

2015
STRATEGIC BUDGET
NOVEMBER 18, 2014



PORT OF BELLINGHAM
Washington State

Table of Contents

Overview of Strategic Budget.....	1
Key Corporate Goals.....	6
Financial Overview.....	8
Tax Levy Information.....	16
Detailed Operating Budgets:	
Aviation	25
Marinas	30
Marine Terminals	41
Real Estate	50
Planning & Development	54
Facilities	57
Administrative Services.....	67
Environmental	77
Executive	82
Bellingham Waterfront Acquisition Site.....	88
Economic Development.....	92
Community Connections.....	96
Infrastructure/Federal Waterways.....	113
Asset Replacement.....	115
Capital Budget.....	119
Industrial Development Corporation.....	131

2015 STRATEGIC BUDGET

Introduction:

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

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

The Port of Bellingham's mission is:

"To fulfill the essential transportation and economic development needs of the region, while providing leadership and maintaining Whatcom County's overall economic vitality through the development of comprehensive facilities, programs, and services.

In doing so, the Port pledges to work cooperatively with other entities – within the framework of community standards – and to be a responsible trustee of our publicly owned assets."

2014-15: The Economy

As this budget is being developed the nation's economic output grew at an annual rate of 4.6% in the second quarter strongly reversing a decline in the first quarter. Nationally job recovery has been weak by historical standards but has been gaining momentum. Over the course of the last economic downturn the national payroll job loss was 7.5 million. It has taken from the end of the recession in June 2009 to July 2014 (62 months) to recover those jobs. The national unemployment rate has continued to trend downward, edging below 6%

The Bellingham/Whatcom metropolitan statistical area (MSA) exceeded \$10 billion in real gross domestic product in 2013, ranking 192 out of 381 MSAs. The average Whatcom County unemployment rate of 6% through June is trending slightly below the statewide rate and continues to decline. The annual rate of local job growth is around 2%, on par with the statewide rate. Whatcom County has been on a steady, if slow path to economic recovery but it continues to be broad-based locally and statewide.

Local highlights:

- The leading growth sector is manufacturing, which is up 16.7% since the end of the recession through June 2014. Manufacturing represents 11% of the local economic mix. The largest employment sectors include transportation equipment, food manufacturing and wood products, but the faster growing sectors are electrical equipment, machinery manufacturing and electronic products.
- Private-sector service industries have grown 2.9%. This sector is 63% of the local job mix. St. Joseph Medical Center, the county's largest employer, is an economic anchor. Technology-based companies, like Faithlife (formerly Logos Bible Software) continue to grow. The hospitality sector has grown significantly. Six new hotels have been approved or built since 2012. Air transportation jobs have grown around the BLI expansion. However, other sectors including professional/management services have grown slowly.
- Within service-providing industries retail trade jobs have grown 10%. Retail comprises 13% of the job mix. Canadian shoppers have continued to be a driver in this sector. Southern border crossings keep trending upward although the Canadian dollar has weakened to around 90 cents,
- Government jobs have increased 1.8%. Federal employment is the leader of growth with the presence of border-related agencies. Government comprises 20% of the local job mix.
- Canadian companies will continue to view the U.S. and Whatcom County as advantageous locations with the cost of commercial/industrial real estate continuing to escalate in Lower Mainland B.C.

Looking toward 2015

Excellent fiscal management in both operating departments and capital projects resulted in a strong balance sheet for 2014. The economic forecasts for 2015 anticipate slow growth in most business sectors, the Port is responding with a conservative operating budget however several large capital projects cannot be delayed any further and will impact cash flow. In response to increased cash flow pressures and the desire to operate at a highly efficient level, a vacated administrative position was not filled, thereby decreasing staff levels by one full-time position. The Port continues to count on State Model Toxic Control Account (MTCA) grants for its environmental sites and will chase a limited amount of FAA grants.

A Focus on Enhancing the Local Economy

Whatcom County continues to slowly recover from the recession and, at the time of this report, employment numbers were gaining positive momentum. During the economic downturn the Port was fortunate to be in a position of helping to drive the local

economy by taking on capital projects that generated significant employment. The projects were primarily at the airport including runway repaving -- utilizing 95% federal money -- and an air terminal expansion funded with the issuance of bonds. While these projects have been completed, it is the Port's intention to continue with major capital projects but shift the focus from the airport to environmental cleanups and upgrade of marine infrastructure. The environmental cleanups will be funded with a combination of MTCA funds, insurance claims and local monies.

The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2015 by managing external business leads and working to site companies throughout the county. The Port is made aware of these opportunities from its state Associate Development Organization (ADO) designation, ongoing networking activities and inquiries to the Port's Real Estate Department. In 2015 the Port will continue reach out to the local business community, seek expansion of new businesses from lower British Columbia and elsewhere in the Northwest and maintain a unified countywide economic development program with other local and state partners.

Airport Management

The Bellingham International Airport experienced its first year over year decrease in passenger count in over 10 years. In early 2014, the Port completed the \$38.5 million dollar commercial terminal expansion. This expansion was funded by the issuance of bonds in 2010. Passenger Facility Charges (PFC) will be used to cover the debt service on those bonds. The airport will undertake a limited amount of capital projects in 2015; this is a result of cash flow limitations after several years of extensive capital projects.

An Airport Master Plan Update, begun in the summer of 2011, will be complete sometime in 2015 at an estimated cost of over \$500,000.

Focus on Asset Preservation

Initiated in 2011, a Port-wide focus on assuring the necessary investment in asset and infrastructure preservation will continue in 2015. This budget reflects a focus in 2015 on the continuing repair of infrastructure in Fairhaven with a primary focus on replacing a wood section with new concrete construction at the shipyard pier, upgrading and repairing the bulkheads and pilings at the Bellingham Shipping Terminal and addressing critical pier and bulkhead and soils issues at the Blaine Industrial Area. These fundamental and critical asset improvement projects need to be completed to protect the asset, expand the business base and maintain current tenants and customers. The need for infrastructure repair and maintenance contribute to the decision to maintain the property tax collection as a source of support.

Environmental Cleanups Underway

The Port will continue work on several Bellingham waterfront cleanup projects, moving past the planning and approval stage into the actual removal of contaminated soils and sediments and restoration of habitat. This work will provide private-sector jobs and will result in restored property becoming available for redevelopment. The Port's environmental cleanup program relies heavily on matching funds from the state's Model Toxic Control Act (MTCA). This funding is scheduled to provide approximately half of the cleanup costs for the Whatcom Waterway, Georgia Pacific West, and Central Waterfront projects. Aligning the timing of environmental cleanup projects with funding streams will be essential to ensure the success of these cleanup efforts.

Bellingham Waterfront Development Moves Forward

The Waterfront District Master Plan documents were approved by the City Council and Port Commission in December of 2013. The Port spent most of 2014 negotiating with a developer for the development of the first 10.8 acre site. At the time of this budget preparation, those negotiations were making progress but not concluded. It is anticipated that the negotiations will be concluded in short order and 2015 will be a transition year going from recruitment and planning to planning and execution.

Additionally, the Port is working with marine trades businesses to locate in both the Log Pond and Shipping Terminal areas. The Port is exploring the types of uses and users that could build and operate a manufacturing facility then ship their product via marine vessels.

Summary

In 2013 Port and City approved the Master Plan Documents for the waterfront site. In 2014 the port negotiated with a developer for the site. In 2015 the Port plans on continuing with cleanups of the site and progressing with the developer to implement the previous visions. It is likely the first project will be the rehabilitation of the Granary Building.

Airport construction will be slowing down in 2015 as the Port focuses on other areas. A significant project will be the replacement of a wood section of the Fairhaven shipyard pier with a concrete pier, which will better meet the needs of the tenant and result in increased jobs on the site. Additionally, the Port will continue to plan and develop engineering plans for the Blaine industrial area.

The 2015 budget detailed on the following pages meets the Port goals of financial stewardship, job retention and creation, asset enhancement, public facilities (parks, etc.) operation, economic development, and staff development and training. This is a conservative budget that maintains a focus on the core Port mission, is responsive to

the economic situation the region and nation faces, and most importantly, maintains the Port's sound financial footing.

2015 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for success. Work on these issues will likely span beyond 2015 into future years. Specific action steps relating to these issues can be found within each division's section of the Strategic Budget. The following issues are identified for 2015 as key to the Port's overall success in serving the community:

1. First Development Agreements for Waterfront District:

The Port and City approved the Master Plan Documents in late 2013, shortly after the port engaged with a development company for development of the site. Those negotiations consumed much of 2014 but are coming to a close as this budget is being created. In 2015 the Port will be moving from the planning stages to the execution stage. Actual pace of development will be determined by market conditions but having a comprehensive development agreement in place will allow both the Port and developer to move quickly when market conditions justify development.

2. Continued Focus on Environmental Cleanups:

Charged with managing over a dozen environmental cleanup sites, the Port will focus on pursuing efficient and effective processes that ensure quality cleanup projects move ahead in a timely manner. During 2015 the Port anticipates gaining final permits for the largest of these cleanups – the Whatcom Waterway – and beginning in-water work. The Port also will continue its efforts to secure stable MTCA funding for this and other projects including the I&J Waterway, Fairhaven area and Blaine Industrial Area.

3. Expansion of Marine Trades:

This is a significant industry sector in Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. The Port will focus on working with this business sector to promote its continued growth in 2015 and beyond by maintaining, improving, and expanding necessary shoreline infrastructure; providing additional uplands and in-water moorage areas to satisfy moorage demand; and by collaborating with Marine Trades businesses to promote this sector in Whatcom County.

4. Strategic Management of a Growing Airport:

The Bellingham International Airport \$38 million terminal expansion was completed early in 2014. Focus will be on developing additional revenue sources and managing the airport so that the rate of growth generates additional revenue without triggering excessive new costs. An emphasis will be on

managing assets including the runway/taxiway system, aircraft aprons, parking lots and the expanded main passenger terminal. While there are some new projects in this budget, they will only be undertaken when justified by a proper return on investment and with the goal of a cash neutral operation.

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

With the progress on Bellingham Waterfront District Redevelopment planning, many zoning and development issues have been resolved, allowing an additional 20 acres to be utilized by the terminal. Phase I of the environmental cleanup of the Whatcom Waterway, long anticipated and with many false starts, should commence in 2015, which will provide for much needed dredging in front of the terminal. These factors position the Port to focus on seeking additional tenants and customers at the Bellingham Shipping Terminal and the adjacent Log Pond Area.

6. Stimulate Economic Development and Job Creation:

The Port places a high priority on creation of new jobs, retention of existing jobs and stimulating private investment. During 2015 the Port will continue to proactively manage recruitment and expansion opportunities and support business investment throughout the county. The Port also will directly support local economic development through funding partnerships.

7. Restoration and Repair of Aging Infrastructure:

The marine infrastructure in Port facilities is aging and in need of ongoing and extensive repairs. The Port will invest strategically in repairing its bulkheads, piers and pilings to ensure that they remain useful. When possible, the Port will seek added efficiencies in this investment by pairing it with related environmental cleanup or immediate business and tenant needs. In the next three years, the focus will be on repairs to the C Street Terminal on the Whatcom Waterway, the Harris Avenue Shipyard, the Bornstein's pier and the Blaine marine industrial shoreline.

Financial Overview

2014 Budget Status Update

Through August 2014, the Port's overall revenues from all sources were 1% below 2013 revenues for the same period and totaled \$23.3 million. All source revenue includes grants. The revenue decrease for the eight month period was \$287 thousand.

Operating Divisions

Operating Summary For the period through August 31, 2014 (in thousands)	<u>2014</u>	<u>2013</u>
Revenues for Enterprise Activities only	16,248	16,223
Enterprise Activities Expenses	9,100	8,442
Income from Enterprise Activities	7,148	7,781

The enterprise (operating) activities of the Port generated revenues of \$16.2 million through August 2014. These activities include Aviation, Maritime 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 and corporate overhead.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas, through August 2014, totaled \$1.8 million.

Public Priorities

Public Priorities Summary For the period through August 31, 2014 (in thousands)	<u>2014</u>	<u>2013</u>
Revenues	160	142
Expenses	1,329	1,175
Income	(1,169)	(1,033)

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

Environmental (Division 13) activities provide environmental protection to Port property and are engaged in the investigation and remediation of environmentally compromised properties within the Port's ownership. For the eight months ending August 2014, this division had net operating expenses of \$107,600.

Economic Development (Division 16) activities include general economic development and the Partnership for a Sustainable Economy.

Community Connections (Division 20) includes open spaces, meeting spaces, corporate events, records management, public records, and Commissioner's governance activities.

Public Infrastructure (Division 28) includes Port-owned roads and non revenue-generating parking lots intended for public use.

For the eight months ending August, 2014, the Port spent a net \$1,169,000 in direct costs. The Public Priorities are supported by property taxes.

Bellingham Waterfront Acquisition Site (BWAS)

BWAS Summary For the period through August 31, 2014 (in thousands)	<u>2014</u>	<u>2013</u>
Revenues	681	636
Expenses	705	765
Income	(24)	(129)

Bellingham Waterfront Acquisition Site (Division 15) 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 2014, this division had revenues of \$680,900 and expenses of \$704,700.

Summary of the 2014 Budget

Through the first eight months of the current budget, the Port's operating revenues were at budget, and exceeded the prior year by \$25 thousand. Operating revenue is affected by aviation enplanements, marina occupancy and real estate leasing activity. As a result of good expense management, the Operating divisions' net contribution exceeded budget by \$55 thousand in the first eight months.

Summary of the 2015 Budget

The 2015 budget forecasts a 1% decrease in operating revenues over the 2014 budget, with total operating revenues for the year projected at \$23.4 million. Operating expenses are projected to increase nearly 6% over the 2014 budget. A significant portion of the 6% expense increase is due to the anticipated increased costs associated with the expanded passenger terminal at the airport. The 2015 budget reflects that the operating divisions are expected to generate negative cash flow of \$5.4 million, which is significantly better than the 2014 budget due to the completion of large multi-year capital projects in 2014.

The Public Priorities programs will generate revenues of \$351,000 and operating expenses of \$2.5 million on the development and promotion of economic development, public access to Port facilities, management of public records, and public infrastructure. Environmental cleanup of sites outside of the Bellingham Waterfront Acquisition Site is budgeted at \$1.4 million, net of grants and other reimbursements. Public Priorities debt service expense for 2015 is \$1.3 million and capital expenses related to Public Priorities for 2015 will total \$2.2 million.

The Bellingham Waterfront Acquisition Site is budgeted for higher revenues in 2015. The continued lease of the former Georgia Pacific tissue warehouse is expected to continue in 2015, with revenues totaling \$986,000, a slight increase from the 2014 budget. Expenses, including environmental cleanups, are budgeted at \$28.1 million and offset by \$26.5 million in grants and other reimbursements. Capital before capital grants for BWAS is budgeted at nearly \$4 million; the net effect of revenue, expenses, capital and grants is \$1.3 million in 2015.

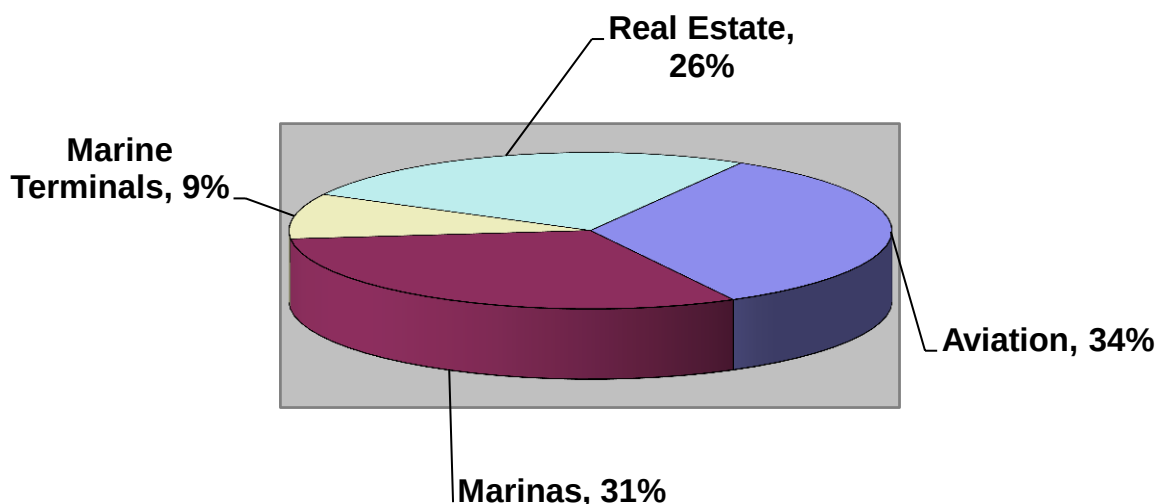
Following is a summary of the expected cash flow for 2015:

Sources of Cash Flows	in millions
Revenues from Port users and tenants	\$24.7
Property tax receipts	6.9
Capital grants	11.7
Operating grants	0
Third party environmental reimbursements	28.7
Passenger Facility Charges- Commercial Aviation	2.6
Interest earned on investments	0.3
Property Sales	0
Loan Proceeds	2.0
Total Cash Generated	\$76.9
Uses of Cash Flows	
Operating divisional expenses	\$15.6
Public Priority Program expenses	3.7
Environmental cleanup and redevelopment costs	31.8
Principal and interest on outstanding debt	7.1
Capital investments	28.1
Total Uses for Cash	\$86.3
Net Decrease in Cash	\$9.4
Projected Cash for Anticipated Future Projects at 2015 Year End	\$21.5
Threshold Cash Reserves	\$10.2
Projected Debt Service Coverage Ratio for 2015	1.99 times

Revenues and Other Sources of Cash Flow

The 2015 budget anticipates Port operating revenues of \$23.4 million (operating revenue only, does not include revenue of \$1.3 million in BWAS and Public Priorities). This represents 1% decrease from the 2014 budget. The Aviation Division is projected to produce nearly \$8 million in revenues, a 9% decrease over the 2014 budget. Marinas should realize a revenue increase by 4% to \$7.3 million. Real Estate revenues are expected to increase 3% to \$6 million. Marine Terminals revenue is expected to grow at a 5% rate for total revenues of \$2.2 million.

2015 Percentage of Total Operating Revenues



The Port expects to receive federal and state funding totaling \$22.7 million, of which \$7.2 million will support the Port's capital programs and \$15.5 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$2.6 million to the Port and be used to pay debt service on revenue bonds issued for airport improvements. These fees are charged through airline tickets with the Port receiving \$4.39 per enplaned passenger.

Property taxes will be levied at an estimated rate of \$0.2882 per thousand of valuation. The levy request will provide an estimated \$6.9 million. Of that, \$5.0 million has been

allocated to cover costs of current Public Priorities and Environmental programs and will service the debt previously issued to build public facilities and infrastructure throughout the Port district. The remaining \$1.9 million has been earmarked to fund expenses related to the Bellingham Waterfront Acquisition Site.

Expenses and Other Uses of Cash

Port operating expenses are projected at \$18.8 million (before inter-company transfers), which is a 6% increase over the 2014 budget. This includes expense growth associated with the increased revenue and inflationary increases for wages, variable and fixed costs and energy. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions and on capital projects; this inter-company transfer is anticipated to be a \$3.6 million credit to operating divisions in 2015.

Public Priorities expenses are expected to increase 12% to \$2.5 million, largely due to the addition of two programs. The Records Management program was developed in 2014 to provide support to staff in order to efficiently manage all paper and electronic records. The Public Disclosure program processes all requests for records in order to comply with Washington's Public Records Act.

Non-operating expenses consist of environmental cleanup and Bellingham Waterfront Acquisition Site (BWAS). Non-BWAS related environmental cleanup is expected to increase by \$2.3 million over the 2014 budget and BWAS non-capital expenses will increase by approximately \$23.4 million over the 2014 budget, primarily to accelerating environmental cleanups.

Historically, the Port has issued various forms of long-term debt and the payments for both interest and principal on this debt totals \$7.1 million for 2015.

Capital Expenditures for 2015

In 2015 the Port's capital expenditures are budgeted at \$28.1 million, offset by \$11.7 million in capital grants for a net capital expenditure of \$16.4 million.

Operating Divisions

In 2015, the largest new capital projects will occur in the Real Estate, Aviation and Maritime divisions.

In addition to capital maintenance repairs to existing leasehold interests at the Bellwether and Arrowac buildings, and Squalicum parking areas, the Real Estate Division will continue the multi-year project to replace the wooden portion of the Shipyard pier. The total cost of this project is expected to be \$7.7 million through the end of 2016.

In the Marinas Division, the 2015 capital projects total just under \$1 million. Major projects for 2015 include electrical upgrades at both Squalicum and Blaine harbors, improvements to the visitor and sawtooth docks, and scheduled capital maintenance of sewage pumpouts.

The Aviation Division is planning to spend over \$8.8 million in new projects for 2015, offset by \$7.9 million in grants from the Federal Aviation Administration (FAA). The largest of these projects is the construction of Remain Overnight parking position on the Commercial Ramp, at a cost of nearly \$7.3 million, 90% offset by FAA grants.

The Marine Terminals Division capital budget is \$1.2 million. Major projects include \$0.7 million for repairs to the main pier at the Shipping Terminal, and \$120 thousand for redesign and survey of Warehouse #1 at the north pier.

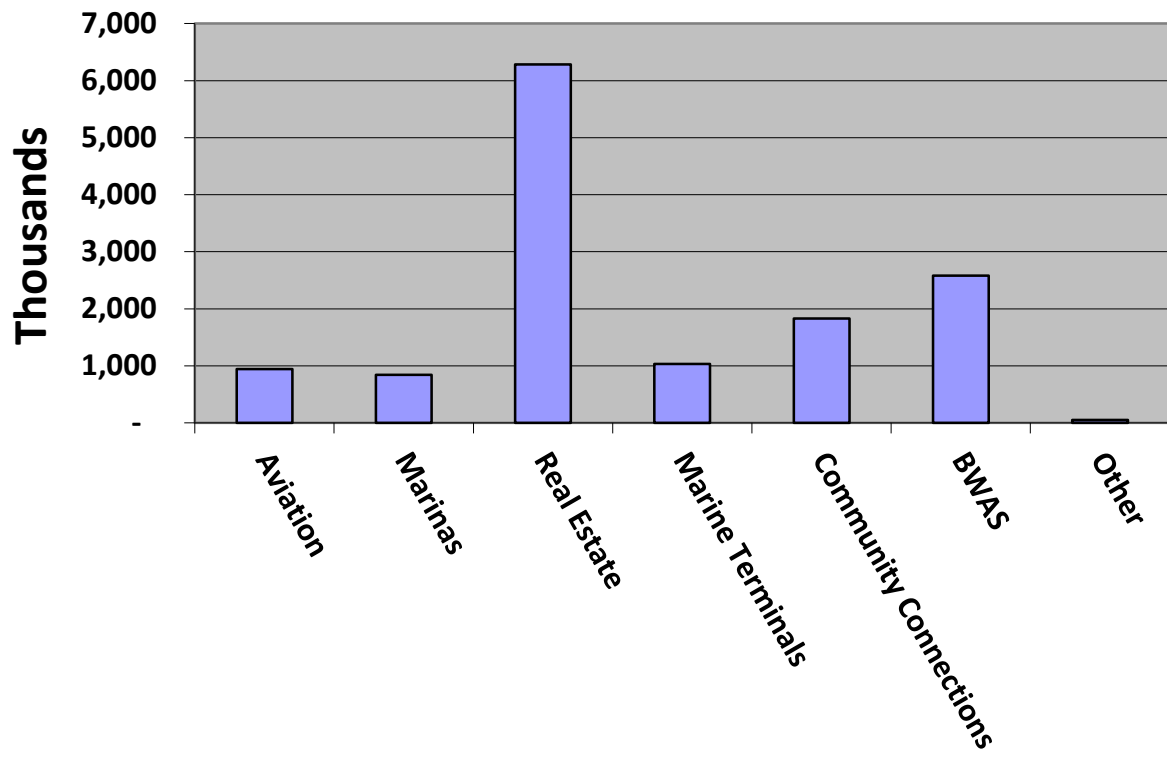
With the completion of the large commercial terminal expansion complete in 2014, and the downturn of revenues at the airport, capital projects at the airport are limited in 2015. Design and Construction of a snow removal equipment facility is budgeted for \$2.75 million, offset by \$2.475 million in FAA grants.

Public Priorities

Public Access capital projects include miscellaneous repairs and improvements to boat launch facilities, piers and bulkheads. These projects total \$1.9 million.

Bellingham Waterfront Acquisition Site projects are budgeted at \$4 million, offset by \$597,000 in capital grants. Projects include upland infrastructure improvements, demolition of structures and appraisals.

2015 Net Capital Expenditures by Department



Tax Levy

Types and Limits of Levies

Regular Tax Levy

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

Industrial Development District (IDD) Tax Levies

The Port may also levy property taxes for Industrial Development Districts (under a comprehensive scheme of harbor improvements) for twelve years only, not to exceed \$0.45 per \$1,000 of assessed value of taxable property within the Port district. If a Port district intends to levy this tax for one or more years after the first six years, the Port must publish notice of intent to impose such a levy and if signatures of at least eight percent (8%) of the voters protest the levy, a special election must be held with majority approval required. The Industrial Development District levy, however, is not subject to the 106% limitation. The Port has fully utilized this levy with the last collection of IDD tax levies received by the Port in 1988. Since this is a one-time levy that has already been utilized by the Port, it is no longer available as a taxing option.

Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs capital projects and to finance new capital projects in this category, specifically Environmental, Economic Development and Community Connections. Property taxes are also allocated to pay for the on-going operating costs of these public investments. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2015 toward the redevelopment of the Bellingham Waterfront Property acquired in January 2005.

Maximum Levy Available

The Port Commission has, since the adoption of the 1995 budget, unilaterally restricted the Port's property tax levy on existing property. The period of 1994 to 2014 reflects a decrease in the levy rate of \$0.1577, going from \$0.4459 to \$0.2882. In 2015, the Port will submit a levy request of approximately \$6.9 million. Depending upon new construction and assessed property values, the Port expects to levy approximately the same rate in 2015 as it did in 2014, resulting in a levy approximately \$2.5 million less than the legal limit.

Tax at a Glance

- ❖ Total 2015 Levy Rate \$.2882/\$1,000 Assessed Value
- ❖ The estimated levy for a \$275,000 home in 2015 is \$80
- ❖ Total 2015 Tax Levy Estimate \$6.879 Million

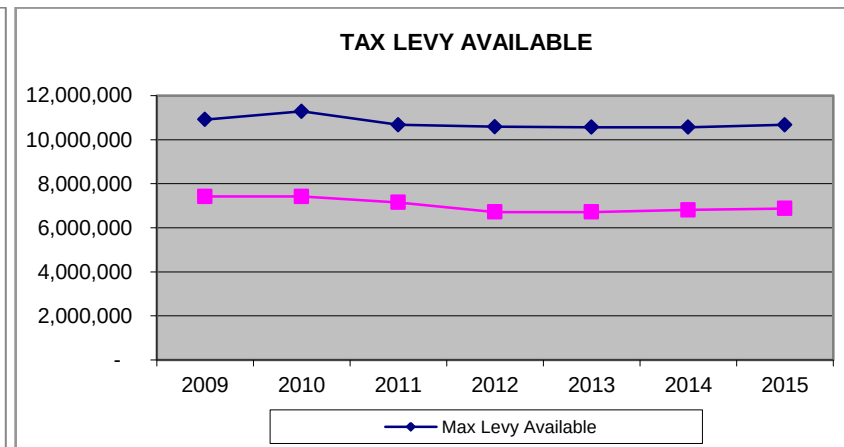
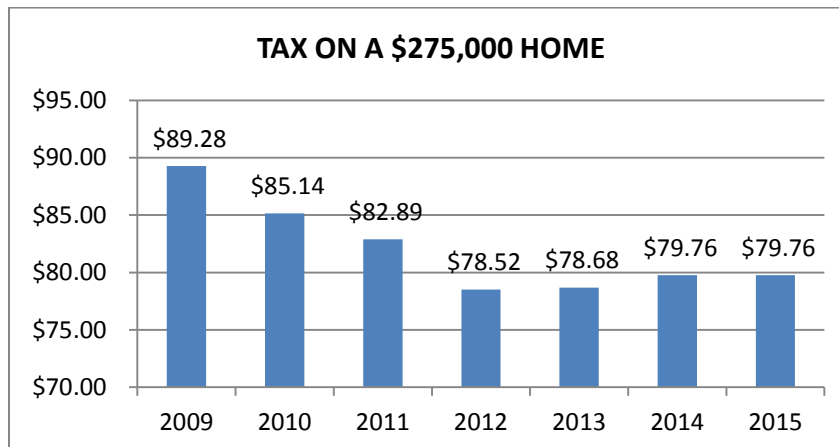
- ❖ Last year's rate was \$.2882/ \$1,000 Assessed Value
- ❖ The levy amount for a \$275,000 home in 2014 was \$80
- ❖ Last year the collection was \$6.811 million

The 2015 Levy will be used for:

Debt Service G. O. Bonds	\$1,334,080
Environmental Program Costs	242,367
Public Priority Programs Operating Expenses	1,975,139
Taxes Available for Public Priorities Capital Projects	1,448,414
Taxes Available for Bellingham Waterfront Acquisition Site	1,879,000
Total	\$6,879,000

TAX PAYER EFFECT

The following charts show the effect of the change in millage over the last seven years on a \$275,000 home.



