



2016 Strategic Budget

November 17, 2015



Port of Bellingham

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2016 STRATEGIC BUDGET

Introduction:

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

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

The Port of Bellingham's mission is:

"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."

The Economy

As this budget is being developed the nation's economic output grew at an annual rate of 3.9% in the second quarter, trending up from weak growth in the first quarter. Nationally, job recovery gained momentum since the end of the recession. Over 10 million jobs have been created since June 2009. The U.S. unemployment rate continues to decline heading toward the 5% level.

The gross domestic product of the Bellingham/Whatcom metropolitan statistical area (MSA) was \$10 billion in 2014, ranking 197 out of 381 MSAs. The average Whatcom County unemployment rate of 6% through June 2015 is higher than the statewide rate of 5.6%, but both rates continue to decline. The annual rate of local job growth is under 2%, lagging behind the Seattle area but exceeding most other Washington metro areas. Whatcom County has been on a slow, steady path towards economic recovery with broad-based growth.

Local highlights:

- The long-term leading growth sector is manufacturing, which is up 14% since the end of the recession through June 2015. 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 2.3%. 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 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 Bellingham International Airport (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. Retail growth has weakened as the influx of Canadian shoppers declined with the Canadian dollar hovering below 80 cents.
- Government jobs have increased 7.7%, picking up pace since 2014. State government in particular has grown at a strong rate. 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 British Columbia.

A Focus on Enhancing the Local Economy

Whatcom County continues to enjoy low unemployment and, as mentioned above, growth in the manufacturing sector. 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. These projects were primarily at the airport including runway repaving -- utilizing 95% federal money -- and an air terminal expansion funded with the issuance of bonds. Post downturn, the Port continues to drive the local economy with significant capital projects focused on cleaning up and redeveloping the former Georgia Pacific Site. A recently let contract for cleanup in the Whatcom Waterway was the largest single contract ever issued by the Port, for \$30.6M. This contract is being paid for by a combination of state cleanup grants and the Port's pre-paid environmental insurance policy.

The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2016 by managing external business leads and working to site companies throughout the county. The Port is made aware of these opportunities from its Washington State Associate Development Organization (ADO) designation, ongoing

networking activities and inquiries to the Port's Real Estate Department. In 2016 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.

Looking toward 2016

The Port will continue its practice of excellent fiscal management and strive for improvement in its operating departments. The Port's lines of business - aviation, maritime and real estate, are expected to work towards cash neutral after operating costs, capital expense and debt service. The Port has planned a very aggressive capital projects schedule for 2016, and these projects will help continue to drive the local economy. Although the State's Model Toxic Control Account (MTCA) has come under some pressure, the Port continues to count on MTCA grants to complete environmental cleanup projects and will pursue a limited amount of FAA grants.

Airport Management

The drop in the valuation of the Canadian dollar continues to hurt the airport's business model. A new Director of Aviation was brought in to find new airline routes to replace those that are no longer being flown. Cost control and smart capital project management will also be the near term focus for this new Director. The airport will undertake a limited amount of capital projects in 2016; this is a result of cash flow limitations after several years of extensive capital projects.

An Airport Master Plan Update, started in the summer of 2011, was completed 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 2016. The 2016 budget includes the repair of infrastructure in Fairhaven with a primary focus on replacing a wood section of the shipyard pier with new concrete construction; upgrading and repairing the bulkheads and pilings at the Bellingham Shipping Terminal; and addressing critical pier, bulkhead and soils issues at the Blaine Industrial Area. These fundamental and critical asset improvement projects need to be completed to protect these assets, 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 began the Whatcom Waterway cleanup project in 2015 and will complete Phase 1 in 2016. The Port will continue work on several other Bellingham waterfront cleanup projects, moving past the planning and approval stage into the removal of contaminated soils and sediments, and the restoration of habitat. This work will create 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 MTCA account. This funding is scheduled to provide approximately half of the cleanup costs for the Whatcom Waterway, Georgia Pacific West, and Central Waterfront projects. With declining revenue in the state's MTCA account, 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 private developer for the development of the first portion of the site. In early 2015, the Port approved a Master Development Agreement (MDA) with Ireland-based Harcourt Developments for just under 18 acres. The MDA provides for a certain amount of development to occur according to a specific schedule.

