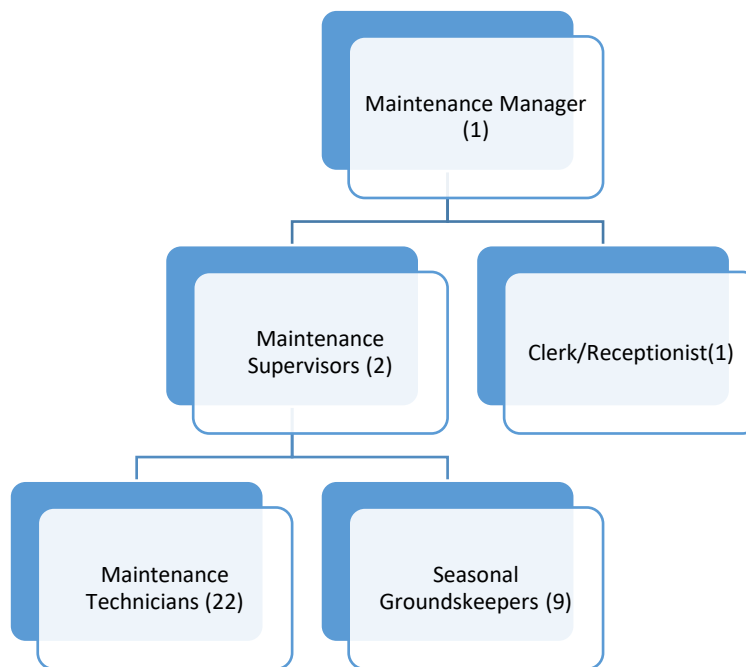
The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$2,798,250	\$3,145,713	\$4,141,514
Interfund Transfers	\$2,491,960	\$3,512,310	\$4,130,000
Net	(\$306,290)	\$366,597	(\$11,514)

2024 New Major Capital Projects

None.

Staffing



Maintenance

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-110-018-7001-0000	2,120,991	2,479,359	2,578,533	2,681,675	2,788,942	2,900,499	
Salaries/Benefits Recovered	1-110-018-7002-0000	(16,322)	(20,205)	(21,013)	(21,854)	(22,728)	(23,637)	Labor to capital projects
Employee Benefits	1-110-018-7003-0000	1,072,372	1,140,676	1,186,303	1,233,755	1,283,105	1,334,430	
Employee Training/Development	1-110-018-7006-0000	73,000	75,000	77,250	79,568	81,955	84,413	
Travel	1-110-018-7050-0000	6,000	6,000	6,180	6,365	6,556	6,753	
Natural Gas	1-110-018-7101-0000	4,500	4,700	4,841	4,986	5,136	5,290	
Water	1-110-018-7102-0000	4,250	4,250	4,378	4,509	4,644	4,783	
Electricity	1-110-018-7103-0000	13,080	14,000	14,420	14,853	15,298	15,757	
Gasoline/Diesel	1-110-018-7104-0000	67,500	70,000	72,100	74,263	76,491	78,786	
Garbage	1-110-018-7114-0000	5,565	6,500	6,695	6,896	7,103	7,316	
Telephone/Communication	1-110-018-7115-0000	19,200	22,000	22,660	23,340	24,040	24,761	
Equipment Rental	1-110-018-7203-0000	3,000	3,000	3,090	3,183	3,278	3,377	Ricoh, propane tank
Small Tools/Equipment	1-110-018-7204-0000	35,000	36,000	37,080	38,192	39,338	40,518	Blades, saws, drills, batteries and hand tools
Operating Supplies	1-110-018-7205-0000	16,500	17,160	17,675	18,205	18,751	19,314	Filters, parts and supplies
Operating Supplies - Internal	1-110-018-7206-0000	4,400	6,000	6,180	6,365	6,556	6,753	
Office Supplies	1-110-018-7207-0000	2,500	4,200	4,326	4,456	4,589	4,727	
Postage	1-110-018-7210-0000	200	200	206	212	219	225	
Janitorial	1-110-018-7211-0000	25,300	27,800	28,634	29,493	30,378	31,289	
Subscriptions	1-110-018-7213-0000	2,500	3,850	3,966	4,084	4,207	4,333	All Data, ArcGIS, WSRN
Legal Expense	1-110-018-7301-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Membership Dues/Fees	1-110-018-7303-0000	300	300	309	318	328	338	
Outside Services	1-110-018-7308-0000	35,000	24,000	24,720	25,462	26,225	27,012	Key2Act , Simple K, Biobug, Guardian
Outside Services - Internal	1-110-018-7310-0000	2,500	2,500	2,575	2,652	2,732	2,814	811 service, environmental plans
Lease Payments/Others	1-110-018-7311-0000	2,908	3,374	3,475	3,579	3,687	3,797	DNR lease/ 10% contingency
Interfund Transfer	1-110-018-7312-0000	450	450	464	477	492	506	
Insurance/Claims	1-110-018-7401-0000	47,325	49,100	50,573	52,090	53,653	55,262	
Taxes	1-110-018-7402-0000	200	200	206	212	219	225	
Miscellaneous	1-110-018-7406-0000	500	500	515	530	546	563	
Repair/Maintenance	1-110-018-7501-0000	63,000	63,000	64,890	66,837	68,842	70,907	
Groundskeeping	1-110-018-7502-0000	8,000	8,800	9,064	9,336	9,616	9,904	
Preventative Maintenance	1-110-018-7503-0000	42,000	46,200	47,586	49,014	50,484	51,999	
Equipment	1-110-018-7504-0000	40,000	41,600	42,848	44,133	45,457	46,821	
Interdepartmental Transfer	1-110-018-6357-0000	(3,291,944)	(3,730,000)	(3,841,900)	(3,957,157)	(4,075,872)	(4,198,148)	
Capital Interfund Transfer	1-110-018-6358-0000	(350,000)	(400,000)	(412,000)	(424,360)	(437,091)	(450,204)	
	Operating Expense	60,775	11,514	47,858	86,732	128,269	172,611	
Maintenance Net Income (Loss)		(60,775)	(11,514)	(47,858)	(86,732)	(128,269)	(172,611)	

Administration



Description of Services

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

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

Administration

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Revenue						
Conduit Leases	13,396	13,331	13,331	13,331	13,331	13,331
Fiber Leases	7,008	7,008	7,008	7,008	7,008	7,008
Bandwidth Sales	19,900	19,794	19,794	19,794	19,794	19,794
Operating Revenue	40,304	40,133	40,133	40,133	40,133	40,133
Operating Expense						
Salaries/Wages	1,622,646	2,042,411	2,111,602	2,183,185	2,257,245	2,333,870
Salaries/Benefits Recovered	(641,273)	(1,006,135)	(1,036,397)	(1,067,570)	(1,099,682)	(1,132,760)
Employee Benefits	694,521	851,897	880,421	909,919	940,425	971,976
Employee Training/Development	8,713	19,450	9,785	10,083	10,394	10,721
Travel	5,100	7,680	7,910	8,148	8,393	8,644
Telephone/Communication	21,290	22,470	23,144	23,839	24,554	25,290
Equipment Rental	7,100	7,000	7,195	7,395	7,601	7,813
Office Supplies	14,350	23,400	11,712	12,034	12,365	12,706
Freight Charges	200	200	200	200	200	200
Postage	2,150	2,250	2,313	2,378	2,445	2,514
Subscriptions	200	-	-	-	-	-
Legal Expense	11,500	24,000	24,705	25,431	26,179	26,949
Outside Services	213,157	278,606	289,493	292,872	301,185	309,739
Interfund Transfer	13,659	14,059	14,783	15,063	15,348	-
Promotional Hosting	200	200	200	200	200	200
Incidental Meeting Expense	300	600	600	600	600	600
Insurance/Claims	81,248	82,030	84,491	87,026	89,636	92,325
Taxes	610	1,000	1,030	1,060	1,091	1,123
Miscellaneous	7,750	7,800	7,817	7,833	7,851	7,869
Repair/Maintenance	6,100	6,500	6,515	6,530	6,546	6,563
Small Tools/Equipment	500	500	500	500	500	500
Operating Supplies	1,000	2,300	1,000	1,000	1,000	1,000

Administration

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Membership Dues/Fees	1,580	1,780	1,831	1,884	1,938	1,993
Operating Expense	2,072,601	2,389,998	2,450,850	2,529,610	2,616,015	2,689,834
Administration Net Income (Loss)	(2,032,297)	(2,349,865)	(2,410,717)	(2,489,477)	(2,575,882)	(2,649,701)

Finance and Administrative Services

Description of Services

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



2024 Objectives

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

The Operating Budget

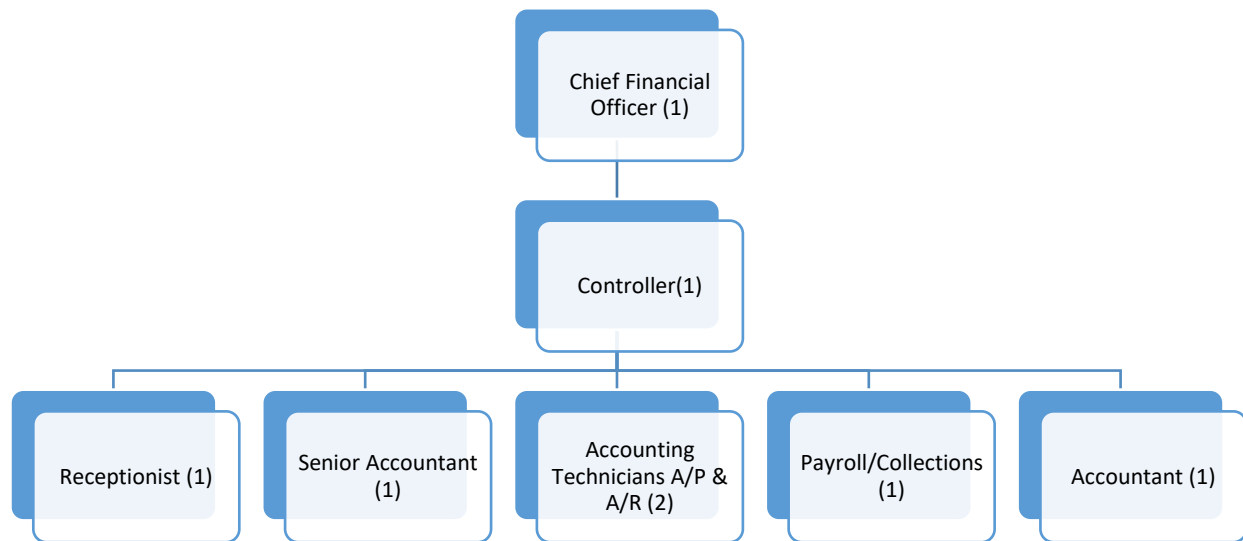
The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$936,634	\$1,274,739	\$1,389,656
Net	(\$936,634)	(\$1,274,739)	(\$1,389,656)

2024 New Major Capital Projects

None.