2015 Tax Levy

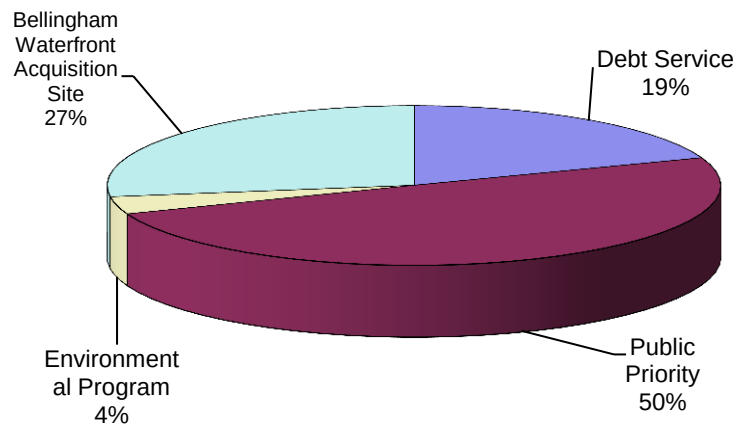
Sources:

	2015	2014
Regular Levy	\$5,544,920	\$5,418,320
G.O. Bonds/Debt Service	1,334,080	1,300,680
Special Levy	-	-
Industrial Development District (IDD)	-	-
Total Sources of Tax Levy	<u>\$6,879,000</u>	<u>\$6,719,000</u>

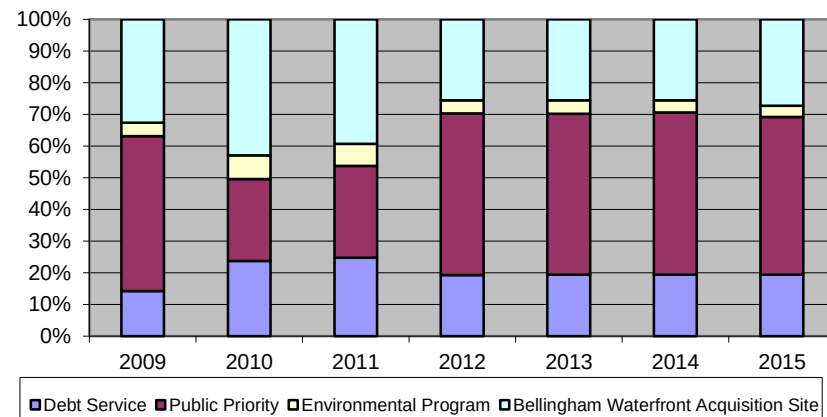
Uses:

Debt Service		
General Obligation Bonds Principal & Interest	\$1,334,080	\$1,300,680
Public Priority Use Portion of BCT Bonds Principal & Interest	-	-
Environmental Program Costs	242,367	254,611
Public Priority Programs Operating Expense	1,975,139	1,994,147
Taxes Available for Public Priorities Capital Projects	1,448,414	1,450,562
Cost Associated with Bellingham Waterfront Acquisition Site	1,879,000	1,719,000
Total Uses of Levy	<u>\$6,879,000</u>	<u>\$6,719,000</u>

USE OF TAX LEVY 2015



HISTORICAL USE OF TAX LEVY 2009-2015



Operating Divisions	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Beginning Cash Balance	9,723,048	3,873,962	3,253,670	6,031,604	11,429,701
Revenues from Operations	23,389,603	24,270,028	25,213,742	26,193,754	27,205,272
Operating Expenses	(15,218,248)	(15,493,726)	(15,932,253)	(16,399,892)	(16,946,505)
Net Operating Revenues	8,171,355	8,776,302	9,281,489	9,793,862	10,258,767
Interest Income	280,000	280,000	280,000	280,000	280,000
Operating Grants	-	-	-	-	-
Operating Grant Related Expenses	-	-	-	-	-
Bank Fees	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Asset Replacement Costs	(334,689)	(547,301)	(424,695)	(503,995)	(283,422)
Overhead Allocation	-	-	-	-	-
Net Cash Flow - Operations	8,109,666	8,502,001	9,129,794	9,562,867	10,248,345
Proceeds from Sale of Revenue Bonds	-	-	-	-	-
Revenue Bond Payments	(6,250,909)	(6,252,279)	(6,262,957)	(4,868,620)	(4,858,650)
2010B Revenue Bond - IRS Interest Refund	605,455	600,566	595,147	586,747	578,095
Proceeds from Long Term Loans	-	-	-	-	-
Other Long Term Loan Payments	(148,016)	(148,015)	(148,016)	(148,016)	(148,016)
Net Cash Flow - Debt	(5,793,470)	(5,799,728)	(5,815,826)	(4,429,889)	(4,428,571)
New Capital Projects	(17,143,137)	(9,133,680)	(5,384,394)	(7,639,175)	(6,070,000)
Capital Carryover from prior year	(4,788,052)	-	-	-	-
Capital Grants	10,949,406	2,880,000	1,800,000	4,734,000	5,274,000
Customer Facility Charges	182,500	191,755	199,425	207,402	215,699
Passenger Facility Charges	2,634,000	2,739,360	2,848,934	2,962,892	3,081,407
Net Cash Flow - Capital	(8,165,283)	(3,322,565)	(536,034)	265,119	2,501,106
Sale/Acquisition of Port property	-	-	-	-	-
Credit (to) from other divisions	-	-	-	-	-
Other	-	-	-	-	-
Net Cash Flow - Other	-	-	-	-	-
Operating: Cash Flow All Sources	(5,849,087)	(620,291)	2,777,934	5,398,097	8,320,880
Operating: Cumulative Cash Flow	3,873,962	3,253,670	6,031,604	11,429,701	19,750,581
Operating: Reserved for bonds, capital & operating exp	(9,204,129)	(9,175,838)	(9,110,729)	(8,937,858)	(8,967,936)
Operating: Available Cash	(5,330,167)	(5,922,168)	(3,079,125)	2,491,844	10,782,645

Publicly Funded	Budget 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019
Beginning Cash Balance	21,119,193	17,664,162	14,255,175	12,199,807	9,679,545
Revenues from Operations	1,337,101	1,439,501	1,516,531	1,547,275	1,562,296
Operating Expenses	(3,635,750)	(3,548,414)	(3,609,752)	(3,726,274)	(3,824,637)
Net Operating Revenues	(2,298,649)	(2,108,913)	(2,093,221)	(2,178,999)	(2,262,341)
Asset Replacement Costs	(16,695)	(8,318)	(5,000)	-	(6,000)
Election Expense	(75,000)	-	(75,000)	-	(75,000)
Property Tax Receipts	6,939,153	6,939,153	6,939,153	6,939,153	6,939,153
Net Cash Flow - Operations	4,548,809	4,821,922	4,765,932	4,760,154	4,595,812
Proceeds from Sale of GO Bonds/Loans	2,000,000	-	-	-	-
General Obligation Bond Payments	(1,334,080)	(1,296,080)	(1,297,280)	(1,301,780)	(1,299,580)
Other Debt Payments	-	(297,257)	(297,257)	(297,257)	(297,257)
Net Cash Flow - Debt	665,920	(1,296,080)	(1,297,280)	(1,301,780)	(1,299,580)
New Capital Projects	(5,085,417)	(4,508,886)	(1,834,500)	(3,113,000)	(1,050,000)
Capital Carryover from prior year	(1,087,038)	-	-	-	-
Capital Grants	597,500	2,278,832	-	-	-
Net Cash Flow - Capital	(5,574,955)	(2,230,054)	(1,834,500)	(3,113,000)	(1,050,000)
Credit (to) from other divisions	-	-	-	-	-
Environmental Remediation	(31,774,515)	(46,078,839)	(26,159,759)	(6,868,709)	(26,465,826)
Environmental Remediation - Grants	15,519,961	22,367,458	12,561,835	2,695,527	12,648,427
Environmental Remediation - Chartis Reimb	12,678,573	15,700,963	4,919,699	816,894	853,061
Environmental Remediation - PLP Reimb	481,176	3,305,643	4,988,705	490,652	20,872
Net Cash Flow - Other	(3,094,805)	(4,704,775)	(3,689,520)	(2,865,636)	(12,943,466)
Public: Cash Flow All Public Sources	(3,455,031)	(3,408,987)	(2,055,368)	(2,520,262)	(10,697,234)
Public: Cumulative Cash Flow	17,664,162	14,255,175	12,199,807	9,679,545	(1,017,689)
Public: Reserved for emergencies	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Public: Available Public Cash	16,664,162	13,255,175	11,199,807	8,679,545	(2,017,689)
Operating & Public: Total Available Cash	11,333,994	7,333,007	8,120,682	11,171,388	8,764,956

Summary 5-Year Forecast
Final Round

	2014 Budget	2015 Budget	2016	2017	2018	2019
Operating Activity						
Aviation						
Revenues	8,717,389	7,913,759	8,230,310	8,559,522	8,901,903	9,257,979
Expenses	5,633,921	6,165,553	6,333,771	6,507,777	6,687,757	6,873,902
Operating Contribution	3,083,468	1,748,206	1,896,539	2,051,745	2,214,146	2,384,077
Marinas						
Revenues	6,992,327	7,279,246	7,567,331	7,853,906	8,150,756	8,452,056
Expenses	2,820,060	2,964,408	3,032,830	3,132,355	3,235,304	3,341,805
Operating Contribution	4,172,267	4,314,838	4,534,501	4,721,550	4,915,452	5,110,251
Real Estate						
Revenues	5,843,523	6,007,105	6,197,573	6,436,832	6,685,469	6,943,853
Expenses	1,679,550	1,729,418	1,769,653	1,801,013	1,853,287	1,962,543
Operating Contribution	4,163,973	4,277,687	4,427,920	4,635,819	4,832,182	4,981,310
Planning & Development						
Revenues	-	-	-	-	-	-
Expenses	151,679	153,053	154,051	158,321	162,719	167,186
Operating Contribution	(151,679)	(153,053)	(154,051)	(158,321)	(162,719)	(167,186)
Marine Terminals						
Revenues	2,090,305	2,189,492	2,274,814	2,363,482	2,455,626	2,551,384
Expenses	1,306,975	1,398,672	1,440,841	1,484,245	1,528,955	1,575,012
Operating Contribution	783,331	790,821	833,974	879,237	926,671	976,372
Facilities						
Revenues	27,000	27,750	28,583	29,440	30,323	31,233
Expenses	3,912,451	4,164,723	4,135,902	4,228,749	4,325,562	4,426,479
Inter-Company Transfers	(3,401,944)	(3,608,667)	(3,634,550)	(3,712,117)	(3,793,178)	(3,877,855)
Operating Contribution	(483,507)	(528,306)	(472,769)	(487,192)	(502,061)	(517,391)

	2014 Budget	2015 Budget	2016	2017	2018	2019
Administration						
Revenues	36,790	32,790	32,790	32,790	32,790	32,790
Expenses	1,234,332	1,305,759	1,284,929	1,325,343	1,361,737	1,404,560
Operating Contribution	(1,197,542)	(1,272,969)	(1,252,139)	(1,292,553)	(1,328,947)	(1,371,770)
Executive						
Revenues	-	-	-	-	-	-
Expenses	743,122	619,869	640,234	659,566	679,484	700,007
Operating Contribution	(743,122)	(619,869)	(640,234)	(659,566)	(679,484)	(700,007)
Total Operating Activity						
Revenues	23,707,334	23,450,143	24,331,401	25,275,972	26,256,868	27,269,295
Expenses	17,482,089	18,501,455	18,792,211	19,297,369	19,834,805	20,451,494
Inter-Company Transfers	(3,401,944)	(3,608,667)	(3,634,550)	(3,712,117)	(3,793,178)	(3,877,855)
Operating Contribution	9,627,189	8,557,355	9,173,740	9,690,720	10,215,240	10,695,656

	2014 Budget	2015 Budget	2016	2017	2018	2019
Public Priorities						
Economic Development						
Revenues	124,069	119,069	119,069	119,069	119,069	119,069
Expenses	501,073	460,075	466,490	473,252	480,371	487,857
Operating Contribution	(377,004)	(341,006)	(347,421)	(354,183)	(361,302)	(368,788)
Infrastructure						
Revenues	-	-	-	-	-	-
Expenses	263,989	294,226	297,818	299,972	302,191	304,477
Operating Contribution	(263,989)	(294,226)	(297,818)	(299,972)	(302,191)	(304,477)
Community Connections						
Revenues	186,200	231,950	271,559	308,655	323,240	332,812
Expenses	1,288,096	1,486,162	1,531,024	1,581,932	1,637,735	1,695,657
Net Non-Operating Income	-	(75,000)	-	(75,000)	-	(75,000)
Operating Contribution	(1,101,896)	(1,329,212)	(1,259,465)	(1,348,277)	(1,314,495)	(1,437,845)
Total Public Priority						
Revenues	310,269	351,019	390,628	427,724	442,309	451,881
Expenses	2,053,158	2,240,463	2,295,331	2,355,156	2,420,297	2,487,992
Net Non-Operating Income	-	(75,000)	-	(75,000)	-	(75,000)
Operating Contribution	(1,742,889)	(1,964,444)	(1,904,704)	(2,002,432)	(1,977,988)	(2,111,111)

	2014 Budget	2015 Budget	2016	2017	2018	2019
Bellingham Waterfront Acquisition						
Revenues	978,666	986,082	1,048,873	1,088,807	1,104,966	1,110,415
Expenses	1,161,830	1,152,920	1,013,577	1,007,795	1,040,716	1,074,757
Net Non-Operating Income	109,182	287,569	1,341,387	1,472,975	1,286,081	(9,483,245)
Operating Contribution	(73,982)	120,731	1,376,683	1,553,987	1,350,331	(9,447,587)
Total Bellingham Waterfront Acquisition						
Revenues	978,666	986,082	1,048,873	1,088,807	1,104,966	1,110,415
Expenses	1,161,830	1,152,920	1,013,577	1,007,795	1,040,716	1,074,757
Net Non-Operating Income	109,182	287,569	1,341,387	1,472,975	1,286,081	(9,483,245)
Operating Contribution	(73,982)	120,731	1,376,683	1,553,987	1,350,331	(9,447,587)
Environmental						
Revenues	-	-	-	-	-	-
Expenses	256,199	242,367	239,505	246,801	265,261	261,889
Net Non-Operating Income	(494,697)	(1,443,221)	(4,107,009)	(3,223,342)	(2,212,564)	(1,521,068)
Operating Contribution	(750,896)	(1,685,588)	(4,346,514)	(3,470,143)	(2,477,825)	(1,782,957)
Total Environmental						
Revenues	-	-	-	-	-	-
Expenses	256,199	242,367	239,505	246,801	265,261	261,889
Net Non-Operating Income	(494,697)	(1,443,221)	(4,107,009)	(3,223,342)	(2,212,564)	(1,521,068)
Operating Contribution	(750,896)	(1,685,588)	(4,346,514)	(3,470,143)	(2,477,825)	(1,782,957)
Operating Contribution	7,059,422	5,028,054	4,299,205	5,772,133	7,109,759	(2,645,999)

Division: Aviation

Description of Services:

The Bellingham International Airport (BLI) is one of the primary gateways for moving people and cargo to and from Whatcom County into the national air transportation system. The Port works to enhance the benefits of the commercial aviation, general aviation, corporate aviation and air cargo operations by providing high quality aviation services and facilities, in a safe, secure, and efficient manner.

The Commercial Aviation program operates the commercial air terminal and its related facilities, which include parking lots, airport security facilities, and leases with support services such as car rentals, bus transportation and food sales. The program serves an important public purpose by meeting the travel needs of Whatcom County residents, promoting tourism and acting as a magnet for new businesses. Currently, there are non-stop commercial air flights between Bellingham and: Honolulu, Maui, Denver, Seattle, Las Vegas, San Diego, Oakland, Los Angeles, Palm Springs, Phoenix / Mesa, Portland, and the San Juan Islands.

The General Aviation program provides facilities and services that encourage the continued growth in general aviation and corporate aviation activity at Bellingham International Airport (BLI). General Aviation and corporate aviation activity enhances tourism, business, transportation to Whatcom County and the region, and the appeal of Whatcom County to businesses and the general public.

The Port's Air Cargo program provides dedicated land and facilities for the development and expansion of existing small-package air cargo companies.

Aviation 2015 Objectives:

1. Continue the design and construction for rehabilitation of the existing General Aviation taxi lanes and apron areas.
2. Complete the design and construction of additional Remain Overnight (RON) aircraft parking positions for large jet aircraft.
3. Complete the design of a Snow Removal Equipment (SRE) storage facility.
4. Continue to seek and obtain federal grants for Airport Improvement Program (AIP) eligible projects.

5. Continue to diversify and generate additional revenue sources by attracting new and expanding aviation and non-aviation related businesses on airport property.
6. Complete and implement Airport Master Plan projects.

Staff, Facilities and Structure:

Administrative staff at the airport include: the Director of Aviation, Airport Manager, Operations Supervisor, Airport Landside Supervisor, Airport Operations Coordinator, and two Airport Landside Accounting Tech IIs. The airport has 14 full-time Airport Operations Specialists who staff the Airport Rescue Fire Fighting station, perform security duties, and maintain runways, taxiways and terminals in compliance with Federal Aviation Administration (FAA) and the Transportation Security Administration (TSA) standards.

Physical Assets:

Bellingham International Airport is an FAA Class 1, Part 139 airport, located on 1,200 acres just north and west of the Bellingham city limits. It supports a 6,701 x 150 foot all-weather approach runway, with a full Instrument Landing System (ILS) and an FAA Air Traffic Control Tower. There are visual approach landing aids on both runways 16 & 34. BLI has both a Commercial and a General Aviation terminal. There are two Fixed-Based Operators (FBOs), providing fuel and other aviation related services. There are 123 private and publicly owned hangars, and 69 aircraft tie-downs.

Staff: 21 FTE's work across all Aviation Division Programs

Source of Funding: Operating income and grants

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$7,913,759	\$8,717,389	\$8,507,260
Operating Expenses	6,165,553	5,633,921	5,382,664
Net Cash Flow	1,748,206	3,083,468	3,124,596

Major 2015 Capital Projects (over \$100,000):

Commercial Ramp RON Parking Positions	\$8,546,000
Snow Removal Equipment Facility- Design	\$2,750,000

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	08		Aviation Division							
			Revenue							
			Operating Revenue							
01	6305	08	Space and Land Rental	272,072	312,616	325,121	338,125	351,650	365,717	Increase due to new leased space for the Airlines
01	6460	08	Space and Land Rental - GA	514,035	422,803	439,715	457,304	475,596	494,620	
01	6353	08	Fuel Flowage Fee	-	-					
01	6461	08	Fuel Flowage Fee - GA	34,070	35,433	36,850	38,324	39,857	41,451	
01	6356	08	External Revenue Transfer	124,100	112,785	117,296	121,988	126,868	131,942	Decrease in TSA reimbursement/ New rate is \$20/per hr. 16.5 hours per day/365. Decrease in \$5.74 hr. since 2013.
01	6360	08	Miscellaneous Revenue	6,120	20,000	20,800	21,632	22,497	23,397	Parking passes, GTSO fees, Badging Fees.
01	6462	08	Miscellaneous Revenue - GA	26,929	22,184	23,071	23,994	24,954	25,952	Parking passes, GTSO fees, Badging Fees.
01	6410	08	Airline Landing Fees	535,392	556,808	579,080	602,243	626,333	651,386	2013 Budget + 4%. Unknown of future service.
01	6420	08	Airline Passenger Fees	320,000	400,000	416,000	432,640	449,946	467,943	
01	6440	08	Concession Fees	493,080	529,837	551,030	573,072	595,995	619,834	Concessionaire fees, rental and changes.
01	6445	08	Triple Net and CAM Charges	79,999	45,538	47,360	49,254	51,224	53,273	
01	6463	08	Triple Net and CAM Charges - GA	5,238	5,109	5,313	5,526	5,747	5,977	
01	6450	08	Aircraft Tie Down Fees	-	-					
01	6464	08	Aircraft Tie Down Fees - GA	26,368	27,422	28,519	29,660	30,846	32,080	Tie down fees for based aircraft
01	6451	08	Transient Landing and Park	-	-					
01	6465	08	Transient Landing and Park - GA	25,610	33,953	35,311	36,724	38,193	39,720	
01	6602	08	Parking Fees	6,254,376	5,389,272	5,604,843	5,829,037	6,062,198	6,304,686	Decrease to due off-site competitors and decrease in enplaned passengers
			Operating Revenue	8,717,389	7,913,759	8,230,310	8,559,522	8,901,903	9,257,979	
			Revenue	8,717,389	7,913,759	8,230,310	8,559,522	8,901,903	9,257,979	
			Expense							
			Variable Expenses							
01	7001	08	Salaries and Wages	1,215,604	1,260,902	1,298,729	1,337,691	1,377,822	1,419,156	
01	7012	08	Salaries & Benefits Recovered	44,936	62,599	64,477	66,411	68,404	70,456	
01	7080	08	Security	102,382	42,218	43,485	44,789	46,133	47,517	Security guard for the deplaning hallway when the TSA checkpoint is closed.
01	7205	08	Employee Benefits	584,561	650,378	669,889	689,986	710,686	732,006	
01	7238	08	External Operational Expense	233,277	272,538	280,714	289,136	297,810	306,744	Contracted on-Site Law Enforcement Support
01	7240	08	Uncollectable Revenue	2,486	2,486	2,561	2,637	2,717	2,798	Fees not collected for transient aircraft
01	7323	08	Gasoline and Diesel	115,095	99,361	102,342	105,412	108,574	111,832	
01	7324	08	Gasoline/Diesel Resold (Contra)	(115,095)	(78,064)	(80,406)	(82,818)	(85,303)	(87,862)	
01	7335	08	Electricity Resold (Contra)	(4,450)	(4,450)	(4,584)	(4,721)	(4,863)	(5,009)	
01	7355	08	Equipment Rental	6,900	4,248	4,375	4,507	4,642	4,781	Misc. rentals for peak traveling period
01	7362	08	Small Tools and Equipment	5,750	1,500	1,545	1,591	1,639	1,688	Replacement tools

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
01	7370	08	Operating Supplies	67,989	117,119	120,633	124,252	127,979	131,818	Increase due to phase 2 of ARFF uniforms (\$6,160), 14 employee jacket replacements (\$5,800), ARFF replacement firefighting gear + new ARFF gear for new hires (\$11,250), Airline Common Use supplies (\$50,000) ; Dry Chem, ARFF, Anti-ice material, batteries, Wildlife hazing supplies, Operations and Security badging stock and equipment, cleaning supplies.
01	7520	08	Office Supplies	11,215	7,362	7,583	7,810	8,045	8,286	Paper, files, pens, light custodial supplies (non-contracted), cups,
01	7521	08	Postage	1,658	1,950	2,009	2,069	2,131	2,195	Community, professional service and enforcement mailing
01	7530	08	Janitorial	350,236	466,435	480,428	494,841	509,686	524,977	24/7 service at BLI. restrooms, general cleaning and special services
01	7540	08	Legal Expense	20,212	14,173	14,598	15,036	15,487	15,952	Projected expenses for 2014 plus inflation
01	7545	08	Interfund Transfer	40,600	138,481	121,331	104,181	87,031	69,881	BLI Eastside Wetland Mitigation
01	7549	08	Parking Services	1,122,595	1,161,469	1,196,313	1,232,202	1,269,169	1,307,244	Parking lot and shuttle service contract. Includes operating 3 parking lots and shuttle service 24/7
01	7550	08	Outside Services	245,208	227,335	234,155	241,180	248,415	255,868	Wildlife contractor (\$20,000), WCFD 8 support (\$62,037); pest control, security badging computer based training web hosting (\$10,000) Appraisal, Sanitary Serv., Cascade, D-Tek, Security Port wide emerg. Response, Emerg. Maint., Sec Badge fees, IET, Air Service Develop contractor (\$53,000), Scheduling software, Elevator Insp., Parking lot Equip. maint., Whatcom County Tourism Ambassador Program (12,000)
01	7560	08	Telephone and Communication	39,147	41,669	42,919	44,207	45,533	46,899	Airport Wi-Fi, Port internet, Land Lines, cell phones, emergency access dispatch services for AED's and Elevators
01	7570	08	Travel	9,375	10,250	10,558	10,874	11,200	11,536	Airfare for conference and training for staff
01	7578	08	Employee Training	28,525	31,150	32,085	33,047	34,038	35,060	14-Ops staff for live fire (\$12,600), New 40-hr Fire class for 2 staff (\$5,000), Access Control training for staff (5,000).
01	7580	08	Advertising and Promotion	54,289	55,918	57,596	59,323	61,103	62,936	Air service development
01	7581	08	Promotional Hosting	1,000	500	515	530	546	563	Stakeholders meetings
01	7582	08	Incidental Meeting Expense	900	1,000	1,030	1,061	1,093	1,126	Stakeholder Meetings
01	7588	08	Subscriptions	1,160	1,000	1,030	1,061	1,093	1,126	AOPA, WAMA, CAP, Airport Report
01	7589	08	Publications and Tariffs	500	-					
01	7590	08	Membership Dues and Fees	5,440	3,355	3,456	3,559	3,666	3,776	Airport Associations and Regulatory Committee memberships
01	7650	08	Miscellaneous	4,596	5,104	5,257	5,415	5,577	5,745	
			Variable Expenses	4,196,091	4,597,986	4,714,621	4,835,270	4,960,053	5,089,093	
			Direct Expenses							
01	7320	08	Natural Gas	29,311	54,300	55,929	57,607	59,335	61,115	
01	7321	08	Water	113,037	131,434	135,377	139,438	143,621	147,930	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
01	7322	08	Electricity	241,153	274,632	282,871	291,357	300,098	309,101	
01	7531	08	Garbage	55,720	55,735	57,407	59,129	60,903	62,730	
01	7555	08	Signage	3,690	3,000	3,090	3,183	3,278	3,377	Signage for the Airfield, Noise Abatement, Fuel Farms
01	7600	08	Insurance and Claims	191,313	227,763	239,151	251,109	263,664	276,848	
01	7680	08	Taxes	100,342	103,352	106,453	109,646	112,936	116,324	
			Direct Expenses	734,566	850,216	880,278	911,469	943,836	977,424	
			Asset Costs							
01	7230	08	Environmental Costs	7,956	8,195	8,441	8,694	8,955	9,224	Storm Water Monitoring
01	7700	08	Repair and Maintenance	344,240	302,891	311,978	321,337	330,977	340,906	
01	7701	08	Groundskeeping	174,820	145,727	150,099	154,602	159,240	164,017	
01	7702	08	Preventative Maintenance	94,376	149,780	154,273	158,902	163,669	168,579	
01	7800	08	Equipment	81,871	110,758	114,081	117,503	121,028	124,659	
			Asset Costs	703,263	717,351	738,872	761,038	783,869	807,385	
			Expense	5,633,921	6,165,553	6,333,771	6,507,777	6,687,757	6,873,902	
	08		Aviation Division	3,083,468	1,748,206	1,896,539	2,051,745	2,214,146	2,384,077	

Division: Marinas

Description of Services:

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

Marinas 2015 Objectives:

Ongoing:

1. Continue working to improve the Safety of the Marinas. In 2015 this will include customer outreach, seminars and Newsletter columns intended to educate all harbor users on ways that proactively encourage safe behavior in the facilities.
2. Continue working with the commercial fishing fleet and marine businesses to promote harbor facilities and increase commercial fishing vessel occupancies at Squalicum and Blaine Harbors.
3. Support redevelopment of the Blaine Industrial Area by coordinating with the Port's Environmental, Planning, Engineering and Real Estate departments to establish priorities and develop more detailed plans, designs and funding for infrastructure.

New for 2015:

1. Implement the requirements of Washington State adopted House Bill 2457, which addresses the State's Derelict vessel program. HB 2457 will establish new insurance requirements and fees to fund the program.
2. Implement the software conversion to the new Marina Software program.
3. Seek input from the Commission on the Port's Merchant Leaseholder program and implement any recommendations as requested.
4. Develop supportive operating routines with new Boathouse Agreements.
5. Develop and implement new Marina Moorage Agreements.

Staff, Facilities and Structure:

Blaine Harbor has a staff of four full-time and one Marinas shared employee. Squalicum Harbor has a staff of six full-time and one Marinas shared employee. At Blaine and Squalicum Harbors combined, the Port maintains visitor moorage and 2,046 permanent moorage slips for recreational, commercial and charter vessels.