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 would utilize the adjacent deep water shipping terminal.

Summary

The Port, City and Harcourt have been preparing for the first project in the Waterfront District, the Granary Building rehabilitation. In 2016, planning for the Granary Building will turn to implementation and construction, and the planning focus will shift towards the development of a second new building.

After years of environmental studies and investigations, several major cleanup projects are now in the construction phase. The replacement of the timber portion of the pier in the Fairhaven Shipyard will allow that operation to continue to thrive and employ. Planning and design work will also get underway for other infrastructure projects, mostly in the maritime sector.

The 2016 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.

2016 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 2016 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 2016 as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District:

The Port and City approved the Master Plan Documents in late 2013 and, shortly after, the Port entered into negotiations with a private developer to develop a portion of the site. Those negotiations concluded successfully and the Port executed a Master Development Agreement with Harcourt in early 2015. Harcourt and the Port will continue to plan for mixed-use development within a portion of the site while Harcourt gets project number one, the Granary Building rehabilitation, up and running.

2. Complete Whatcom Waterway Phase One Cleanup and Plan Other Necessary Cleanups:

Charged with managing over a dozen environmental cleanup sites, the Port will focus on pursuing efficient and effective processes that ensure quality cleanup projects move ahead in a timely manner. Securing stable funding sources will be a priority and a necessity for any future cleanups. Ongoing cleanup planning will occur for the Fairhaven area, Blaine Industrial Area and on Bellingham's central waterfront. During 2015 the Port received final permits for the largest of its cleanup projects, the Whatcom Waterway, and started in-water work. Phase 1 of the Whatcom Waterway cleanup project is scheduled to be complete in spring 2016.

3. Expansion of Marine Trades:

Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. The Port will be working with this sector on best practices for maintaining, improving, and expanding necessary shoreline infrastructure; providing additional uplands and in-water moorage areas to satisfy moorage demand; and collaborating with Marine Trades businesses to promote this sector in Whatcom County. 2016 will see significant Port investments to support the expansion of Marine Trades including the replacement of the timber portion of the pier in the Fairhaven Shipyard area and planning for future projects in the Blaine Industrial Area.

4. Strategic Management of a Growing Airport:

In 2016 the Port will focus on developing additional revenue sources at BLI, such as finding new routes to replace those that have been terminated by carriers, working with the General Aviation community to provide better customer service, and continuing to manage the airport efficiently so as to provide the ultra-low cost commercial terminal that carriers have come to expect. 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, the investment will only be undertaken when justified by a proper return and in keeping with the goal of a cash neutral operation.

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

Due to inadequate navigation depth at the Bellingham Shipping Terminal (BST), no rail connection, limited loading weights and lack of uplands for laydown and other work areas, the BST has struggled to be competitive. The navigation depth is being increased as part of the Whatcom Waterway cleanup project, and adding the Log Pond lands will help with sufficient laydown and work areas. The deck pressure capacities are being researched, and increased sales and marketing efforts should bring jobs and better utilization of this asset.

6. Stimulate Economic Development and Job Creation:

The Port places a high priority on creating new jobs, retaining existing jobs and stimulating private investment. During 2016 the Port will continue to proactively manage recruitment and expansion opportunities, and support business investment throughout Whatcom County. The Port's Economic Development staff will continue to visit local businesses to better understand and help overcome the barriers to growth. The Port will also directly support local economic development initiatives through funding partnerships.

7. Restoration and Repair of Aging Infrastructure:

The marine infrastructure in Port facilities is aging and in need of 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 five 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

2015 Budget Status Update

Through August 2015, the Port's overall revenues from all sources were nearly 3% below 2014 revenues for the same period and totaled \$22.7 million. All source revenue includes grants. The revenue decrease for the eight month period was \$657thousand.