Staffing



Finance

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-111-011-7001-0000	766,150	791,850	823,524	856,465	890,724	926,353	
Salaries/Benefits Recovered	1-111-011-7002-0000	(7,000)	(7,813)	(8,126)	(8,451)	(8,789)	(9,140)	
Employee Benefits	1-111-011-7003-0000	284,255	296,687	308,554	320,897	333,733	347,082	
Employee Training/Development	1-111-011-7006-0000	4,500	4,500	4,725	4,961	5,209	5,470	
Travel	1-111-011-7050-0000	3,500	4,000	4,120	4,244	4,371	4,502	WPPA meeting, mileage
Telephone/Communication	1-111-011-7115-0000	7,500	7,500	7,725	7,957	8,195	8,441	
Equipment Rental	1-111-011-7203-0000	5,500	5,500	5,665	5,835	6,010	6,190	Ricoh lease, Canon copier, Pitney Bowes
Office Supplies	1-111-011-7207-0000	9,450	13,000	6,695	6,896	7,103	7,316	Office supplies, standing desks, chairs, printers
Postage	1-111-011-7210-0000	2,000	2,100	2,163	2,228	2,295	2,364	
Subscriptions	1-111-011-7213-0000	200						
Publications/Tariffs	1-111-011-7214-0000	-						
Legal Expense	1-111-011-7301-0000	7,000	20,000	20,600	21,218	21,855	22,510	
Membership Dues/Fees	1-111-011-7303-0000	1,500	1,700	1,751	1,804	1,858	1,913	GFOA, WFOA, WSCPA, AICPA, NACM
Outside Services	1-111-011-7308-0000	110,000	170,000	175,100	180,353	185,764	191,336	Software maintenance and licensing, audit, DAC, ACFR, Moody's, shredding, A/P automation
Interfund Transfer	1-111-011-7312-0000	-	-					
Insurance/Claims	1-111-011-7401-0000	78,973	79,582	81,969	84,429	86,961	89,570	
Miscellaneous	1-111-011-7406-0000	500	550	567	583	601	619	
Repair/Maintenance	1-111-011-7501-0000	100	500	515	530	546	563	
Preventative Maintenance	1-111-011-7503-0000	-						
	Operating Expense	1,274,128	1,389,656	1,435,548	1,489,948	1,546,435	1,605,089	
	Finance Net Income (Loss)	(1,274,128)	(1,389,656)	(1,435,548)	(1,489,948)	(1,546,435)	(1,605,089)	

Emergency Management and Security



Description of Services

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

2024 Objectives

1. Increase the new in-house security program to add four additional FTE's to provide support to the marinas security staff, and expand services to Real Estate and BWAS. Provide the necessary guidance, oversight & support to ensure the Port security team is successful. Ensure cohesive Port goals for both in-house and contracted security services.
2. Maintain and update the Port Emergency Operations Plan, Spill Response Plans and Harbor Boat Fire Protocols as needed. Provide review of the Airport Emergency Plans. Implement the actionable items within the Natural Hazards Mitigation Plan in coordination with necessary Port staff support.
3. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal. This includes oversight of the cybersecurity regulatory plan & program directed by DHS.

The Operating Budget

The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$180,367	\$236,507	\$287,519
Net	(\$180,367)	(\$236,507)	(\$287,519)

2024 New Major Capital Projects

None.

Staffing



Security

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Salaries/Wages	1-111-012-7001-0000	508,321	815,548	840,014	865,215	891,171	917,906	
Salaries/Benefits Recovered	1-111-012-7002-0000	(634,273)	(998,322)	(1,028,272)	(1,059,120)	(1,090,893)	(1,123,620)	Security provided to other departments
Employee Benefits	1-111-012-7003-0000	281,941	377,422	388,745	400,407	412,419	424,792	
Employee Training/Development	1-111-012-7006-0000	2,213	12,950	3,000	3,000	3,000	3,000	Security certification; CPR/first-aid, haz-mat training, AAPA MTSA training/seminars
Travel	1-111-012-7050-0000	1,000	3,080	3,172	3,268	3,366	3,467	
Telephone/Communication	1-111-012-7115-0000	7,390	8,570	8,827	9,092	9,365	9,646	COB Tower lease, COB Freq. lease, cell phone stipend, sec. data plans, misc. software upgrades
Equipment Rental	1-111-012-7203-0000	500	500	500	500	500	500	
Small Tools/Equipment	1-111-012-7204-0000	500	500	500	500	500	500	Radio accessories, etc.
Operating Supplies	1-111-012-7205-0000	1,000	2,300	1,000	1,000	1,000	1,000	Staff uniforms, misc. patrol items
Office Supplies	1-111-012-7207-0000	1,000	1,000	1,000	1,000	1,000	1,000	
Postage	1-111-012-7210-0000	50	50	50	50	50	50	
Legal Expense	1-111-012-7301-0000	1,000	500	500	500	500	500	
Membership Dues/Fees	1-111-012-7303-0000	80	80	80	80	80	80	Wa. State Emerg. Mgmt. Assoc. fee
Outside Services	1-111-012-7308-0000	62,157	61,576	63,423	65,326	67,286	69,304	DEM/EOC rent (\$49,226); misc. services (\$11k); MRE updates (\$1k); pool car fuel (\$100); POB call out cards (\$250)
Interfund Transfer	1-111-012-7312-0000	-						
Promotional Hosting	1-111-012-7316-0000							
Incidental Meeting Expense	1-111-012-7317-0000	200	500	500	500	500	500	Meetings w/ security & emerg. mgmt professionals
Insurance/Claims	1-111-012-7401-0000	971	1,015	1,045	1,077	1,109	1,142	
Miscellaneous	1-111-012-7406-0000	250	250	250	250	250	250	
Repair/Maintenance	1-111-012-7501-0000	-						
	Operating Expense	234,300	287,519	284,336	292,644	301,202	310,017	
	Security Net Income (Loss)	(234,300)	(287,519)	(284,336)	(292,644)	(301,202)	(310,017)	

Information Technology Services



Description of Services

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

2024 Objectives

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

The Operating Budget

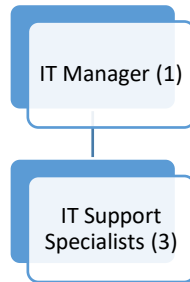
IT generates a small amount of revenue from leases. The remaining costs are funded by the operating divisions of the Port.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$55,368	\$40,304	\$40,133
Operating Expenses	\$540,209	\$564,173	\$712,823
Net	(\$484,841)	(\$523,869)	(\$672,690)

2024 New Major Capital Projects

None.

Staffing



Information Technology

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Conduit Leases	1-111-013-6341-0000	13,396	13,331	13,331	13,331	13,331	13,331	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo
Fiber Leases	1-111-013-6446-0000	7,008	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB
Bandwidth Sales	1-111-013-6448-0000	19,900	19,794	19,794	19,794	19,794	19,794	Contracts with CSS and Pogozone
	Operating Revenue	40,304	40,133	40,133	40,133	40,133	40,133	
	Operating Expense							
Salaries/Wages	1-111-013-7001-0000	348,175	435,013	448,063	461,505	475,350	489,611	
Employee Benefits	1-111-013-7003-0000	128,325	177,788	183,122	188,615	194,274	200,102	
Employee Training/Development	1-111-013-7006-0000	2,000	2,000	2,060	2,122	2,185	2,251	First aid training, periodic software/hardware training
Travel	1-111-013-7050-0000	600	600	618	637	656	675	Staff mileage
Telephone/Communication	1-111-013-7115-0000	6,400	6,400	6,592	6,790	6,994	7,203	VoIP and SIP trunks, cell phones, mobile data device, administration share of lines
Equipment Rental	1-111-013-7203-0000	1,100	1,000	1,030	1,060	1,091	1,123	Copier and other equipment
Office Supplies	1-111-013-7207-0000	3,900	9,400	4,017	4,138	4,262	4,390	IT purchases various items used by the entire organization (e.g. software, patch cables, hard drives, and other peripherals), new furniture for additional FTE
Freight Charges	1-111-013-7209-0000	200	200	200	200	200	200	
Postage	1-111-013-7210-0000	100	100	100	100	100	100	
Legal Expense	1-111-013-7301-0000	3,500	3,500	3,605	3,713	3,824	3,939	HTCI lease agreement reviews
Outside Services	1-111-013-7308-0000	41,000	47,030	50,970	47,193	48,136	49,098	Annual software and support renewals for various division software, hardware support, and IT applications, additional used for telecommunications additions and changes, network hardware, Microsoft support, and other hardware support as needed
Interfund Transfer	1-111-013-7312-0000	13,659	14,059	14,783	15,063	15,348		Office lease and GIS licensing
Promotional Hosting	1-111-013-7316-0000	200	200	200	200	200	200	
Incidental Meeting Expense	1-111-013-7317-0000	100	100	100	100	100	100	
Insurance/Claims	1-111-013-7401-0000	1,304	1,433	1,476	1,520	1,566	1,613	

Information Technology

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Taxes	1-111-013-7402-0000	610	1,000	1,030	1,060	1,091	1,123	Allocation of B & O, sales tax, use tax, etc.
Miscellaneous	1-111-013-7406-0000	7,000	7,000	7,000	7,000	7,000	7,000	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), can vary greatly year to year
Repair/Maintenance	1-111-013-7501-0000	6,000	6,000	6,000	6,000	6,000	6,000	Equipment purchases and replacements when needed for out of warranty hardware, includes replacement for unexpected failures for entire Port infrastructure, can vary greatly year to year as equipment ages
	Operating Expense	564,173	712,823	730,966	747,017	768,377	774,728	
Information Systems Net Income (Loss)		(523,869)	(672,690)	(690,833)	(706,884)	(728,244)	(734,595)	

Executive



Description of Services

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

Executive

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Expense						
Salaries/Wages	657,444	792,413	816,185	840,671	865,891	891,868
Salaries/Benefits Recovered	(3,500)	(3,906)	(4,023)	(4,144)	(4,268)	(4,396)
Employee Benefits	199,865	311,315	320,654	330,274	340,182	350,388
Staff Recruitment/Relocate	55,800	65,000	66,950	68,959	71,027	73,158
Employee Training/Development	62,375	43,000	44,340	45,722	47,148	48,619
Travel	17,500	32,575	33,852	35,180	36,560	37,994
Telephone/Communication	9,660	8,000	8,290	8,591	8,903	9,226
Equipment Rental	3,500	2,800	2,894	2,991	3,092	3,196
Office Supplies	12,000	13,000	13,440	13,895	14,366	14,853
Postage	1,000	800	829	859	890	923
Subscriptions	5,000	5,575	5,772	5,977	6,188	6,408
Legal Expense	90,000	140,000	144,700	149,561	154,589	159,789
Membership Dues/Fees	81,000	92,775	96,458	100,288	104,270	108,411
Outside Services	81,155	200,700	207,721	214,993	247,524	231,075
Interfund Transfer	(828)	(780)	(803)	(828)	(852)	(878)
Advertising/Promotion	10,000	10,000	10,400	10,816	11,249	11,699
Promotional Hosting	5,000	5,000	5,200	5,408	5,624	5,849
Incidental Meeting Expense	8,000	8,000	8,315	8,642	8,983	9,337
Insurance/Claims	5,762	6,420	6,645	6,877	7,118	7,368
Miscellaneous	1,120	1,120	1,164	1,209	1,256	1,305
Operating Expense	1,301,853	1,733,807	1,788,983	1,845,941	1,929,740	1,966,189
Executive Division Net Income (Loss)	(1,301,853)	(1,733,807)	(1,788,983)	(1,845,941)	(1,929,740)	(1,966,189)

Executive Program



Description of Services

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

2024 Objectives

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

The Operating Budget

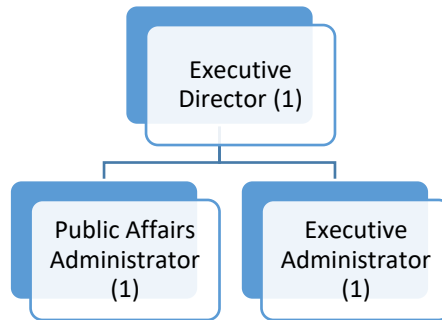
The operating divisions of the Port fund these services.