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Marinas Division						
		Revenue						
		Operating Revenue						
05	6150	Commercial Berth and Moorage	469,741	426,293	434,180	442,329	450,987	453,192
05	6151	Pleasure Berth and Moorage	5,936,809	6,252,483	6,516,250	6,777,753	7,048,514	7,329,653
05	6152	Pleasure Transient Moorage	64,168	65,440	67,403	69,424	71,506	73,651
05	6153	Commercial Transient Moorage	10,784	10,500	10,815	11,138	11,471	11,815
05	6157	Boat Launch Fees	58,719	52,835	54,420	56,051	57,732	59,463
05	6160	Lummi Nation (contra)	-	-	-	-	-	-
05	6170	ACF Support	50,000	50,000	50,000	50,000	50,000	50,000
05	6200	Equipment Rentals	14,858	16,100	16,583	17,080	17,591	18,119
05	6221	Electric Meter Base Fee	8,470	7,836	8,071	8,313	8,561	8,818
05	6305	Space and Land Rental	31,052	33,000	33,990	35,010	36,060	37,142
05	6330	Weblocker Rental	243,023	266,997	275,006	283,256	291,753	300,505
05	6332	Dry Storage Area	30,002	28,776	29,639	30,527	31,442	32,385
05	6353	Fuel Flowage Fees	19,065	18,396	18,947	19,515	20,100	20,703
05	6360	Miscellaneous Revenue	51,386	47,290	48,708	50,169	51,673	53,224
05	6361	Stores Items	250	200	200	200	200	200
05	6440	Concession Fees	1,600	700	721	742	764	787
05	6445	Triple Net and CAM Charges	2,400	2,400	2,400	2,400	2,400	2,400
		Operating Revenue	6,992,327	7,279,246	7,567,331	7,853,906	8,150,756	8,452,056
		Revenue	6,992,327	7,279,246	7,567,331	7,853,906	8,150,756	8,452,056
		Expense						
		Variable Expenses						
05	7001	Salaries and Wages	602,405	618,926	641,105	664,094	687,922	712,622
05	7012	Salaries & Benefits Recovered	1,708	3,566	3,691	3,820	3,954	4,093
05	7080	Security	189,786	192,751	198,533	204,489	210,623	216,941
05	7205	Employee Benefits	359,386	382,980	396,703	410,928	425,672	440,955
05	7235	Disposal Costs	11,000	16,000	11,330	11,670	12,019	12,379
05	7240	Uncollectible Revenue	19,682	20,255	9,018	9,288	9,567	9,854
05	7323	Gasoline and Diesel	6,146	6,400	6,592	6,789	6,992	7,202
05	7330	Natural Gas for Resale	3,700	-	-	-	-	-
05	7331	Natural Gas Resold (Contra)	-	-	-	-	-	-

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
05	7334	Electricity for Resale	419,117	451,791	465,345	479,305	493,684	508,495
05	7335	Electricity Resold (Contra)	(336,926)	(368,911)	(379,978)	(391,378)	(403,119)	(415,213)
05	7338	Dock Boxes for Resale	14,678	14,848	9,270	9,548	9,835	10,130
05	7339	Dock Boxes Resold	(9,178)	(9,348)	(3,605)	(3,713)	(3,825)	(3,939)
05	7355	Equipment Rental	8,000	11,043	11,374	11,714	12,065	12,426
05	7362	Small Tools and Equipment	3,100	1,800	1,839	1,879	1,921	1,963
05	7370	Operating Supplies	31,400	29,200	30,076	30,978	31,906	32,863
05	7520	Office Supplies	11,500	11,200	11,540	11,886	12,242	12,609
05	7521	Postage	16,573	17,250	17,767	18,299	18,847	19,412
05	7530	Janitorial	114,160	117,922	121,459	125,103	128,856	132,722
05	7540	Legal Expense	9,500	11,770	12,123	12,486	12,861	13,246
05	7545	Interfund Transfer	47,885	48,035	48,040	48,044	48,049	48,054
05	7550	Outside Services	123,978	150,485	155,000	159,650	164,439	169,372
05	7560	Telephone and Communication	33,846	33,167	34,162	35,186	36,242	37,329
05	7570	Travel	3,500	3,500	3,605	3,713	3,823	3,938
05	7578	Employee Training	9,800	9,962	10,260	10,567	10,883	11,209
05	7580	Advertising and Promotion	35,137	33,410	34,412	35,444	36,506	37,601
05	7581	Promotional Hosting	1,700	1,700	1,736	1,773	1,811	1,851
05	7582	Incidental Meeting Expense	2,000	2,050	2,112	2,175	2,240	2,307
05	7588	Subscriptions	850	750	755	759	764	769
05	7589	Publications and Tariffs	2,500	2,550	2,627	2,705	2,785	2,868
05	7590	Membership Dues and Fees	2,148	2,330	2,400	2,472	2,546	2,622
05	7650	Miscellaneous	3,100	2,950	3,039	3,129	3,222	3,318
		Variable Expenses	1,742,181	1,820,332	1,862,326	1,922,801	1,985,333	2,049,996
		Direct Expenses						
05	7320	Natural Gas	15,200	15,823	16,297	16,786	17,289	17,808
05	7321	Water	118,754	122,463	126,137	129,921	133,818	137,832
05	7322	Electricity	90,340	91,427	94,169	96,994	99,903	102,899
05	7531	Garbage	164,422	162,460	167,333	172,352	177,522	182,847
05	7555	Signage	2,560	3,800	3,914	4,031	4,151	4,276
05	7600	Insurance and Claims	181,437	184,713	193,948	203,646	213,828	224,519
05	7680	Taxes	3,108	4,241	4,397	4,586	4,784	4,991
		Direct Expenses	575,821	584,926	606,195	628,316	651,296	675,173
		Asset Costs						

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
05	7700		Repair and Maintenance	240,510	294,379	291,595	300,343	309,353	318,634
05	7701		Groundskeeping	90,304	88,207	90,853	93,579	96,386	99,278
05	7702		Preventative Maintenance	114,408	119,916	123,513	127,219	131,035	134,967
05	7800		Equipment	56,836	56,648	58,347	60,098	61,901	63,758
			Asset Costs	502,058	559,150	564,309	581,239	598,676	616,636
			Expense	2,820,060	2,964,408	3,032,830	3,132,355	3,235,304	3,341,805
			Marinas Division	4,172,267	4,314,838	4,534,501	4,721,550	4,915,452	5,110,251

Divisional Program: Blaine Harbor

Description of Services:

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

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

Source of Funding: Operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$2,188,140	\$2,156,385	\$2,104,942
Operating Expenses	1,063,911	1,015,581	918,565
Net Cash Flow	1,124,229	1,140,804	1,186,377

Major 2015 Capital Projects (over \$100,000):

Electrical Power Upgrades	\$100,000
---------------------------	-----------

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	04		Blaine Harbor							
			Revenue							
			Operating Revenue							
05	6150	04	Commercial Berth and Moorage	130,255	123,056	125,238	127,683	130,280	130,940	
05	6151	04	Pleasure Berth and Moorage	1,876,458	1,894,769	1,979,228	2,058,600	2,140,797	2,226,158	
05	6152	04	Pleasure Transient Moorage	18,000	18,517	19,073	19,645	20,234	20,841	Overnight Visitor Moorage
05	6153	04	Commercial Transient Moorage	6,238	5,818	5,993	6,172	6,357	6,548	
05	6157	04	Boat Launch Fees	15,000	15,588	16,056	16,537	17,033	17,544	Daily and annual boat launch passes
05	6160	04	Lummi Nation (contra)	-	-	-	-	-	-	
05	6170	04	ACF Support	17,700	20,000	20,000	20,000	20,000	20,000	
05	6200	04	Equipment Rentals	3,460	3,000	3,090	3,183	3,278	3,377	Fork lift and net reels
05	6221	04	Electric Meter Base Fee	4,970	5,200	5,356	5,517	5,682	5,853	Setup fees
05	6305	04	Space and Land Rental	-	-	-	-	-	-	
05	6330	04	Weblocker Rental	60,403	81,638	84,087	86,610	89,208	91,884	
05	6332	04	Dry Storage Area	8,173	6,454	6,648	6,847	7,052	7,264	Storage area for fishing gear and trailers
05	6353	04	Fuel Flowage Fees	1,000	1,000	1,030	1,061	1,093	1,126	Surcharge to fuel vendors
05	6360	04	Miscellaneous Revenue	14,478	13,000	13,390	13,792	14,205	14,632	Showers and laundry
05	6361	04	Stores Items	50	-	-	-	-	-	Items for sale
05	6440	04	Concession Fees	200	100	103	106	109	113	Received from sales on pop machines
			Operating Revenue	2,156,385	2,188,140	2,279,290	2,365,752	2,455,330	2,546,279	
			Revenue	2,156,385	2,188,140	2,279,290	2,365,752	2,455,330	2,546,279	
			Expense							
			Variable Expenses							
05	7001	04	Salaries and Wages	250,633	257,818	265,553	273,519	281,725	290,176	
05	7012	04	Salaries & Benefits Recovered	854	1,783	1,836	1,892	1,948	2,007	
05	7080	04	Security	95,407	95,073	97,925	100,863	103,889	107,005	
05	7205	04	Employee Benefits	162,488	159,588	164,376	169,307	174,386	179,618	
05	7235	04	Disposal Costs	4,000	4,000	4,120	4,244	4,371	4,502	Removal of derelict vessels
05	7240	04	Uncollectible Revenue	8,755	8,755	9,018	9,288	9,567	9,854	
05	7255	04	Freight Charges	-	-	-	-	-	-	
05	7323	04	Gasoline and Diesel	3,146	3,400	3,502	3,607	3,715	3,827	Fuel for truck, forklift and harbor skiffs
05	7331	04	Natural Gas Resold (Contra)	-	-	-	-	-	-	
05	7334	04	Electricity for Resale	133,940	126,798	130,602	134,520	138,556	142,712	Electricity for moorage customers
05	7335	04	Electricity Resold (Contra)	(122,842)	(114,816)	(118,260)	(121,808)	(125,463)	(129,226)	Electricity billed to moorage customers
05	7338	04	Dock Boxes for Resale	9,000	9,000	9,270	9,548	9,835	10,130	Increased replacement of dock boxes; recover cost where possible
05	7339	04	Dock Boxes Resold	(3,500)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)	Replaced dockboxes
05	7355	04	Equipment Rental	2,000	4,863	5,009	5,159	5,314	5,473	Laundry machine rental and copier lease
05	7362	04	Small Tools and Equipment	2,600	1,300	1,339	1,379	1,421	1,463	New weather machine
05	7370	04	Operating Supplies	10,700	10,700	11,021	11,352	11,692	12,043	Uniforms \$1.5k, dockcarts \$4k, printing \$2.3k, hazmat supplies \$2k, misc supplies \$900
05	7520	04	Office Supplies	5,000	4,500	4,635	4,774	4,917	5,065	Office supplies
05	7521	04	Postage	4,200	4,500	4,635	4,774	4,917	5,065	Mailing statements and newsletters to customers
05	7530	04	Janitorial	31,840	35,351	36,412	37,504	38,629	39,788	Cleaning services

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
05	7540	04	Legal Expense	2,500	2,500	2,575	2,652	2,732	2,814	
05	7545	04	Interfund Transfer	-	150	155	159	164	169	
05	7550	04	Outside Services							Aarmark \$700, Alarm monitoring \$1.4, Bio-Bug \$2.9, MMS Software support \$1,685, credit card fees \$50K, website support \$165
				44,203	57,790	59,524	61,309	63,149	65,043	
05	7560	04	Telephone and Communication	16,728	18,362	18,913	19,480	20,065	20,667	
05	7570	04	Travel	2,000	2,000	2,060	2,122	2,185	2,251	
05	7578	04	Employee Training	4,400	4,400	4,532	4,668	4,808	4,952	Forklift \$800, cpr/first aid \$200, hazmat \$800, University of Alaska \$800, team building \$1k, PCC \$600, \$200 fire extinguisher training
05	7580	04	Advertising and Promotion	20,637	18,800	19,364	19,945	20,543	21,160	NW Boat Travel \$1.8k, Waggoner Cruising Guide \$1.8k, Suncruise \$1.3, Northern Light \$5.4, special events \$, Boatshow \$8.5
05	7581	04	Promotional Hosting	1,200	1,200	1,236	1,273	1,311	1,351	Per Resolution 989c
05	7582	04	Incidental Meeting Expense	800	850	876	902	929	957	MAC meetings
05	7588	04	Subscriptions	250	150	155	159	164	169	Magazine renewals, AK Fishermen Journal, Latitude 38, National Fisherman
05	7589	04	Publications and Tariffs	900	950	979	1,008	1,038	1,069	Marina newsletter
05	7590	04	Membership Dues and Fees	1,074	1,230	1,267	1,305	1,344	1,384	NMTA \$230, PCC \$200, BC Marine Trade Association \$400, Association of Marine Ind. \$300, CMM \$100
05	7650	04	Miscellaneous	1,500	1,350	1,391	1,432	1,475	1,519	Culligan water
			Variable Expenses	694,413	718,845	740,411	762,623	785,502	809,067	
			Direct Expenses							
05	7320	04	Natural Gas	3,409	3,000	3,090	3,183	3,278	3,377	Natural gas for operations
05	7321	04	Water	38,303	40,063	41,265	42,503	43,778	45,091	Water for operations
05	7322	04	Electricity	22,935	22,000	22,660	23,340	24,040	24,761	Electricity for operations
05	7531	04	Garbage	45,528	40,000	41,200	42,436	43,709	45,020	Garbage, recycling and disposal
05	7555	04	Signage	1,060	2,300	2,369	2,440	2,513	2,589	Misc. harbor signage, replacement of visitor signage
05	7600	04	Insurance and Claims	53,990	62,126	65,232	68,494	71,919	75,515	Property and liability
05	7680	04	Taxes	1,350	1,350	1,391	1,460	1,533	1,610	State & local taxes
			Direct Expenses	166,575	170,839	177,207	183,856	190,770	197,962	
			Asset Costs							
05	7700	04	Repair and Maintenance	51,539	79,739	70,516	72,631	74,810	77,055	
05	7701	04	Groundskeeping	42,960	32,407	33,379	34,381	35,412	36,474	
05	7702	04	Preventative Maintenance	33,907	37,000	38,110	39,253	40,431	41,644	
05	7800	04	Equipment	26,188	25,080	25,832	26,607	27,406	28,228	
			Asset Costs	154,593	174,226	167,838	172,873	178,059	183,401	
			Expense	1,015,581	1,063,911	1,085,455	1,119,351	1,154,331	1,190,430	
				2.93%	4.76%	2.03%	3.12%	3.12%	3.13%	
	04		Blaine Harbor	1,140,804	1,124,229	1,193,835	1,246,401	1,300,999	1,355,849	

Divisional Program: Squalicum Harbor

Description of Services:

At Squalicum Harbor, the Port operates a 1,417 slip small boat harbor. Harbor facilities include webblockers, commercial gear storage, a sawtooth dock, visitor docks, and a four-lane boat launch.

Staff: 6 FTE's, 1 shared position within Marinas program

Source of Funding: Operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$5,091,106	\$4,835,942	\$4,765,018
Operating Expenses	1,900,497	1,804,479	1,637,614
Net Cash Flow	3,190,609	3,031,463	3,127,404

Major 2015 Capital Projects (over \$100,000):

Visitor Dock Improvements	\$105,040
Electrical Power Upgrades	\$500,000

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	05		Squalicum Harbor							
			Revenue							
			Operating Revenue							
05	6150	05	Commercial Berth and Moorage	339,486	303,237	308,942	314,646	320,707	322,252	
05	6151	05	Pleasure Berth and Moorage	4,060,351	4,357,714	4,537,022	4,719,153	4,907,717	5,103,495	
05	6152	05	Pleasure Transient Moorage	46,168	46,923	48,330	49,779	51,272	52,810	Based on captured transient rate of .50 and .75 pr/ft
05	6153	05	Commercial Transient Moorage	4,546	4,682	4,822	4,966	5,114	5,267	
05	6157	05	Boat Launch Fees	43,719	37,247	38,364	39,514	40,699	41,919	assumed limited access for ramp completion
05	6160	05	Lummi Nation (contra)	-						
05	6170	05	ACF Support	32,300	30,000	30,000	30,000	30,000	30,000	
05	6200	05	Equipment Rentals	11,398	13,100	13,493	13,897	14,313	14,742	Fork lift, crane, and net reel rental
05	6221	05	Electric Meter Base Fee	3,500	2,636	2,715	2,796	2,879	2,965	Meter Base Set up Fee
05	6305	05	Space and Land Rental	31,052	33,000	33,990	35,010	36,060	37,142	
05	6330	05	Weblocker Rental	182,620	185,359	190,919	196,646	202,545	208,621	Web Lockers for net and gear storage W/ +.05,2015
05	6332	05	Dry Storage Area	21,829	22,322	22,991	23,680	24,390	25,121	Net Reel and gear storage outside
05	6353	05	Fuel Flowage Fees	18,065	17,396	17,917	18,454	19,007	19,577	Over the dock fuel sales
05	6360	05	Miscellaneous Revenue	36,908	34,290	35,318	36,377	37,468	38,592	laundry, showers,
05	6361	05	Stores Items	200	200	200	200	200	200	laundry soap, hats
05	6440	05	Concession Fees	1,400	600	618	636	655	674	soda machines
05	6445	05	Triple Net and CAM Charges	2,400	2,400	2,400	2,400	2,400	2,400	
			Operating Revenue	4,835,942	5,091,106	5,288,041	5,488,154	5,695,426	5,905,777	
			Revenue	4,835,942	5,091,106	5,288,041	5,488,154	5,695,426	5,905,777	
			Expense							
			Variable Expenses							
05	7001	05	Salaries and Wages	351,772	361,108	375,552	390,574	406,197	422,445	
05	7012	05	Salaries & Benefits Recovered	854	1,783	1,854	1,928	2,006	2,086	
05	7080	05	Security	94,379	97,678	100,608	103,626	106,734	109,936	Security budget will rise in hrly rate in 2015
05	7205	05	Employee Benefits	196,899	223,392	232,328	241,621	251,286	261,337	
05	7235	05	Disposal Costs	7,000	12,000	7,210	7,426	7,648	7,877	RDS, Boathouse disposal,tires, trash
05	7240	05	Uncollectible Revenue	10,927	11,500	-	-	-	-	
05	7255	05	Freight Charges	-	-	-	-	-	-	
05	7323	05	Gasoline and Diesel	3,000	3,000	3,090	3,182	3,277	3,375	fuel for harbor vehicles and vessels
05	7330	05	Natural Gas for Resale	3,700	-	-	-	-	-	
05	7331	05	Natural Gas Resold (Contra)	-	-	-	-	-	-	
05	7334	05	Electricity for Resale	285,177	324,993	334,743	344,785	355,129	365,782	
05	7335	05	Electricity Resold (Contra)	(214,084)	(254,095)	(261,718)	(269,569)	(277,656)	(285,986)	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
05	7338	05	Dock Boxes for Resale	5,678	5,848	6,023	6,203	6,389	6,580	
05	7339	05	Dock Boxes Resold	(5,678)	(5,848)	(6,023)	(6,203)	(6,389)	(6,580)	
05	7355	05	Equipment Rental	6,000	6,180	6,365	6,555	6,751	6,953	Laundry machine, and copier lease
05	7362	05	Small Tools and Equipment	500	500	500	500	500	500	small hand tools
05	7370	05	Operating Supplies	20,700	18,500	19,055	19,626	20,214	20,820	trash pumps \$3100, new moorage agreements \$1400 hazmat supplies 2500, uniforms \$1400,
05	7520	05	Office Supplies	6,500	6,700	6,905	7,112	7,325	7,544	Paper, files, pens, printing supplies
05	7521	05	Postage	12,373	12,750	13,132	13,525	13,930	14,347	assumes no increase in postage rate
05	7530	05	Janitorial	82,320	82,570	85,047	87,599	90,227	92,934	5% increase in 2015
05	7540	05	Legal Expense	7,000	9,270	9,548	9,834	10,129	10,432	increase in new moorage agreement review,boathouses
05	7545	05	Interfund Transfer	47,885	47,885	47,885	47,885	47,885	47,885	Real Estate states no increase for MS in 2015
05	7550	05	Outside Services	79,775	92,695	95,476	98,340	101,290	104,329	CC fees, online payments,Bio Bug, MMS Software Support \$2,530, website support \$165
05	7560	05	Telephone and Communication	17,118	14,805	15,249	15,706	16,177	16,662	
05	7570	05	Travel	1,500	1,500	1,545	1,591	1,638	1,687	
05	7578	05	Employee Training	5,400	5,562	5,728	5,899	6,075	6,257	fork lift, hazmat,CPR, U of A,
05	7580	05	Advertising and Promotion	14,500	14,610	15,048	15,499	15,963	16,441	nw travel 1500,waggoner guide 1860, PITCH 1000, Lukemia cup 500, Dale Jeppsen, 500, Fishermens memorial 1500
05	7581	05	Promotional Hosting	500	500	500	500	500	500	
05	7582	05	Incidental Meeting Expense	1,200	1,200	1,236	1,273	1,311	1,350	MAC meetings
05	7588	05	Subscriptions	600	600	600	600	600	600	bellingham herald, fishermans news, marinas international , marina dock age
05	7589	05	Publications and Tariffs	1,600	1,600	1,648	1,697	1,747	1,799	marina newsletter
05	7590	05	Membership Dues and Fees	1,074	1,100	1,133	1,167	1,202	1,238	NWMTA, PCC, IMI, SE Seiners,
05	7650	05	Miscellaneous	1,600	1,600	1,648	1,697	1,747	1,799	office water, pidgeon abatement consulting,
			Variable Expenses	1,047,769	1,101,486	1,121,915	1,160,178	1,199,831	1,240,929	
			Direct Expenses							
05	7320	05	Natural Gas	11,791	12,823	13,207	13,603	14,011	14,431	Natural gas for heat
05	7321	05	Water	80,451	82,400	84,872	87,418	90,040	92,741	
05	7322	05	Electricity	67,405	69,427	71,509	73,654	75,863	78,138	
05	7531	05	Garbage	118,894	122,460	126,133	129,916	133,813	137,827	
05	7555	05	Signage	1,500	1,500	1,545	1,591	1,638	1,687	
05	7600	05	Insurance and Claims	127,447	122,586	128,716	135,152	141,909	149,005	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
05	7680	05	Taxes	1,758	2,891	3,006	3,126	3,251	3,382	
			Direct Expenses	409,246	414,087	428,988	444,460	460,526	477,210	
			Asset Costs							
05	7700	05	Repair and Maintenance	188,971	214,640	221,079	227,712	234,543	241,579	M&R = \$199,640 + elec. Service analysis = \$15k
05	7701	05	Groundskeeping	47,344	55,800	57,474	59,198	60,974	62,803	
05	7702	05	Preventative Maintenance	80,501	82,916	85,403	87,966	90,605	93,323	
05	7800	05	Equipment	30,649	31,568	32,515	33,490	34,495	35,530	
			Asset Costs	347,464	384,924	396,472	408,366	420,617	433,235	
			Expense	1,804,479	1,900,497	1,947,375	2,013,004	2,080,973	2,151,375	
				15.18%	5.32%	2.47%	3.37%	3.38%	3.38%	
05			Squalicum Harbor	3,031,463	3,190,609	3,340,666	3,475,150	3,614,453	3,754,402	

Division: Marine Terminals

Description of Services:

The Marine Terminals Division operates terminals at the Bellingham Shipping Terminal and the Bellingham Cruise Terminal.

Staff, Facilities and Structure:

The Marine Terminals are operated by three full-time and three part-time employees.

The facilities include the Bellingham Shipping Terminal, the Bellingham Cruise Terminal, Fairhaven Station and a small boat launch and mooring area in Fairhaven.

The Bellingham Shipping Terminal (BST), located at 625 Cornwall Avenue, includes two large warehouses, 35 acres of lay-down area, and nearly 1,800 linear feet of deep water pier, with nearby rail access.

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

Marine Terminals 2015 Objectives:

Ongoing:

1. Whatcom Waterway cleanup – Phase I. Work in a coordinated fashion with the Facilities and Environmental departments to shepherd this longstanding project through the construction phase. This includes coordination with the C St Terminal, GP docks, and Bellingham Shipping Terminal.
2. Work closely with the Real Estate department to increase sales efforts for the Bellingham Shipping Terminal and Log Pond area, with a focus on cargo opportunities, construction, or light industrial uses that include a significant job creation.
3. Continue to pursue opportunities to re-establish rail service to the Bellingham Shipping Terminal.
4. Support the Alaska Marine Highway System (AMHS) in maximizing vessel occupancy and improve operations on the Bellingham run.

New for 2015:

1. Work closely with the Port's Environmental and Facilities departments in the Log Pond / BST area to integrate planned stormwater improvements (ELSA), environmental cleanup in the Log Pond area, and facility layout work to produce new development opportunities for this area.

This work will tie in with the Department of Commerce Brownfields marketing grant that will also be implemented in 2015.

2. Assist in the All American Marine (AAM) & Puglia re-development of the Fairhaven Shipyard site.
3. Negotiate the renewal of the AMHS Terminal Services Agreement.

Staff: 3 FTE's, 3 PTE's

Source of Funding: Operating income

Financial Summary:**Bellingham Shipping Terminal (BST) (cargo):**

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$628,869	\$602,835	\$751,908
Operating Expenses	428,101	394,543	377,677
Net Cash Flow	200,768	208,292	374,231

Bellingham Cruise Terminal (BCT) (passenger):

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$1,560,623	\$1,487,470	\$1,484,381
Operating Expenses	970,571	912,432	838,820
Net Cash Flow	590,052	575,038	645,561

Major 2015 Capital Projects (over \$100,000):

BST main pier repairs	\$684,500
BST North Pier Re-Design	\$119,171

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Total Marine Terminals						
		Revenue						
		Operating Revenue						
09	6010	Dockage	499,989	504,489	524,669	545,655	567,482	590,181
09	6115	Man Hour Service - Other	214,070	225,754	232,527	239,502	246,687	254,088
09	6150	Commercial Berth and Moorage	59,425	60,810	63,242	65,772	68,403	71,139
09	6151	Pleasure Berth and Moorage	1,000	1,250	1,300	1,352	1,406	1,462
09	6152	Pleasure Transient Moorage	600	600	624	649	675	702
09	6157	Boat Launch Fees	4,550	11,305	11,757	12,227	12,717	13,225
09	6305	Space and Land Rental	1,119,701	1,186,115	1,233,560	1,282,902	1,334,218	1,387,587
09	6353	Fuel Flowage Fees	64,239	66,000	68,640	71,386	74,241	77,211
09	6360	Miscellaneous Revenue	4,319	4,260	4,430	4,608	4,792	4,984
09	6430	Passenger Tariff Fees	2,000	2,000	2,080	2,163	2,250	2,340
09	6440	Concession Fees	11,050	9,443	9,821	10,214	10,622	11,047
09	6445	Triple Net and CAM Charges	54,062	57,466	59,764	62,155	64,641	67,227
09	6602	Parking Fees	55,300	60,000	62,400	64,896	67,492	70,192
		Operating Revenue	2,090,305	2,189,492	2,274,814	2,363,482	2,455,626	2,551,384
		Revenue	2,090,305	2,189,492	2,274,814	2,363,482	2,455,626	2,551,384
		Expense						
		Variable Expenses						
09	7001	Salaries and Wages	264,493	271,959	280,118	288,521	297,177	306,092
09	7012	Salaries & Benefits Recovered	34,344	37,466	38,590	39,748	40,940	42,168
09	7080	Security	28,514	30,167	31,072	32,004	32,964	33,953
09	7205	Employee Benefits	150,140	153,244	157,841	162,577	167,454	172,477
09	7240	Uncollectible Revenue	2,000	1,500	1,545	1,591	1,639	1,688
09	7255	Freight Charges	100	100	103	106	109	113
09	7323	Gasoline and Diesel	500	500	550	567	583	601
09	7331	Natural Gas Resold (Contra)	-	(700)	(721)	(743)	(765)	(788)
09	7332	Water for Resale	5,867	12,000	12,360	12,731	13,113	13,506
09	7333	Water Resold (Contra)	(5,867)	(4,500)	(4,635)	(4,774)	(4,917)	(5,065)
09	7334	Electricity for Resale	208,743	194,000	199,820	145,157	149,512	153,997
09	7335	Electricity Resold (Contra)	(210,844)	(194,000)	(199,820)	(145,157)	(149,512)	(153,997)
09	7355	Equipment Rental	1,100	450	464	477	492	506

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
09	7362	Small Tools and Equipment	250	100	103	106	109	113
09	7370	Operating Supplies	4,100	4,100	4,223	4,350	4,480	4,615
09	7520	Office Supplies	2,100	3,650	3,760	3,872	3,988	4,108
09	7521	Postage	255	135	139	143	148	152
09	7530	Janitorial	59,845	62,553	64,430	66,362	68,353	70,404
09	7540	Legal Expense	6,500	6,000	6,180	6,365	6,556	6,753
09	7545	Interfund Transfer	(21,711)	(23,396)	(23,864)	(24,341)	(24,828)	(25,325)
09	7550	Outside Services	85,500	94,730	97,572	100,499	103,514	106,619
09	7551	Lease Payments to Others	4,401	3,644	3,753	3,866	3,982	4,101
09	7552	Outside Services - AMHS Fuel	-	-	-	-	-	-
09	7560	Telephone and Communication	10,500	9,750	10,043	10,344	10,654	10,974
09	7570	Travel	16,000	30,360	31,271	32,209	33,175	34,170
09	7578	Employee Training	6,738	5,000	5,150	5,305	5,464	5,628
09	7580	Advertising and Promotion	17,665	20,700	21,321	21,961	22,619	23,298
09	7581	Promotional Hosting	3,000	4,000	4,060	4,122	4,185	4,251
09	7582	Incidental Meeting Expense	850	600	618	637	656	675
09	7588	Subscriptions	575	825	850	875	901	929
09	7589	Publications and Tariffs	50	-	-	-	-	-
09	7590	Membership Dues and Fees	1,344	3,325	3,425	3,527	3,633	3,742
09	7650	Miscellaneous	1,200	1,200	1,236	1,273	1,311	1,351
		Variable Expenses	678,252	729,462	751,554	774,280	797,691	821,810
		Direct Expenses						
09	7320	Natural Gas	14,500	22,000	22,660	23,340	24,040	24,761
09	7321	Water	40,000	35,000	36,050	37,132	38,245	39,393
09	7322	Electricity	145,530	150,000	154,500	159,135	163,909	168,826
09	7531	Garbage	35,250	35,750	36,823	37,927	39,065	40,237
09	7555	Signage	2,250	2,250	2,318	2,387	2,459	2,532
09	7600	Insurance and Claims	113,232	115,017	118,468	122,022	125,682	129,453
09	7680	Taxes	5,066	5,300	5,459	5,623	5,791	5,965
		Direct Expenses	355,828	365,317	376,277	387,565	399,192	411,168
		Asset Costs						
09	7700	Repair and Maintenance	149,860	154,356	158,987	163,756	168,669	173,729
09	7701	Groundskeeping	62,200	83,500	86,005	88,585	91,243	93,980
09	7702	Preventative Maintenance	56,735	58,437	60,190	61,996	63,856	65,772

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
09	7800		Equipment	4,100	7,600	7,828	8,063	8,305	8,554
			Asset Costs	272,895	303,893	313,010	322,400	332,072	342,034
			Expense	1,306,975	1,398,672	1,440,841	1,484,245	1,528,955	1,575,012
			Total Marine Terminals	783,331	790,821	833,974	879,237	926,671	976,372

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	06		Marine Cargo							
			Revenue							
			Operating Revenue							
09	6010	06	Dockage	499,989	504,489	524,669	545,655	567,482	590,181	Horizon Lines = \$316,674; Foss = \$8007; Superior = \$167,808; Misc. barge = \$12k.
09	6305	06	Space and Land Rental	97,098	118,452	123,190	128,118	133,243	138,572	Per Real Estate Projections
09	6360	06	Miscellaneous Revenue	300	300	312	324	337	351	Per Real Estate Projections
09	6445	06	Triple Net and CAM Charges	5,448	5,628	5,853	6,087	6,331	6,584	Per Real Estate Projections
			Operating Revenue	602,835	628,869	654,024	680,185	707,392	735,688	
			Revenue	602,835	628,869	654,024	680,185	707,392	735,688	
			Expense							
			Variable Expenses							
09	7001	06	Salaries and Wages	60,934	62,641	64,520	66,456	68,450	70,503	
09	7012	06	Salaries & Benefits Recovered	17,628	22,772	23,455	24,159	24,884	25,630	Real Estate allocation
09	7080	06	Security	1,000	1,000	1,030	1,061	1,093	1,126	\$650 special events; \$350 vandalism/fire watch
09	7205	06	Employee Benefits	26,895	27,675	28,505	29,360	30,241	31,148	
09	7240	06	Uncollectible Revenue	500	500	515	530	546	563	
09	7334	06	Electricity for Resale	189,854	175,000	180,250	125,000	128,750	132,613	As allocated per acctg.
09	7335	06	Electricity Resold (Contra)	(189,854)	(175,000)	(180,250)	(125,000)	(128,750)	(132,613)	Elec. resold to Horizon for 12 mo. & SES 6 mo.
09	7355	06	Equipment Rental	100	100	103	106	109	113	Generator, plumbing equipment, etc.
09	7362	06	Small Tools and Equipment	250	100	103	106	109	113	Misc. tools & equip.
09	7370	06	Operating Supplies	100	100	103	106	109	113	Gate locks, spray paint, etc.
09	7520	06	Office Supplies	100	150	155	159	164	169	File boxes, office supplies, etc.
09	7521	06	Postage	35	35	36	37	38	39	No change from 2014
09	7530	06	Janitorial	5,745	6,664	6,864	7,070	7,282	7,500	4 mos. = \$1,738; 8 mos. = 3,614 (~4% inc.) + \$600 janitorial supplies
09	7540	06	Legal Expense	5,000	1,000	1,030	1,061	1,093	1,126	Document reviews, etc.
09	7550	06	Outside Services	50,100	55,265	56,923	58,631	60,390	62,201	Bio Bug - \$1500; City - \$1,100k; USDA - \$1k; Mktg Staff - \$30k; Dtech - \$2500; Website mgmt fee - \$165; Credit Card Fees (HorizonLLC) \$19k
09	7551	06	Lease Payments to Others	1,326	544	560	577	594	612	Est. Lease payment to DNR per RE
09	7560	06	Telephone and Communication	2,800	3,250	3,348	3,448	3,551	3,658	\$1750 Tech, \$1k cell phone reimb., \$500 payphones, etc.
09	7570	06	Travel	10,000	20,000	20,600	21,218	21,855	22,510	Dir./Mgr responding to cargo opp's. 2 events x \$2,500 ea.; 6 NWMTA Conf (\$2.5k ea) = \$15k
09	7578	06	Employee Training	2,200	1,500	1,545	1,591	1,639	1,688	Security training classes - CSO, FSO & AFSSO; % of CPR
09	7580	06	Advertising and Promotion	12,000	12,000	12,360	12,731	13,113	13,506	Ad materials - \$2k; Advertising - \$10k
09	7581	06	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	Gifts for visiting guests
09	7582	06	Incidental Meeting Expense	350	350	361	371	382	394	Cargo Business Meetings
09	7588	06	Subscriptions	325	325	335	345	355	366	Shipping magazines
09	7589	06	Publications and Tariffs	50	-	-	-	-	-	Tariff Modifications, etc.
09	7590	06	Membership Dues and Fees	1,014	2,614	2,692	2,773	2,856	2,942	NWMTA dues (\$1014); NWMTA reg fees x 4 (\$1600)
09	7650	06	Miscellaneous	200	200	206	212	219	225	
			Variable Expenses	200,652	220,785	227,409	234,231	241,258	248,495	
			Direct Expenses							
09	7320	06	Natural Gas	4,500	6,000	6,180	6,365	6,556	6,753	Operations
09	7321	06	Water	20,000	20,000	20,600	21,218	21,855	22,510	Water for operations - warehouses & pier
09	7322	06	Electricity	52,530	58,000	59,740	61,532	63,378	65,280	Elec. for operations - lights, etc.