Operating Divisions

Operating Summary For the period through August 31, 2015 (in thousands)	<u>2015</u>	<u>2014</u>
Revenues for Enterprise Activities only	15,522	16,223
Enterprise Activities Expenses	8,912	9,137
Income from Enterprise Activities	6,610	7,086

The enterprise (operating) activities of the Port generated revenues of \$15.5 million through August 2015. 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, debt service and corporate overhead.

The Port's corporate overhead includes the Planning, Facilities, Administration and Executive divisions. Expenses for these areas, through August 2015, totaled \$1.7 million.

Public Priorities

Public Priorities Summary For the period through August 31, 2015 (in thousands)	<u>2015</u>	<u>2014</u>
Revenues	162	160
Expenses	1,379	1,329
Income	(1,217)	(1,169)

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

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

Economic Development (Division 216) activities include general economic development and the Partnership for a Sustainable Economy.

Community Connections (Division 220) includes open spaces, meeting spaces, corporate events, records management, public records, and Commissioner's governance activities.

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

For the eight months ending August 2015, the Port spent a net \$1,347,000 in direct costs for these divisions. Public Priorities are supported by property taxes.

Bellingham Waterfront Acquisition Site (BWAS)

BWAS Summary For the period through August 31, 2015 (in thousands)	<u>2015</u>	<u>2014</u>
Revenues	689	681
Expenses	598	704
Income	91	(23)

Bellingham Waterfront Acquisition Site (Division 215) includes acquired "Brownfield" sites in the Bellingham Bay area. These sites are in need of environmental remediation and redevelopment. For the eight months through August 2015, this division had revenues of \$689 thousand and expenses of \$598 thousand.

Summary of the 2015 Budget

Through the first eight months of the current budget, the Port's operating revenues were approximately \$610 thousand below budget, and below the prior year by \$731 thousand. Operating revenue is affected by aviation enplanements, marina occupancy and real estate leasing activity. As a result of focused expense management and additional operational efficiencies, the Operating divisions' net contribution exceeded budget by \$660 thousand in the first eight months.

Summary of the 2016 Budget

The 2016 budget forecasts a 4.8% decrease in operating revenues over the 2015 budget, with total operating revenues for the year projected at \$22.4 million. Operating expenses are projected to decrease over 7% over the 2015 budget mainly due to an increase in operational efficiencies. The 2016 budget reflects that the operating divisions are expected to generate negative cash flow of \$11.9 million. This significant drop in cash flow is largely due to several major capital projects beginning in 2016.

The Public Priorities programs will generate revenues of \$301,000 and operating expenses of \$2.4 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 \$1.3 million, net of grants and other reimbursements. Public Priorities debt service expense for 2016 is \$1.3 million and capital expenses related to Public Priorities for 2016 will total \$6.1 million, offset by \$230 thousand in grants.

The Bellingham Waterfront Acquisition Site is budgeted for similar revenues in 2016. The continued lease of the former Georgia Pacific tissue warehouse is expected to continue in 2016, with revenues totaling \$1,066,000, a slight increase from the 2015 budget. Expenses, including environmental cleanups, are budgeted at \$20.7 million and offset by \$18.8 million in grants and other reimbursements. 2016 capital projects for this division are budgeted at \$7 million, with \$2 million in expected capital grants to offset these projects.