	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$753,224	\$788,252	\$954,173
Net	(\$753,224)	(\$788,252)	(\$954,173)

2024 New Major Capital Projects

None.

Staffing



Executive

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-014-7001-0000	434,294	463,571	477,478	491,802	506,557	521,753	
Salaries/Benefits Recovered	1-114-014-7002-0000	(3,500)	(3,906)	(4,023)	(4,144)	(4,268)	(4,396)	
Employee Benefits	1-114-014-7003-0000	127,916	178,298	183,647	189,156	194,831	200,676	
Employee Training/Development	1-114-014-7006-0000	3,000	5,000	5,200	5,408	5,624	5,849	
Travel	1-114-014-7050-0000	15,000	30,000	31,200	32,448	33,746	35,096	Increased federal lobbying
Telephone/Communication	1-114-014-7115-0000	6,500	5,000	5,200	5,408	5,624	5,849	Cell phone expenses
Equipment Rental	1-114-014-7203-0000	1,750	1,000	1,040	1,082	1,125	1,170	
Office Supplies	1-114-014-7207-0000	3,500	5,000	5,200	5,408	5,624	5,849	
Postage	1-114-014-7210-0000	500	500	520	541	562	585	Recording fees and shipping expenses
Subscriptions	1-114-014-7213-0000	2,500	3,000	3,120	3,245	3,375	3,510	Online subscription fees for news media sites
Legal Expense	1-114-014-7301-0000	60,000	50,000	52,000	54,080	56,243	58,493	
Membership Dues/Fees	1-114-014-7303-0000	80,000	90,000	93,600	97,344	101,238	105,287	Membership fees including WPPA, PNWA, AAPA, etc.
Outside Services	1-114-014-7308-0000	30,000	100,000	104,000	108,160	112,486	116,986	Graphic design, video, photography, Civic Plus web hosting, federal lobbyist, etc.
Interfund Transfer	1-114-014-7312-0000	(828)		-	-	-	-	
Advertising/Promotion	1-114-014-7313-0000	10,000	10,000	10,400	10,816	11,249	11,699	Marine trades support, job fair, Economic Dev., transportation terminals
Promotional Hosting	1-114-014-7316-0000	5,000	5,000	5,200	5,408	5,624	5,849	
Incidental Meeting Expense	1-114-014-7317-0000	7,500	7,500	7,800	8,112	8,436	8,774	
Insurance/Claims	1-114-014-7401-0000	2,881	3,210	3,338	3,472	3,611	3,755	
Miscellaneous	1-114-014-7406-0000	1,000	1,000	1,040	1,082	1,125	1,170	
	Operating Expense	787,013	954,173	985,960	1,018,828	1,052,813	1,087,954	
	Executive Net Income (Loss)	(787,013)	(954,173)	(985,960)	(1,018,828)	(1,052,813)	(1,087,954)	

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.

2024 Objectives

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

The Operating Budget

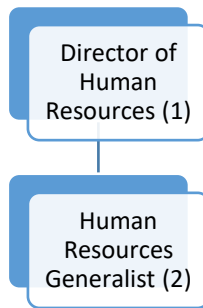
The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$603,680	\$516,377	779,634
Net	(603,680)	(\$516,377)	(\$779,634)

2024 New Major Capital Projects

None.

Staffing



Human Resources

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries/Wages	1-114-015-7001-0000	223,150	328,842	338,707	348,868	359,335	370,115	HR department salaries - HR Generalists, HR Director
Employee Benefits - Port Wide		4,837,477	5,527,334	5,693,154	5,863,949	6,039,867	6,221,063	Medical, dental, FSA, FICA, unempl, L&I, retirement, life ins, AD&D,LTD, LTC, EAP,3 WA PFML, broker fee, etc.
Employee Benefits Allocation to Divisions		(4,837,477)	(5,527,334)	(5,693,154)	(5,863,949)	(6,039,867)	(6,221,063)	
Employee Benefits	1-114-015-7003-0000	71,949	133,017	137,008	141,118	145,351	149,712	
Staff Recruitment/Relocate	1-114-015-7005-0000	55,800	65,000	66,950	68,959	71,027	73,158	
Employee Training/Development	1-114-015-7006-0000	59,375	38,000	39,140	40,314	41,524	42,769	Organizational development, safety training, leadership development, employee recognition luncheon, HR staff conferences, continuing education
Travel	1-114-015-7050-0000	2,500	2,575	2,652	2,732	2,814	2,898	Travel fees associated with HR conferences, meetings, and mileage
Telephone/Communication	1-114-015-7115-0000	3,160	3,000	3,090	3,183	3,278	3,377	
Equipment Rental	1-114-015-7203-0000	1,750	1,800	1,854	1,910	1,967	2,026	Printer/copier
Office Supplies	1-114-015-7207-0000	8,500	8,000	8,240	8,487	8,742	9,004	
Postage	1-114-015-7210-0000	500	300	309	318	328	338	
Subscriptions	1-114-015-7213-0000	2,500	2,575	2,652	2,732	2,814	2,898	
Legal Expense	1-114-015-7301-0000	30,000	90,000	92,700	95,481	98,345	101,296	Compliance & employee/labor issues
Membership Dues/Fees	1-114-015-7303-0000	1,000	2,775	2,858	2,944	3,032	3,123	Society for Human Resource Management (SHRM) National Public Employer Labor Relations (NPELRA)
Outside Services	1-114-015-7308-0000	51,155	100,700	103,721	106,833	135,038	114,089	Safety program and wellness services, HRIS system
Interfund Transfer	1-114-015-7312-0000	-	(780)	(803)	(828)	(852)	(878)	
Incidental Meeting Expense	1-114-015-7317-0000	500	500	515	530	546	563	
Insurance/Claims	1-114-015-7401-0000	2,881	3,210	3,306	3,405	3,508	3,613	
Miscellaneous	1-114-015-7406-0000	120	120	124	127	131	135	
	Operating Expense	514,840	779,634	803,023	827,114	876,927	878,235	
Human Resources Net Income (Loss)		(514,840)	(779,634)	(803,023)	(827,114)	(876,927)	(878,235)	

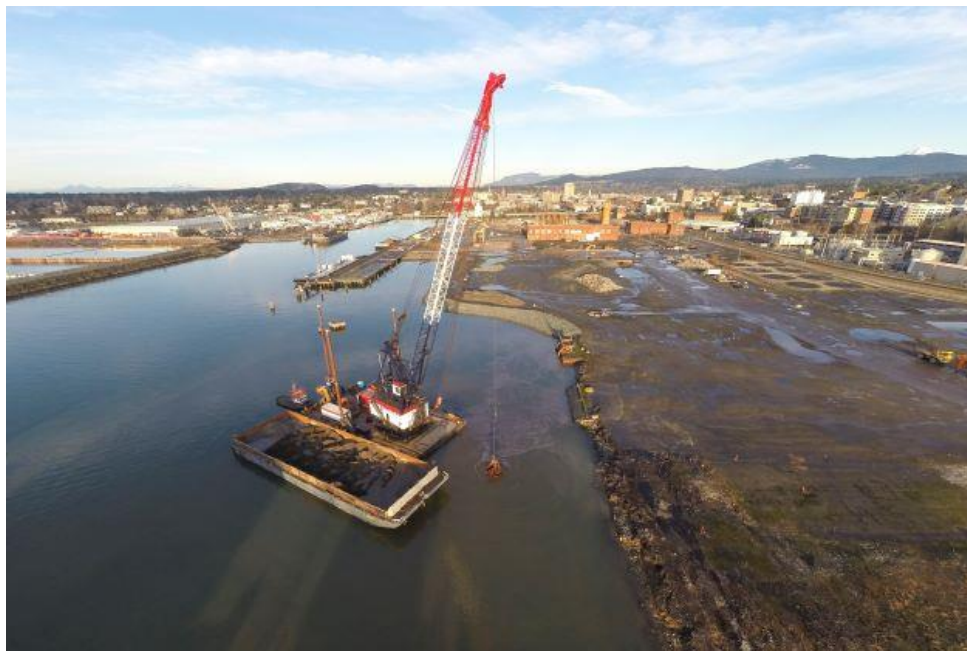
Environmental and Planning Services



Description of Services

Environmental and Planning Services consists of the Environmental and Planning Divisions that jointly provide assistance to operating divisions while overseeing site cleanup projects, managing the redevelopment of the Waterfront District and strategically planning for the effects of climate change. Environmental and Planning Services is managed as a single group to provide efficient cross-divisional support, however for budgeting purposes and to maintain funding source differentiation, the Environmental Division and the Planning Division are tracked separately as described below.

Environmental



Description of Services

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

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

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

The Environmental Division also manages an Environmental Compliance Assessment Program (ECAP) to ensure that both Port and tenant operations are performed in a way that maintains the value of Port publicly-owned assets. On-site inspections are performed at tenant and Port

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

2024 Objectives

1. Work with the Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including the Weldcraft Boatyard, Westman Marine, Harris Avenue Shipyard, and Sea-K-Fish with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
2. Complete the I&J Waterway SCU-1 and Yorkston Oil MTCA cleanup construction projects.
3. Continue implementation of the Port-adopted Climate Action Strategy including an update of a greenhouse gas emission data, developing mitigation projects and collaborating with other local agencies. Provide ongoing support of best management practices in Port operations related to sustainable strategies for resource conservation, energy efficiency, material re-use and recycling, and environmental stewardship of publicly-owned assets.
4. Provide support to operating divisions and tenants through the Environmental Compliance Assessment Program to provide waste management technical assistance and educational information on the impact of stormwater discharges.
5. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater, Industrial Stormwater General Permit, and Individual NPDES Permit requirements. Provide ongoing Industrial Stormwater General Permit compliance support to Bellingham Shipping Terminal and Bellingham International Airport.