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
09	7531	06	Garbage	250	250	258	265	273	281	Recycling containers @ 625 Cornwall
09	7555	06	Signage	250	250	258	265	273	281	Security signage & vandalism repairs
09	7600	06	Insurance and Claims	55,934	56,000	57,680	59,410	61,193	63,028	
09	7680	06	Taxes	1,566	1,800	1,854	1,910	1,967	2,026	State & local taxes
			Direct Expenses	135,030	142,300	146,569	150,966	155,495	160,160	
			Asset Costs							
09	7700	06	Repair and Maintenance	37,132	38,246	39,393	40,575	41,792	43,046	2014 budget + 3% labor/Materials increase. Major repairs to fire sprinklers, etc.
09	7701	06	Groundskeeping	10,300	15,000	15,450	15,914	16,391	16,883	2014 Actuals includes 3% labor increase. Gen. Landscaping + contract necessary herbicidal work
09	7702	06	Preventative Maintenance	11,330	11,670	12,020	12,381	12,752	13,135	2014 projected + 3% labor increase.
09	7800	06	Equipment	100	100	103	106	109	113	Compressors for fire system
			Asset Costs	58,862	65,016	66,966	68,975	71,045	73,176	
			Expense	394,543	428,101	440,944	454,172	467,797	481,831	
	06		Marine Cargo	208,293	200,768	213,080	226,013	239,595	253,857	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	09		Ferry, Bus, Rail							
			Revenue							
			Operating Revenue							
09	6115	09	Man Hour Service - Other	214,070	225,754	232,527	239,502	246,687	254,088	AMHS Terminal Services Contract 2013 - 2016 (+3%). 13+ X-Gulf runs
09	6150	09	Commercial Berth and Moorage	59,425	60,810	63,242	65,772	68,403	71,139	Charter, vessel mfg. & USCG moorage
09	6151	09	Pleasure Berth and Moorage	1,000	1,250	1,300	1,352	1,406	1,462	Seasonal monthly moorage in F'haven. \$250/mo. x 5 mos.
09	6152	09	Pleasure Transient Moorage	600	600	624	649	675	702	Seasonal moorage buoys & linear sys.
09	6157	09	Boat Launch Fees	4,550	11,305	11,757	12,227	12,717	13,225	Est. 1615 launches x \$7/launch
09	6305	09	Space and Land Rental	1,022,603	1,067,663	1,110,369	1,154,784	1,200,976	1,249,015	Per RE projections for 2015 + 6th year of AMHS lease increase
09	6353	09	Fuel Flowage Fees	64,239	66,000	68,640	71,386	74,241	77,211	Add'l fuel X-Gulf Sailings; New rates in effect 6/1/14
09	6360	09	Miscellaneous Revenue	4,019	3,960	4,118	4,283	4,454	4,633	Per RE Projections for 2015.
09	6430	09	Passenger Tariff Fees	2,000	2,000	2,080	2,163	2,250	2,340	\$750 (pax. cap for SJC); \$1250 from Zodiac, Gato V., & Leap F.
09	6440	09	Concession Fees	11,050	9,443	9,821	10,214	10,622	11,047	Per RE Projections for 2015.
09	6445	09	Triple Net and CAM Charges	48,614	51,838	53,911	56,068	58,311	60,643	Per RE Projections for 2015.
09	6602	09	Parking Fees	55,300	60,000	62,400	64,896	67,492	70,192	Passenger / Customer parking
			Operating Revenue	1,487,470	1,560,623	1,620,790	1,683,297	1,748,234	1,815,696	
			Revenue	1,487,470	1,560,623	1,620,790	1,683,297	1,748,234	1,815,696	
			Expense							
			Variable Expenses							
09	7001	09	Salaries and Wages	203,559	209,318	215,598	222,065	228,727	235,589	2 FTE's, 1 PTE, 2 Temps + Mgr & Dir; Included is \$3k for OT billed to AMHS (Acctg. with actuals)
09	7012	09	Salaries & Benefits Recovered	16,716	14,694	15,135	15,589	16,057	16,538	Real Estate allocation
09	7080	09	Security	27,514	29,167	30,042	30,943	31,871	32,827	2014 proj. actuals + 3% per Budget Instructions
09	7205	09	Employee Benefits	123,245	125,569	129,336	133,216	137,213	141,329	Per Acctg. Projections
09	7240	09	Uncollectible Revenue	1,500	1,000	1,030	1,061	1,093	1,126	Per Acctg. Projections
09	7255	09	Freight Charges	100	100	103	106	109	113	No change from 2014
09	7323	09	Gasoline and Diesel	500	500	550	567	583	601	Port truck fuel; pressure washer
09	7331	09	Natural Gas Resold (Contra)	-	(700)	(721)	(743)	(765)	(788)	Billed to StrEAT Food (% of NG for Op's)
09	7332	09	Water for Resale	5,867	12,000	12,360	12,731	13,113	13,506	Water for USCG & AMHS
09	7333	09	Water Resold (Contra)	(5,867)	(4,500)	(4,635)	(4,774)	(4,917)	(5,065)	Water billed to USCG & AMHS
09	7334	09	Electricity for Resale	18,889	19,000	19,570	20,157	20,762	21,385	As allocated by Acctg.
09	7335	09	Electricity Resold (Contra)	(20,990)	(19,000)	(19,570)	(20,157)	(20,762)	(21,385)	Elec. billed back to tenants
09	7355	09	Equipment Rental	1,000	350	361	371	382	394	Floor scrubber rental, zoom boom
09	7370	09	Operating Supplies	4,000	4,000	4,120	4,244	4,371	4,502	No change from 2014; Cones, Barricades, Duct tape, etc.
09	7520	09	Office Supplies	2,000	3,500	3,605	3,713	3,825	3,939	Paper, shelving, boxes, folders, etc.
09	7521	09	Postage	220	100	103	106	109	113	
09	7530	09	Janitorial	54,100	55,889	57,566	59,293	61,071	62,904	\$39.8k Janitorial contract inc. 3%; \$12k janitorial supplies;
09	7540	09	Legal Expense	1,500	5,000	5,150	5,305	5,464	5,628	
09	7545	09	Interfund Transfer	(21,711)	(23,396)	(23,864)	(24,341)	(24,828)	(25,325)	Division allocation to M&E for 2015.

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
09	7550	09	Outside Services	35,400	39,465	40,649	41,868	43,124	44,418	Reed Stoopes - \$13.6k; Diving Services - \$12k; Elev. Inspect. - \$5k; Copier Leases - \$3.5k; Alarm monitoring - \$2.2k; BioBug - \$2k; USDA - \$1k; Website mgmt - \$165
09	7551	09	Lease Payments to Others	3,075	3,100	3,193	3,289	3,387	3,489	Per RE projections; payment to DNR
09	7552	09	Outside Services - AMHS Fuel							
09	7560	09	Telephone and Communication	7,700	6,500	6,695	6,896	7,103	7,316	\$4700 PC & phone lines (inc. payphone & fiber lease); \$1450 DW/DS cell reimb.; \$350 misc. software upgrades
09	7570	09	Travel	6,000	10,360	10,671	10,991	11,321	11,660	Travel/lodging - AK Gov't meetings + SEC (2 staff x 2 trips) = \$10k; AK Chamber of Comm. June Payment = \$360
09	7578	09	Employee Training	4,538	3,500	3,605	3,713	3,825	3,939	CPR, Hazmat, Stormwater refreshers (\$2.5k); add'l online courses for staff (\$1k)
09	7580	09	Advertising and Promotion	5,665	8,700	8,961	9,230	9,507	9,792	\$4k Vis. Bureau; \$4k tenant promo ad's; \$700 Fairhaven Map/Ad's
09	7581	09	Promotional Hosting	1,000	2,000	2,000	2,000	2,000	2,000	\$1.5k sponsorship - SEC Annual; \$500 sponsorship - SEC Mid Session
09	7582	09	Incidental Meeting Expense	500	250	258	265	273	281	Refreshments, etc. for tenant meetings & trainings
09	7588	09	Subscriptions	250	500	515	530	546	563	Trade magazine subscriptions
09	7590	09	Membership Dues and Fees	330	711	732	754	777	800	SEC annual membership - \$330; AK Chamber of Commerce - \$360; Add 3%
09	7650	09	Miscellaneous	1,000	1,000	1,030	1,061	1,093	1,126	Culligan, Zee & credit card fees
			Variable Expenses	477,600	508,677	524,146	540,049	556,434	573,315	
			Direct Expenses							
09	7320	09	Natural Gas	10,000	16,000	16,480	16,974	17,484	18,008	Operations
09	7321	09	Water	20,000	15,000	15,450	15,914	16,391	16,883	Operations
09	7322	09	Electricity	93,000	92,000	94,760	97,603	100,531	103,547	Operations
09	7531	09	Garbage	35,000	35,500	36,565	37,662	38,792	39,956	Yearly services + seasonal B/L dumpster; 1, 30yd. Dumpster
09	7555	09	Signage	2,000	2,000	2,060	2,122	2,185	2,251	Signage replacement + new signs
09	7600	09	Insurance and Claims	57,298	59,017	60,788	62,611	64,489	66,424	Per Acctg. Projections
09	7680	09	Taxes	3,500	3,500	3,605	3,713	3,825	3,939	state & local taxes
			Direct Expenses	220,798	223,017	229,708	236,599	243,697	251,008	
			Asset Costs							
09	7700	09	Repair and Maintenance	112,728	116,110	119,593	123,181	126,877	130,683	2014 projected actuals + 3%; bldg. & pier/float repairs
09	7701	09	Groundskeeping	51,900	68,500	70,555	72,672	74,852	77,097	2014 projections + 3% labor inc.; Weeding, pruning & mowing
09	7702	09	Preventative Maintenance	45,405	46,767	48,170	49,615	51,104	52,637	2014 budget + 3% labor
09	7800	09	Equipment	4,000	7,500	7,725	7,957	8,195	8,441	Add'l focus on vehicle & pax. ramp
			Asset Costs	214,034	238,877	246,043	253,425	261,028	268,858	
			Expense	912,432	970,571	999,897	1,030,072	1,061,158	1,093,181	
09			Ferry, Bus, Rail	575,038	590,052	620,894	653,224	687,076	722,515	

Division: Real Estate

Description of Services:

The Real Estate Division performs three major functions within the Port of Bellingham. First, it is charged with the asset management and development of the Port's real estate portfolio. Asset management and development includes the financial, physical, and tenant management of the asset to ensure continued increases in value and in long-term physical condition.

Second, the Real Estate Division is charged with marketing and negotiating the lease, rental or sale of the Port's available land and buildings through all Port Divisions, including Aviation, Marinas, Marine Terminals, and The Waterfront District.

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

Real Estate 2015 Objectives:

1. Support the Corporate Goals for economic development and new job creation by continuing to recruit new business for Port land and buildings to maintain high occupancy levels, consistent revenues and job opportunities for our community. Targeted occupancy rate is 94%.
2. Continue to strive for excellence in customer service, tenant retention and continue to strengthen our relationship with Marine Trades.
3. To enhance economic development and job creation continue to work closely with tenants, including, but not limited to, All American Marine, Redden Marine, Storkcraft, Fairhaven Shipyard, and others for potential expansion within their existing sites or relocation to other Port sites.
4. Continue to work closely with Bellwether tenants, customers and visitors to maintain efficient site operations for the balance of the construction projects and continue to enhance the programmed events for the public. Resolve the development of Site D at Bellwether and Repurpose the Bayview Center Ballroom for a higher and better use.
5. Invest in Port infrastructure replacement and upgrades to include working with the Fairhaven Shipyard to coordinate replacement of the wooden pier while minimizing disruption to their business. Invest in Port infrastructure at the C-Street Terminal in support of our marine trades businesses.

6. In concert with Aviation and Planning, work to realign Airport Industrial Park properties to provide for increased development opportunities and develop a marketing strategy to secure tenants for the underutilized assets.

Physical Assets:

The Port of Bellingham owns a portfolio of approximately 1,677 acres of land and improvements in seven distinct districts. Of this portfolio, the Real Estate Division manages approximately 300 acres in the Airport Industrial Park, Squaticum Harbor, Bellwether on the Bay®, Hilton Harbor, Fairhaven, Blaine Harbor and Sumas, and is strategically planning for additional acreage in the waterfront district. Improved property totals approximately 1,367,900 square feet of office, commercial, and industrial building space. Within these holdings are approximately 232 tenants holding 281 Lease or other agreements (rentals, permits, or licenses)

Staff:

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

Source of Funding: Operating Income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$6,007,105	\$5,843,523	\$5,738,769
Operating Expenses	1,729,418	1,679,550	1,399,740
Net Cash Flow	4,277,687	4,163,973	4,339,029

Major 2015 Capital Projects (over \$100,000):

Shipyard Pier	\$5,500,000
---------------	-------------

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	99		Real Estate							
			Revenue							
			Operating Revenue							
07	6305	99	Space and Land Rental	5,682,609	5,827,794	6,013,630	6,248,122	6,491,853	6,745,188	Contractual rent - then 4% increase
07	6360	99	Miscellaneous Revenue	2,000	2,000	2,080	2,163	2,250	2,340	Estimated
07	6440	99	Concession Fees	110,000	127,000	129,540	132,131	134,773	137,469	Estimated - then 2% increase
07	6445	99	Triple Net and CAM Charges	48,914	50,311	52,323	54,416	56,593	58,856	Contractual then 4% increase
			Operating Revenue	5,843,523	6,007,105	6,197,573	6,436,832	6,685,469	6,943,853	
			Revenue	5,843,523	6,007,105	6,197,573	6,436,832	6,685,469	6,943,853	
			Expense							
			Variable Expenses							
07	7001	99	Salaries and Wages	339,405	371,104	382,237	393,704	405,515	417,681	
07	7012	99	Salaries & Benefits Recovered	(127,312)	(151,591)	(156,139)	(160,823)	(165,648)	(170,617)	
07	7080	99	Security	12,364	16,000	16,480	16,974	17,484	18,008	Estimated includes \$4k increased security + high impact tenant events
07	7205	99	Employee Benefits	167,873	181,923	187,381	193,002	198,792	204,756	
07	7240	99	Uncollectible Revenue	45,000	20,000	20,600	21,218	21,855	22,510	Estimated
07	7330	99	Natural Gas for Resale	12,000	13,000	13,390	13,792	14,205	14,632	Estimated
07	7331	99	Natural Gas Resold (Contra)	(12,000)	(13,000)	(13,390)	(13,792)	(14,205)	(14,632)	
07	7332	99	Water for Resale	15,000	15,000	15,450	15,914	16,391	16,883	Estimated
07	7333	99	Water Resold (Contra)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	
07	7334	99	Electricity for Resale	462,092	475,000	489,250	503,928	519,045	534,617	Estimated
07	7335	99	Electricity Resold (Contra)	(462,092)	(475,000)	(489,250)	(503,928)	(519,045)	(534,617)	
07	7336	99	Garbage for Resale	14,665	14,665	15,105	15,558	16,025	16,506	Estimated
07	7337	99	Garbage Resold (Contra)	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
07	7355	99	Equipment Rental	2,200	3,000	3,090	3,183	3,278	3,377	Projected allocated share
07	7520	99	Office Supplies	5,528	5,000	5,150	5,305	5,464	5,628	Estimated \$5k including \$527.59 copier lease
07	7521	99	Postage	2,500	3,600	3,708	3,819	3,934	4,052	Estimated \$300/month
07	7530	99	Janitorial	75,000	85,769	88,342	90,992	93,722	96,534	Estimated including supplies + \$140/month Entry mats
07	7540	99	Legal Expense	30,000	30,000	30,900	31,827	32,782	33,765	Estimated
07	7545	99	Interfund Transfer	(37,956)	14,663	(6,187)	(32,037)	(38,887)	9,263	includes \$50k Gate 2 habitat bench restoration and \$57K Slater Road DFW
07	7550	99	Outside Services	77,447	71,308	73,447	75,651	77,920	80,258	D&B/Credit reporting \$2k 2015 AIP Fire \$41,358 - 40% of \$103,396 contract; Towing \$300; Appraisals \$25k; \$2k C.C. fees, Broker fee \$10k, \$650 for Website dept header
07	7551	99	Lease Payments to Others	11,085	11,573	11,920	12,278	12,646	13,026	PMA payment to DNR

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
07	7560	99	Telephone and Communication	15,000	16,000	16,480	16,974	17,484	18,008	Estimated
07	7570	99	Travel	5,000	4,000	4,120	4,244	4,371	4,502	Projected employee education travel
07	7578	99	Employee Training	5,000	5,000	5,150	5,305	5,464	5,628	Annual planned training
07	7580	99	Advertising and Promotion	37,000	25,000	25,750	26,523	27,318	28,138	To promote high level of occupancy
07	7581	99	Promotional Hosting	5,000	4,000	4,120	4,244	4,371	4,502	Developer/broker meetings; annual tenant mixer
07	7582	99	Incidental Meeting Expense	1,500	1,000	1,030	1,061	1,093	1,126	Estimated
07	7588	99	Subscriptions	170	170	175	180	186	191	Psbj \$95, BBJ \$50, NWBJ \$25
07	7590	99	Membership Dues and Fees	3,591	3,591	3,699	3,810	3,924	4,042	(IREM \$600+\$195, ULI \$158 - 50% split between BWAS), WC Realtor \$300, CBA \$1,300, Broker License \$300+\$300, Notary \$405+\$105, RE Business Lic \$300. x3%
07	7650	99	Miscellaneous	1,800	1,800	1,854	1,910	1,967	2,026	Estimated - allocated share of HCB Culligan water, B&P vending, Zee medical
			Variable Expenses	677,195	722,910	723,307	719,344	735,036	806,403	
			Direct Expenses							
07	7320	99	Natural Gas	32,746	35,000	36,050	37,132	38,245	39,393	Estimated
07	7321	99	Water	40,588	45,500	46,865	48,271	49,719	51,211	Estimated
07	7322	99	Electricity	126,600	124,500	128,235	132,082	136,045	140,126	Estimated
07	7531	99	Garbage	28,800	32,000	32,960	33,949	34,967	36,016	Estimated
07	7555	99	Signage	3,500	3,500	3,605	3,713	3,825	3,939	Estimated - R/E signs
07	7600	99	Insurance and Claims	179,085	190,115	199,621	209,602	220,082	231,086	
07	7680	99	Taxes	1,531	1,500	1,545	1,591	1,639	1,688	Taxes on Misc. Revenue=Transfer fees, Coupon insert fee, Bellwether Option
			Direct Expenses	412,850	432,115	448,881	466,340	484,522	503,459	
			Asset Costs							
07	7700	99	Repair and Maintenance	316,266	316,251	331,639	341,588	351,836	362,391	Estimated then 3% increase - WS HVAC gas packs
07	7701	99	Groundskeeping	147,028	140,726	144,947	149,296	153,775	158,388	Estimated then 3% increase - Emphasis continues on reducing costs
07	7702	99	Preventative Maintenance	124,211	115,416	118,878	122,445	126,118	129,902	Estimated then 3% increase
07	7800	99	Equipment	2,000	2,000	2,000	2,000	2,000	2,000	Overhead cranes etc.
			Asset Costs	589,505	574,393	597,464	615,329	633,729	652,681	
			Expense	1,679,550	1,729,418	1,769,653	1,801,013	1,853,287	1,962,543	
			Operating	4,163,973	4,277,687	4,427,920	4,635,819	4,832,182	4,981,310	

Division: Planning and Development

Description of Services:

Planning & Development provides assistance to other operating divisions in researching development requirements and obtaining approval of subdivisions, street vacations, development permits, utility extensions and zoning or plan amendments. The division also oversees the preparation and update of Port Comprehensive Scheme of Harbor Improvement Plans and other Port planning documents. This involves coordination with cities, county, state and federal agencies with jurisdiction to ensure compliance with agency requirements, and public involvement to keep citizens informed and to obtain community input.

Planning & Development 2015 Objectives:

1. Complete and adopt the Shipyard Master Plan as an amendment to the Fairhaven Comprehensive Scheme of Harbor Improvements and work with other Divisions to implement key projects.
2. Finalize the update to the Squalicum Comprehensive Scheme of Harbor Improvements and work with other Departments to implement key projects identified in this plan.
3. Work with the Aviation, Facilities and Real Estate Divisions to complete infrastructure projects required under the Bellingham International Airport Binding Site Plan and market vacant properties for development.
4. Work with Port operating divisions and City of Blaine to coordinate cleanup, redevelopment and public access within the Blaine Industrial Area, Marine Drive and the Blaine End Pier.
5. Continue to improve GIS mapping system capabilities within the Planning Department to increase efficiency in preparing Port planning documents and managing Port properties, with focus on updating Fairhaven GIS layers.

Staff, Facilities and Structure:

Staff: 1.9 FTE's

The Planning and Development Division consists of two full time positions which are a Director and Planning Analyst. Each position's time is divided between Planning and Development and the public priority program entitled Bellingham Waterfront District. Ten percent of the Planning and Development Directors time is charged to the Economic Development Division.

Source of Funding: Net operating Income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	153,053	151,679	139,768
Net Cash Flow	-153,053	-151,679	-139,768

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	98		Planning & Development							
			Expense							
			Variable Expenses							
08	7001	98	Salaries and Wages	169,514	174,261	179,489	184,873	190,420	196,132	
08	7012	98	Salaries & Benefits Recovered	(123,719)	(121,304)	(124,943)	(128,691)	(132,552)	(136,529)	
08	7205	98	Employee Benefits	77,925	68,347	70,397	72,509	74,685	76,925	
08	7355	98	Equipment Rental	1,750	2,000	2,060	2,122	2,185	2,251	Ricoh Color 3 in 1 base rental charge and per/page costs
08	7520	98	Office Supplies	1,250	1,800	1,854	1,910	1,967	2,026	Calendars, notebooks, clips, staples, pens,pencils, paper, toner etc.
08	7521	98	Postage	100	50	52	53	55	56	Contingency for public notice mailings and correspondence
08	7540	98	Legal Expense	3,000	3,000	3,090	3,183	3,278	3,377	Contingency for legal opinions and representation
08	7545	98	Interfund Transfer	2,793	2,293	2,293	2,293	2,293	2,293	Office Space Rent \$13,293, Less \$10K WDFW Land Use Fee Recovered, Less \$1K Public Disclosure Salaries Recovered
08	7550	98	Outside Services	2,000	5,000	3,500	3,605	3,713	3,825	Landscape Architect Professional Services to prepare BLI Landscape Plan Amendment
08	7551	98	Lease Payment to Others	10,000	10,000	10,000	10,000	10,000	10,000	WDFW Land Use Fee for Wetland Mitigation site
08	7560	98	Telephone and Communication	1,930	1,930	1,988	2,048	2,109	2,109	Office phones and cell phones for 2 FTE's
08	7570	98	Travel	1,500	1,500	1,000	1,030	1,061	1,093	Lodging, Meals & milage for 2FTE's attendance @ National APA conference in Seattle
08	7578	98	Employee Training	1,000	1,500	500	515	530	546	\$900 Registration fees for National APA Conference, \$100 First Aid/CPR and \$500 Software Training & Development
08	7580	98	Advertising and Promotion	600	600	618	637	656	675	Contingency for Legal notice publications
08	7582	98	Incidental Meeting Expense	100	100	103	106	109	113	Contingency for refreshments @ night meetings or working lunches
08	7588	98	Subscriptions	200	220	227	233	240	248	Public Land Surveying Data Base subscription
08	7590	98	Membership Dues and Fees	525	527	543	559	576	593	APA/AICP, Built Green/BIA & Urban Land Institute
08	7650	98	Miscellaneous	500	450	464	477	492	506	
			Variable Expenses	150,968	152,274	153,233	157,462	161,817	166,239	
			Direct Expenses							
08	7600	98	Insurance and Claims	711	779	818	859	902	947	
08	7680	98	Taxes	-	-	-	-	-	-	
			Direct Expenses	711	779	818	859	902	947	
			Expense	151,679	153,053	154,051	158,321	162,719	167,186	
			Planning & Development	(151,679)	(153,053)	(154,051)	(158,321)	(162,719)	(167,186)	

Division: Facilities

Description of Services:

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

Facilities 2015 Objectives:

1. Provide professional engineering, project management, maintenance, and contractual expertise to support the Port's divisions and execute the annual Capital Improvement Projects with emphasis on the development of The Waterfront District and cleanup of the Whatcom Waterway.
2. Administer and manage Professional and Personal Service Agreements and construction contracts throughout the Port to ensure timely delivery, fiscal prudence, and a quality product.
3. Assure that environmental stewardship remains a focus in the effective, safe, and efficient execution of capital and maintenance projects.
4. Maintain the Port's physical assets by contributing efficient and effective maintenance services to all areas of the Port.

Staff, Facilities and Structure:

Staffing for this Division includes one Director; one Contracts Administrator; three Project Engineers, one Engineering Specialist; one Maintenance Manager, one Maintenance Specialist, one Maintenance Coordinator; and 20 craft employees and 16 seasonal employees in the Maintenance Department.

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

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Total Facilities						
		Revenue						
		Operating Revenue						
10	6356	External Revenue Transfer	25,000	25,750	26,523	27,318	28,138	28,982
10	6360	Miscellaneous Revenue	2,000	2,000	2,060	2,122	2,185	2,251
		Operating Revenue	27,000	27,750	28,583	29,440	30,323	31,233
		Revenue	27,000	27,750	28,583	29,440	30,323	31,233
		Expense						
		Variable Expenses						
10	7001	Salaries and Wages	1,876,874	1,965,469	2,024,433	2,085,166	2,147,721	2,212,153
10	7012	Salaries & Benefits Recovered	(440,627)	(470,031)	(484,132)	(498,656)	(513,616)	(529,024)
10	7205	Employee Benefits	1,017,182	1,028,038	1,058,879	1,090,646	1,123,365	1,157,066
10	7323	Gasoline and Diesel	80,000	82,400	84,872	87,418	90,041	92,742
10	7355	Equipment Rental	31,111	37,272	38,390	39,542	40,728	41,950
10	7362	Small Tools and Equipment	27,000	33,479	34,483	35,518	36,583	37,681
10	7370	Operating Supplies	400,000	480,000	494,400	509,232	524,509	540,244
10	7371	Operating Supplies - Internal	20,000	20,600	21,218	21,855	22,510	23,185
10	7520	Office Supplies	11,478	16,116	9,068	9,280	9,498	9,723
10	7521	Postage	2,294	1,833	1,888	1,945	2,003	2,063
10	7530	Janitorial	31,520	38,197	39,343	40,523	41,739	42,991
10	7532	Janitorial Supplies - Port Use	3,000	6,934	7,142	7,356	7,577	7,804
10	7540	Legal Expense	2,366	5,798	5,972	6,151	6,336	6,526
10	7545	Interfund Transfer	(5,412)	(412)	(412)	(412)	(412)	(412)
10	7550	Outside Services	460,762	445,166	317,155	295,200	273,754	252,848
10	7551	Lease Payments to Others	2,850	3,886	4,003	4,123	4,246	4,374
10	7554	Outside Services - Internal	2,000	2,060	2,122	2,185	2,251	2,319
10	7560	Telephone and Communication	16,258	21,078	21,710	22,362	23,032	23,723
10	7570	Travel	3,020	2,299	2,368	2,439	2,512	2,588
10	7578	Employee Training	26,514	25,918	26,696	27,496	28,321	29,171
10	7580	Advertising and Promotion	530	546	562	579	597	615
10	7582	Incidental Meeting Expense	255	260	268	276	284	293

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
10	7588	Subscriptions	287	295	304	313	322	332
10	7590	Membership Dues and Fees	3,797	3,911	4,028	4,149	4,274	4,402
10	7650	Miscellaneous	5,506	5,672	5,842	6,017	6,198	6,384
		Variable Expenses	3,578,566	3,756,784	3,720,602	3,800,703	3,884,374	3,971,739
		Direct Expenses						
10	7320	Natural Gas	17,185	17,951	18,490	19,044	19,616	20,204
10	7321	Water	5,591	5,759	5,932	6,110	6,293	6,482
10	7322	Electricity	23,185	49,876	51,372	52,913	54,501	56,136
10	7531	Garbage	23,411	24,113	24,836	25,581	26,349	27,139
10	7600	Insurance and Claims	31,968	34,542	35,851	37,213	38,631	40,105
10	7680	Taxes	-	20	21	21	22	23
		Direct Expenses	101,339	132,261	136,502	140,883	145,411	150,089
		Asset Costs						
10	7700	Repair and Maintenance	48,370	60,994	57,674	59,404	61,186	63,022
10	7701	Groundskeeping	13,060	13,451	13,855	14,270	14,698	15,139
10	7702	Preventative Maintenance	40,182	66,677	68,677	70,738	72,860	75,046
10	7800	Equipment	130,934	134,556	138,593	142,750	147,033	151,444
		Asset Costs	232,546	275,678	278,798	287,162	295,777	304,650
		Maintenance Interfund Transfer						
10	6357	Interfund Transfer	(3,151,944)	(3,358,667)	(3,384,550)	(3,462,117)	(3,543,178)	(3,627,855)
10	6358	Capital Interfund Transfer	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
10	6359	Interfund Expensed Transfer	-	-	-	-	-	-
		Maintenance Interfund Transfer	(3,401,944)	(3,608,667)	(3,634,550)	(3,712,117)	(3,793,178)	(3,877,855)
		Expense	510,507	556,056	501,352	516,632	532,384	548,624
		Total Facilities	(483,507)	(528,306)	(472,769)	(487,192)	(502,061)	(517,391)

Divisional Program: Engineering

Description of Services:

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

Staff: 4 FTE's

2015 Objectives:

1. Plan, schedule, publish, and execute project engineering tasks to meet the requirements of the projects in the Capital Budget.
2. Support the Waterfront District development team by executing scheduled projects and by providing overall development scheduling.
3. Convert AutoCAD features to GIS features making the data more accessible.