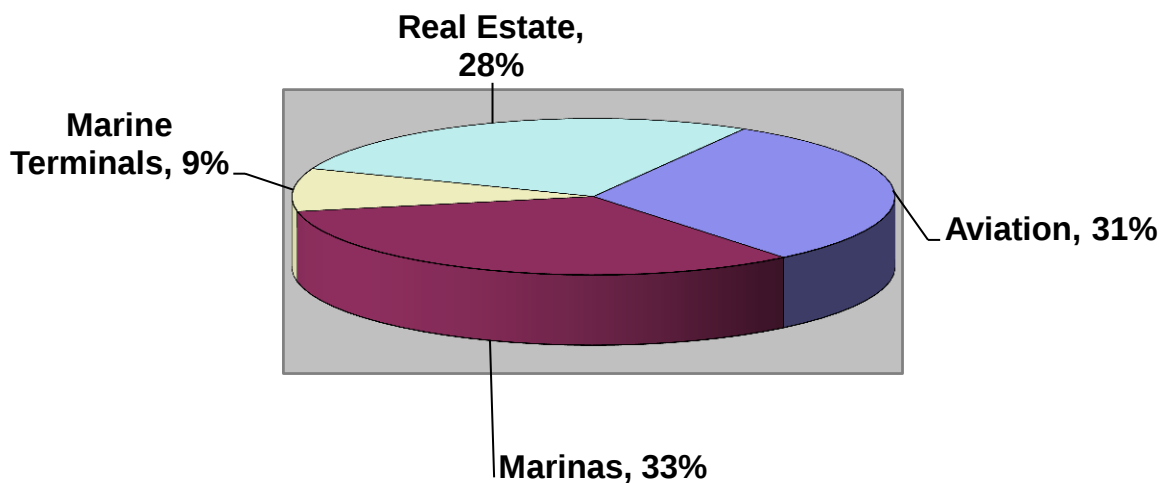
Following is a summary of the expected cash flow for 2016:

Sources of Cash Flows	in millions
Revenues from Port users and tenants	\$23.6
Property tax receipts	7.0
Capital grants	5.1
Operating grants	0.1
Third party environmental reimbursements	22.6
Passenger Facility Charges- Commercial Aviation	1.9
Interest earned on investments	0.3
Property Sales	0
Loan Proceeds	2.0
Debt Issuance	9.2
Total Cash Generated	\$71.8
Uses of Cash Flows	
Operating divisional expenses	\$15.2
Public Priority Program expenses	3.7
Environmental cleanup and redevelopment costs	24.7
Principal and interest on outstanding debt	7.1
Capital investments	31.6
Total Uses for Cash	\$82.3
Net Decrease in Cash	\$10.5
Projected Cash for Anticipated Future Projects at 2016 Year End	\$18.1
Threshold Cash Reserves	\$9.9
Projected Debt Service Coverage Ratio for 2016	1.91 times

Revenues and Other Sources of Cash Flow

The 2016 budget anticipates Port operating revenues of \$22.4 million (operating revenue only, does not include revenue of \$1.4 million in BWAS and Public Priorities). This represents 4.8% decrease from the 2015 budget. The Aviation Division is projected to produce over \$6.8 million in revenues, nearly a 13% decrease over the 2015 budget. Marinas should realize a slight revenue increase to \$7.3 million. Real Estate revenues are expected to increase 2% to \$6.1 million. Marine Terminals revenue is projected to decrease by over 9% for total of \$1.9 million.

2016 Percentage of Total Operating Revenues



The Port expects to receive federal and state funding totaling \$17.6 million, of which \$5.2 million will support the Port's capital programs and \$12.4 million will support the environmental remediation efforts.

Passenger Facility Charges at Bellingham International Airport will generate approximately \$2.0 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 \$0.2877 per thousand of valuation. The levy request will provide an estimated \$6.9 million. Of that, \$5.1 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 \$17.6 million (before inter-company transfers), which is a 7% decrease from the 2015 budget. This decrease is largely in the Aviation Division due to cost savings measures and operational efficiencies. 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 \$2.7 million credit to operating divisions in 2016.

Public Priorities expenses are expected to remain just over \$2.3 million. These expenses support the Economic Development, Public Access, and Infrastructure Divisions.

Non-operating expenses (net of grants and other reimbursements) consist of environmental cleanup at the Bellingham Waterfront Acquisition Site (BWAS), and other sites around the County. Non-BWAS related environmental cleanup is expected to increase to \$1.3 million and BWAS non-capital expenses will decrease by approximately \$4 million over the 2015 budget, with net spending of \$10 million on environmental cleanup on the waterfront.