The Operating Budget

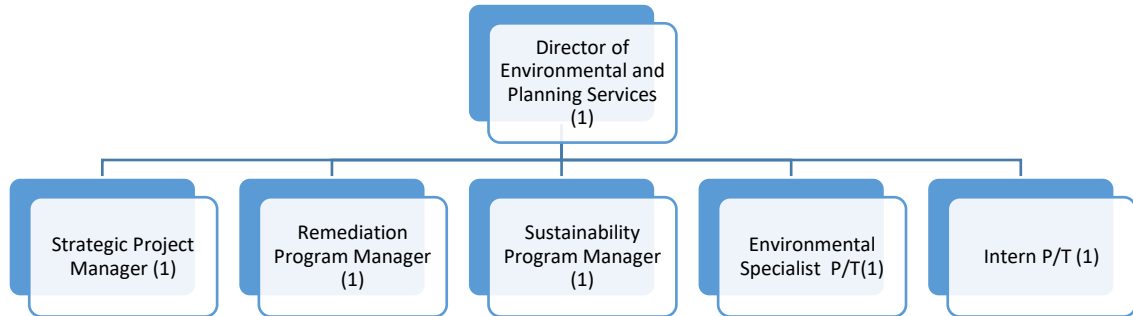
Source of funding includes insurance settlement proceeds, property taxes, contributions from other potentially liable parties, and state and federal grants.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$475,541	\$560,534	\$594,588
Net	(\$475,541)	(\$560,534)	(\$594,588)

2024 New Major Capital Projects

None.

Staffing



Environmental

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries and Wages	1-213-030-7001-0000	428,641	473,651	488,861	502,496	517,571	533,098	
Salaries & Benefits Recovered	1-213-030-7002-0000	(283,481)	(302,112)	(310,175)	(320,511)	(330,126)	(340,030)	Work performed for BWAS Division 215 (S & W and Benefits for 2024), grant reimbursement for env. salaries and wages related to remedial clean-up sites
Employee Benefits	1-213-030-7003-0000	144,284	165,455	171,419	175,531	180,797	186,221	
Employee Training	1-213-030-7006-0000	14,000	7,000	8,210	7,426	7,649	7,879	Corporate training (1st aid / CPR / Defib / etc); continuing ed; workshops & seminars
Travel	1-213-030-7050-0000	13,500	14,000	14,420	14,853	15,298	15,757	Conference attendance (i.e. stormwater & WPPA), agency meetings, grant solicitation, and convention/conference attendance.
Telephone and Communication	1-213-030-7115-0000	5,700	6,100	6,283	6,471	6,666	6,866	Divisional telephone cost (portion of port-wide telephone system, fire alarm, payment system; and, long distance calls, 4.5 mobile devices)
Equipment Rental	1-213-030-7203-0000	1,300	1,400	1,442	1,485	1,530	1,576	Divisional usage of admin leased equipment (printers/copiers/postage)
Office Supplies	1-213-030-7207-0000	1,800	2,000	2,060	2,122	2,185	2,251	
Postage	1-213-030-7210-0000	100	100	103	106	109	113	
Legal Expense	1-213-030-7301-0000	12,000	10,000	10,300	10,609	10,927	11,255	Stormwater regulations, periodic programmatic meetings, ILA support, etc
Membership Dues and Fees	1-213-030-7303-0000	100	135	139	143	148	152	Geologist license
Outside Services	1-213-030-7308-0000	70,000	60,000	61,800	63,654	65,564	67,531	Strategic environmental support to other divisions and grant preparation, Port-wide Sustainable Program including Climate Action Strategy Implementation and Greenhouse Gas Inventory update.
Interfund Transfer	1-213-030-7312-0000	(600)	1,280	1,318	1,358	1,399	1,441	Public disclosure cost and three Enviro GIS licenses managed by planning
Incidental Meeting Expense	1-213-030-7317-0000	750	1,000	1,030	1,061	1,093	1,126	Misc divisional incidental meeting expenses & Sustainability team meetings
Insurance and Claims	1-213-030-7401-0000	6,940	7,079	7,291	7,510	7,735	7,967	
Environmental Costs	1-213-030-7403-0000	145,000	147,000	185,000	156,000	160,680	165,500	Environmental Compliance Assessment Program, Green Marine, ISGPs, Phase II & GIS SW Map Update, Port-wide Dangerous Waste Disposal
Miscellaneous	1-213-030-7406-0000	500	500	515	530	546	563	Fuel, allocated admin coffee & water
Repair/Maintenance	1-213-030-7501-0000	-						
	Operating Expense	560,534	594,588	650,016	630,846	649,771	669,265	
Environmental Net Income (Loss)		(560,534)	(594,588)	(650,016)	(630,846)	(649,771)	(669,265)	
Taxes Levied/Operating	1-213-030-8010-0000	560,534	594,588	650,016	630,846	649,771	669,265	
3rd Party Reimbursement	1-213-030-8236-0000	16,737,789	12,470,992	12,433,377	6,763,098	5,065,893	37,203	
Grant Reimbursement	1-213-030-8237-0000	-						
Capital Contributions	1-213-030-8800-0000	-						
Non-Operating Revenues		17,298,323	13,065,580	13,083,393	7,393,944	5,715,664	706,468	
Grant Expense	1-213-030-8537-0000							

Environmental

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Environmental Remediation	1-213-030-8700-0000	20,407,641	21,986,751	22,658,413	13,011,639	10,342,367	426,937	
Non-Operating Expenses		20,407,641	21,986,751	22,658,413	13,011,639	10,342,367	426,937	
Net Non-Operating Income (Loss)		(3,109,318)	(8,921,171)	(9,575,020)	(5,617,695)	(4,626,703)	279,531	

Environmental Remediation Detail: (non-BWAS sites)					
<u>Site</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
4th & Harris	(4,822)	(4,986)	(5,155)	(5,331)	(5,512)
Blaine Marina Tank Farm	(180,743)	(186,888)	(53,396)	(53,897)	(55,729)
G2/Weldcraft	(211,837)	(1,825,226)	(38,414)	(9,533)	(9,857)
Harris Ave Shipyard	(551,032)	(9,046,389)	(5,727,174)	(5,927,842)	(66,840)
I&J Waterway	(14,289,124)	(7,919,161)	(823,302)	(724,352)	(11,733)
Olivine Uplands	(20,724)	(21,428)	(947,714)	-	-
Sea-K Fish	(2,673,965)	(2,690,710)	(1,047,332)	(878,556)	(35,459)
UST Sites	(127,000)	(131,318)	(135,783)	-	-
Westman Marine	(500,000)	(200,000)	(3,731,671)	(2,219,467)	(101,088)
Yorkston Oil	(2,851,324)	(44,878)	(18,434)	-	-
Add'l Sites - Pending	(576,178)	(587,428)	(483,262)	(523,388)	(140,720)
	(21,986,750)	(22,658,413)	(13,011,639)	(10,342,367)	(426,937)
Outside funding for above sites:	12,470,991	12,433,376	6,763,098	5,065,893	37,203
Net Port cost	(9,515,759)	(10,225,037)	(6,248,541)	(5,276,474)	(389,734)

Planning



Description of Services

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

2024 Objectives

1. Assist other Divisions with research, binding site plans, lot line adjustments, easements, utilities and development and environmental permits to implement Port projects.
2. Work with Port operating divisions and local jurisdictions to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District's Shipyard Industrial Area and Bellingham's Waterfront District Marine Trade and Log Pond Planning Areas.
3. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval, including expansion of the Port-wide GIS program.
4. Continue to build a Port-wide Resiliency Initiative and climate adaptation planning, including Exposure, Sensitivity and Adaptive Capacity (ESA) assessments to evaluate and mitigate natural hazard risks to Port assets and infrastructure. Continue coordination with local partners to leverage funding and resources for regional climate action initiatives and countywide resiliency.

5. Continue Port involvement in various community forums including the Marine Resources Committee, WRIA 1, and the Drayton Harbor Shellfish Protection District.
6. Complete annual update to the Comprehensive Scheme of Harbor Improvements Plan (CSHIP) in coordination with the Port's annual Strategic Budget.
7. Update the Recreation, Conservation and Public Access Plan.
8. Continue to support project partners to complete a restoration alternatives analysis, stakeholder engagement, and preliminary design to address habitat and flooding at the lower Squalicum Creek.

The Operating Budget

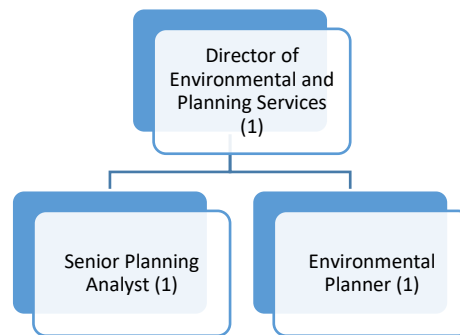
The operating divisions of the Port fund these services.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$373,299	\$543,830	\$646,362
Net	(\$373,299)	(\$543,830)	(\$646,362)

2024 New Major Capital Projects

None.

Staffing



Planning Services

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries and Wages	1-108-008-7001-0000	284,033	296,960	308,838	321,192	334,040	347,401	
Salaries & Benefits Recovered	1-108-008-7002-0000	(159,794)	(170,881)	(177,716)	(184,825)	(192,218)	(199,907)	
Employee Benefits	1-108-008-7003-0000	116,922	123,380	128,315	133,448	138,786	144,337	
Employee Training	1-108-008-7006-0000	2,500	2,500	2,500	2,500	2,500	2,500	Continuing education & first-aid
Travel	1-108-008-7050-0000	5,000	5,000	5,000	5,000	5,000	5,000	Travel expense for training, conferences and WPPA
Telephone and Communication	1-108-008-7115-0000	3,200	3,500	3,500	3,500	3,500	3,500	
Equipment Rental	1-108-008-7203-0000	2,000	2,500	2,500	2,500	2,500	2,500	Ricoh Greenline copier
Office Supplies	1-108-008-7207-0000	2,500	3,000	2,500	3,000	2,500	3,000	
Postage	1-108-008-7210-0000	55	60	66	73	81	90	
Legal Expense	1-108-008-7301-0000	5,000	5,000	5,000	5,000	5,000	5,000	Legal advice on planning issues not covered by operating divisions or capital projects
Outside Services	1-108-008-7308-0000	274,000	370,000	300,000	100,000	100,000	75,000	Document recording fees, title reports/subdivision guarantees, Portwide GIS support, surveying support, land use & natural resource planning support, grant writing support & Port Climate Adaptation Initiative Planning support
Lease Payment to Others	1-108-008-7311-0000	1,500	1,500	-	-	-	-	Use of Slater Rd. Site owned by WDFW for mitigation @ BLI
Interfund Transfer	1-108-008-7312-0000	3,485	(715)	801	817	834	851	Rent for HCB Suite #124; divisional reimbursement of GIS licensing/U&M fees; Slater Rd. reimbursement of wetland mitigation use fee by BLI
Advertising and Promotion	1-108-008-7313-0000	1,000	2,000	1,000	1,000	1,000	1,000	Legal notices for public hearings
Incidental Meeting Expense	1-108-008-7317-0000	125	125	125	125	125	125	Meeting refreshments
Insurance and Claims	1-108-008-7401-0000	1,304	1,433	1,500	1,500	1,500	1,500	
Miscellaneous	1-108-008-7406-0000	1,000	1,000	1,000	1,000	1,000	1,000	Corporate first-aid kit, coffee and water
	Operating Expense	543,830	646,362	584,929	395,830	406,147	392,898	
Planning Services Net Income (Loss)		(543,830)	(646,362)	(584,929)	(395,830)	(406,147)	(392,898)	