Source of Funding: Net operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	186,291	184,629	151,262
Net Cash Flow	-186,291	-184,629	-151,262

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	01		Engineering							
			Expense							
			Variable Expenses							
10	7001	01	Salaries and Wages	323,329	322,891	332,578	342,555	352,832	363,417	
10	7012	01	Salaries & Benefits Recovered	(337,633)	(344,845)	(355,190)	(365,846)	(376,821)	(388,126)	70% of Salary+ Benefits to CIP
10	7205	01	Employee Benefits	162,091	162,680	167,560	172,587	177,765	183,098	
10	7355	01	Equipment Rental	5,729	5,901	6,078	6,260	6,448	6,642	Copier lease
10	7520	01	Office Supplies	8,016	9,254	2,000	2,000	2,000	2,000	GIS software in 2015 = \$7,254
10	7521	01	Postage	530	546	562	579	597	615	
10	7545	01	Interfund Transfer	(5,000)	-	-	-	-	-	GIS contribution from Real Estate
10	7550	01	Outside Services	6,365	6,556	6,753	6,955	7,164	7,379	Port wide engineering consulting
10	7560	01	Telephone and Communication	2,122	5,328	5,488	5,652	5,822	5,997	Based on 2014 actuals
10	7570	01	Travel	637	656	676	696	717	738	Use of personal vehicles
10	7578	01	Employee Training	10,609	10,000	10,300	10,609	10,927	11,255	\$2500 per employee
10	7582	01	Incidental Meeting Expense	127	130	134	138	142	146	
10	7588	01	Subscriptions	127	130	134	138	142	146	ENR , Journal of Commerce
10	7590	01	Membership Dues and Fees	530	546	562	579	597	615	PE liceneses
10	7650	01	Miscellaneous	637	656	676	696	717	738	
			Variable Expenses	178,216	180,429	178,310	183,600	189,048	194,659	
			Direct Expenses							
10	7600	01	Insurance and Claims	578	630	661	695	729	766	
			Direct Expenses	578	630	661	695	729	766	
			Asset Costs							
10	7702	01	Preventative Maintenance	2,652	2,732	2,814	2,898	2,985	3,075	
10	7800	01	Equipment	3,183	2,500	2,575	2,652	2,732	2,814	Two trucka + 1 Prius
			Asset Costs	5,835	5,232	5,389	5,551	5,717	5,889	
			Expense	184,629	186,291	184,361	189,845	195,494	201,313	
	01		Engineering	(184,629)	(186,291)	(184,361)	(189,845)	(195,494)	(201,313)	

Divisional Program: Facilities

Description of Services:

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

Staff: 2 FTE's

2015 Objectives:

1. Administer the Port's Disadvantaged Business Enterprise (DBE) program consistent with Federal regulations consistent with the Port's capital budget.
2. Keep alert to changes in the insurance industry and its effects on consultant and public works contracting.
3. Update PSA's and Contracts to the new Port Website per on a quarterly basis.

Source of Funding: Net operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	331,755	298,339	285,922
Net Cash Flow	-331,755	-298,339	-285,922

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	03		Facilities							
			Expense							
			Variable Expenses							
10	7001	03	Salaries and Wages	193,953	199,385	205,367	211,528	217,873	224,410	
10	7012	03	Salaries & Benefits Recovered	(102,994)	(125,186)	(128,942)	(132,810)	(136,794)	(140,898)	Allocate to BWAS, Grant OH, 30% of Salary+ Benefits to CIP
10	7205	03	Employee Benefits	74,116	77,091	79,404	81,786	84,239	86,767	
10	7355	03	Equipment Rental	382	393	405	417	429	442	
10	7520	03	Office Supplies	1,462	1,506	1,551	1,598	1,646	1,695	
10	7521	03	Postage	764	787	811	835	860	886	
10	7530	03	Janitorial	24,720	28,675	29,535	30,421	31,334	32,274	
10	7540	03	Legal Expense	1,591	5,000	5,150	5,305	5,464	5,628	Annual review of PSAs and contracts
10	7545	03	Interfund Transfer	(412)	(412)	(412)	(412)	(412)	(412)	Public disclosure
10	7550	03	Outside Services	6,365	6,556	6,753	6,955	7,164	7,379	
10	7560	03	Telephone and Communication	637	1,250	1,288	1,326	1,366	1,407	
10	7570	03	Travel	1,273	500	515	530	546	563	Use of personal automobiles
10	7578	03	Employee Training	5,305	5,000	5,150	5,305	5,464	5,628	\$2500 per employee
10	7580	03	Advertising and Promotion	530	546	562	579	597	615	
10	7582	03	Incidental Meeting Expense	127	130	134	138	142	146	
10	7590	03	Membership Dues and Fees	637	656	676	696	717	738	P.E. License
10	7650	03	Miscellaneous	637	656	676	696	717	738	
			Variable Expenses	209,093	202,533	208,621	214,892	221,351	228,004	
			Direct Expenses							
10	7320	03	Natural Gas	10,185	10,490	10,805	11,129	11,463	11,807	Administration offices
10	7321	03	Water	1,591	1,639	1,688	1,739	1,791	1,845	Administration offices
10	7322	03	Electricity	10,185	36,000	37,080	38,192	39,338	40,518	Administration offices
10	7531	03	Garbage	5,411	5,573	5,740	5,912	6,090	6,272	Administration offices
10	7600	03	Insurance and Claims	12,404	13,020	13,671	14,354	15,072	15,825	
			Direct Expenses	39,775	66,722	68,984	71,327	73,753	76,267	
			Asset Costs							
10	7700	03	Repair and Maintenance	30,900	43,000	39,140	40,314	41,524	42,769	Administration offices+\$5k for Kitchen flooring and chair replacement
10	7701	03	Groundskeeping	6,180	6,365	6,556	6,753	6,955	7,164	Administration offices
10	7702	03	Preventative Maintenance	11,330	11,670	12,020	12,381	12,752	13,135	Administration offices
10	7800	03	Equipment	1,061	1,465	1,509	1,554	1,601	1,649	Administration offices
			Asset Costs	49,471	62,500	59,225	61,002	62,832	64,717	
			Expense	298,339	331,755	336,830	347,221	357,937	368,989	
	03		Facilities	(298,339)	(331,755)	(336,830)	(347,221)	(357,937)	(368,989)	

Divisional Program: Maintenance

Description of Services:

The Maintenance Program performs preventative maintenance, repair and maintenance, and grounds keeping to Port facilities. It also works with all divisions to plan and construct capital improvement projects. This program also maintains a work-order system of all work performed to track historical costs to Port assets to assist in replacement and upgrades.

Staff: 22.5 FTE's and 16 Seasonal Employees

2015 Objectives:

1. Implement a new Work Order System.
2. Select and train office staff to improve department efficiency.
3. Devise reporting systems to track work performance.

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

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$27,750	\$27,000	\$74,188
Interfund Transfers	3,608,667	3,401,944	3,011,019
Operating Expenses	3,646,677	3,429,482	2,983,331
Net Cash Flow	-10,260	-538	101,876

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	18		Maintenance							
			Revenue							
			Operating Revenue							
10	6356	18	External Revenue Transfer	25,000	25,750	26,523	27,318	28,138	28,982	
10	6360	18	Miscellaneous Revenue	2,000	2,000	2,060	2,122	2,185	2,251	
			Operating Revenue	27,000	27,750	28,583	29,440	30,323	31,233	
			Revenue	27,000	27,750	28,583	29,440	30,323	31,233	
			Expense							
			Variable Expenses							
10	7001	18	Salaries and Wages	1,359,592	1,443,193	1,486,489	1,531,083	1,577,016	1,624,326	
10	7012	18	Salaries & Benefits Recovered							
10	7205	18	Employee Benefits	780,975	788,267	811,915	836,272	861,361	887,201	
10	7323	18	Gasoline and Diesel	80,000	82,400	84,872	87,418	90,041	92,742	
10	7355	18	Equipment Rental	25,000	30,978	31,907	32,865	33,850	34,866	
10	7362	18	Small Tools and Equipment	27,000	33,479	34,483	35,518	36,583	37,681	Additional Staff person tooling + Safety Equipment Tripod,
10	7370	18	Operating Supplies	400,000	480,000	494,400	509,232	524,509	540,244	
10	7371	18	Operating Supplies - Internal	20,000	20,600	21,218	21,855	22,510	23,185	
10	7520	18	Office Supplies	2,000	5,356	5,517	5,682	5,853	6,028	
10	7521	18	Postage	1,000	500	515	530	546	563	
10	7530	18	Janitorial	6,800	9,522	9,808	10,102	10,405	10,717	
10	7532	18	Janitorial Supplies - Port Use	3,000	6,934	7,142	7,356	7,577	7,804	
10	7540	18	Legal Expense	775	798	822	847	872	898	
10	7550	18	Outside Services	448,032	432,054	303,649	281,290	259,426	238,090	includes \$10,260 for Wennsoft annual maintenance contract
10	7551	18	Lease Payments to Others	2,850	3,886	4,003	4,123	4,246	4,374	DNR PMA
10	7554	18	Outside Services - Internal	2,000	2,060	2,122	2,185	2,251	2,319	
10	7560	18	Telephone and Communication	13,500	14,500	14,935	15,383	15,845	16,320	
10	7570	18	Travel	1,110	1,143	1,177	1,213	1,249	1,286	
10	7578	18	Employee Training	10,600	10,918	11,246	11,583	11,930	12,288	License recertifications
10	7588	18	Subscriptions	160	165	170	175	180	186	
10	7590	18	Membership Dues and Fees	2,630	2,709	2,790	2,874	2,960	3,049	
10	7650	18	Miscellaneous	4,233	4,360	4,491	4,626	4,764	4,907	
			Variable Expenses	3,191,257	3,373,822	3,333,670	3,402,211	3,473,975	3,549,076	
			Direct Expenses							
10	7320	18	Natural Gas	7,000	7,461	7,685	7,915	8,153	8,397	
10	7321	18	Water	4,000	4,120	4,244	4,371	4,502	4,637	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
10	7322	18	Electricity	13,000	13,876	14,292	14,721	15,163	15,618	
10	7531	18	Garbage	18,000	18,540	19,096	19,669	20,259	20,867	
10	7600	18	Insurance and Claims	18,985	20,892	21,519	22,165	22,829	23,514	
10	7680	18	Taxes	-	20	21	21	22	23	
			Direct Expenses	60,985	64,909	66,856	68,862	70,928	73,056	
			Asset Costs							
10	7700	18	Repair and Maintenance	17,470	17,994	18,534	19,090	19,663	20,252	
10	7701	18	Groundskeeping	6,880	7,086	7,299	7,518	7,743	7,975	
10	7702	18	Preventative Maintenance	26,200	52,275	53,843	55,459	57,122	58,836	
10	7800	18	Equipment	126,690	130,591	134,509	138,544	142,700	146,981	
			Asset Costs	177,240	207,946	214,184	220,610	227,228	234,045	
			Maintenance Interfund Transfer							
10	6357	18	Interfund Transfer	(3,151,944)	(3,358,667)	(3,384,550)	(3,462,117)	(3,543,178)	(3,627,855)	
10	6358	18	Capital Interfund Transfer	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	
10	6359	18	Interfund Expensed Transfer							
			Maintenance Interfund Transfer	(3,401,944)	(3,608,667)	(3,634,550)	(3,712,117)	(3,793,178)	(3,877,855)	
			Expense	27,538	38,010	(19,839)	(20,434)	(21,047)	(21,678)	
	18		Maintenance	(538)	(10,260)	48,421	49,874	51,370	52,911	

Division: Administrative Services

Description of Services:

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

Administrative Services 2015 Objectives:

1. Continue to provide accurate and timely financial statements, and present relevant and insightful quarterly information to the commission.
2. Implement a new financial accounting software package, with a focus on reporting additional levels of detail, improving efficiencies, and providing a higher level of customer service.
3. Provide support and expertise for all telecommunication infrastructure, software, and computer assets as necessary.
4. Ensure proper implementation of and compliance with all emergency management plans.

Staff, Facilities and Structure:

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

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

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

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

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Administration						
		Revenue						
		Operating Revenue						
11	6340	Other Property Rentals	3,000	-	-	-	-	-
11	6341	Conduit Leases	1,790	1,790	1,790	1,790	1,790	1,790
11	6446	Fiber Leases	12,000	12,000	12,000	12,000	12,000	12,000
11	6447	HTCI Cabinet Rentals	-	-	-	-	-	-
11	6448	Bandwidth Sales	20,000	19,000	19,000	19,000	19,000	19,000
		Operating Revenue	36,790	32,790	32,790	32,790	32,790	32,790
		Revenue	36,790	32,790	32,790	32,790	32,790	32,790
		Expense						
		Variable Expenses						
11	7001	Salaries and Wages	710,746	711,759	733,112	755,105	777,758	801,091
11	7012	Salaries/Benefits Recovered	(25,482)	(26,640)	(27,439)	(28,262)	(29,110)	(29,984)
11	7205	Employee Benefits	367,673	427,824	390,904	402,631	414,710	427,151
11	7255	Freight Charges	243	243	243	243	243	243
11	7355	Equipment Rental	3,683	5,880	6,029	6,183	6,342	6,505
11	7362	Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688
11	7520	Office Supplies	13,800	14,300	14,549	14,805	15,070	15,342
11	7521	Postage	1,870	1,970	2,026	2,083	2,142	2,202
11	7540	Legal Expense	4,752	3,600	3,681	3,764	3,850	3,939
11	7545	Interfund Transfers	431	431	386	340	292	243
11	7550	Outside Services	92,040	96,735	97,277	99,895	102,592	105,370
11	7560	Telephone and Communication	11,245	11,300	11,639	11,988	12,348	12,719
11	7570	Travel	8,455	8,600	8,840	9,087	9,342	9,604
11	7578	Employee Training	13,000	12,000	12,300	12,609	12,927	13,255
11	7581	Promotional Hosting	425	425	428	431	434	438
11	7582	Incidental Meeting Expense	475	475	481	487	494	500
11	7588	Subscriptions	5,300	9,300	6,900	9,570	7,080	9,848
11	7590	Memberships Dues/Fees	1,270	1,290	1,329	1,369	1,410	1,452
11	7650	Miscellaneous	7,474	7,653	7,883	8,119	8,363	8,614
		Variable Expenses	1,218,900	1,288,645	1,272,112	1,312,039	1,347,925	1,390,220

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
			Direct Expenses						
11	7600		Insurance and Claims	4,487	5,164	5,422	5,693	5,978	6,277
11	7680		Taxes	450	450	450	450	450	450
			Direct Expenses	4,937	5,614	5,872	6,143	6,428	6,727
			Asset Costs						
11	7700		Repair and Maintenance	10,495	11,500	6,945	7,161	7,384	7,614
			Asset Costs	10,495	11,500	6,945	7,161	7,384	7,614
			Expense	1,234,332	1,305,759	1,284,929	1,325,343	1,361,737	1,404,560
			Administration	(1,197,542)	(1,272,969)	(1,252,139)	(1,292,553)	(1,328,947)	(1,371,770)

Divisional Program: Finance and Administrative Services

Description of Services:

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

Finance and Administrative Services 2015 Objectives:

1. Distribute timely and accurate monthly financial statements within 10 business days of month end.
2. With the implementation of GP Dynamics software, report additional financial details for decision-making purposes, improve efficiencies, and increase the level of customer service.
3. Present accurate and relevant quarterly financial information that provides insight into the financial health and direction of the Port.

Staff: 7.5 FTEs

Source of Funding: Net Operating Income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	733,988	732,056	645,501
Net Cash Flow	-733,988	-732,056	-645,501

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	11		Finance							
			Expense							
			Variable Expenses							
11	7001	11	Salaries and Wages	428,810	417,198	429,714	442,605	455,884	469,560	
11	7012	11	Salaries & Benefits Recovered	(25,482)	(26,640)	(27,439)	(28,262)	(29,110)	(29,984)	
11	7205	11	Employee Benefits	230,168	233,809	240,823	248,048	255,489	263,154	
11	7355	11	Equipment Rental	3,000	4,500	4,635	4,774	4,917	5,065	
11	7520	11	Office Supplies	7,000	7,500	7,725	7,957	8,195	8,441	
11	7521	11	Postage	1,700	1,800	1,854	1,910	1,967	2,026	
11	7540	11	Legal Expense	3,000	1,500	1,545	1,591	1,639	1,688	
11	7545	11	Interfund Transfer	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	
11	7550	11	Outside Services	58,000	64,235	66,162	68,147	70,191	72,297	DAC, CAFR, Audit, Software Maintenance
11	7560	11	Telephone and Communication	5,500	5,500	5,665	5,835	6,010	6,190	
11	7570	11	Travel	6,000	6,000	6,180	6,365	6,556	6,753	Travel for training; mileage
11	7578	11	Employee Training	10,000	9,000	9,270	9,548	9,835	10,130	Recep 2 @ \$500 ea; Accounting staff 6 @ \$1000 ea; Dir @ \$2000
11	7581	11	Promotional Hosting	75	75	75	75	75	75	
11	7582	11	Incidental Meeting Expense	75	75	75	75	75	75	
11	7588	11	Subscriptions	300	300	300	300	300	300	
11	7590	11	Membership Dues and Fees	1,015	1,030	1,061	1,093	1,126	1,159	
11	7650	11	Miscellaneous	1,000	1,000	1,030	1,061	1,093	1,126	
			Variable Expenses	728,661	725,382	747,130	769,530	792,603	816,367	
			Direct Expenses							
11	7600	11	Insurance and Claims	3,195	3,606	3,786	3,975	4,174	4,383	ok
			Direct Expenses	3,195	3,606	3,786	3,975	4,174	4,383	
			Asset Costs							
11	7700	11	Repair and Maintenance	200	5,000	250	265	281	298	Workspace in Accounting behind Reception: remove part of countertop, remove failing cabinets and shelves, add heavy duty shelves.
			Asset Costs	200	5,000	250	265	281	298	
			Expense	732,056	733,988	751,166	773,771	797,058	821,048	
	11		Finance	(732,056)	(733,988)	(751,166)	(773,771)	(797,058)	(821,048)	

Divisional Program: Emergency Management and Security

Description of Services:

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

Emergency Management and Security 2015 Objectives:

1. Work with airport staff to meet the annual Bellingham International Airport planning requirements under 14 CFR 139 and 49 CFR 1542.
2. Manage the Professional Services Contract for security. This will include seeking new security contract bids in 2015.
3. Maintain and update the Port Emergency Operations Plan, Airport Emergency Plan, Spill Response Plans and Harbor Boat Fire Protocols as needed.
4. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal.

Staff: 1 FTE

Source of Funding: Net Operating Income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	152,197	146,673	132,783
Net Cash Flow	-152,197	-146,673	-132,783

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	12		Security							
			Expense							
			Variable Expenses							
11	7001	12	Salaries and Wages	80,355	82,605	85,083	87,636	90,265	92,973	
11	7012	12	Salaries & Benefits Recov							
11	7205	12	Employee Benefits	32,776	34,449	35,482	36,547	37,643	38,773	
11	7355	12	Equipment Rental	300	480	494	509	525	540	Printer/Copier based on previous year
11	7362	12	Small Tools and Equipme	1,500	1,500	1,545	1,591	1,639	1,688	Disaster/Response Supply
11	7520	12	Office Supplies	800	800	824	849	874	900	
11	7521	12	Postage	50	50	52	53	55	56	
11	7540	12	Legal Expense	1,200	1,200	1,236	1,273	1,311	1,351	
11	7545	12	Interfund Transfer	4,431	4,431	4,431	4,431	4,431	4,431	Space rental (per Real Estate)
11	7550	12	Outside Services	19,040	20,500	21,115	21,748	22,401	23,073	\$14,200 DEM, \$750 MRE rotation, \$3,200 software support, \$2,000 special services, \$240 monthly allocation, \$100 call-out cards
11	7560	12	Telephone and Communi	1,500	1,500	1,545	1,591	1,639	1,688	
11	7570	12	Travel	2,000	2,000	2,060	2,122	2,185	2,251	Mileage and training
11	7578	12	Employee Training	1,000	1,000	1,030	1,061	1,093	1,126	EM/Security training
11	7581	12	Promotional Hosting	100	100	103	106	109	113	
11	7582	12	Incidental Meeting Expen	200	200	206	212	219	225	
11	7590	12	Membership Dues and Fe	255	260	268	276	284	293	\$75 WSEMA, \$185 IAEM
11	7650	12	Miscellaneous	500	500	515	530	546	563	
			Variable Expenses	146,007	151,575	155,989	160,536	165,219	170,043	
			Direct Expenses							
11	7600	12	Insurance and Claims	566	622	653	685	720	756	
			Direct Expenses	566	622	653	685	720	756	
			Asset Costs							
11	7700	12	Repair and Maintenance	100	-	-	-	-	-	
			Asset Costs	100	-	-	-	-	-	
			Expense	146,673	152,197	156,642	161,221	165,939	170,798	
12			Security	(146,673)	(152,197)	(156,642)	(161,221)	(165,939)	(170,798)	

Divisional Program: Information Technology Services

Description of Services:

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

Information Technology Services 2015 Objectives:

1. Fill the knowledge gap and open position created by the retirement of the IT Manager.
2. Continue successful administration of the Port's network and telecommunication systems including the new Baggage Handling System and Passenger Processing System at the Bellingham International Airport.
3. Assist Finance and other involved departments during the go-live phase of the new core financial system upgrade.
4. Work with the new Records Management Officer in creating a records management system including policy, software, and hardware.

Staff: 3 FTEs

Source of Funding: User fees, and Net Operating Income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$32,790	\$36,790	\$38,400
Operating Expenses	419,575	355,603	254,395
Net Cash Flow	-386,785	-318,813	-215,995

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	17		Information Systems							
			Revenue							
			Operating Revenue							
11	6340	17	Other Property Rentals	3,000	-	-	-	-	-	
11	6341	17	Conduit Leases	1,790	1,790	1,790	1,790	1,790	1,790	1801 W. Bakerview
11	6446	17	Fiber Leases	12,000	12,000	12,000	12,000	12,000	12,000	
11	6447	17	HTCI Cabinet Rentals	-	-	-	-	-	-	
11	6448	17	Bandwidth Sales	20,000	19,000	19,000	19,000	19,000	19,000	
			Operating Revenue	36,790	32,790	32,790	32,790	32,790	32,790	
			Revenue	36,790	32,790	32,790	32,790	32,790	32,790	
			Expense							
			Variable Expenses							
11	7001	17	Salaries and Wages	201,581	211,956	218,315	224,864	231,610	238,558	
11	7012	17	Salaries & Benefits Recovered							
11	7205	17	Employee Benefits	104,729	159,566	114,598	118,036	121,577	125,224	
11	7255	17	Freight Charges	243	243	243	243	243	243	
11	7355	17	Equipment Rental	383	900	900	900	900	900	Printer/Copier based on 2014 projected.
11	7520	17	Office Supplies	6,000	6,000	6,000	6,000	6,000	6,000	Software, switches, cables, disks, hard drives, racks and UPS units.
11	7521	17	Postage	120	120	120	120	120	120	
11	7540	17	Legal Expense	552	900	900	900	900	900	
11	7545	17	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	
11	7550	17	Outside Services	15,000	12,000	10,000	10,000	10,000	10,000	Telecommunications equipment, network hardware, other technical and Microsoft incident support; includes Baron Telecommunications support for non-warranty moves, adds, changes and repairs; PowerCom fiber repairs.
11	7560	17	Telephone and Communication	4,245	4,300	4,429	4,562	4,699	4,840	
11	7570	17	Travel	455	600	600	600	600	600	Travel for employee training.
11	7578	17	Employee Training	2,000	2,000	2,000	2,000	2,000	2,000	
11	7581	17	Promotional Hosting	250	250	250	250	250	250	
11	7582	17	Incidental Meeting Expense	200	200	200	200	200	200	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
11	7588	17	Subscriptions	5,000	9,000	6,600	9,270	6,780	9,548	Annual subscription to Password Notifier, ~\$36; Acronis, ~\$20; Egnyte FTP service, ~\$960; BLI Firewall support, biannual, ~\$840; Baggage Handling Firewall support, biannual, ~\$840; Passenger Processing Firewall support, biannual, ~\$840; Trend Micro anti-virus software annual subscription for updates and support, ~\$1450; CA ARCServe backup support and updates, ~\$2000; Digi-Cert security certificate for secure Outlook Web Access and smartphones, semi-annual, ~\$600; LANSweeper annual support and upgrades, ~\$300; Quest software support for email archive disclosures, ~\$600.
11	7650	17	Miscellaneous	5,974	6,153	6,338	6,528	6,724	6,926	
			Variable Expenses	344,232	411,688	368,992	381,973	390,103	403,809	
			Direct Expenses							
11	7600	17	Insurance and Claims	725	937	983	1,033	1,084	1,138	
11	7680	17	Taxes	450	450	450	450	450	450	
			Direct Expenses	1,175	1,387	1,433	1,483	1,534	1,588	
			Asset Costs							
11	7700	17	Repair and Maintenance	10,195	6,500	6,695	6,896	7,103	7,316	
			Asset Costs	10,195	6,500	6,695	6,896	7,103	7,316	
			Expense	355,603	419,575	377,121	390,351	398,740	412,714	
	17		Information Systems	(318,813)	(386,785)	(344,331)	(357,561)	(365,950)	(379,924)	

Division: Environmental

Description of Services:

The Environmental Division oversees site cleanup, regulatory compliance assessment, and environmental stewardship to ensure that publicly-owned assets can be used for the highest and best uses. The Port is aggressively pursuing the cleanup of historic contamination problems at over 20 different state-listed sites countywide, and is performing ongoing pollution prevention inspections of all Port and tenant operations. 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 historic contamination problems under the state's Model Toxic Control Act (MTCA). Investigations and cleanup actions are typically performed under agreed orders and consent decrees with the State Department of Ecology to ensure regulatory compliance and access to state grant funding, however the Port continues to explore and utilize other regulatory approaches such as Ecology's Voluntary Cleanup Program to address historic contamination.

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

Additional Environmental Stewardship activities managed within the Division are designed to provide leadership on environmental issues and to demonstrate best management practices at Port facilities. This includes participation in federal, state, and local forums on site cleanup, Brownfields redevelopment, salmon recovery, stormwater, and LEED building strategies. The Division manages a sustainability program to support the development and implementation of best management practices in Port operations and procedures related to sustainable strategies for resource conservation, energy efficiency, material re-use and recycling, and environmental stewardship of publicly-owned assets.

The Environmental Division represents the Port as co-manager of the multi-agency Bellingham Bay Demonstration Pilot. Twelve state-listed cleanup sites are being managed under this interagency partnership of federal, state, local, and tribal agencies. The Port took on the responsibility to clean up several of these sites as part of the purchase and sale agreement with Georgia-Pacific in January 2005, including the Whatcom Waterway, the GP West Site, Central Waterfront, and the Cornwall Avenue

Landfill. MTCA sites within the Waterfront District and the Bellingham Bay Demonstration Pilot are priorities for acquiring state grants to support project funding. The cleanup of these sites is coordinated through contractual agreements with the Department of Ecology, the City of Bellingham, Georgia-Pacific, and AIG, among others.

Long-term monitoring of environmental projects is coordinated through the Environmental Division. It is required for properties involving cleanup activities, groundwater monitoring, habitat restoration, and stormwater. Air monitoring associated with decommissioned landfills and waste-disposal areas also are expected to require attention.

Environmental 2015 Objectives:

1. Complete 15-25 Environmental Compliance Program Assessments for Port tenants. Technical assistance includes educational information on the impact of stormwater discharges on receiving waters and steps that can be taken to reduce pollutants in stormwater runoff.
2. Support ongoing planning and engineering activities related to environmental cleanup and sustainable design in the Waterfront District. The study area includes five state-listed MTCA cleanup sites, which are under Port management lead with Ecology: the Whatcom Waterway and Aerated Stabilization Basin (ASB), I&J Waterway, Central Waterfront, Georgia/Pacific West, and the Cornwall Avenue Landfill.
3. Initiate Phase 1 cleanup activities under the Consent Decree for the Whatcom Waterway site, as amended. Phase 1 cleanup will occur over two field seasons from 2015-16 with cleanup activities focusing on shoreline restoration within the inner waterway and targeted dredging at the Bellingham Shipping Terminal, in alignment with Waterfront District planning priorities.
4. Initiate cleanup activities under the Consent Decree for the Georgia/Pacific West site Pulp/Tissue Mill remedial action unit. Cleanup will support redevelopment plans for the 10.8-acre Initial Development Opportunity located within the Downtown Waterfront Area.
5. Complete the cleanup design for Cornwall Avenue Landfill in coordination with land use master planning for Cornwall Beach Park.
6. Work with Department of Ecology to develop cleanup plans for state-listed MTCA cleanup sites including: the Georgia/Pacific West Chlor/Alkali remedial

action unit, Central Waterfront, Weldcraft Boatyard, Blaine Marina, Inc., Westman Marine and the Harris Avenue Shipyard.

7. Support the development and implementation of best management practices in Port operations and procedures related to sustainable strategies for resource conservation, energy efficiency, material re-use and recycling, and environmental stewardship of publicly-owned assets.
8. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater Permit requirements.

Staff, Facilities and Structure: 4 FTE's

The Environmental Division has four full time employees: Director of Environmental Programs, Manager of Strategic Project Development, Environmental Site Manager, and Environmental Analyst. This Division is funded primarily through the public purpose portion of the Port budget.

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

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	242,367	256,199	155,336
Net Operating Cash Flow	-242,367	-256,199	-155,336

Division Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	21		Environmental							
			Expense							
			Variable Expenses							
13	7001	21	Salaries and Wages	323,259	315,820	325,295	335,053	345,105	355,458	
13	7012	21	Salaries & Benefits Recovered	(370,618)	(359,429)	(370,212)	(381,318)	(392,758)	(404,541)	Work performed for BWAS Division 15 (65% of S & W and Benefits for 2015); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
13	7205	21	Employee Benefits	150,640	129,993	133,893	137,910	142,047	146,308	
13	7355	21	Equipment Rental	975	1,950	2,009	2,069	2,131	2,195	Divisional usage of internal rental equipment (printers/copiers/faxes)
13	7520	21	Office Supplies	1,500	1,500	1,545	1,591	1,639	1,688	Divisional office supplies
13	7521	21	Postage	250	250	258	265	273	281	Divisional related postage (US Mail, FedEx, etc)
13	7540	21	Legal Expense	20,000	20,000	20,600	21,218	21,855	22,510	Divisional related legal fees (stormwater regulations, monthly programmatic meetings, etc)
13	7545	21	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	Public Disclosure Cost
13	7550	21	Outside Services	50,000	40,000	41,200	42,436	43,709	45,020	Strategic environmental support to other divisions; multi-site coordination; grant application support; division allocaton; Port-wide Sustainable Program
13	7560	21	Telephone and Communication	4,800	5,300	5,459	5,623	5,791	5,965	Divisional telephone cost (portion of port-wide telephone system, long distance calls, 4 mobile devices)
13	7570	21	Travel	5,000	6,000	6,180	6,365	6,556	6,753	Conference attendance (i.e. stormwater & WPPA), agency meetings, and grant solicitation; attendance to the national Brownfields Convention
13	7578	21	Employee Training	3,000	1,500	1,545	1,591	1,639	1,688	Corporate training (1st aid/CPR/Defib/etc); Enviro con ed (workshops / seminars)
13	7581	21	Promotional Hosting	250	250	258	265	273	281	Misc Divisional promotional hosting
13	7582	21	Incidental Meeting Expense	250	250	258	265	273	281	Misc Divisional incidental meeting expenses
13	7590	21	Membership Dues and Fees	40	40	41	42	44	45	Geologist license \$40/year
13	7650	21	Miscellaneous	900	600	618	637	656	675	
			Variable Expenses	187,746	161,524	166,445	171,513	176,733	182,110	
			Direct Expenses							
13	7600	21	Insurance and Claims	3,953	4,343	4,560	4,788	5,027	5,279	
			Direct Expenses	3,953	4,343	4,560	4,788	5,027	5,279	
			Asset Costs							
13	7230	21	Environmental Costs	64,500	76,500	68,500	70,500	83,500	74,500	Environmental Compliance Assessment Program (\$50k); ISGP at BLI (\$14k); Phase II (\$3k); Port-wide Dangerous Waste Disposal (\$9.5k); Anticipates reissued ISGP in 2015 requiring updating BLI SWPPP and reissued Ph II in 2018.