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 2016. In 2016, the Port anticipates issuing \$11.2 million in additional long-term debt in order to fund various infrastructure projects.

Capital Expenditures for 2016

In 2016 the Port's capital expenditures are budgeted at \$31.6 million, offset by \$5.1 million in capital grants for a net capital expenditure of \$26.5 million.

Operating Divisions

In 2016, the largest new capital projects will occur in the Real Estate Division.

The Real Estate Division will continue the multi-year project to replace the timber portion of the pier in the Fairhaven Shipyard area. The total cost of this project is expected to be \$8.9 million through the end of 2016. The largest project for 2016, in the amount of \$9.5 million will also be led by the Real Estate Division. This project will prepare marine industrial property for expansion of two large marine trade industrial tenants.

In the Marinas Division, the 2016 capital projects total just over \$3 million. Major projects include replacing failing dock boxes at both marinas, and power upgrades at Squalicum Harbor. Various smaller capital maintenance projects are also scheduled to maintain marina assets.

Due to the continued downturn of revenues at the airport, this division will undertake very limited capital projects in 2016. The only major project will be the rehabilitation of a portion of the General Aviation apron, with 90% of the costs reimbursed by the FAA. Regular capital maintenance will include pavement, sidewalks, and landscaping.

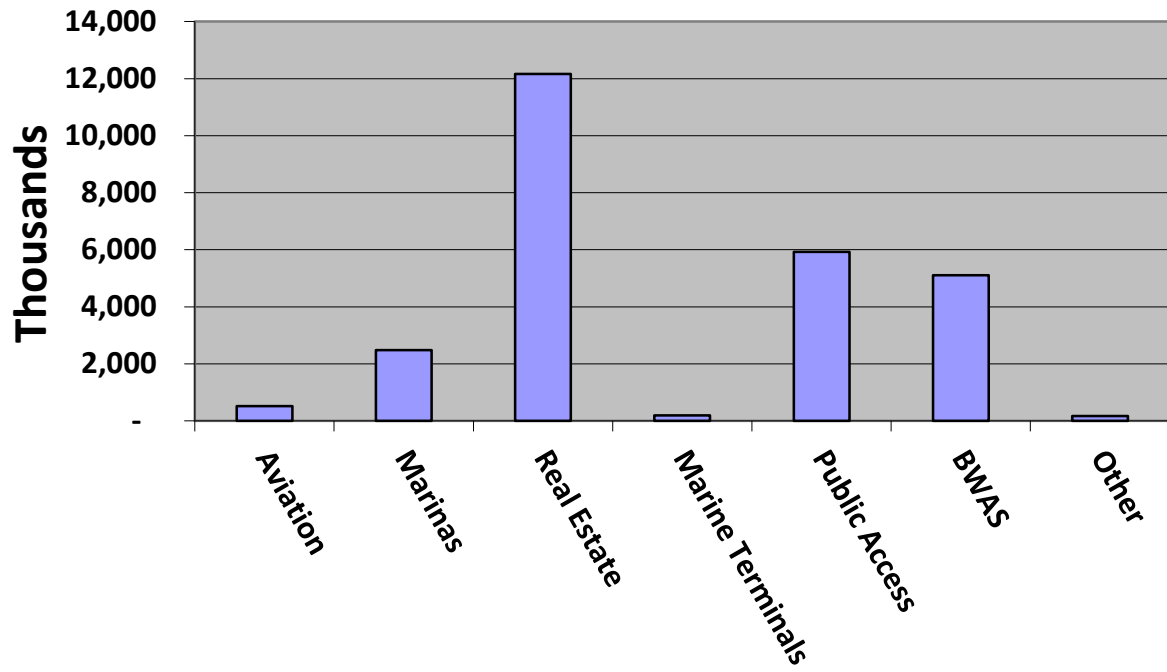
The Marine Terminals Division has a capital budget \$1.5 million in 2016. Major projects include \$1 million for repairs to the main pier at the Shipping Terminal, and \$462 thousand for roof repairs to both warehouses at the Shipping Terminal.