Waterfront District



Description of Services

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

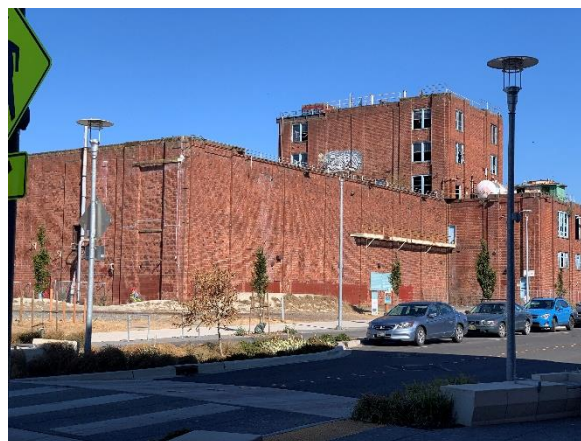
Physical Assets



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

2024 Objectives

1. Support the activation and redevelopment of the Downtown Waterfront with project partners through installation of roads, parks, utilities and infrastructure, including responsibilities set forth in the Port/City Interlocal Agreement for Facilities.
2. Continue detailed design for Phase 2A cleanup activities at the Whatcom Waterway/ASB MTCA site. Complete Marine Trades area planning, programming, to confirm cleanup approach and design/engineering. Amend existing Ecology approved documents and Consent Decree as necessary.
3. Work with Mercy Housing Northwest to support redevelopment of a portion of the 3-acre former Lignin Warehouse Parcel for affordable workforce housing.
4. Work with Harcourt to support ongoing redevelopment in the Downtown Waterfront including joint completion of a Development Plan for the Interior Blocks of the Downtown Waterfront.
5. Complete property transaction(s) for the redevelopment of the former Boardmill building and associated property.
6. Complete an adaptive reuse study of the Alcohol Plant to determine viability of retaining structure for redevelopment. Issue Request for Proposals for Alcohol Plant and associated property if determined to retain structure.



7. Continue to promote interim uses in the Downtown Waterfront including public access, community events, activities for all ages and abilities, temporary arts facilities, expansion of the Container Village, etc.
8. Continue design and implement initial phases of GP Wharf Improvements to provide interim public access, and evaluate long-term options including visitor moorage, habitat improvements and compatibility with planned environmental cleanup.
9. Work with Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including: the GP West Chlor-Alkali remedial action unit, Central Waterfront and the Cornwall Landfill with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
10. Continue development of a Waterfront District Stormwater Management Masterplan that coordinates stormwater management for current and future district development.

The Operating Budget

Funding sources include property taxes and grants.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$1,472,865	\$1,590,600	\$1,687,245
Operating Expenses	\$1,305,098	\$1,694,071	\$2,020,264
Net	\$167,767	(\$103,471)	(\$333,019)

2024 New Major Capital Projects

	Stormwater Management Master Plan •Expand accessibility to site	\$1,000,000
	Interim Uses •Pump Track, Container Village, etc. began in previous years	\$1,140,000
	Abatement •Digester Tanks	\$700,000
	Light Industrial Building •Preliminary design	\$250,000
	Whatcom Waterway Incremental Costs •Design	\$400,000

Staffing

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

Bellingham Waterfront

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Dockage	1-215-031-6010-0000	1,000	-					
Space and Land Rental	1-215-031-6305-0000	1,571,000	1,667,405	1,717,427	1,768,950	1,822,018	1,876,679	1000 F St, 921 Cornwall Ave, C St, 801 Roeder Ave, The Portal, LCW dockage & crane
Miscellaneous Revenue	1-215-031-6360-0000	-	500	500	500	500	500	
Triple Net/CAM Charges	1-215-031-6445-0000	18,600	19,340	20,114	20,918	21,755	22,625	1000 F St
Donations Revenue	1-215-031-6600-0000	-						
	Operating Revenue	1,590,600	1,687,245	1,738,041	1,790,368	1,844,273	1,899,804	
	Operating Expense							
Salaries/Wages	1-215-031-7001-0000	9,152	12,821	13,206	13,602	14,010	14,430	In-house security specialist for waterfront & summer temp/host waterfront employee
Salaries & Benefits Recovered	1-215-031-7002-0000	566,983	708,583	729,840	751,736	774,288	797,516	BWAS related work performed by Environmental & Planning staff, a portion of three Real Estate staff, and a portion of two Engineering staff; less grant reimbursement for Env salaries and wages related to BWAS remedial clean-up sites
Employee Benefits	1-215-031-7003-0000	2,759	3,246	3,343	3,444	3,547	3,653	In-house security specialist for waterfront & summer temp/host waterfront employee
Employee Training	1-215-031-7006-0000	100	100	103	106	109	113	Environmental & Planning allocation
Travel	1-215-031-7050-0000	2,500	5,000	5,150	5,305	5,464	5,628	Environmental, Planning & Executive allocation for development and cleanup related travel
Natural Gas	1-215-031-7101-0000	4,500	4,500	4,635	4,774	4,917	5,065	1000 F St, 921 Cornwall
Water	1-215-031-7102-0000	25,500	20,900	21,527	22,173	22,838	23,523	1000 F St & two fire lines, 801 Roeder Ave, 100 W. Laurel St, 300 W. Laurel, 1030 C. St, and The Portal
Electricity	1-215-031-7103-0000	117,000	132,000	135,960	140,039	144,240	148,567	Area lighting and BWAS buildings, 1000 F St, 920 Cornwall, 921 Cornwall, 800 C St, 1001 C St, 1030 C St., anticipates increased Portal activities
Natural Gas Resold (Contra)	1-215-031-7107-0000	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	
Water Resold (Contra)	1-215-031-7109-0000	(1,830)	(2,550)	(2,627)	(2,705)	(2,786)	(2,870)	801 Roeder
Electricity Resold (Contra)	1-215-031-7111-0000	(50,000)	(50,000)	(51,500)	(53,045)	(54,636)	(56,275)	
Garbage Resold (Contra)	1-215-031-7113-0000	-	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	The Portal garbage reimbursement
Garbage	1-215-031-7114-0000	30,800	30,000	30,900	31,827	32,782	33,765	1000 F St off set by BTC reimbursement, includes pump track, and Portal
Telephone and Communication	1-215-031-7115-0000	2,000	2,000	2,060	2,122	2,185	2,251	WF camera - Faithlife and wireless network
Operating Supplies	1-215-031-7205-0000	-	50,000	51,500	53,045	54,636	56,275	Supplies for Container Village
Office Supplies	1-215-031-7207-0000	100	100	103	106	109	113	
Postage	1-215-031-7210-0000	400	400	412	424	437	450	
Janitorial	1-215-031-7211-0000	62,800	57,500	59,225	61,002	62,832	64,717	Service at 1000 F St off set by BTC reimbursement and Portal restrooms

Bellingham Waterfront

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
Legal Expense	1-215-031-7301-0000	118,000	213,000	173,040	178,231	183,578	189,085	Legal & legislative policy support in Olympia; Federal lobbyist; CC&R & contract development; sales contract negotiations & misc legal review; developer agreements; 2024 includes Subarea Plan & docs for Subarea ASB
Security	1-215-031-7306-0000	40,000	28,000	28,840	29,705	30,596	31,514	Includes transient management
Outside Services	1-215-031-7308-0000	130,000	180,000	180,000	180,000	165,000	175,000	Rodent control, alarm monitoring, and ASB outfall buoy inspection, waterfront video documentation, RE consultant support, RE grant planning, RE appraisals , short plats LLAs & BSPs, WF economic study, Portal (container wraps, events, etc.)
Lease Payments to Others	1-215-031-7311-0000	19,000	21,600	22,248	22,915	23,603	24,311	Department of Natural Resources Whatcom Waterway use permit for 2/3rd of 8.5 acres
Advertising and Promotion	1-215-031-7313-0000	20,000	20,000	20,600	21,218	21,855	22,510	Tenant & developer promotion, open house, and related marketing events and waterfront related marketing/public info
Promotional Hosting	1-215-031-7316-0000	5,000	5,000	5,150	5,305	5,464	5,628	Environmental, Real Estate & Planning allocation
Incidental Meeting Expense	1-215-031-7317-0000	1,500	2,000	2,060	2,122	2,185	2,251	Environmental, Real Estate & Planning allocation
Insurance and Claims	1-215-031-7401-0000	267,772	282,529	291,005	299,735	308,727	317,989	
Taxes	1-215-031-7402-0000	35	35	36	37	38	39	
Environmental Costs	1-215-031-7403-0000	93,500	90,000	92,700	95,481	98,345	101,296	City of Bellingham surface & stormwater fees
Miscellaneous	1-215-031-7406-0000	500	500	515	530	546	563	Environmental & Planning allocation
Repair and Maintenance	1-215-031-7501-0000	178,000	150,000	154,500	159,135	163,909	168,826	Waterfront properties including Container Village and Pump Track
Groundskeeping	1-215-031-7502-0000	17,000	25,000	25,750	26,523	27,318	28,138	Waterfront properties including Container Village and Pump Track
Preventative Maintenance	1-215-031-7503-0000	32,000	32,000	32,960	33,949	34,967	36,016	Waterfront properties including Container Village and Pump Track
	Operating Expense	1,694,071	2,020,264	2,029,122	2,084,596	2,126,733	2,195,585	
	Bellingham Waterfront Net Income (Loss)	(103,471)	(333,019)	(291,081)	(294,227)	(282,460)	(295,781)	
Taxes Levied/Operating	1-215-031-8010-0000	-	3,116,288	3,147,451	3,178,925	3,210,715	3,242,822	
Env Insurance Claim Revenue	1-215-031-8101-0000							
3rd Part Reimbursement	1-215-031-8236-0000	3,982,515	3,488,654	19,941,559	23,470,634	8,424,050	7,689,336	
Grant Reimbursement	1-215-031-8237-0000							
Capital Contributions--Bellingham	1-215-031-8800-0000							
	Non-Operating Revenues	3,982,515	6,604,942	23,089,009	26,649,560	11,634,764	10,932,158	
Grant Expense	1-215-031-8537-0000							
Environmental Remediation	1-215-031-8700-0000	3,993,952	3,642,115	17,184,140	21,731,656	10,311,742	15,275,490	
Environmental Non-Remediation	1-215-031-8710-0000							
Depreciation	1-215-000-8900-0000							
	Non-Operating Expenses	3,993,952	3,642,115	17,184,140	21,731,656	10,311,742	15,275,490	
	Net Non-Operating Income (Loss)	(11,437)	2,962,827	5,904,870	4,917,904	1,323,022	(4,343,332)	