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
			Asset Costs	64,500	76,500	68,500	70,500	83,500	74,500	
			Expense	256,199	242,367	239,505	246,801	265,261	261,889	
	21		Environmental	(256,199)	(242,367)	(239,505)	(246,801)	(265,261)	(261,889)	
13	9015	21	Taxes Levied/Operating	256,199						
13	9236	21	3rd Party Reimbursement	236,199	481,176	3,305,643	4,988,705	490,652	20,872	
13	9237	21	Grant Reimbursement	438,654	1,685,106	6,626,867	7,779,011	1,965,428	1,104,349	
			Non-Operating Revenues	931,052	2,166,282	9,932,510	12,767,716	2,456,080	1,125,221	
13	9537	21	Grant Expense	1,166,485	3,072,241	13,515,487	15,243,928	4,150,793	2,255,486	
13	9700	21	Environmental Remediation	259,264	537,262	524,032	747,130	517,851	390,803	
			Non-Operating Expenses	1,425,749	3,609,503	14,039,519	15,991,058	4,668,644	2,646,289	
			Net Non-Operating Income	(494,697)	(1,443,221)	(4,107,009)	(3,223,342)	(2,212,564)	(1,521,068)	

Division: Executive

Description of Services:

The Executive Division administers overall operational management of the Port through its Executive Director, executing Commission directives, providing leadership, formulating policy recommendations and coordinating legislative affairs. The Communications function is to provide public and customer understanding of Port actions and goals.

Staff, Facilities and Structure:

The Executive Division is made up of the following programs:

- Executive
- Human Resources

This division employs four and a half full-time employees to accomplish this purpose.

Executive 2015 Objectives:

1. Develop and enhance partnership opportunities with public and private partners that create efficiencies and improve the success of Port operations. In 2015 these efforts shall include City and County partnerships in state legislative efforts; Western Washington University partnership in development, and far reaching partnerships in economic development.
2. Provide leadership as the Bellingham Waterfront District moves from a planning and regulatory focus into a development and construction focus. In 2015 this shall include working with developers, continuing solicitation of additional outside funding and furthering valuable partnerships.
3. Continue broad community outreach using tools such as social media, newsletters, guest articles in local papers and participation at networking events. During 2015 the largest outreach will be targeted at the development of the Waterfront District and adoption of the Bellingham International Airport master plan.
4. Continue the strong safety focus and accident prevention through communication and training in areas such as Wellness, Hazard Communication/Material Safety Data Sheets, and Respirator Safety with the goal of continuing to reduce the Recordable Incident Rate over the prior year.
5. Identify and implement measures to address the escalating health care costs and impacts of Health Care Reform while maintaining competitive total compensation for our employees.

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Total Executive						
		Expense						
		Variable Expenses						
14	7001	Salaries and Wages	497,744	425,058	437,810	450,944	464,472	478,407
14	7012	Salaries & Benefits Recovered	(11,500)	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)
14	7205	Employee Benefits	191,565	159,447	164,230	169,157	174,232	179,459
14	7355	Equipment Rental	850	1,850	1,870	1,890	1,910	1,932
14	7520	Office Supplies	7,500	8,000	8,240	8,487	8,742	9,004
14	7521	Postage	1,800	1,550	1,597	1,644	1,694	1,745
14	7540	Legal Expense	80,000	85,000	89,200	91,876	94,632	97,471
14	7545	Interfund Transfer	(7,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)
14	7550	Outside Services	91,000	98,975	101,944	105,003	108,153	111,397
14	7560	Telephone and Communication	9,380	10,880	11,120	11,367	11,622	11,884
14	7570	Travel	20,500	22,500	23,175	23,870	24,586	25,324
14	7575	Staff Recruitment & Relocation	100,000	100,000	103,000	106,090	109,273	112,551
14	7578	Employee Training	12,000	14,100	14,523	14,959	15,407	15,870
14	7580	Advertising and Promotion	32,000	23,000	23,690	24,401	25,133	25,887
14	7581	Promotional Hosting	2,300	2,200	2,266	2,334	2,404	2,476
14	7582	Incidental Meeting Expense	9,437	7,800	8,034	8,275	8,523	8,779
14	7588	Subscriptions	2,800	3,300	3,399	3,501	3,606	3,714
14	7590	Membership Dues and Fees	74,000	66,500	68,495	70,550	72,666	74,846
14	7650	Miscellaneous	1,762	1,762	1,795	1,841	1,889	1,938
		Variable Expenses	1,116,138	999,922	1,031,427	1,062,240	1,093,978	1,126,667
		Direct Expenses						
14	7600	Insurance and Claims	4,991	5,947	6,245	6,557	6,885	7,229
		Direct Expenses	4,991	5,947	6,245	6,557	6,885	7,229
		Expense	1,121,129	1,005,869	1,037,672	1,068,797	1,100,862	1,133,896
		Total Executive	(1,121,129)	(1,005,869)	(1,037,672)	(1,068,797)	(1,100,862)	(1,133,896)

Divisional Program: Executive

Description of Services:

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

Staff: 2.5 FTE's

Source of Funding: Net of operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	617,720	741,139	618,863
Net Cash Flow	-617,720	-741,139	-618,863

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	14		Executive							
			Expense							
			Variable Expenses							
14	7001	14	Salaries and Wages	348,964	272,109	280,272	288,680	297,341	306,261	
14	7012	14	Salaries & Benefits Recovered	(11,500)	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	
14	7205	14	Employee Benefits	135,167	99,138	102,112	105,176	108,331	111,581	
14	7355	14	Equipment Rental		650	670	690	710	732	
14	7520	14	Office Supplies	5,000	6,000	6,180	6,365	6,556	6,753	
14	7521	14	Postage	1,200	750	773	796	820	844	
14	7540	14	Legal Expense	50,000	55,000	58,300	60,049	61,850	63,706	
14	7545	14	Interfund Transfer	(7,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	
14	7550	14	Outside Services	70,000	77,975	80,314	82,724	85,205	87,762	Misc. photography and graphic design \$7,200; Videography \$8,000; Civic Plus web hosting \$3,775; Quarterly Port newsletter \$42,000; Image archiving project intern \$5,000. Executive Contingency \$12,000
14	7560	14	Telephone and Communication	6,500	8,000	8,240	8,487	8,742	9,004	
14	7570	14	Travel	18,000	20,000	20,600	21,218	21,855	22,510	
14	7578	14	Employee Training	3,000	5,000	5,150	5,305	5,464	5,628	
14	7580	14	Advertising and Promotion	32,000	23,000	23,690	24,401	25,133	25,887	Corporate advertising \$5,000; virtual town halls with commissioners (2) \$6,000; Promotion/brand outreach \$6,000; Executive contingency \$6,000
14	7581	14	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	
14	7582	14	Incidental Meeting Expense	8,500	7,000	7,210	7,426	7,649	7,879	
14	7588	14	Subscriptions	1,800	2,300	2,369	2,440	2,513	2,589	Bellingham Herald, Lynden Tribune, Puget Sound Business Journal (includes both print and online subscriptions). Executive contingency \$500
14	7590	14	Membership Dues and Fees	73,000	65,500	67,465	69,489	71,574	73,721	WPPA, APP, AAPA, Downtown Partnership, Misc.
14	7650	14	Miscellaneous	1,500	1,500	1,545	1,591	1,639	1,688	
			Variable Expenses	738,131	613,922	633,990	653,009	672,600	692,778	
			Direct Expenses							
14	7600	14	Insurance and Claims	3,008	3,798	3,987	4,187	4,396	4,616	Property & Liability
			Direct Expenses	3,008	3,798	3,987	4,187	4,396	4,616	
			Expense	741,139	617,720	637,977	657,196	676,996	697,394	
14			Executive	(741,139)	(617,720)	(637,977)	(657,196)	(676,996)	(697,394)	

Divisional Program: Human Resources

Description of Services:

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

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

Staff: 2 FTE's

Source of Funding: Net operating income

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	388,150	379,990	225,400
Net Cash Flow	-388,150	-379,990	-225,400

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	15		Human Resources							
			Expense							
			Variable Expenses							
14	7001	15	Salaries and Wages	148,780	152,949	157,537	162,264	167,132	172,145	
14	7012	15	Salaries & Benefits Recovered							
14	7205	15	Employee Benefits	56,398	60,309	62,118	63,982	65,901	67,878	
14	7355	15	Equipment Rental	850	1,200	1,200	1,200	1,200	1,200	
14	7520	15	Office Supplies	2,500	2,000	2,060	2,122	2,185	2,251	
14	7521	15	Postage	600	800	824	849	874	900	Applicant letters/legal mailings
14	7540	15	Legal Expense	30,000	30,000	30,900	31,827	32,782	33,765	\$15k contract negotiations, \$15k general/arbitration/investigation
14	7545	15	Interfund Transfer		-	-	-	-	-	
14	7550	15	Outside Services	21,000	21,000	21,630	22,279	22,947	23,636	\$1400 Self insurance fee, \$500 ICMA, \$300 Right to know fee, \$3000 org dev consultant, \$1000 hearing tests, \$2000 safety consultant, \$12300 Ceridian, \$500 Wellness support
14	7560	15	Telephone and Communication	2,880	2,880	2,880	2,880	2,880	2,880	
14	7570	15	Travel	2,500	2,500	2,575	2,652	2,732	2,814	\$2000 HR conferences, \$500
14	7575	15	Staff recruitment & relocation	100,000	100,000	103,000	106,090	109,273	112,551	\$60k merit or promotion increases, \$20k relocation, \$20k recruitment
14	7578	15	Employee Training	9,000	9,100	9,373	9,654	9,944	10,242	\$5550 Awards luncheon, \$2000 HR confs, \$250 safety, \$1000 corp training, \$300 SHRM
14	7581	15	Promotional Hosting	300	200	206	212	219	225	
14	7582	15	Incidental Meeting Expense	937	800	824	849	874	900	All Employee Meetings, Committee meetings, WAPELRA
14	7588	15	Subscriptions	1,000	1,000	1,030	1,061	1,093	1,126	Salary surveys
14	7590	15	Membership Dues and Fees	1,000	1,000	1,030	1,061	1,093	1,126	\$600 SHRM (2), \$400 WAPELRA/NPELRA
14	7650	15	Miscellaneous	262	262	250	250	250	250	
			Variable Expenses	378,007	386,000	397,438	409,231	421,378	433,889	
			Direct Expenses							
14	7600	15	Insurance and Claims	1,983	2,150	2,257	2,370	2,489	2,613	
			Direct Expenses	1,983	2,150	2,257	2,370	2,489	2,613	
			Expense	379,990	388,150	399,695	411,601	423,867	436,502	
	15		Human Resources	(379,990)	(388,150)	(399,695)	(411,601)	(423,867)	(436,502)	

Division: Bellingham Waterfront Acquisition Site

Description of Services:

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

BWAS 2015 Objectives:

1. Execute a Development Agreement with private investor(s) resulting in the sale or lease of the first parcel of the Downtown Waterfront Area.
2. Work with the Department of Ecology on priority environmental sites within the Waterfront District to 1) initiate cleanup activities for the Georgia/Pacific West site Pulp/Tissue Mill remedial action unit and Phase 1 of the Whatcom Waterway site, 2) complete engineering design for the Cornwall Avenue Landfill, 3) develop cleanup plans for the Georgia/Pacific West site Chlor-Alkali remedial action unit, and Central Waterfront site, and 4) secure the MTCA grant funding necessary to return underutilized, contaminated property to productive use.
3. Work with City of Bellingham to support the first phase of development in the Waterfront District and fulfill responsibilities set forth in the Port/City Interlocal Agreement for Facilities including 1) the design and construction of Facilities (site cleanup, arterial streets and parks), 2) property transfers, and 3) management of the waterfront redevelopment project.
4. Work with the City to prepare the Downtown Waterfront Area and Log Pond area for redevelopment, including removal of remaining industrial structures that are not being retained for future evaluation for adaptive re-use or as Industrial Icons to be displayed in City parks.
5. Develop a marketing plan and marketing materials to attract and recruit target industries to the Log Pond Area in coordination with the Shipping Terminal Area (non-BWAS).
6. Work with City of Bellingham and potential private investors to promote a range of sustainable strategies including the development of district specific utilities, the

salvage and reuse of historic industrial icons, and the adaptive reuse of the Granary Building.

7. Work with Western Washington University and potential private investors to develop a strategy for facilities and programming which support Western's expansion to the Waterfront District.

Staff, Facilities and Structure:

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

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

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

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$986,082	\$978,666	\$957,978
Operating Expenses	1,152,920	1,161,830	1,032,068
Net Operating Cash Flow	-166,838	-183,164	-74,090

Division Major 2015 Capital Projects (over \$100,000):

New Whatcom deconstruction	\$3,000,000
----------------------------	-------------

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	97		BWAS							
			Revenue							
			Operating Revenue							
15	6305	97	Space and Land Rental	962,910	969,708	1,031,856	1,071,122	1,086,585	1,091,311	MTC, 800 & 921 Cornwall, C Street
15	6360	97	Miscellaneous Revenue	300	300	300	300	300	300	YMCA
15	6445	97	Triple Net/CAM Charges	15,456	16,074	16,717	17,385	18,081	18,804	TDC additional rent
			Operating Revenue	978,666	986,082	1,048,873	1,088,807	1,104,966	1,110,415	
			Revenue	978,666	986,082	1,048,873	1,088,807	1,104,966	1,110,415	
			Expense							
			Variable Expenses							
15	7001	97	Salaries and Wages	-						
15	7012	97	Salaries & Benefits Recovered							Work performed by Environmental staff (65%), Planning (50%), a portion of four Real Estate staff, and portion of two Facilities Staff; less grant reimbursement for Env Salaries and Wages related to remedial clean-up sites.
				310,661	306,936	316,144	325,628	335,397	345,459	
15	7080	97	Security							Based on scheduled security and additional security emphasis
				35,000	35,000	36,050	37,132	38,245	39,393	
15	7205	97	Employee Benefits	-						
15	7330	97	Natural Gas for Resale	-						
15	7334	97	Electricity for Resale	27,316	25,800	26,574	27,371	28,192	29,038	MTC - \$0.00 from 800 Cornwall
15	7335	97	Electricity Resold (Contra)	(27,316)	(25,800)	(26,574)	(27,371)	(28,192)	(29,038)	
15	7355	97	Equipment Rental	100	390	402	414	426	439	Environmental & Planning Allocation
15	7370	97	Operating Supplies	200	200	206	212	219	225	Environmental & Planning Allocation
15	7520	97	Office Supplies	500	100	103	106	109	113	Environmental & Planning Allocation
15	7521	97	Postage	100	100	103	106	109	113	Environmental & Planning Allocation
15	7530	97	Janitorial	18,930	24,960	25,709	26,480	27,274	28,093	Estimated - contract re-bid + supplies
15	7540	97	Legal Expense							Legal & legislative policy support in Olympia \$30k; Federal lobbyist \$30k; CC&R & contract development \$35k; Sales contract negotiations legal review (\$50k); Meetings \$5k; and Master Plan documents \$5k.
				135,000	155,000	95,000	80,000	82,400	84,872	
15	7545	97	Interfund Transfer	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	
15	7550	97	Outside Services							Bio Bug, Guardian Security, ASB outfall buoy inspection, and website address fees \$4k; district heating study \$50k; property development support \$25k; RE consultant planning/studies/support \$50k; marketing support \$10k; and Western Crossing \$55k.
				250,000	194,000	89,000	91,670	94,420	97,253	
15	7551	97	Lease Payments to Others							DNR Lease for Aquatic U & O properties in ASB@ \$250/mth
				3,100	3,000	3,090	3,183	3,278	3,377	
15	7560	97	Telephone and Communication							Marine Trade Center - 2 phone lines for fire detection and monthly phone allocation.
				1,200	1,220	1,257	1,294	1,333	1,373	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
15	7570	97	Travel	15,000	7,500	7,725	7,957	8,195	8,441	Environmental, Real Estate & Planning Allocation for development and cleanup related travel.
15	7578	97	Employee Training	2,400	200	206	212	219	225	Environmental & Planning Allocation
15	7580	97	Advertising and Promotion	20,000	30,000	30,000	10,000	10,300	10,609	Tenant & developer promotion, open house, and related marketing events \$20k; and waterfront related marketing/public info \$10k.
15	7581	97	Promotional Hosting	2,000	6,000	6,180	6,365	6,556	6,753	Environmental, Real Estate & Planning Allocation
15	7582	97	Incidental Meeting Expense	1,500	1,500	1,545	1,591	1,639	1,688	Environmental, Real Estate & Planning Allocation
15	7590	97	Membership Dues and Fees	300	350	361	371	382	394	RE IREM subscription and Urban Land Institute membership split 50/50 with Real Estate.
15	7650	97	Miscellaneous	500	500	515	530	546	563	Environmental & Planning Allocation
			Variable Expenses	794,491	765,956	612,595	592,253	610,050	628,382	
			Direct Expenses							
15	7320	97	Natural Gas	8,000	8,000	8,240	8,487	8,742	9,004	TDC
15	7321	97	Water	7,500	10,000	10,300	10,609	10,927	11,255	estimated: water & two fire lines
15	7322	97	Electricity	60,000	60,000	61,800	63,654	65,564	67,531	estimated: includes area lighting and BWAS buildings
15	7531	97	Garbage	3,000	3,000	3,090	3,183	3,278	3,377	TDC + 921 Cornwall
15	7600	97	Insurance and Claims	114,287	120,497	126,522	132,848	139,490	146,465	
15	7680	97	Taxes							
			Direct Expenses	192,787	201,497	209,952	218,781	228,001	237,631	
			Asset Costs							
15	7230	97	Environmental Costs	45,100	48,850	50,316	51,825	53,380	54,981	City of Bellingham stormwater fees
15	7700	97	Repair and Maintenance	84,022	85,916	88,493	91,148	93,883	96,699	estimated
15	7701	97	Groundskeeping	15,000	18,253	18,801	19,365	19,946	20,544	emphasis on weed control
15	7702	97	Preventative Maintenance	30,430	32,448	33,421	34,424	35,457	36,521	estimated
			Asset Costs	174,552	185,467	191,031	196,762	202,665	208,745	
			Expense	1,161,830	1,152,920	1,013,577	1,007,795	1,040,716	1,074,757	
	97		BWAS	(183,164)	(166,838)	35,296	81,012	64,250	35,658	
15	9015	97	Taxes Levied/Operating	1,884,568	1,939,153	1,939,153	1,939,153	1,939,153	1,939,153	
15	9236	97	3rd Part Reimbursement	-						
15	9237	97	Grant Reimbursement	15,430,721	13,834,855	15,740,591	4,782,824	730,099	11,544,078	
			Non-Operating Revenues	17,315,289	15,774,008	17,679,744	6,721,977	2,669,252	13,483,231	
15	9537	97	Grant Expense	31,473,372	27,997,252	31,864,590	10,052,162	1,625,709	23,270,484	
15	9700	97	Environmental Remediation	209,702	167,760	174,730	116,539	574,356	549,053	
			Non-Operating Expenses	31,683,074	28,165,012	32,039,320	10,168,701	2,200,065	23,819,537	
			Net Non-Operating Income	(14,367,785)	(12,391,004)	(14,359,576)	(3,446,724)	469,187	(10,336,306)	
			AIG	14,476,967	12,678,573	15,700,963	4,919,699	816,894	853,061	

Division: Economic Development

Description of Services:

The Economic Development Division leads the Port in supporting strategies and implementing programs that will contribute to current and future economic growth for the Port and Whatcom County.

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

Economic Development 2015 Objectives:

1. Business Retention/Expansion: Continue outreach to local companies through 25 site visits, expanding into service and trade industries.
2. Business Recruitment: Proactively pursue inbound leads and promote the county for business attraction by directly contacting prospects, attending trade shows and fostering trade relationships, with increased emphasis on Lower Mainland, British Columbia.
3. Support quarterly meetings with Innovation Partnership Zone stakeholders, WWU and BTC for successful program development in the Technology Development Center.
4. Support a regional economic strategy to deploy public investments through programs such as the county Economic Development Investment (EDI) program.
5. Support Port operating divisions (Real Estate, Aviation, and Maritime) to facilitate job creation on Port property.
6. Continue monthly meetings of the Small City Partnership and deliver measurable services to the small cities via the Small City Economic Development Fund.

Staff: 2.1 FTE

Facilities and Structure:

This Division includes two full-time Economic Development Specialists (2 FTE) supervised by the Director of Planning and Development (0.1 FTE).

Source of Funding: Property tax receipts and ADO Contract with Washington State (Department of Commerce)

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$119,069	\$124,069	\$20,950
Operating Expenses	460,075	501,073	228,250
Net Cash Flow	-341,006	-377,004	-207,300

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	22		Economic Development							
			Revenue							
			Operating Revenue							
16	6310	22	Foreign Trade Zones	19,000	14,000	14,000	14,000	14,000	14,000	FTZ Admin Agreements: BP (\$14,000), TC Trading billing will start when activated
16	6360	22	Miscellaneous Revenue	105,069	105,069	105,069	105,069	105,069	105,069	ADO contract (\$104,069), RLF fees (\$1000)
			Operating Revenue	124,069	119,069	119,069	119,069	119,069	119,069	
			Revenue	124,069	119,069	119,069	119,069	119,069	119,069	
			Expense							
			Variable Expenses							
16	7001	22	Salaries and Wages	138,191	142,060	146,322	150,711	155,233	159,890	
16	7012	22	Salaries & Benefits Recovered	(22,095)	(13,669)	(14,079)	(14,501)	(14,936)	(15,385)	
16	7205	22	Employee Benefits	61,883	64,273	66,201	68,187	70,233	72,340	
16	7355	22	Equipment Rental	500	500	515	530	546	563	
16	7520	22	Office Supplies	1,101	1,200	1,236	1,273	1,311	1,351	
16	7521	22	Postage	300	300	309	318	328	338	
16	7540	22	Legal Expense	3,000	3,000	3,090	3,183	3,278	3,377	
16	7545	22	Interfund Transfer	9,552	9,552	9,552	9,552	9,552	9,552	Rent per R/E
16	7546	22	ACF Support	50,000	50,000	50,000	50,000	50,000	50,000	Provided by Maritime Div: Commission directed for Active Commercial Fisherman moorage reduction. Increased and extended future years
16	7550	22	Outside Services	196,648	122,950	126,639	130,438	134,351	138,381	\$9,000 Tourism, \$4,000 GIS Planning Website, \$80,000 Small City Fund, \$20,000 Small City fund carryover from 2014, \$10,000 rural project
16	7560	22	Telephone and Communication	2,520	2,000	2,000	2,000	2,000	2,000	two data phones (\$160/mo), two office lines
16	7570	22	Travel	3,500	2,500	2,575	2,652	2,732	2,814	local/in state travel, in-state conferences (2 WEDA, 2 Commerce/ADO) \$500 mileage allowance, \$500 airfare, \$1500 lodging/meals.
16	7578	22	Employee Training	3,500	2,500	2,575	2,652	2,732	2,814	Economic development training and conferences(\$1500) , state conference registration (\$1000)

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
16	7580	22	Advertising and Promotion	10,000	15,000	15,450	15,914	16,391	16,883	County marketing/advertising. \$3000 ads in marketing publications, \$4000 econ dev materials including FTZ, \$5000 business expos, trade shows, job fairs, \$3,000 event support for local partners, Share costs with Real Estate
16	7581	22	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	
16	7582	22	Incidental Meeting Expense	1,250	1,250	1,288	1,326	1,366	1,407	
16	7585	22	Marine Trades Promotion	25,000	20,000	15,000	10,000	5,000	-	Provided by Maritime Div: \$10,000 Trade Shows, \$5,000 advertising; (industry ad, industry sponsorship, maritime fishing seminar), \$5,000 logo branding and directory and possibly booth enhancement.
16	7588	22	Subscriptions	2,100	2,100	2,163	2,228	2,295	2,364	\$2,000 Hoovers database, \$100 business mags,
16	7589	22	Publications and Tariffs	500	500	500	500	500	500	legal notices: procurement of contractors
16	7590	22	Membership Dues and Fees	7,960	27,831	28,666	29,526	30,412	31,324	\$20,371 COG, \$1900 Bellingham Chamber, \$1250 Sustainable Connections, \$1000 NWBA, \$900 WEDA, \$500 Blaine Chamber, \$360 AK Chamber, \$300 Lynden Chamber, \$300 TAG, \$200 Birch Bay Chamber, \$300 Everson Chamber, \$250 Ferndale Chamber, \$100 Pt Roberts Chamber, \$100 Sumas Chamber
16	7650	22	Miscellaneous	-	200	200	200	200	200	
			Variable Expenses	497,409	456,047	462,261	468,811	475,708	482,962	
			Direct Expenses							
16	7600	22	Insurance and Claims	3,664	4,028	4,229	4,441	4,663	4,896	
16	7680	22	Taxes							
			Direct Expenses	3,664	4,028	4,229	4,441	4,663	4,896	
			Expense	501,073	460,075	466,490	473,252	480,371	487,857	
			Economic Development	(377,004)	(341,006)	(347,421)	(354,183)	(361,302)	(368,788)	

Division: Community Connections

Description of Services:

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

Staff, Facilities and Structure:

The Facilities Division oversees the Open Space Program (parks), the Meeting and Events Program and the Corporate Events Program.

The Open Space program consists of 0.5 full time position shared with the Facilities Division. The Corporate Events and Meetings and Events programs each are managed by the Facilities Division with .5 full time employees each. The Meetings and Events program has two and a half full-time employees.

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

	Acct	Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
		Community Connections						
		Revenue						
		Operating Revenue						
20	6305	Space and Land Rental	205,000	235,000	270,000	300,000	310,000	320,000
20	6307	Discounts Given M&E (Contra)	(20,800)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)
20	6308	Cancellation Fees	-	2,500	2,500	2,500	2,500	2,500
20	6360	Miscellaneous Revenue	2,000	9,450	14,509	22,069	27,131	27,195
		Operating Revenue	186,200	231,950	271,559	308,655	323,240	332,812
		Revenue	186,200	231,950	271,559	308,655	323,240	332,812
		Expense						
		Variable Expenses						
20	7001	Salaries and Wages	252,485	306,439	315,632	325,101	334,854	344,900
20	7012	Salaries & Benefits Recovered	(8,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
20	7080	Security	11,668	12,745	13,127	13,521	13,927	14,345
20	7205	Employee Benefits	157,269	200,290	206,299	212,488	218,862	225,428
20	7240	Uncollectible Revenue	-	-	-	-	-	-
20	7323	Gasoline and Diesel	1,421	1,464	1,508	1,553	1,600	1,648
20	7355	Equipment Rental	721	1,150	1,185	1,220	1,257	1,294
20	7362	Small Tools and Equipment	10,300	10,609	10,927	11,255	11,593	11,941
20	7370	Operating Supplies	3,030	4,561	3,093	3,186	3,281	3,380
20	7520	Office Supplies	2,315	3,865	3,936	4,009	4,084	4,162
20	7521	Postage	638	1,583	1,630	1,679	1,730	1,782
20	7530	Janitorial	33,509	38,301	39,450	40,633	41,852	43,108
20	7540	Legal Expense	43,196	76,442	76,585	78,793	81,067	83,409
20	7541	Public Disclosure Costs	1,000	-	-	-	-	-
20	7545	Interfund Transfer	47,318	62,503	63,698	64,923	66,182	67,473
20	7550	Outside Services	155,247	188,247	191,163	193,959	199,778	205,772
20	7551	Lease Payments to Others	15,765	16,188	16,674	17,174	17,689	18,220
20	7560	Telephone and Communication	9,334	10,344	10,654	10,974	11,303	11,642
20	7570	Travel	29,859	20,805	21,429	22,072	22,734	23,416
20	7578	Employee Training	11,098	14,270	13,858	14,274	14,702	15,143

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
20	7580		Advertising and Promotion	26,205	26,671	27,471	28,295	29,144	30,018
20	7581		Promotional Hosting	112	100	103	106	109	113
20	7582		Incidental Meeting Expense	1,427	1,500	1,545	1,591	1,639	1,688
20	7588		Subscriptions	369	325	335	345	355	366
20	7590		Membership Dues and Fees	498	1,004	1,034	1,065	1,097	1,130
20	7650		Miscellaneous	1,500	1,200	1,271	1,343	1,415	1,488
			Variable Expenses	808,282	998,606	1,020,608	1,047,560	1,078,255	1,109,864
			Direct Expenses						
20	7320		Natural Gas	-	-	-	-	-	-
20	7321		Water	22,127	22,791	23,475	24,179	24,904	25,651
20	7322		Electricity	9,981	10,782	11,105	11,439	11,782	12,135
20	7531		Garbage	13,127	13,521	13,927	14,344	14,775	15,218
20	7555		Signage	684	705	726	748	770	793
20	7600		Insurance and Claims	17,016	16,560	17,384	18,250	19,160	20,114
20	7680		Taxes	62	1,108	1,143	1,178	1,215	1,253
			Direct Expenses	62,997	65,467	67,760	70,139	72,606	75,165
			Asset Costs						
20	7700		Repair and Maintenance	56,436	65,325	68,052	70,900	73,874	76,978
20	7701		Groundskeeping	307,539	316,765	332,603	349,233	366,695	385,030
20	7702		Preventative Maintenance	30,000	20,000	21,000	22,050	23,153	24,310
20	7800		Equipment Rental	22,842	20,000	21,000	22,050	23,153	24,310
20			Asset Costs	416,817	422,090	442,656	464,234	486,874	510,629
20			Expense	1,288,096	1,486,162	1,531,024	1,581,932	1,637,735	1,695,657
			Community Connections	(1,101,896)	(1,254,212)	(1,259,465)	(1,273,277)	(1,314,495)	(1,362,845)
20	9600	13	Election Expense	-	75,000	-	75,000	-	75,000

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
20	7700	24	Repair and Maintenance	10,000	17,500	18,025	18,566	19,123	19,696	
			Asset Costs	10,000	17,500	18,025	18,566	19,123	19,696	
			Expense	263,535	294,857	300,975	309,720	318,725	327,999	
	24		Meeting Space	(77,335)	(64,857)	(31,425)	(3,133)	2,384	2,619	

Divisional Program: Commission

Description of Services:

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

Staff: 3 elected Commissioners

Source of Funding: Property tax receipts

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	168,173	187,444	184,277
Net Cash Flow	-168,173	-187,444	-

Major 2015 Capital Projects:

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	13		Commission							
			Expense							
			Variable Expenses							
20	7001	13	Salaries and Wages	66,240	66,240	68,227	70,274	72,382	74,554	
20	7205	13	Employee Benefits	40,574	71,105	73,238	75,435	77,698	80,029	
20	7520	13	Office Supplies	300	300	309	318	328	338	
20	7540	13	Legal Expense	35,000	3,000	3,090	3,183	3,278	3,377	
20	7541	13	Public Disclosure Costs	1,000	-	-	-	-	-	
20	7545	13	Interfund Transfer	17,412	-	-	-	-	-	
20	7550	13	Outside Services	-	10,500	10,815	11,139	11,474	11,818	Commission Meeting Videotaping Service.
20	7570	13	Travel	25,000	15,000	15,450	15,914	16,391	16,883	
20	7581	13	Promotional Hosting	-	-	-	-	-	-	
20	7582	13	Incidental Meeting Expense	500	500	515	530	546	563	
20	7650	13	Miscellaneous	-						
			Variable Expenses	186,026	166,645	171,644	176,794	182,097	187,560	
			Direct Expenses							
20	7600	13	Insurance and Claims	1,418	1,528	1,604	1,684	1,768	1,857	
			Direct Expenses	1,418	1,528	1,604	1,684	1,768	1,857	
			Expense	187,444	168,173	173,248	178,478	183,866	189,417	
	13		Commission	(187,444)	(168,173)	(173,248)	(178,478)	(183,866)	(189,417)	
20	9600	13	Election Expense	-	75,000		75,000		75,000	Whatcom County Auditor election costs

Divisional Program: Open Space

Description of Services:

The Open Space Program develops opportunities for public recreational and interpretive interactions with the Port's unique properties and facilities. This program also provides grounds keeping maintenance and capital improvements to the Port's Open Space/Park system.