Public Priorities

A large amount of capital work is planned for Public Access in 2016. These projects include nearly \$3 million for structural upgrades to the rail span and stub pier, and \$2 million for upgrades to the Shipping Terminal utilities.

Bellingham Waterfront Acquisition Site projects are budgeted at \$7 million, offset by \$2 million in capital grants. Projects include upland infrastructure improvements, improvements to the Log Pond area for stormwater, paving, and power, and improvements to the Lignin Building.

2016 Net Capital Expenditures by Department



Tax Levy

Types and Limits of Levies

Regular Tax Levy

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

Industrial Development District (IDD) Tax Levies

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

Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs capital projects and to finance new capital projects in this category, specifically Environmental, Economic Development and 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 \$5.1 million in 2016 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 2015 reflects a decrease in the levy rate of \$0.1582, going from \$0.4459 to \$0.2877. In 2016, 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 2016 as it did in 2015, resulting in a levy approximately \$2.5 million less than the legal limit.

Tax at a Glance

- ❖ Total 2016 Levy Rate \$.2877/\$1,000 Assessed Value
- ❖ The estimated levy for a \$275,000 home in 2016 is \$79
- ❖ Total 2016 Tax Levy Estimate \$6.994 Million

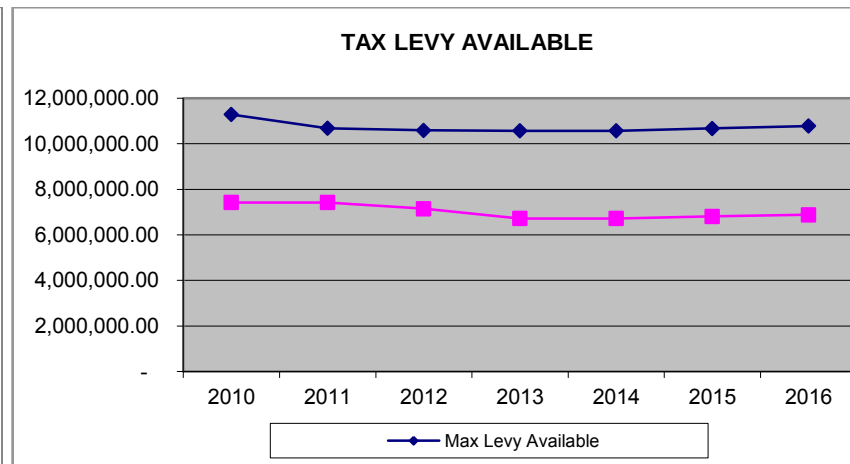
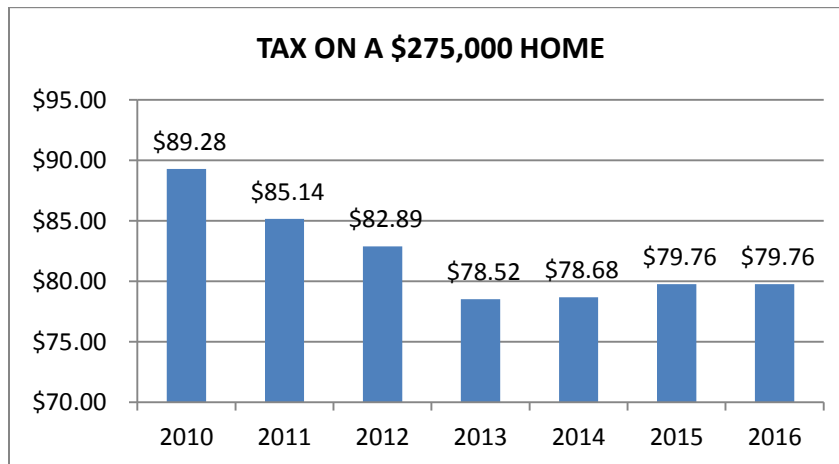
- ❖ The rate for 2015 was \$.2877/ \$1,000 Assessed Value
- ❖ The levy amount for a \$275,000 home in 2015 was \$79
- ❖ Last year the collection was \$6.994 million