Environmental Remediation Detail: (BWAS sites)					
<u>Site</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Airport landfill	(75,500)	(63,366)	(63,429)	(63,495)	(72,326)
ASB	(665,534)	(1,071,457)			
Central Waterfront	(853,146)	(7,226,629)	(5,403,631)	(3,305,053)	(427,355)
Chlor Alkali	(513,938)	(2,863,459)	(326,915)	(318,171)	(14,690,591)
Cornwall Ave Landfill	(354,240)	(4,106,958)	(8,089,084)	(6,594,026)	(54,152)
Pulp & Tissue Mill	(42,018)	(39,844)	(30,932)	(30,998)	(31,065)
Whatcom Waterway	(1,137,739)	(1,812,427)	(7,817,665)		
	(3,642,115)	(17,184,140)	(21,731,656)	(10,311,742)	(15,275,490)
Outside funding for above sites:	3,488,654	19,941,559	23,470,634	8,424,050	7,689,336
Net Port cost	(153,461)	2,757,419	1,738,978	(1,887,693)	(7,586,154)

Economic Development



Description of Services

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

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

2024 Objectives

1. Business Retention/Expansion: Continue outreach to local companies with 52 business contacts, 10 start-up contacts, and export assistance as necessary. Directly assist companies to achieve their expansion goals.
2. Business Recruitment: Proactively pursue inbound leads and promote the county and cities for business attraction by directly contacting prospects, marketing and fostering trade relationships, with continued emphasis on Lower Mainland, British Columbia. Target 10 contacts in Canada and the U.S. Work closely with Canadian-owned businesses who express interest in relocating or expanding to the U.S. market. Focus on key sectors.
3. Manage and promote our Economic Development web pages hosted by the Port of Bellingham and the “Choose Whatcom” websites, utilizing them as tools to market our brand and to connect local businesses with regional resources.
4. Build relations and strategic opportunities outside the Port, including but not limited to small cities, workforce development, higher education, and strategic partners (i.e. County Business and Commerce Committee).
5. Support Port operating divisions (Real Estate, Aviation, Marinas, and Marine Terminals) to facilitate job creation on Port property.
6. Implement the Comprehensive Economic Development Strategy (CEDS) report for 2022-2026.
7. Continue to develop, plan and implement a County wide rural broadband program.
8. Complete the geographic expansion of the Whatcom County Infrastructure, Utilities, and Resiliency GIS Database for use by Enviro/Engineering’s Brownfields-Affordable Housing Study.
9. Work with regional partners on economic resiliency and recovery.

The Operating Budget

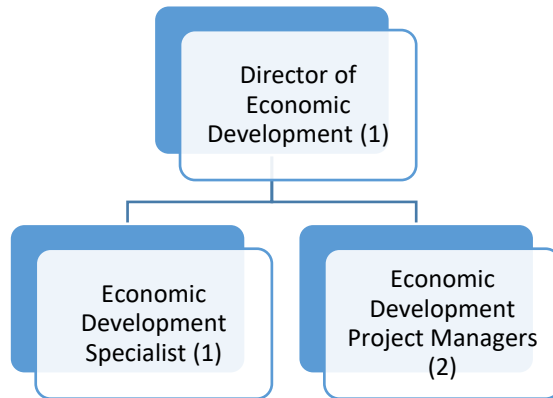
Funding sources include property taxes, service agreements, contributions from Whatcom County and the City of Bellingham, and grants.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$24,123	\$14,000	\$14,000
County/City Contributions	\$805,304	\$813,963	\$801,302
Operating Expenses	\$1,113,233	\$1,705,043	\$1,823,691
Net	(\$283,806)	(\$877,080)	(\$1,008,389)

2024 New Major Capital Projects

None.

Staffing



Economic Development

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Foreign Trade Zones	1-216-032-6310-0000	14,000	14,000	25,000	30,000	30,000	30,000	
Miscellaneous Revenue	1-216-032-6360-0000	-						
	Operating Revenue	14,000	14,000	25,000	30,000	30,000	30,000	
	Operating Expense							
Salaries and Wages	1-216-032-7001-0000	446,539	457,741	476,051	495,093	514,896	535,492	
Salaries & Benefits Recovered	1-216-032-7002-0000	-		-	-	-	-	
Employee Benefits	1-216-032-7003-0000	146,647	162,698	169,206	175,974	183,013	190,334	
Employee Training	1-216-032-7006-0000	10,000	12,000	12,360	12,731	13,113	13,506	
Travel	1-216-032-7050-0000	35,000	35,000	36,050	37,132	38,245	39,393	Travel to conferences, events and broadband
Telephone and Communication	1-216-032-7115-0000	4,500	5,500	5,665	5,835	6,010	6,190	
Equipment Rental	1-216-032-7203-0000	3,000	3,500	3,605	3,713	3,825	3,939	Copier, water dispenser and future equipment needs
Office Supplies	1-216-032-7207-0000	2,500	2,000	2,060	2,122	2,185	2,251	
Postage	1-216-032-7210-0000	500	500	515	530	546	563	
Subscriptions	1-216-032-7213-0000	500	250	258	265	273	281	
Legal Expense	1-216-032-7301-0000	35,000	40,000	41,200	42,436	43,709	45,020	Broadband and general legal support
Membership Dues and Fees	1-216-032-7303-0000	44,447	42,947	44,236	45,563	46,930	48,338	WCOG, Bellingham chamber, Sustainable Connections, Housing Alliance, NW recreation, Downtown Bellingham Partnership, WBA, WEDA, IEDC, Surrey Board of Trade, Clean Tech Alliance, NW Innovation Resource Center, TAG, Blaine Chamber, Lynden Chamber, Birch Bay Chamber, Ferndale Chamber, Mt Baker Chamber, Everson Chamber, Pt. Roberts Chamber, Sumas Chamber
ACF Support	1-216-032-7304-0000	190,825	253,589	261,197	269,033	277,104	285,417	From Marina's budget
Outside Services	1-216-032-7308-0000	653,649	670,249	690,356	711,067	732,399	754,371	\$100,000 Small Cities Grant, SBDC, Tourism, Whatcom Prospector, Choose Whatcom Site, marketing, research/special programs, GIS licensing, broadband consultant, broadband outside services, contract with NWIRC for innovation ctr
Interfund Transfer	1-216-032-7312-0000	19,079	19,279	19,857	20,453	21,067	21,699	18,079 Economic Development rent, 1,200 GIS Software
Advertising and Promotion	1-216-032-7313-0000	60,000	60,000	61,800	63,654	65,564	67,531	General marketing and advertising
Marine Trades Promotion	1-216-032-7315-0000	20,000	25,000	25,750	26,523	27,318	28,138	Support of Maritime Apprenticeship program and general maritime support
Promotional Hosting	1-216-032-7316-0000	15,000	15,000	15,450	15,914	16,391	16,883	Hosting meals and events for prospective businesses and public agencies
Incidental Meeting Expense	1-216-032-7317-0000	10,000	10,000	10,300	10,609	10,927	11,255	
Insurance and Claims	1-216-032-7401-0000	7,107	7,288	7,507	7,732	7,964	8,203	
Taxes	1-216-032-7402-0000	-	400	412	424	437	450	
Miscellaneous	1-216-032-7406-0000	750	750	773	796	820	844	
Tri-Funder Reimbursement	1-216-032-7600-0000	(813,963)	(801,302)	(825,341)	(850,101)	(875,604)	(901,872)	City and County contributions
	Operating Expense	891,080	1,022,389	1,059,265	1,097,496	1,137,131	1,178,224	
Economic Development Net Income (Loss)		(877,080)	(1,008,389)	(1,034,265)	(1,067,496)	(1,107,131)	(1,148,224)	

Community Connections



Description of Services

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

Community Connections

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating Revenue						
Equipment Rental	9,336	9,616	9,904	10,201	10,507	10,822
Space and Land Rental	288,692	297,352	306,272	306,275	315,463	324,927
Dockside Market	2,000	2,000	2,000	2,000	2,000	2,000
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous Revenue	5,150	5,150	5,150	5,150	5,150	5,150
Operating Revenue	300,178	309,118	318,326	318,626	328,120	337,899
Operating Expense						
Salaries and Wages	625,850	747,575	775,248	804,027	833,958	865,086
Salaries & Benefits Recovered	27,713	29,238	30,408	31,624	32,889	34,204
Employee Benefits	309,237	416,336	432,989	450,309	468,321	487,054
Employee Training	24,773	24,961	25,470	25,994	26,534	27,090
Travel	23,049	25,546	26,282	27,041	27,821	28,626
Water	32,500	39,325	40,505	41,720	42,971	44,261
Electricity	14,020	14,721	15,163	15,618	16,086	16,569
Gasoline and Diesel	100	100	103	106	109	113
Garbage	15,750	16,537	17,033	17,544	18,070	18,613
Telephone and Communication	16,239	20,333	20,943	21,571	22,218	22,885
Equipment Rental Expense	1,648	1,698	1,749	1,801	1,855	1,911
Small Tools and Equipment	12,000	12,600	12,978	13,367	13,768	14,181
Operating Supplies	32,644	15,043	15,494	15,959	16,437	16,930
Office Supplies	5,259	5,288	5,446	5,609	5,778	5,951
Signage	700	700	721	743	765	788
Postage	550	550	564	577	592	606
Janitorial	52,440	55,933	57,611	59,338	61,119	62,952
Subscriptions	300	300	306	312	319	325
Legal Expense	38,500	38,500	39,655	40,845	42,070	43,332
Membership Dues and Fees	550	550	559	568	578	588
Security	37,686	12,500	12,875	13,261	13,659	14,069
Outside Services	202,799	199,869	205,864	212,040	218,402	224,954
Lease Payments to Others	21,354	19,657	20,246	20,854	21,479	22,124
Interfund Transfer	35,665	43,246	31,188	32,124	33,088	34,080
Advertising and Promotion	36,845	37,800	38,784	39,798	40,842	41,917
Promotional Hosting	1,150	1,150	1,165	1,180	1,196	1,213
Incidental Meeting Expense	1,500	1,500	1,530	1,561	1,593	1,626
Insurance and Claims	21,070	18,379	18,930	19,498	20,083	20,686
Taxes	6,627	6,795	6,999	7,209	7,425	7,648
Miscellaneous	1,600	1,350	1,368	1,387	1,406	1,425
Repair and Maintenance	130,787	132,189	136,154	140,238	144,446	148,779
Groundskeeping	355,000	408,250	420,498	433,112	446,106	459,489

Community Connections

Description	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Preventative Maintenance	26,750	29,960	30,859	31,785	32,738	33,720
Equipment	18,000	18,000	18,540	19,096	19,669	20,259
Operating Expense	2,130,654	2,396,478	2,464,226	2,547,817	2,634,391	2,724,053
Community Connections Net Income (Loss)	(1,830,476)	(2,087,360)	(2,145,900)	(2,229,191)	(2,306,271)	(2,386,154)
Election Expense	150,000	-	-	-	-	-

Commission



Description of Services

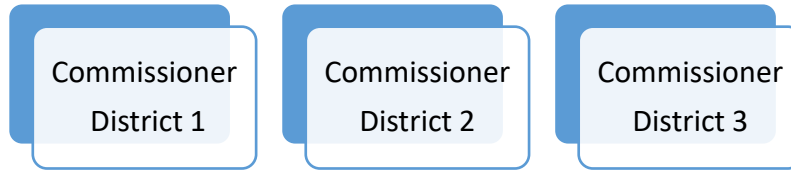
The three-member Board of Commissioners, each elected to serve four year terms by Port District voters, governs the Port of Bellingham. The Commission delegates administrative authority to the Executive Director to conduct the overall operations of the Port. The Commission is charged with setting Port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