The Open Space Program provides design, implementation and maintenance of the Port's Public Access/ Park System. As Port facilities have developed, the overall use of the Port's public access and parks have increased dramatically. Along with the development, both the tenant and public expectation of the Port's level of service within the park system has also increased noticeably.

2015 Objectives:

1. Continue development of a comprehensive integrated pest management (IPM) program for all Open Space facilities.
2. Improve internal communication between Meeting & Events Department and the utilization of Open Space facilities.
3. Improve turf care program throughout all Park facilities.

Staff: 0.5 FTE's

Source of Funding: Property taxes, grants

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	687,152	707,724	632,079
Net Cash Flow	-687,152	-707,724	-632,079

Major 2015 Capital Projects (over \$100,000):

BCT Boat Launch (Construction)	\$274,240
Squalicum Harbor boat launch float repairs	\$212,177

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	23		Open Space							
			Expense							
			Variable Expenses							
20	7001	23	Salaries and Wages	62,103	44,338	45,668	47,038	48,449	49,903	
20	7012	23	Salaries & Benefits Recovered	(8,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	to Capital Projects
20	7080	23	Security	10,432	10,745	11,067	11,399	11,741	12,094	
20	7205	23	Employee Benefits	26,649	13,898	14,315	14,744	15,187	15,642	
20	7323	23	Gasoline and Diesel	1,421	1,464	1,508	1,553	1,600	1,648	
20	7362	23	Small Tools and Equipment	10,300	10,609	10,927	11,255	11,593	11,941	
20	7370	23	Operating Supplies	1,030	1,061	1,093	1,126	1,159	1,194	
20	7520	23	Office Supplies	515	515	530	546	563	580	
20	7521	23	Postage	333	333	343	353	364	375	
20	7530	23	Janitorial	17,009	20,976	21,605	22,253	22,921	23,609	
20	7540	23	Legal Expense	8,196	8,442	8,695	8,956	9,225	9,502	
20	7550	23	Outside Services	97,217	97,217	100,134	103,138	106,232	109,419	MCL ;\$74,045, Blaine Rain Garden; \$7,000
20	7551	23	Lease Payments to Others	12,804	13,188	13,584	13,991	14,411	14,843	BNSF Marine Park and Fairhaven Boat Launch
20	7560	23	Telephone and Communication	1,645	1,694	1,745	1,797	1,851	1,907	
20	7570	23	Travel	684	705	726	748	770	793	
20	7578	23	Employee Training	8,223	8,470	8,724	8,986	9,255	9,533	
20	7580	23	Advertising and Promotion	1,331	1,371	1,412	1,454	1,498	1,543	
20	7588	23	Subscriptions	219	225	232	239	246	253	
20	7590	23	Membership Dues and Fees	266	274	282	291	299	308	
			Variable Expenses	252,378	233,525	240,591	247,868	255,364	263,085	
			Direct Expenses							
20	7320	23	Natural Gas	-	-					
20	7321	23	Water	22,127	22,791	23,475	24,179	24,904	25,651	
20	7322	23	Electricity	9,981	10,782	11,105	11,439	11,782	12,135	
20	7531	23	Garbage	13,127	13,521	13,927	14,344	14,775	15,218	
20	7555	23	Signage	684	705	726	748	770	793	
20	7600	23	Insurance and Claims	11,717	10,610	11,141	11,698	12,283	12,897	
20	7680	23	Taxes	62	68	71	75	79	83	
			Direct Expenses	57,698	58,477	60,445	62,483	64,593	66,778	
			Asset Costs							
20	7700	23	Repair and Maintenance	37,267	38,385	40,304	42,319	44,435	46,657	
20	7701	23	Groundskeeping	307,539	316,765	332,603	349,233	366,695	385,030	
20	7702	23	Preventative Maintenance	30,000	20,000	21,000	22,050	23,153	24,310	
20	7800	23	Equipment	22,842	20,000	21,000	22,050	23,153	24,310	
			Asset Costs	397,648	395,150	414,908	435,653	457,436	480,307	
			Expense	707,724	687,152	715,943	746,004	777,393	810,170	
	23		Open Space	(707,724)	(687,152)	(715,943)	(746,004)	(777,393)	(810,170)	

Divisional Program: Meetings & Events

Description of Services:

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

Meetings and Events 2015 Objectives:

1. Expand the menu of event facilities available for rent and offer a broader range of services to our customers while improving Net Cash Flow.
2. Promote the increased rental of Port facilities by utilizing quarterly Chamber E-blasts, social media marketing, offering special rates during lower utilized seasons, and expanding web visibility by allowing public access to an online calendar.
3. Seek to increase and improve all aspects of the customer's experience; the quality of the facility offerings; and the safety of customers and personnel.

Staff, Facilities and Structure: 2.55 FTE Meeting Facility Coordinators.

Source of Funding: User fees, property tax receipts

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$230,000	\$186,200	\$206,136
Operating Expenses	294,857	263,535	264,215
Net Cash Flow	-64,857	-77,335	-58,079

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	24		Meeting Space							
			Revenue							
			Operating Revenue							
20	6305	24	Space and Land Rental	205,000	235,000	270,000	300,000	310,000	320,000	
20	6307	24	Discounts Given M&E (Contra)	(20,800)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	Ops 25% discount; Corp Events 100% discount
20	6308	24	Cancellation Fees	-	2,500	2,500	2,500	2,500	2,500	
20	6360	24	Miscellaneous Revenue	2,000	7,500	12,500	20,000	25,000	25,000	
			Operating Revenue	186,200	230,000	269,550	306,587	321,109	330,617	
			Revenue	186,200	230,000	269,550	306,587	321,109	330,617	
			Expense							
			Variable Expenses							
20	7001	24	Salaries and Wages	99,836	107,387	110,609	113,927	117,345	120,865	
20	7205	24	Employee Benefits	76,563	83,908	86,425	89,018	91,689	94,439	
20	7240	24	Uncollectible Revenue			-	-	-	-	
20	7355	24	Equipment Rental	515	900	927	955	983	1,013	Current plus scanner addition of \$366/yr
20	7370	24	Operating Supplies	2,000	3,500	2,000	2,060	2,122	2,185	
20	7520	24	Office Supplies	1,000	1,000	1,030	1,061	1,093	1,126	
20	7521	24	Postage	150	150	155	159	164	169	
20	7530	24	Janitorial	16,500	17,325	17,845	18,380	18,931	19,499	
20	7545	24	Interfund Transfer	27,174	28,859	29,327	29,804	30,291	30,788	BCT Charge+Office rent to R/E
20	7550	24	Outside Services	10,300	12,000	12,360	12,731	13,113	13,506	credit card fees \$3500; Kelly \$5000; EMS \$1000; Alarm services & allocated \$500; Add'l Guards \$2k
20	7551	24	Lease Payments to Others	2,961	3,000	3,090	3,183	3,278	3,377	Office Rental plus share of DNR PMA Cost
20	7560	24	Telephone and Communication	6,200	6,800	7,004	7,214	7,431	7,653	
20	7570	24	Travel	2,500	2,500	2,575	2,652	2,732	2,814	
20	7578	24	Employee Training	1,500	3,000	2,250	2,318	2,387	2,459	EMS and MS Excel training
20	7580	24	Advertising and Promotion	2,000	2,500	2,575	2,652	2,732	2,814	
20	7581	24	Promotional Hosting		-	-	-	-	-	
20	7590	24	Membership Dues and Fees		-	-	-	-	-	
20	7650	24	Miscellaneous	600	500	550	600	650	700	
			Variable Expenses	249,799	273,329	278,721	286,713	294,940	303,407	
			Direct Expenses							
20	7600	24	Insurance and Claims	3,737	4,028	4,229	4,441	4,663	4,896	
20	7680	24	Taxes							
			Direct Expenses	3,737	4,028	4,229	4,441	4,663	4,896	
			Asset Costs							

Divisional Program: Corporate Events

Description of Services:

The Port of Bellingham's Corporate Events Program's role is to sponsor and coordinate several key corporate events and community outreach opportunities each year. These events and efforts showcase key Port operations, tenants, and facilities and are designed to strengthen the social and economic connections to the community.

Corporate Events 2015 Objectives:

1. Increase the Port's visibility in Whatcom County by offering high quality, safe, and well run corporate events through-out the year at various locations reaching out to a broad range of interests.
2. Make available to the community visitation to high quality facilities on the waterfront.
3. Enhance the economic, social, and communal experience of the citizens of Whatcom County by hosting events that are centered on the nation's traditions and local interests.

Staff: .05 FTE, and administered by the Meetings and Events Staff

Source of Funding: Property taxes, sponsorships

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$1,800	\$0	\$3,730
Operating Expenses	98,395	129,392	123,271
Net Cash Flow	-96,595	-129,392	-119,541

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	30		Corporate Events							
			Revenue							
			Operating Revenue							
20	6305	30	Space and Land Rental	-	-	-	-	-	-	
20	6360	30	Miscellaneous Revenue	-	1,800	1,854	1,910	1,967	2,026	
			Operating Revenue	-	1,800	1,854	1,910	1,967	2,026	
			Revenue	-	1,800	1,854	1,910	1,967	2,026	
			Expense							
			Variable Expenses							
20	7001	30	Salaries and Wages	24,306	4,749	4,891	5,038	5,189	5,345	
20	7012	30	Salaries & Benefits Recovered	-						
20	7080	30	Security	1,236	2,000	2,060	2,122	2,185	2,251	July 4 at GP, Zuanich, Ski to Sea, BAM overnight guard, BJJ.
20	7205	30	Employee Benefits	13,482	2,317	2,387	2,458	2,532	2,608	
20	7355	30	Equipment Rental	206	250	258	265	273	281	
20	7520	30	Office Supplies	500	550	567	583	601	619	
20	7521	30	Postage	155	100	103	106	109	113	
20	7530	30	Janitorial	-						
20	7545	30	Interfund Transfer	2,732	2,732	2,814	2,898	2,985	3,075	
20	7550	30	Outside Services	47,730	47,730	49,162	50,637	52,156	53,721	Event related expenses: July 4 COC \$12,000, July 4 at GP \$2,500, Holiday Port \$8,000, BAM \$ 8,500, BJJ 10,000, Blaine July 4 \$1,000, CharterFest 2,000, event intern and legal review of contracts.
20	7560	30	Telephone and Communication	1,489	1,000	1,030	1,061	1,093	1,126	
20	7570	30	Travel	1,675	600	618	637	656	675	
20	7578	30	Employee Training	1,375	800	824	849	874	900	
20	7580	30	Advertising and Promotion	22,873	22,800	23,484	24,189	24,914	25,662	BAM \$5,500, BJJ \$1,000, Holiday Port \$5,000, CharterFest \$1,000, event-related marketing video production \$6,500, misc. graphic design, promotional materials and public meeting advertising.
20	7581	30	Promotional Hosting	112	100	103	106	109	113	
20	7582	30	Incidental Meeting Expense	927	1,000	1,030	1,061	1,093	1,126	Volunteer meals during events and during set up and take down of events.
20	7588	30	Subscriptions	150	100	103	106	109	113	marketingpros.com
20	7590	30	Membership Dues and Fees	232	230	237	244	251	259	Wa Festivals and Events Assoc; Historic Fairhaven Assoc.
20	7650	30	Miscellaneous	900	700	721	743	765	788	
			Variable Expenses	120,079	87,758	90,391	93,102	95,896	98,772	
			Direct Expenses							
20	7600	30	Insurance and Claims	145	157	162	167	172	177	
20	7680	30	Taxes	-	1,040	1,071	1,103	1,136	1,171	

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
			Direct Expenses	145	1,197	1,233	1,270	1,309	1,348	
			Asset Costs							
20	7700	30	Repair and Maintenance	9,169	9,440	9,723	10,015	10,315	10,625	
			Asset Costs	9,169	9,440	9,723	10,015	10,315	10,625	
			Expense	129,392	98,395	101,347	104,388	107,519	110,745	
	30		Corporate Events	(129,392)	(96,595)	(99,493)	(102,478)	(105,553)	(108,719)	

Division: Public Records

Description of Services:

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

Public Records 2015 Objectives:

1. Maintain a log and tracking system for all public record requests to ensure adherence to the Public Records Act.
2. Continue to provide exceptional customer service to members of the Public.
3. Continue Public Records Act and Open Public Meetings Act staff training.

Staff, Facilities and Structure: There is no assigned staff to this division on an exclusive basis

Source of Funding: Property taxes, user fees

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$150	\$0	\$0
Operating Expenses	92,412	0	0
Net Cash Flow	-92,262	0	0

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	35		Public Disclosures						
			Revenue						
			Operating Revenue						
20	6360	35	Miscellaneous Revenue	150	155	159	164	169	
			Operating Revenue	150	155	159	164	169	
			Revenue	150	155	159	164	169	
			Expense						
			Variable Expenses						
20	7521	35	Postage	1,000	1,030	1,061	1,093	1,126	
20	7540	35	Legal Expense	60,000	61,800	63,654	65,564	67,531	
20	7541	35	Public Disclosures						
20	7545	35	Interfund Transfer	30,912	31,557	32,221	32,906	33,610	Public Disclosure staff costs
20	7550	35	Outside Services	500	515	530	546	563	Outside copy fees (\$500)
20	7560	35	Telephone and Communication						
20	7570	35	Travel						
20	7578	35	Employee Training						
20	7650	35	Miscellaneous						
			Variable Expenses	92,412	94,902	97,466	100,109	102,829	
			Direct Expenses						
20	7600	35	Insurance and Claims	-	-	-	-	-	
			Direct Expenses	-	-	-	-	-	
			Expense	92,412	94,902	97,466	100,109	102,829	
35			Public Disclosures	(92,262)	(94,748)	(97,307)	(99,945)	(102,660)	

Division: Records Management

Description of Services:

Records management, a program developed in 2014 and originally part of the Executive Division, provides support to Port staff in areas of organizing paper and electronic records, scanning, record storage, and security. Staff maintains the record repository and facilitates streamlining of records through the office.

Records Management 2015 Objectives

1. Implement an Electronic Content Management system to manage records generated and received by the Port. This will improve information sharing and staff efficiency.
2. Work toward getting more record series available on the Port website for the Public to access.
3. Update internal records management policies.
4. Continue records management training on best practices and record retention.

Staff, Facilities and Structure: 1.5 FTE

Source of Funding: Property taxes

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	145,173	0	0
Net Cash Flow	-145,173	0	0

Major 2015 Capital Projects (over \$100,000):

None

	Acct		Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	39		Records Management						
			Expense						
			Variable Expenses						
20	7001	39	Salaries and Wages	83,725	86,237	88,824	91,489	94,233	
20	7205	39	Employee Benefits	29,062	29,934	30,832	31,757	32,710	
20	7520	39	Office Supplies	1,500	1,500	1,500	1,500	1,500	Scanner for airport (\$500), Office 2013 (\$354.36),
20	7540	39	Legal Expense	5,000	3,000	3,000	3,000	3,000	
20	7545	39	Interfund Transfer						
20	7550	39	Outside Services	20,300	18,178	15,784	16,258	16,746	2015- one FT or two PT interns for 6 months to help implement ECRM Capital project (\$19500). Centralized shredding for Sound Shredding services to shred for Harbor Center Building, 3% increase each year (\$800) Shredding is for routine once every other month and one year end disposal. Vendor support and annual maintenance for Laserfiche 2016 (\$17354), 2017 (\$14,936), 2018 (\$15384), 2019 (\$15846); 3% increase after 2018.
20	7560	39	Telephone and Communication	850	876	902	929	957	Cellphone bill (\$740), Replace phone (\$110)
20	7570	39	Travel	2,000	2,060	2,122	2,185	2,251	Possible travel to Seattle for training from Cities Digital Vendor
20	7590	39	Membership Dues and Fees	500	515	530	546	563	WAPRO for Diane and Amy (\$25 each); misc dues
20	7578	39	Employee Training	2,000	2,060	2,122	2,185	2,251	CPR/First Aid Training, WAPRO Conference for Amy, Diane, Crystal
20	7650	39	Miscellaneous						
			Variable Expenses	144,937	144,359	145,616	149,849	154,210	
			Direct Expenses						
20	7600	39	Insurance and Claims	236	248	260	273	287	
			Direct Expenses	236	248	260	273	287	
			Asset Costs						
20	7700	39	Repair and Maintenance	-	-	-	-	-	
			Asset Costs	-	-	-	-	-	
			Expense	145,173	144,607	145,876	150,123	154,497	
39			Records Management	(145,173)	(144,607)	(145,876)	(150,123)	(154,497)	

Division: Infrastructure/Federal Waterways

Description of Services:

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

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

2015 Objectives:

1. Inspect, observe, survey, and test Port infrastructure to ensure its functionality and for the timely budgeting of its maintenance and/or replacement.
2. Continually monitor new projects for physical additions to the infrastructure and record all additions on our utility maps.
3. Perfect infrastructure record keeping information and its usage for all districts of the Port as better information and locations become known.

Staff: This division is managed by the Facilities staff.

Source of Funding: Property taxes, grants

Financial Summary:

	2015 Budget	2014 Budget	2013 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	294,226	263,989	183,890
Net Cash Flow	-294,226	-263,989	-183,890

Major 2015 Capital Projects (over \$100,000):

Squalicum Way Wharf Demo/Bulkhead Replacement	\$750,000
I&J Bulkhead, engineering only	\$250,000
Blaine Marine Drive bulkhead, engineering only	\$150,000

	Acct		Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Description
	28		Infrastructure							
			Expense							
			Variable Expenses							
28	7540	28	Legal Expense	2,000	2,000	2,060	2,122	2,185	2,251	
28	7545	28	Interfund Transfer	(72,000)	(227,500)	(189,500)	(146,500)	(122,500)	(153,500)	Gate 2 habitat bench; \$51,000, Wetlands BLI Eastside;\$23,500. Wetlands Buffer Migration Phase 2 BLI Park expansion; \$3,000, Slater Road Grounds keeping \$150k
28	7550	28	Outside Services		-	-	-	-	-	
			Variable Expenses	(70,000)	(225,500)	(187,440)	(144,378)	(120,315)	(151,249)	
			Direct Expenses							
28	7600	28	Insurance and Claims	-	-	-	-	-	-	
			Direct Expenses	-	-	-	-	-	-	
			Asset Costs							
28	7230	28	Environmental Costs	184,000	186,500	175,000	157,000	158,000	214,000	Gate 2 habitat bench; \$51,000, Wetlands BLI Eastside;\$23,500 +\$112,000 Stormwater fees
28	7700	28	Repair and Maintenance	39,253	49,150	50,625	52,143	53,708	55,319	Based on actuals, stormwater work, Squalicum Estuary
28	7701	28	Groundskeeping	92,700	265,500	240,500	215,500	190,500	165,500	Based on actuals + 150K for Slater Road wetland mitigation site; reduced \$25k/yr in subsequent years.
28	7702	28	Preventative Maintenance	18,035	18,576	19,133	19,707	20,298	20,907	
			Asset Costs	333,989	519,726	485,258	444,351	422,506	455,726	
			Expense	263,989	294,226	297,818	299,972	302,191	304,477	
			Infrastructure	(263,989)	(294,226)	(297,818)	(299,972)	(302,191)	(304,477)	

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.

In 2015, the Port's asset replacement schedule is budgeted at approximately \$353 thousand, and consists mainly of computer equipment, vehicles and shop equipment. These assets will be replaced over the course of the year.

ASSET REPLACEMENT SCHEDULE - 2015

Sum of Repl Value		Column Labels		
Row Labels	Description	Employee	Purchased	2015
01-00				
44449	Finger Print Machine AIP		12/15/2008	9,000
65627	Chevy Silverado 2007		01/05/2007	40,000
92255	GA&Main Terminal Reader Boards		10/31/1991	12,228
95421	Dell Precision M4600	Tuma	08/31/2011	3,500
95422	Dell Precision M4600	BLI Loaner	09/01/2011	3,200
95400	Dell Optiplex 960	Peppers	03/18/2011	1,975
01-00 Total				69,903
05-04				
40034	Parker Power Vacuum, 8 Hp		10/31/1998	3,798
44440	Canon Image Runner 2880i Color copier		11/07/2007	10,000
65107	Tractor, Massey Ferguson		02/28/1969	35,000
95418	Dell Optiplex 990	Montoure	06/16/2011	1,975
70115	Sewage pumpout for G2		11/30/2005	24,000
05-04 Total				74,773
05-05				
65613	2002 Chevy Silverado, Blue		04/22/2002	24,446
65618	Chevy Silverado Ext Cab 4X2		04/30/2004	20,134
95417	Dell Optiplex 990	Stahl	06/16/2011	1,975
95419	Dell Optiplex 990	Squal Counter 2	06/16/2011	1,975
95420	HP Laser Jet P4015dn Printer	Squal Office	07/26/2011	2,500
05-05 Total				51,030
10-01				
44457	Design Jet T1200 Eng Dept Plotter	Engineering	04/14/2010	7,500
95398	HP Direct Laser Printer P4015	Engineering	10/15/2010	2,500
10-01 Total				10,000
10-18				

ASSET REPLACEMENT SCHEDULE - 2015

Sum of Repl Value				Column Labels
Row Labels	Description	Employee	Purchased	2015
40017	Welder, Bobcat 225G Plus, on 65603		01/31/1996	3,611
40020	Target Concrete Saw,18Hp Honda		04/30/1996	4,746
45202	Landscape Trailer		06/30/1997	8,000
65621	05 Chevy Silverado, Blue, grounds	Carol Williams	05/31/2005	18,801
65626	Chevy Silverado '05 Cab & Chassis, Blue	Grounds	05/31/2005	33,000
65626 01	Service Body, BLue		08/31/2005	-
65635	2009 Ford F350	Grounds	09/30/2009	-
95392	Dell Latitude E5510	Shop Laptop	07/27/2010	2,200
95413	Dell Optiplex 990	Gray, Jeff	06/21/2011	1,975
10-18 Total				72,333
11-00				
95387	Ultruium 5 Tape w/Enclosure	Admin	07/10/2010	7,000
95393	Dell Precision M6500	Loaner Laptop	07/28/2010	3,300
95423	HP Laser Jet P4015tn Printer	Reception	08/26/2011	2,500
11-00 Total				12,800
11-11				
95403	Dell Optiplex 960	Allen	03/18/2011	1,975
95404	Dell Optiplex 990	Drake	04/13/2011	1,975
95405	Dell Optiplex 990	Schorr	04/13/2011	1,975
95406	Dell Optiplex 990	Bertollini	04/13/2011	1,975
95411	Dell Optiplex 990	Reception	06/21/2011	1,975
95414	Dell Precision T7500	Jenkins	06/13/2011	4,000
95415	Dell Precision T7500	Fix	05/12/2011	4,000
95425	Dell Precision M4600	Sobjack	09/22/2011	3,000
11-11 Total				20,875
11-12				
95399	Latitude E6510 Notebook	Clement	03/22/2011	3,000

ASSET REPLACEMENT SCHEDULE - 2015

Sum of Repl Value					Column Labels
Row Labels	Description	Employee	Purchased	2015	
11-12 Total					3,000
11-17					
98035	Sonicwall NSA 4500	POB Firewall	05/01/2012	12,000	
11-17 Total					12,000
13-21					
95402	Dell Optiplex 960	Gouran	03/18/2011	1,975	
95408	Dell Precision T7500	Hogan	05/12/2011	4,000	
95412	Dell Optiplex 990	Stoner	06/21/2011	1,975	
13-21 Total					7,950
14-14					
95385	LaserJet P4015dn	Executive	07/01/2010	2,500	
95424	Dell Precision M4600	Suttles	10/05/2011	3,500	
14-14 Total					6,000
14-15					
95401	Dell Optiplex 960	Burmeister	03/18/2011	1,975	
14-15 Total					1,975
16-22					
95410	Dell Optiplex 990	Snodgrass	06/21/2011	1,975	
16-22 Total					1,975
20-24					
98023	Ems Professional Software		12/31/2002	5,220	
20-24 Total					5,220
20-30					
95407	Dell Precision M4500	Duckworth	04/17/2011	3,500	
20-30 Total					3,500
Grand Total					353,334

Capital Budget

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

In 2015, the Port's strategic goals include initial development of the Waterfront District, expansion of marine trades, strategic management of a growing airport, redevelopment of the shipping terminal and log pond area, and restoration and repair of aging infrastructure. The capital budget supports these goals with the following key projects:

- Design of a snow removal equipment facility is scheduled in 2015, with construction planned for the future. FAA grants are expected to offset the cost of this project by 90%.
- Design and Construction of Remain Overnight (RON) parking positions on the commercial ramp of the airport is scheduled for 2015. This project is also expected to be 90% funded by the FAA.
- Squallicum and Blaine Harbors will both benefit from electrical power upgrades in 2015. Repairs to the visitor dock as well as the sawtooth dock are scheduled.
- The shipyard pier is scheduled for repair over several years. In 2013, engineering and scoping was started, and repairs began in 2014, with completion in 2016.
- The main pier at the Shipping Terminal will see a major improvement in 2015, including fenders, ladders, cleats, chocks, and bull rails.
- Waterfront redevelopment efforts will continue into 2015 with additional funds budgeted for de-construction and upland infrastructure improvements.