The 2016 Levy will be used for:

Debt Service G. O. Bonds	\$1,296,080
Environmental Program Costs	267,587
Public Priority Programs Operating Expenses	2,038,784
Taxes Available for Public Priorities Capital Projects	1,497,549
 Taxes Available for Bellingham Waterfront Acquisition Site	 <u>1,893,644</u>
 Total	 \$6,993,644

TAX PAYER EFFECT

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



2016 Tax Levy

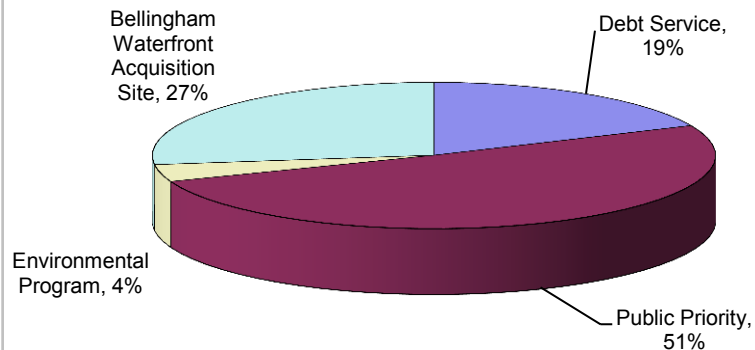
Sources:

	2016	2015
Regular Levy	\$5,697,564	\$5,659,564
G.O. Bonds/Debt Service	1,296,080	1,334,080
Special Levy	-	-
Industrial Development District (IDD)	-	-
Total Sources of Tax Levy	<u>\$6,993,644</u>	<u>\$6,993,644</u>

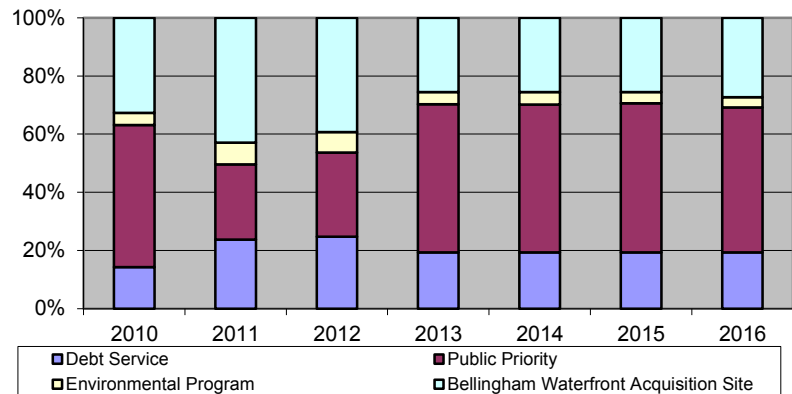
Uses:

Debt Service		
General Obligation Bonds Principal & Interest	\$1,296,080	\$1,334,080
Environmental Program Costs	267,587	242,367
Public Priority Programs Operating Expense	2,038,784	1,975,139
Taxes Available for Public Priorities Capital Projects	1,497,549	1,448,414
Cost Associated with Bellingham Waterfront Acquisition Site	1,893,644	1,993,644
Total Uses of Levy	<u>\$6,993,644</u>	<u>\$6,993,644</u>