The Operating Budget

Funding is provided by property tax receipts.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$150,173	\$165,986	\$165,986
Net	(\$150,173)	(\$165,986)	(\$165,986)

Elected Officials



Commission

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-038-7001-0000	55,760	55,760	55,760	55,760	55,760	55,760	
Employee Benefits	1-220-038-7003-0000	71,432	70,997	73,837	76,790	79,862	83,056	
Travel	1-220-038-7050-0000	15,000	15,000	15,450	15,914	16,391	16,883	
Telephone and Communication	1-220-038-7115-0000	3,500	3,500	3,605	3,713	3,825	3,939	
Office Supplies	1-220-038-7207-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-038-7301-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Outside Services	1-220-038-7308-0000	15,000	15,000	15,450	15,914	16,391	16,883	Live stream Commission meetings
Promotional Hosting	1-220-038-7316-0000	500	500	515	530	546	563	
Incidental Meeting Expense	1-220-038-7317-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Insurance and Claims	1-220-038-7401-0000	1,694	2,129	2,193	2,259	2,326	2,396	
Miscellaneous	1-220-038-7406-0000	100	100	103	106	109	113	
	Operating Expense	165,986	165,986	170,003	174,168	178,489	182,969	
	Commission Net Income (Loss)	(165,986)	(165,986)	(170,003)	(174,168)	(178,489)	(182,969)	
Election Expense	1-220-038-8600-0000	150,000						

Records Management



Description of Services

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

2024 Objectives

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

The Operating Budget

Funding sources include property taxes.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$236,892	\$185,531	\$198,622
Net	(\$236,892)	(\$185,531)	(\$198,622)

2024 New Major Capital Projects

None.

Staffing



Records Mgmt

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-039-7001-0000	95,309	98,549	102,491	106,591	110,854	115,288	
Employee Benefits	1-220-039-7003-0000	27,894	28,445	29,583	30,766	31,997	33,277	
Employee Training	1-220-039-7006-0000	500	500	515	530	546	563	WAPRO, Laserfiche seminars
Travel	1-220-039-7050-0000	1,500	2,000	2,060	2,122	2,185	2,251	
Telephone and Communication	1-220-039-7115-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Operating Supplies	1-220-039-7205-0000	1,000	1,000	1,030	1,061	1,093	1,126	Containers and shelving for records storage
Office Supplies	1-220-039-7207-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Legal Expense	1-220-039-7301-0000	5,000	5,000	5,150	5,305	5,464	5,628	
Membership Dues and Fees	1-220-039-7303-0000	300	300	309	318	328	338	WAPRO membership dues
Outside Services	1-220-039-7308-0000	56,711	67,782	69,815	71,909	74,067	76,289	Annual Laserfiche software subscription social media archiving public records request tracking DocuSign annual service scanning services
Interfund Transfer	1-220-039-7312-0000	(4,885)	(7,196)	(7,412)	(7,634)	(7,863)	(8,099)	
Insurance and Claims	1-220-039-7401-0000	202	242	249	257	264	272	
	Operating Expense	185,531	198,622	205,850	213,346	221,120	229,182	
Records Management Net Income (Loss)		(185,531)	(198,622)	(205,850)	(213,346)	(221,120)	(229,182)	

Public Disclosure

Welcome to the Port of Bellingham Public Record Library

Perform a general search or browse records by category

Q

Resolutions

Commission Meeting Minutes

Bellingham International Airport Records

Port Photo Archive

Back to Port of Bellingham Website

Powered by Laserfiche

Description of Services

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

2024 Objectives

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

The Operating Budget

Funding sources include fees for records, and property taxes.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$150	\$150
Operating Expenses	\$59,922	\$41,500	\$43,686
Net	(\$59,922)	(\$41,350)	(\$43,536)

2024 New Major Capital Projects

None.

Staffing

The Public Records Officer manages all public records requests.

Public Disclosure

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Miscellaneous Revenue	1-220-035-6360-0000	150	150	150	150	150	150	
	Operating Revenue	150	150	150	150	150	150	
	Operating Expense							
Postage	1-220-035-7210-0000	100	100	103	106	109	113	
Legal Expense	1-220-035-7301-0000	30,000	30,000	30,900	31,827	32,782	33,765	
Outside Services	1-220-035-7308-0000	620	620	639	658	677	698	WeTransfer Cloud-Transfer service, PRR scanning costs
Interfund Transfer	1-220-035-7312-0000	10,780	12,966					
	Operating Expense	41,500	43,686	31,642	32,591	33,569	34,576	
Public Disclosure Net Income (Loss)		(41,350)	(43,536)	(31,492)	(32,441)	(33,419)	(34,426)	

Open Space



Description of Services

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

2024 Objectives

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

The Operating Budget

Funding sources include property taxes and grants.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$574,102	\$710,795	\$748,501
Net	(\$574,102)	(\$710,795)	(\$748,501)

2024 New Major Capital Projects

None.

Staffing

The Open Spaces program is managed by the Maintenance Manager.

Open Space

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries & Benefits Recovered	1-220-034-7002-0000	27,713	29,238	30,408	31,624	32,889	34,204	In-house security services
Employee Training	1-220-034-7006-0000	10,000	10,000	10,300	10,609	10,927	11,255	Public Operator, Arborist Cert., IPM training
Travel	1-220-034-7050-0000	2,000	2,000	2,060	2,122	2,185	2,251	
Water	1-220-034-7102-0000	32,500	39,325	40,505	41,720	42,971	44,261	Irrigation- TGC, ZPP, Marine Park
Electricity	1-220-034-7103-0000	14,020	14,721	15,163	15,618	16,086	16,569	
Gasoline and Diesel	1-220-034-7104-0000	100	100	103	106	109	113	
Garbage	1-220-034-7114-0000	15,750	16,537	17,033	17,544	18,070	18,613	Yard waste and garbage at ZPP, TGC, Marine Park
Telephone and Communication	1-220-034-7115-0000		3,742	3,854	3,970	4,089	4,212	Wireless internet at Boathouse & Marine Park
Small Tools and Equipment	1-220-034-7204-0000	12,000	12,600	12,978	13,367	13,768	14,181	Safety supplies, shovels, rakes, loppers, chainsaws
Operating Supplies	1-220-034-7205-0000	500	500	515	530	546	563	
Office Supplies	1-220-034-7207-0000	400	400	412	424	437	450	
Signage	1-220-034-7208-0000	700	700	721	743	765	788	
Postage	1-220-034-7210-0000	200	200	206	212	219	225	
Janitorial	1-220-034-7211-0000	22,000	24,200	24,926	25,674	26,444	27,237	ZPP, Marine Park, Harbor Center, Harbor Mall, TGC
Subscriptions	1-220-034-7213-0000	200	200	206	212	219	225	
Legal Expense	1-220-034-7301-0000	2,500	2,500	2,575	2,652	2,732	2,814	
Security	1-220-034-7306-0000	35,228	5,000	5,150	5,305	5,464	5,628	Contracted services
Outside Services	1-220-034-7308-0000	20,000	20,000	20,600	21,218	21,855	22,510	Blaine Rain Gardens, IPM Consulting, Park Plan consultant, alarm monitoring
Lease Payments to Others	1-220-034-7311-0000	18,000	16,400	16,892	17,399	17,921	18,458	BNSF lease
Insurance and Claims	1-220-034-7401-0000	12,234	8,928	9,196	9,472	9,756	10,049	
Taxes	1-220-034-7402-0000	1,000	1,000	1,030	1,061	1,093	1,126	
Repair and Maintenance	1-220-034-7501-0000	84,000	84,000	86,520	89,116	91,789	94,543	
Groundskeeping	1-220-034-7502-0000	355,000	408,250	420,498	433,112	446,106	459,489	
Preventative Maintenance	1-220-034-7503-0000	26,750	29,960	30,859	31,785	32,738	33,720	
Equipment	1-220-034-7504-0000	18,000	18,000	18,540	19,096	19,669	20,259	Repairs on trucks, tractors and equipment
	Operating Expense	710,795	748,501	771,248	794,690	818,847	843,741	
Open Space Net Income (Loss)		(710,795)	(748,501)	(771,248)	(794,690)	(818,847)	(843,741)	

Marine Life Center



Description of Services

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

Physical Assets



The Marine Life Center, located near Squalicum Harbor, is a 600 sf facility that includes a touch tank, rock shore habitat, algae tank, octopus tank and bubble tank. These tanks are filled with local creatures from the Salish Sea. Currently, the staff at MLC are caring for approximately 300 species of marine life, which occasionally includes small octopuses that are rehabilitated and released back into the wild. The Marine Life Center staff also manage and care for two off-site fish tanks. The 300-gallon, fresh water fish tank at the Bellingham Cruise Terminal, and the new 100-gallon, fresh water fish tank at Bellingham International Airport.

2024 Objectives

1. Promote stewardship of Washington marine life through interactive opportunities.
2. Increase the MLC's visibility and enhance community connections through networking, outreach and well run, diverse events.
3. Provide a marine experience to local school children through educational programs.
4. Partner with other port departments to continue to build social media presence to help communicate information on MLC activities to the public.

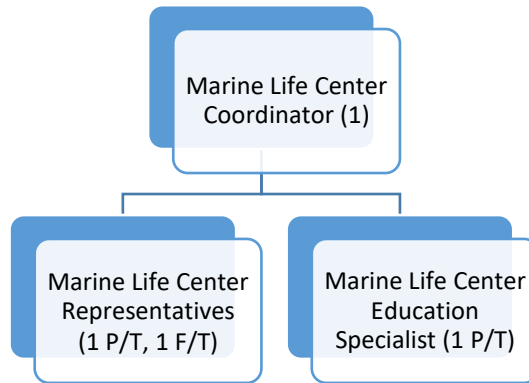
The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$182,050	\$250,405	\$343,597
Net	(\$182,050)	(\$250,405)	(\$343,597)

2024 New Major Capital Projects

None.