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
1	1 - Aviation	01-1811-03	8	Zenk	Update Airport Master Plan	527,675		527,675					527,675
2	1 - Aviation		8	Zenk	Update Airport Master Plan - AIP GRANT 46	(487,041)		(487,041)					(487,041)
3	1 - Aviation	01-1813-03	8	Zenk	Commercial Ramp RON Parking Positions - Phase 1&2/FAA AGIS Survey - Design	200,000	1,270,000	1,470,000					1,470,000
4	1 - Aviation		8	Zenk	Commercial Ramp RON Parking Positions - Phase 1&2/FAA AGIS Survey - Design - GRANT	(180,000)	(1,143,000)	(1,323,000)					(1,323,000)
5	1 - Aviation	01-1813-05	8	Zenk	GA Apron Rehabilitation (Area 2-5) - Design	365,016		365,016					365,016
6	1 - Aviation		8	Zenk	GA Apron Rehabilitation (Area 2-5) - Design - FAA Grant 51	(328,514)		(328,514)					(328,514)
7	1 - Aviation	01-1813-48	8	Zenk	GA Apron Rehabilitation (Areas 2 thru 5) - Construction	300,000		300,000					300,000
8	1 - Aviation		8	Zenk	GA Apron Rehabilitation (Areas 2 thru 5) - Construction - Grant	(270,000)		(270,000)					(270,000)
9	1 - Aviation	01-1814-01	8	Zenk	Airport pavement maintenance 2014	25,000		25,000					25,000
10	1 - Aviation		8	Zenk	Airport pavement maintenance 2015	-	25,000	25,000					25,000
11	1 - Aviation		8	Zenk	Airport pavement maintenance 2016	-		-	25,000				25,000
12	1 - Aviation		8	Zenk	Airport pavement maintenance 2017	-		-		25,000			25,000
13	1 - Aviation		8	Zenk	Airport pavement maintenance 2018			-			25,000		25,000
14	1 - Aviation		8	Zenk	Airport pavement maintenance 2019			-				25,000	25,000
15	1 - Aviation	01-1814-02	8	Zenk	Commercial Ramp RON Parking Positions - PHASE 1/FAA AGIS Survey - Construction	-	7,276,000	7,276,000	-				7,276,000
16	1 - Aviation		8	Zenk	Commercial Ramp RON Parking Positions - PHASE 1/FAA AGIS Survey - Construction - Grant	-	(6,548,000)	(6,548,000)	-				(6,548,000)
17	1 - Aviation	01-1812-05	8	Zenk	GA Area Section Northeast Overlay (Area 6) Construction	31,897		31,897					31,897
18	1 - Aviation		8	Zenk	GA Area Section Northeast Overlay (Area 6) Construction FAA Grant 40	-		-					-
19	1 - Aviation		8	Zenk	Perimeter Ground Access Road - Design	-		-			100,000		100,000
20	1 - Aviation		8	Zenk	Perimeter Ground Access Road - Design, FAA Grant	-		-			(90,000)		(90,000)
21	1 - Aviation		8	Zenk	Perimeter Ground Access Road - Construction	-		-				1,000,000	1,000,000
22	1 - Aviation		8	Zenk	Perimeter Ground Access Road - Construction (GRANT)	-		-				(900,000)	(900,000)
23	1 - Aviation	01-1809-08	8	Zenk	Commercial Terminal Expansion - Design - PFC Eligible 100% Already on Current PFC Impose	5,622,292		5,622,292					5,622,292

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
24	1 - Aviation	01-1811-06	8	Zenk	Commercial Terminal Expansion - Construction - 100% PFC Eligible	35,828,163		35,828,163					35,828,163
25	1 - Aviation	01-1811-06	8	Zenk	Commercial Terminal Expansion - Construction - 100% PFC Eligible - TSA REIMBURSEMENT	(4,195,701)		(4,195,701)					(4,195,701)
26	1 - Aviation	01-1811-07	8	Zenk	Commercial Terminal Expansion Furniture	320,000		320,000					320,000
27	1 - Aviation		8	Zenk	Commercial Terminal Expansion Furniture FAA Grant	(297,000)		(297,000)					(297,000)
30	1 - Aviation	01-1811-09	8	Zenk	Commercial Ramp Modification for Spill Containment Design/Const	426,243		426,243					426,243
31	1 - Aviation	01-1811-54	7	Zenk	Overall BLI Parking lot Planning Design	200,000		200,000					200,000
32	1 - Aviation	01-1811-13	8	Zenk	Pay Parking Lot Phase 4B Construct	5,124,838		5,124,838					5,124,838
33	1 - Aviation	01-1814-04	8	Zenk	Perimeter Security Fence Line Clearing 2014	20,000		20,000					20,000
34	1 - Aviation	25-1809-44	8	Goodwin	BLI Eastside Wetland Mitigation Final Design and PHASE 1 Construction	1,725,000		1,725,000					1,725,000
35	1 - Aviation	01-1814-05	8	Goodwin	Airport Way/ Airport Drive Intersection Improvements	25,000	-	25,000		-			25,000
36	1 - Aviation		8	Goodwin	Airport Sidewalks and Landscaping	-	15,000	15,000	135,000	-			150,000
37	1 - Aviation		8	Goodwin	Phase 2 Wetland Mitigation	-		-			1,300,000		1,300,000
38	1 - Aviation		8	Goodwin	Phase 2 Wetland Mitigation	-		-			(1,170,000)		(1,170,000)
39	1 - Aviation	01-1812-08	8	Zenk	Terminal Directional Signage	75,000		75,000					75,000
40	1 - Aviation	01-1813-07	8	Zenk	FAA Part 150 Noise Compatability Study	-		-	500,000				500,000
41	1 - Aviation		8	Zenk	FAA Part 150 Noise Compatability Study - Grant	-		-	(450,000)				(450,000)
42	1 - Aviation	01-1813-08	8	Zenk	Relocate FIS Design	50,000		50,000					50,000
43	1 - Aviation	01-1813-09	8	Zenk	Relocate FIS Construction	-		-	500,000				500,000
44	1 - Aviation		8	Zenk	Purchase new ARFF Vehicle	-		-				1,000,000	1,000,000
45	1 - Aviation		8	Zenk	Purchase new ARFF Vehicle - FAA Grant	-		-				(900,000)	(900,000)
46	1 - Aviation		8	Zenk	Rental Car Facility - Design/Construction (CFC)		-	-	371,000	1,858,500	1,858,500		4,088,000
47	1 - Aviation		8	Zenk	Snow Removal Equipment Facility - Design		250,000	250,000					250,000
48	1 - Aviation		8	Zenk	Snow Removal Equipment Facility - Design - FAA Grant		(225,000)	(225,000)					(225,000)

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
49	1 - Aviation		8	Zenk	Snow Removal Equipment Facility - Construction			-	2,500,000				2,500,000
50	1 - Aviation		8	Zenk	Snow Removal Equipment Facility - Construction - (FAA Grant)			-	(2,250,000)				(2,250,000)
51	1 - Aviation		8	Zenk	Perimeter Security Fence Line Clearing 2015		20,000	20,000					20,000
52	1 - Aviation		8	Zenk	Commercial Ramp RON Parking Positions - PHASE 2 - Construction			-			3,860,000	3,860,000	7,720,000
53	1 - Aviation		8	Zenk	Commercial Ramp RON Parking Positions - PHASE 2 - Construction (FAA Grant)			-			(3,474,000)	(3,474,000)	(6,948,000)
54	1 - Aviation		8	Zenk	Taxiway H Widening - Design			-	200,000				200,000
55	1 - Aviation		8	Zenk	Taxiway H Widening - Design (FAA Grant)			-	(180,000)				(180,000)
56	1 - Aviation		8	Zenk	Taxiway H Widening - Construction			-		2,000,000			2,000,000
57	1 - Aviation		8	Zenk	Taxiway H Widening - Construction (FAA Grant)			-		(1,800,000)			(1,800,000)
58	5 - Marinas	05-1814-07	4	Peterson	Sewage pumpouts	15,450	30,000	45,450					45,450
59	5 - Marinas		4	Peterson	Sewage pumpouts GRANT	(11,588)	(22,500)	(34,088)					(34,088)
60	5 - Marinas	05-1814-08	4	Peterson	Asphalt & restriping Gate 3 parking lot (Blaine)	18,817		18,817					18,817
61	5 - Marinas	05-1814-09	4	Peterson	Sealcoat Gate 1 parking lot (Blaine)	11,099		11,099					11,099
62	5 - Marinas		4	Peterson	Replace concrete float at landing of Gt. 1	-	31,400	31,400	282,600				314,000
63	5 - Marinas		4	Peterson	Repaving Warehouse #2 parking area (Blaine)	-		-			180,629		180,629
64	5 - Marinas		4	Peterson	Repaving Warehouse #3 parking area (Blaine)	-		-			130,046		130,046
65	5 - Marinas		4	Peterson	Paint Gatehouse 1 & 3 interior / exterior	-	-	-	50,000				50,000
66	5 - Marinas		4	Peterson	Webhouse #3 Siding & Door Improvements	-		-	89,258				89,258
67	5 - Marinas		4	Peterson	Gate 1 - Replace all utility hangers	-		-	129,370				129,370
68	5 - Marinas		4	Peterson	Gate 1 & Boat Launch Silt Dig Out	-		-	47,741				47,741
69	5 - Marinas		4	Peterson	Sawtooth - Blaine, fender repair	-		-		300,000			300,000
70	5 - Marinas		4	Peterson	Webhouse #3 Siding/Doors Design-Engineering		10,000	10,000					10,000
71	5 - Marinas		4	Peterson	Electrical Power Upgrades - Gate 3		100,000	100,000	150,000				250,000
72	5 - Marinas	05-1808-21	5	Tibbe	Inner Harbor Float Life Extension, Gt. 6, 7, 8, 9 & 10	2,176,731		2,176,731					2,176,731

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
73	5 - Marinas	05-1810-13	5	Tibbe	Targeted Safety repairs - Sq. Webblockers 2, 3 & 4	450,089		450,089					450,089
74	5 - Marinas	05-1811-19	5	Tibbe	Dock Box Purchase - Sq.	140,000		140,000					140,000
75	5 - Marinas	05-1812-41	5	Stahl	Install dock safety ladders	110,024		110,024					110,024
76	5 - Marinas	05-1812-42	5	Tibbe	Gate 3 - Fire Ordinance Improvements	370,000		370,000					370,000
77	5 - Marinas	05-1813-10	5	Tibbe	Sewage Pumpouts - Eq. Replacement	60,000		60,000					60,000
78	5 - Marinas		5	Tibbe	Sewage Pumpouts GRANT	(45,000)		(45,000)					(45,000)
79	5 - Marinas	05-1814-10	5	Tibbe	Sewage Pumpouts - Eq. Replacement	26,523		26,523					26,523
80	5 - Marinas		5	Tibbe	Sewage Pumpouts GRANT	(19,892)		(19,892)					(19,892)
81	5 - Marinas		5	Tibbe	Sewage Pumpouts - Eq. Replacement	-	26,523	26,523					26,523
82	5 - Marinas		5	Tibbe	Sewage Pumpouts GRANT	-	(19,892)	(19,892)					(19,892)
83	5 - Marinas	05-1813-12	5	Tibbe	Gate 3 - GE open slip conversion	470,379		470,379					470,379
84	5 - Marinas	05-1813-11	5	Tibbe	Gillnet LZ float & piling repair	158,763		158,763					158,763
85	5 - Marinas	05-1814-11	5	Tibbe	Commercial restroom paint interior/exterior	11,845		11,845					11,845
86	5 - Marinas	05-1814-12	5	Tibbe	Paint interior Gate 3 gatehouse	7,500		7,500					7,500
87	5 - Marinas	05-1814-13	5	Tibbe	Sq Sawtooth structural repairs	150,569		150,569	175,000				325,569
88	5 - Marinas	05-1814-14	5	Taft	Marina software replacement	50,000		50,000					50,000
89	5 - Marinas	05-1814-15	5	Tibbe	Gate 6 Parking Lot Sealcoat & Restripe	22,000		22,000					22,000
90	5 - Marinas	05-1814-16	5	Tibbe	Squalicum Comfort Station Paint - Interior/Exterior	26,235		26,235					26,235
91	5 - Marinas	05-1814-17	5	Tibbe	(Design/Engineering) Main Power Disconnects - Harbor wide	50,000		50,000					50,000
92	5 - Marinas	05-1814-18	5	Tibbe	Install 3 New stand alone cameras	14,978		14,978					14,978
93	5 - Marinas	05-1814-19	5	Tibbe	Gt. 3 Fire Sprinkler Pressure Line	556,073		556,073					556,073
94	5 - Marinas	05-1814-20	5	Tibbe	Gate 5 C-D Float Structural Upgrades	474,000		474,000					474,000
95	5 - Marinas	05-1814-21	5	Tibbe	Asphalt & seal coat b/w Webhouses 2 & 5	30,000		30,000					30,000
96	5 - Marinas		5	Tibbe	Drystack siting analysis	-	25,000	25,000					25,000

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
97	5 - Marinas		5	Tibbe	Webhouse #2 Siding Repairs	-		-	18,510				18,510
98	5 - Marinas		5	Tibbe	Paint Sq. Harbor Office - Interior	-		-		19,112			19,112
99	5 - Marinas		5	Tibbe	Seal Coat & Restripe parking lot Webhouse #1	-	26,694	26,694					26,694
100	5 - Marinas		5	Tibbe	Additional Rollers added to Sawtooth Pier		30,056	30,056					30,056
101	5 - Marinas		5	Tibbe	Visitor Dock Improvements - fender rails, signage, power, lighting, pay stations		105,040	105,040					105,040
102	5 - Marinas		5	Tibbe	Electrical Power Upgrades		500,000	500,000	500,000				1,000,000
103	7 - Real Estate	07-1814-22	99	McFearn	Tenant Improvements Port wide 2014	90,000		90,000					90,000
104	7 - Real Estate		99	McFearn	Tenant Improvements Port wide 2015	-	87,500	87,500					87,500
105	7 - Real Estate		99	McFearn	Tenant Improvements Port wide 2016	-		-	95,000				95,000
106	7 - Real Estate		99	McFearn	Tenant Improvements Port wide 2017	-		-		75,000			75,000
107	7 - Real Estate		99	McFearn	Tenant Improvements Port wide 2018	-		-			75,000		75,000
108	7 - Real Estate		99	McFearn	Tenant Improvements Port wide 2019			-				75,000	75,000
109	7 - Real Estate	07-1813-14	99	Shipman	Re-Roof FMIP 3 (08/05/2010)	188,182		188,182					188,182
110	7 - Real Estate		99	Shipman	Re-Roof FMIP 3 (08/05/2010) - Energy Efficiency Grant	(82,148)		(82,148)					(82,148)
111	7 - Real Estate	07-1813-15	99	Shipman	Re-Roof FMIP 7 (08/05/2010)	419,479	-	419,479					419,479
112	7 - Real Estate		99	Shipman	Re-Roof FMIP 7 (08/05/2010) - Energy Efficiency Grant	(146,546)		(146,546)					(146,546)
113	7 - Real Estate	07-1811-23	99	McFearn/Sc	Shipyard pier - Wooden pier replacement	1,250,000	5,500,000	6,750,000	930,000				7,680,000
114	7 - Real Estate		99	McFearn/Sc	Shipyard pier - Wooden pier replacement - MTCA Funding	-		-					-
115	7 - Real Estate	07-1814-23	99	Ilahi	Property Management Software - Estimated	50,000		50,000					50,000
116	7 - Real Estate	07-1813-16	99	Harvey	Bellwether Garage lighting improvements (2nd priority) 2012 McKinstry estimate	137,836	-	137,836					137,836
117	7 - Real Estate		99	Harvey	Bellwether Garage lighting improvements (2nd priority) - Energy Efficiency Grant	(70,512)		(70,512)					(70,512)
118	7 - Real Estate	07-1812-19	99	Harvey	Bellwether Building weatherization (3rd priority) 2012 McKinstry estimate	21,279		21,279					21,279
119	7 - Real Estate		99	Harvey	Bellwether Building weatherization (3rd priority) - Energy Efficient Grant	(11,512)		(11,512)					(11,512)
120	7 - Real Estate	07-1813-17	99	Stahl	Mt. Baker Products barge container design/engineering	50,000		50,000					50,000

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
121	7 - Real Estate	07-1813-18	99	Scott	Squal. Esplanade underdock fire system	114,250		114,250					114,250
122	7 - Real Estate	07-1814-24	99	Harvey	Bellwether Bldg - Paint interior walls and restrooms	48,698		48,698					48,698
123	7 - Real Estate	07-1813-19	99	Shipman	Harbor Mall - ADA restroom compliance design	25,000		25,000					25,000
124	7 - Real Estate	07-1814-25	99	Shipman	Harbor Mall - ADA restroom compliance construction (2010 ROM as placeholder)	117,884		117,884					117,884
125	7 - Real Estate	07-1814-26	99	Scott	Marina Square - New gutters and down spouts	71,142		71,142					71,142
126	7 - Real Estate	07-1813-20	99	Shipman/Scott	FMIP Fire Line replacement design - phase 1 & 2	940,000		940,000					940,000
127	7 - Real Estate	07-1813-22	99	Shipman/Scott	FMIP replace main electrical feed to meet City of Bellingham Code	79,208		79,208					79,208
128	7 - Real Estate	07-1813-49	99	McFearn	Demo of Dock SVN Parcel D	20,000		20,000					20,000
129	7 - Real Estate	07-1814-28	99	Shipman/Scott	Arrowac building -replace gutters	54,622		54,622					54,622
130	7 - Real Estate	07-1814-29	99	McFearn	Short Plats, LLA & BSP's 2014	10,000		10,000					10,000
131	7 - Real Estate		99	McFearn	Short Plats, LLA & BSP's 2015	-	10,000	10,000					10,000
132	7 - Real Estate	07-1814-30	99	Shipman	Harbor Center Building - re-roof The Loft Restaurant roof	29,786		29,786					29,786
133	7 - Real Estate	07-1814-31	99	Shipman/Scott	FMP Building 8 -Diligence in 2014, Demo in 2016	60,000	-	60,000	257,740				317,740
134	7 - Real Estate	07-1814-32	99	Shipman	Wood Stone - Re-roof over office area	103,000		103,000					103,000
135	7 - Real Estate	07-1814-33	99	Shipman	FMIP Haulout Pier Repairs	181,899		181,899					181,899
136	7 - Real Estate	07-1814-57	99	McFearn	Harris Avenue Pier Fender Pile	400,000		400,000					400,000
137	7 - Real Estate		99	Harvey	Bellwether Building Seal south side	-	41,115	41,115					41,115
138	7 - Real Estate		99	Harvey	12 Bellwether - Replace HVAC	-	35,000	35,000					35,000
139	7 - Real Estate		99	Scott	Repave Squal. Yacht Club parking area	-	56,739	56,739					56,739
140	7 - Real Estate		99	Scott	Arrowac building -exterior paint	-	97,640	97,640					97,640
141	7 - Real Estate		99	Scott	between Blaine Marine Services and boat launch parking	-		-		265,638			265,638
142	7 - Real Estate		99	McFearn	Short Platts, LLA & BSP's			-	10,000				10,000
143	7 - Real Estate		99	Harvey	Bellwether Garage - electrical vehicle charging station		17,500	17,500					17,500
144	7 - Real Estate		99	Harvey	Bellwether Garage - clean and seal Ceiling		94,569	94,569					94,569

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
145	7 - Real Estate		99	Harvey	Bayview Center Building - Seal Building Exterior (Rough estimate will be revised)			-		223,251			223,251
146	7 - Real Estate		99	Harvey	Bayview Center Building - Patch and Paint Ballroom			-		32,893			32,893
147	7 - Real Estate		99	Shipman	Deconstruct Humane Society Building in 2016			-	143,189				143,189
148	7 - Real Estate		99	Shipman	AIP Monument Signs		-	-	28,054				28,054
149	7 - Real Estate		99	Scott	Arrowac/Cannery Building Roof		150,000	150,000					150,000
150	7 - Real Estate		99	Scott	Squalicum Esplanade 3 x HVAC (Niki's Bella Marina)		122,288	122,288					122,288
151	7 - Real Estate		99	Scott	Arrowac/Cannery Building Relocate Backflow Preventer		33,198	33,198					33,198
152	7 - Real Estate		99	McFearn	Index Sensors Bldg Repairs	40,000		40,000					40,000
153	7 - Real Estate		99	Shipman	Replace HVAC units at Woodstone site		75,000	75,000					75,000
154	7 - Real Estate		99	Shipman	Replace HVAC units - 3rd party reimbursement		(37,500)	(37,500)					(37,500)
155	8 - Planning	08-1812-22	98	Goodwin	Blaine Art & Gateway Entry Sign	10,000		10,000					10,000
156	8 - Planning	08-1812-23	98	Goodwin	Short Plats, LLA & BSP's 2012 (Amend Preliminary & file Final BLI General BSP)	157,500		157,500					157,500
157	9 - Marine Terminals	09-1810-48	6	Warter	BST Main pier repairs	2,098,165		2,098,165	1,500,000				3,598,165
158	9 - Marine Terminals	09-1813-24	6	Warter	Decking repairs & seal coat S. end BST pier	18,548		18,548					18,548
159	9 - Marine Terminals	09-1813-26	6	Stahl	BST Prelim. Design - terminal improvements	95,000		95,000					95,000
160	9 - Marine Terminals	09-1814-34	6	Warter	625 Cornwall Roof Repairs	52,500		52,500					52,500
161	9 - Marine Terminals	09-1814-35	6	Warter	BST & Log Pond Dolphin Maintenance & Repairs	325,000		325,000					325,000
162	9 - Marine Terminals	09-1814-36	6	Warter	BST Catwalk & S. Dolphin Replacement (Design/Engineering)	85,000		85,000					85,000
163	9 - Marine Terminals		6	Warter	BST Catwalk & S. Dolphin Replacement (Construction)	-	-	-					-
164	9 - Marine Terminals		6	Warter	BST Main Pier Condition Survey (2015)		90,000	90,000					90,000
165	9 - Marine Terminals	09-1814-37	6	Stahl	BST Stormwater Improvements (ELSA Grant reimbursed 100%)	1,500,000		1,500,000					1,500,000
166	9 - Marine Terminals		6	Stahl	BST Stormwater Improvements (ELSA Grant reimbursed 100%) - GRANT	(1,500,000)		(1,500,000)					(1,500,000)
167	9 - Marine Terminals		6	Warter	Main Pier Repairs - fenders, ladders, cleats, chocks, bullrails, etc.		684,500	684,500					684,500
168	9 - Marine Terminals		6	Stahl	North Pier - Warehouse #1 Re-design/demo + condition survey		119,171	119,171					119,171

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
169	9 - Marine Terminals		6	Warter	BST Main Pier Repair & Maint.			-		100,000	100,000	100,000	300,000
170	9 - Marine Terminals		9	Warter	Tenant Improvement 2015	-	10,000	10,000					10,000
171	9 - Marine Terminals		9	Warter	Tenant Improvement 2016	-		-	10,000				10,000
172	9 - Marine Terminals		9	Warter	Tenant Improvement 2017	-		-		10,000			10,000
173	9 - Marine Terminals		9	Warter	Tenant Improvements 2018	-		-			10,000		10,000
174	9 - Marine Terminals		9	Warter	Tenant Improvements 2019			-				10,000	10,000
175	9 - Marine Terminals	09-1813-29	9	Warter	AMHS ticketing kiosk counter at BCT	26,185		26,185					26,185
176	9 - Marine Terminals	09-1813-32	9	Warter	Replace 47 lights & light fixtures under metal awning - platform F'haven Station	53,426		53,426					53,426
177	9 - Marine Terminals		9	Warter	Replace 47 lights & light fixtures under metal awning - platform F'haven Station - grant	(17,352)		(17,352)					(17,352)
178	9 - Marine Terminals	09-1814-39	9	Warter	BCT Vehicle Counterweight Repairs	28,633		28,633					28,633
179	9 - Marine Terminals	09-1814-40	9	Warter	BCT HVAC Roof Membrane Repairs	38,258		38,258					38,258
180	9 - Marine Terminals	09-1814-41	9	Warter	Berth #1 Breasting Dolphin Repairs	59,707		59,707					59,707
181	9 - Marine Terminals		9	Warter	Berth #1 Breasting Dolphin Repairs - AMHS reimbursed	(59,707)		(59,707)					(59,707)
182	9 - Marine Terminals		9	Warter	Long term parking lot pay station	-	-	-	75,000				75,000
183	9 - Marine Terminals		9	Warter	Terminal Seating Replacement	-		-	200,000				200,000
184	9 - Marine Terminals		9	Warter	Seal Coat ext. brick at BCT	-	33,962	33,962					33,962
185	9 - Marine Terminals		9	Warter	Seal Coat ext. brick at F'haven Station	-	27,022	27,022					27,022
186	9 - Marine Terminals		9	Warter	New signage around Passenger Terminals and Boat Launch	-	-	-	61,218				61,218
187	9 - Marine Terminals		9	Warter	Staging Booth Replacement		37,871	37,871					37,871
188	9 - Marine Terminals		9	Warter	HVAC Control Panel Replacement BCT (x4)		29,349	29,349					29,349
189	10 - Facilities	10-1814-42	18	Williams	HVAC replacement in IT	20,000		20,000					20,000
190	10 - Facilities	10-1814-43	18	Williams	Replace OSAS work order system	75,000		75,000					75,000
191	10 - Facilities	10-1814-44	18	Williams	New street sweeper	275,000		275,000					275,000
192	10 - Facilities	10-1813-33	18	Williams	New Van	38,000		38,000					38,000

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
193	10 - Facilities		18	Williams	Stormwater Utility Vacuum Truck	-		-		250,000			250,000
194	10 - Facilities	10-1814-45	18	Williams	Required equipment repairs to bucket truck per annual inspection	20,000		20,000					20,000
195	10 - Facilities	10-1814-58	1	Seeger	Mitchell Way Force Main	175,000		175,000					175,000
196	10 - Facilities	10-1814-59	1	Seeger	C Street Sanitary Sewer Repl	44,000		44,000					44,000
197	10 - Facilities		18	Williams	two computers & monitors 22 ipads for techs		12,000	12,000					12,000
198	10 - Facilities		18	Williams	purchase new van (for HVAC tech)		38,000	38,000					38,000
199	11 - Admin	11-1814-46	11	Sobjack	Software - Accounting	250,000		250,000					250,000
200	11 - Admin		17	Crocheron	Phone system upgrade			-	150,000				150,000
201	15 - BWAS	25-1805-48	97	Goodwin	Master Planning New Whatcom - net of PLP/grant	1,057,452		1,057,452					1,057,452
202	15 - BWAS	15-1807-49	97	Stahl	Permitting & Design for ASB Marina and Whatcom Waterway Improvements	1,419,743		1,419,743					1,419,743
203	15 - BWAS	15-1807-60	97	Seeger	New Whatcom De-Construction	1,645,000	3,000,000	4,645,000			965,000		5,610,000
204	15 - BWAS		97	Stoner	Brownfields Grant	(145,000)	(582,500)	(727,500)					(727,500)
205	15 - BWAS	15-1813-36	97	Goodwin	Short Plats, LLA & BSP's	100,000	50,000	150,000	50,000	50,000	50,000		300,000
206	15 - BWAS	15-1813-37	97	McFearn	Appraisals	42,000	25,000	67,000					67,000
207	15 - BWAS	15-1813-47	97	Seeger	C Street Terminal Upland Infrastructure	300,000	-	300,000	2,500,000				2,800,000
208	15 - BWAS		97	Seeger	C-Street Terminal Marine Infrastructure Grants (ELSA & MTCA)	(150,000)	-	(150,000)	(1,050,000)				(1,200,000)
209	15 - BWAS		97	Seeger	C-Street Terminal Marine Infrastructure Grants (EDI)	-	-	-	(1,000,000)				(1,000,000)
210	15 - BWAS		97	Stahl	Waterfront District Visitor Moorage	-		-		157,000	1,048,000		1,205,000
211	15 - BWAS	15-1814-47	97	Stahl	Whatcom Waterway 4 Cameras (Design/Engineering)(2014)	35,000		35,000					35,000
212	15 - BWAS	15-1814-62	97	Hogan	Waterfront Marketing			-					-
213	15 - BWAS	15-1814-62	97	Hogan	Waterfront Marketing - Grant			-					-
214	15 - BWAS		97	Seeger	Condition Survey GP Pedestal		50,000	50,000		200,000			250,000
215	15 - BWAS		97	Stahl	GP Wharf Utility Services		-	-		375,000			375,000
216	15 - BWAS		97	Ilahi	1000 F St Outside LED Relamp		30,000	30,000					30,000

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
217	15 - BWAS		97	Ilahi	1000 F St Outside LED Relamp (Grant)		(15,000)	(15,000)					(15,000)
	15 - BWAS		97	Seeger	ASB Breakwater trail		25,000	25,000					25,000
218	16 - Econ Develop	16-1813-38	22	Snodgrass	Opportunity Fund - match for capital grants	-		-					-
219	16 - Econ Develop	16-1813-39	22	Snodgrass	Foothills Broadband Design	20,000		20,000					20,000
220	20 - Community	09-1812-26	6	Stahl	BST Bulkhead Repairs	4,060,098		4,060,098					4,060,098
221	20 - Community	20-1814-48	13	Molder	Computer for Commissioner	-		-					-
222	20 - Community	11-1813-35	13	Fix	Remodel A/V systems, modify commission dais and add additional directors table to chambers	85,000		85,000					85,000
223	20 - Community	20-1814-49	23	Warter	Repair B/L floats at BCT 2014	10,000		10,000					10,000
224	20 - Community		23	Warter	Repair B/L floats at BCT 2015	-	10,000	10,000					10,000
225	20 - Community		23	Tibbe	Commercial restroom remodel w/ shower	-		-	136,591				136,591
226	20 - Community	20-1809-39	23	Tibbe	Replace B/L floats, piling & lighting - Squalicum Harbor	753,291	212,177	965,468					965,468
227	20 - Community		23	Tibbe	Replace B/L floats, piling & lighting - Squalicum Harbor - RCO GRANT	(564,968)	(74,262)	(639,230)					(639,230)
228	20 - Community	20-1813-41	23	Peterson	Blaine B/L Rinse Down Improvements	100,782		100,782					100,782
229	20 - Community	20-1813-42	23	Warter	Fairhaven B/L Rinse Down Improvements	76,985		76,985					76,985
230	20 - Community	20-1814-50	23	Williams	Misc. repairs, amenity replacements, etc.	25,000		25,000					25,000
231	20 - Community	20-1813-43	23	Williams/See	Blaine end pier structural repairs	400,000		400,000					400,000
232	20 - Community	20-1814-51	23	Warter	Fairhaven B/L Restroom - Siding, Trim & Foundation Repairs	64,059		64,059					64,059
233	20 - Community	20-1814-52	23	Warter	Design & Engineering: F'haven B/L floats & piling Replacement (2014)	30,869		30,869					30,869
234	20 - Community		23	Warter	Construction: Fairhaven B/L floats & piling Replacement (2015)	-	274,240	274,240					274,240
235	20 - Community		23	Warter	RCO Grant Reimbursement - Fairhaven Boat Launch Float & Pile Replacment (inc. D/E)			-	(228,832)				(228,832)
236	20 - Community	20-1814-53	23	Peterson	Paint Blaine B/L Restrooms (interior/exterior)	10,000		10,000					10,000
237	20 - Community	20-1814-54	23	Williams	Replace sidewalks/landscape @ Marine Park	40,000		40,000					40,000
238	20 - Community	20-1814-55	23	Williams	Blaine boardwalk/promenade repairs	10,000		10,000					10,000
239	20 - Community		23	Williams	Harbor Ctr Boardwalk Repairs		50,000	50,000					50,000

Capital Budget 2015, with 5 year forecast

Line #	Division	Account	Program	Sponsor	Description	Budget through 2014	2015 Budget	Budget thru 2015	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Total Project Budget
240	20 - Community		23	Williams	Replace Marine Life Center roof		40,000	40,000					40,000
241	20 - Community		39	Suttles	Electronic Records Management System		84,300	84,300	34,995	2,500			121,795
242	25 - Undeveloped	25-1810-42	25	Goodwin	Alderwood Stormwater Pond Design, Permitting and Agency Coordination	301,095		301,095					301,095
243	28 - Infrastructure	28-1814-56	28	Seeger	Permitting for Infrastructure Work 2014	50,000		50,000					50,000
244	28 - Infrastructure		28	Seeger	Permitting for Infrastructure Work 2015	-	50,000	50,000					50,000
245	28 - Infrastructure		28	Seeger	Permitting for Infrastructure Work 2016	-		-	50,000				50,000
246	28 - Infrastructure		28	Seeger	Permitting for Infrastructure Work 2017	-		-		50,000			50,000
247	28 - Infrastructure		28	Seeger	Permitting for infrastructure work 2018	-		-			50,000		50,000
248	28 - Infrastructure		28	Seeger	Permitting for infrastructure work 2019			-				50,000	50,000
249	28 - Infrastructure	28-1811-45	28	Seeger	Fairhaven shoreline improvements	11,874	-	11,874	425,000				436,874
250	28 - Infrastructure	28-1811-47	28	Seeger	Blaine Bulkhead repairs - Design	150,000		150,000					150,000
251	28 - Infrastructure	28-1813-46	28	Seeger	Blaine Breakwater Cathodic Protection	175,000		175,000					175,000
252	28 - Infrastructure		28	Seeger	Squalicum Way Wharf Demo and Bulkhead Replacement		750,000	750,000					750,000
253	28 - Infrastructure		28	Seeger	I & J Bulkhead - Engineering only		250,000	250,000					250,000
254	28 - Infrastructure		28	Seeger	Blaine Marine Drive Bulkhead - Engineering only		150,000	150,000					150,000
255	28 - Infrastructure		28	Seeger	Mitchell Way Pedestrian Crosswalk		8,100	8,100	72,900				81,000
256	28 - Infrastructure		28	Seeger	Mitchell Way LED Streetlight Conversion- B-Lot to Roundabout		19,400	19,400	174,600				194,000
257	28 - Infrastructure		28	Seeger	Mitchell Way Sidewalk Extension		7,200	7,200	64,800				72,000
258	28 - Infrastructure		28	Seeger	Infrastructure capital improvements (to be determined)	-		-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000

Industrial Development Corporation

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

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

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

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

The Port IDC has used this authority since 1984 with its first issuance of bonds. The IDC has issued over \$232 million in IRBs through 2009. It is one of the few active IDCs in the state.

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