Staffing



Marine Life Center

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Salaries and Wages	1-220-040-7001-0000	145,020	193,829	201,582	209,645	218,031	226,753	
Employee Benefits	1-220-040-7003-0000	53,995	96,538	100,400	104,416	108,592	112,936	
Employee Training	1-220-040-7006-0000	5,000	5,000	5,000	5,000	5,000	5,000	Tuition Assistance Program
Travel	1-220-040-7050-0000	530	546	562	579	596	614	Travel to and from beaches for animal collections, classes and trainings
Telephone and Communication	1-220-040-7115-0000	3,278	3,376	3,477	3,581	3,689	3,800	
Operating Supplies	1-220-040-7205-0000	7,000	7,210	7,426	7,649	7,878	8,114	Animal food, animal collection, equipment
Office Supplies	1-220-040-7207-0000	1,639	1,688	1,738	1,790	1,844	1,899	
Janitorial	1-220-040-7211-0000	5,686	6,237	6,424	6,616	6,815	7,019	Laundry services
Outside Services	1-220-040-7308-0000	7,128	7,841	8,076	8,318	8,568	8,825	Gas for octopus collection by fisherman, equipment servicing, Ridwell,
Interfund Transfer	1-220-040-7312-0000							
Advertising and Promotion	1-220-040-7313-0000	5,000	5,000	5,000	5,000	5,000	5,000	\$1,000 digital advertising, \$4,000 for promotional supplies
Promotional Hosting	1-220-040-7316-0000	500	500	500	500	500	500	For volunteers in MLC
Insurance and Claims	1-220-040-7401-0000							
Miscellaneous	1-220-040-7406-0000	500	250	250	250	250	250	
Repair and Maintenance	1-220-040-7501-0000	15,128	15,582	16,049	16,530	17,026	17,537	
	Operating Expense	250,405	343,597	356,484	369,874	383,789	398,246	
Marine Life Center Net Income (Loss)		(250,405)	(343,597)	(356,484)	(369,874)	(383,789)	(398,246)	

Meetings & Events



Description of Services

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

2023 Objectives

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

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$322,493	\$293,028	\$301,968
Operating Expenses	\$452,101	\$484,617	\$601,029
Net	(\$129,608)	(\$191,589)	(\$299,061)

2024 New Major Capital Projects



Squalicum Boathouse

- Remodel Kitchen

\$125,000

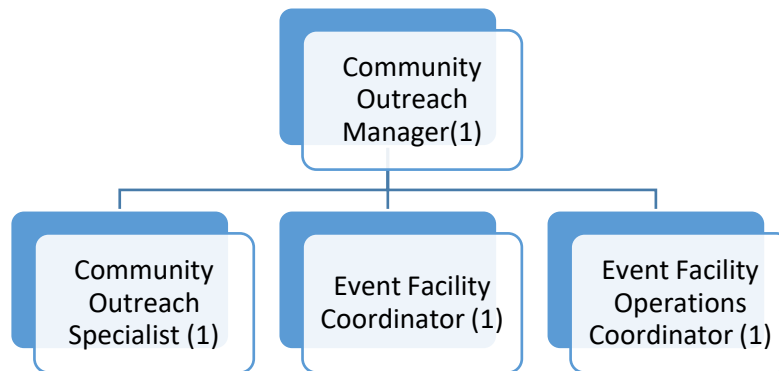


Meetings & Events Office

- Install Exterior Door and Window

\$135,000

Staffing



Meeting Space

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Equipment Rental	1-220-036-6200-0000	9,336	9,616	9,904	10,201	10,507	10,822	
Space and Land Rental	1-220-036-6305-0000	288,692	297,352	306,272	306,275	315,463	324,927	
Discounts Given M&E (Contra)	1-220-036-6307-0000	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
Cancellation Fees	1-220-036-6308-0000	5,000	5,000	5,000	5,000	5,000	5,000	
Miscellaneous Revenue	1-220-036-6360-0000							
	Operating Revenue	293,028	301,968	311,176	311,476	320,970	330,749	
	Operating Expense							
Salaries and Wages	1-220-036-7001-0000	203,572	286,234	297,683	309,591	321,974	334,853	
Employee Benefits	1-220-036-7003-0000	103,585	164,848	171,442	178,300	185,432	192,849	
Employee Training	1-220-036-7006-0000	3,000	3,000	3,000	3,000	3,000	3,000	Tuition Assistance Program
Travel	1-220-036-7050-0000	3,488	5,000	5,150	5,305	5,464	5,628	Mileage for opening & closing events
Telephone and Communication	1-220-036-7115-0000	6,144	6,328	6,518	6,713	6,915	7,122	
Equipment Rental Expense	1-220-036-7203-0000	1,330	1,370	1,411	1,453	1,497	1,542	
Operating Supplies	1-220-036-7205-0000	24,144	6,333	6,523	6,719	6,920	7,128	Facility equipment and supplies
Office Supplies	1-220-036-7207-0000	1,220	1,200	1,236	1,273	1,311	1,351	
Postage	1-220-036-7210-0000	150	150	155	159	164	169	
Janitorial	1-220-036-7211-0000	24,754	25,496	26,261	27,049	27,860	28,696	
Outside Services	1-220-036-7308-0000	42,840	22,076	22,738	23,420	24,123	24,847	C.C. fees, Kelly Services
Lease Payments to Others	1-220-036-7311-0000	3,354	3,257	3,354	3,455	3,559	3,665	
Interfund Transfer	1-220-036-7312-0000	29,770	37,476	38,600	39,758	40,951	42,180	
Advertising and Promotion	1-220-036-7313-0000	4,636	4,775	4,919	5,066	5,218	5,375	
Insurance and Claims	1-220-036-7401-0000	6,774	6,871	7,077	7,289	7,508	7,733	
Taxes	1-220-036-7402-0000	5,627	5,795	5,969	6,148	6,332	6,522	
Miscellaneous	1-220-036-7406-0000	500	500	515	530	546	563	
Repair and Maintenance	1-220-036-7501-0000	19,729	20,320	20,930	21,557	22,204	22,870	
	Operating Expense	484,617	601,029	623,481	646,786	670,979	696,092	
Meeting Space Net Income (Loss)		(191,589)	(299,061)	(312,305)	(335,310)	(350,009)	(365,343)	

Community Outreach



Description of Services

The Port of Bellingham's Community Outreach program is designed to sponsor and coordinate several key events and community outreach opportunities each year. These efforts highlight key port operations, tenants and facilities, and are intended to strengthen social and economic connections to the community. Bellingham Dockside Market is another program of the Community Outreach Program. Taken over from Bellingham SeaFeast in 2021, Bellingham Dockside Market runs year round on the 1st and 3rd Saturdays of the month in Squalicum Harbor. The program markets and coordinates for local fishermen to sell their products directly to consumers, and in 2023 became a Supplemental Nutrition Assistance Program (SNAP) retailer and is able to accept EBT payments from customers.

2024 Objectives

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

The Operating Budget

Funding sources include sponsorships and property taxes.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$2,480	\$7,000	\$7,000
Operating Expenses	\$248,995	\$291,820	\$295,058
Net	(\$246,515)	(\$284,820)	(\$288,058)

2024 New Major Capital Projects

None.

Staffing

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

Community Outreach

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Revenue							
Dockside Market	1-220-037-6315-0000	2,000	2,000	2,000	2,000	2,000	2,000	
Miscellaneous Revenue	1-220-037-6360-0000	5,000	5,000	5,000	5,000	5,000	5,000	Holiday Port sponsorship, Dockside merchandise sales
	Operating Revenue	7,000	7,000	7,000	7,000	7,000	7,000	
	Operating Expense							
Salaries and Wages	1-220-037-7001-0000	126,189	113,203	117,731	122,440	127,338	132,431	
Employee Benefits	1-220-037-7003-0000	52,331	55,508	57,728	60,037	62,439	64,937	
Employee Training	1-220-037-7006-0000	6,273	6,461	6,655	6,854	7,060	7,272	GSMCON, Tuition Assistance Program
Travel	1-220-037-7050-0000	530	1,000	1,000	1,000	1,000	1,000	Travel to and from meetings, events, conferences and trade shows
Telephone and Communication	1-220-037-7115-0000	2,317	2,387	2,459	2,532	2,608	2,687	
Equipment Rental Expense	1-220-037-7203-0000	318	328	338	348	358	369	
Postage	1-220-037-7210-0000	100	100	100	100	100	100	
Subscriptions	1-220-037-7213-0000	100	100	100	100	100	100	
Membership Dues and Fees	1-220-037-7303-0000	250	250	250	250	250	250	
Security	1-220-037-7306-0000	2,458	7,500	7,725	7,957	8,195	8,441	Security at Community Outreach events, including \$5,300 for J4, \$1,100 for Ski to Sea, and \$1,100 for Holiday Port, increasing coverage for events and switching to RSU for contracts, increased fees
Outside Services	1-220-037-7308-0000	60,500	66,550	68,547	70,603	72,721	74,903	Ski to Sea, 4th of July, SeaFeast, Holiday Port
Advertising and Promotion	1-220-037-7313-0000	27,208	28,025	28,866	29,732	30,624	31,542	CE Port promotional materials, July 4th marketing, Holiday Port marketing, Overall Port community outreach (bike to work day, Chamber business to business host, waterfront district promos, Port facility promotional videos and content collection, Dockside Market promotion FB ad, Mailchimp emails, rack cards, and Dockside swag)
Promotional Hosting	1-220-037-7316-0000	150	150	150	150	150	150	Promotional hosting for volunteers at community outreach events where volunteers are requested
Incidental Meeting Expense	1-220-037-7317-0000	500	500	500	500	500	500	
Insurance and Claims	1-220-037-7401-0000	166	209	215	222	228	235	
Miscellaneous	1-220-037-7406-0000	500	500	500	500	500	500	
Repair and Maintenance	1-220-037-7501-0000	11,930	12,287	12,656	13,035	13,426	13,829	Maintenance work for preparation and repair post community outreach events
	Operating Expense	291,820	295,058	305,519	316,361	327,599	339,246	
Community Outreach Net Income (Loss)		(284,820)	(288,058)	(298,519)	(309,361)	(320,599)	(332,246)	

Infrastructure



Description of Services

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

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

2024 Objectives

1. Provide the organization recommendations for budgeting and maintenance of Port-wide infrastructure such as marine structures, roads, and stormwater treatment facilities, including the development of an infrastructure asset management plan.
2. Develop a condition matrix and planned repair and replacement schedule for infrastructure assets.

The Operating Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget
Operating Revenues	\$0	\$0	\$0
Operating Expenses	\$465,325	\$670,671	\$2,025,200
Net	(\$465,325)	(\$670,671)	(\$2,025,200)

2024 New Major Capital Projects

See Real Estate Division for list of infrastructure-related projects.

Staffing

The Facilities Division staff manage infrastructure assets.

Infrastructure

Description	Account	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	Description
	Operating Expense							
Outside Services	1-228-046-7308-0000	85,000	1,380,000	386,900	394,007	401,327	408,867	Building Energy Management Program, Lummi agreement
Interfund Transfer	1-228-046-7312-0000	(26,729)	-	-	-	-	-	
Lummi Agreement #2	1-228-046-7319-0000	125,973	120,000	120,000	120,000	120,000	120,000	Annual moorage credit
Environmental Costs	1-228-046-7403-0000	360,000	346,000	356,380	367,071	378,084	389,426	Surface & stormwater fees / federal permit review liaisons / mitigation monitoring
Repair and Maintenance	1-228-046-7501-0000	40,000	91,000	93,730	96,542	99,438	102,421	
Groundskeeping	1-228-046-7502-0000	80,000	82,000	84,460	86,994	89,604	92,292	
Preventative Maintenance	1-228-046-7503-0000	6,000	6,200	6,386	6,578	6,775	6,978	
	Operating Expense	670,244	2,025,200	1,047,856	1,071,192	1,095,227	1,119,984	
Infrastructure Net Income (Loss)		(670,244)	(2,025,200)	(1,047,856)	(1,071,192)	(1,095,227)	(1,119,984)	

2024 Industrial Development Corporation Budget



Industrial Development Corporation

Description of Services

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

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

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

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

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

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