USE OF TAX LEVY 2016



HISTORICAL USE OF TAX LEVY 2010-2016





	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Beginning Cash Balance	28,602,090	28,602,090	18,137,596	1,664,624	6,227,098
Revenues from Operations	23,688,127	24,563,676	25,455,726	26,366,691	26,503,769
Operating Expenses	(18,567,711)	(18,695,400)	(19,205,579)	(19,703,057)	(20,294,081)
Net Operating Revenues	5,120,416	5,868,276	6,250,147	6,663,634	6,209,688
Interest Income	280,000	280,000	280,000	280,000	280,000
Operating Grants	97,825	97,825	97,825	97,825	97,825
Operating Grant Related Expenses	-	-	-	-	-
Bank Fees	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Asset Replacement Costs	(354,227)	(380,000)	(380,000)	(380,000)	(380,000)
Election Expense	-	(75,000)	-	(75,000)	-
Property Tax Revenues	6,993,644	6,893,644	6,893,644	6,893,644	6,893,644
Overhead Allocation	-	-	-	-	-
Net Cash Flow - Operations	12,130,658	12,677,745	13,134,616	13,473,103	13,094,157
Proceeds from Sale of Revenue Bonds	-	-	-	-	-
Revenue Bond Payments	(6,252,279)	(6,262,957)	(4,868,620)	(4,858,650)	(3,904,045)
2010B Revenue Bond - IRS Interest Refund	600,566	595,147	586,747	578,095	568,635
Proceeds from Sale of GO Bonds/Loans	11,200,000	-	-	-	-
General Obligation Bond Payments	(1,296,080)	(1,297,280)	(1,301,780)	(1,299,580)	(958,080)
Proceeds from Long Term Loans	-	-	-	-	-
Other Long Term Loan Payments	(148,015)	(1,122,225)	(1,122,225)	(1,122,225)	(1,122,225)
Net Cash Flow - Debt	4,104,192	(8,087,315)	(6,705,878)	(6,702,360)	(5,415,715)
New Capital Projects	(31,621,182)	(10,603,620)	(15,799,820)	(9,921,000)	(2,633,500)
Capital Carryover from prior year	-	-	-	-	-
Capital Grants	5,095,592	1,503,000	8,663,000	5,220,000	-
Customer Facility Charges	-	-	147,907	153,823	159,976
Passenger Facility Charges	1,953,550	2,031,692	2,112,960	2,197,478	2,285,377
Net Cash Flow - Capital	(24,572,040)	(7,068,928)	(4,875,953)	(2,349,698)	(188,146)
Sale/Acquisition of Port property	-	-	-	-	-
Credit (to) from other divisions	-	-	-	-	-
Environmental Remediation	(24,744,010)	(21,901,307)	(27,132,306)	(17,798,977)	(26,576,251)
Environmental Remediation - Grants	12,372,676	10,314,199	12,978,097	8,210,791	12,650,376
Environmental Remediation - Chartis Reimb	9,196,881	6,086,674	6,460,470	2,990,480	660,951
Environmental Remediation - PLP Reimb	1,047,149	2,521,816	5,056,704	3,711,934	24,785
Other	-	-	-	-	-
Net Cash Flow - Other	(2,127,304)	(2,978,618)	(2,637,035)	(2,885,772)	(13,240,139)
Cash Flow All Sources	(10,464,494)	(5,457,116)	(1,084,250)	1,535,273	(5,749,844)
Cumulative Cash Flow	18,137,596	23,144,974	17,053,347	3,199,897	477,254

Budget Summary 5-Year Forecast

	2015 Budget	2016 Budget	2017	2018	2019	2020
Operating Activity						
Aviation						
Revenues	7,908,650	6,883,423	7,142,760	7,412,470	7,692,970	7,984,687
Expenses	6,165,553	5,494,582	5,656,158	5,822,583	5,991,499	6,168,053
Operating Contribution	1,743,097	1,388,841	1,486,602	1,589,887	1,701,471	1,816,634
Marinas						
Revenues	7,279,246	7,309,755	7,589,323	7,879,847	8,179,436	8,490,822
Expenses	2,966,939	2,967,295	3,016,517	3,104,606	3,195,278	3,288,612
Operating Contribution	4,312,307	4,342,460	4,572,806	4,775,241	4,984,158	5,202,210
Real Estate						
Revenues	6,007,105	6,142,223	6,553,949	6,798,356	7,052,342	7,316,280
Expenses	1,729,419	1,776,560	1,802,779	1,858,051	1,912,426	1,968,445
Operating Contribution	4,277,686	4,365,663	4,751,170	4,940,305	5,139,916	5,347,835
Planning & Development						
Revenues	-	-	-	-	-	-
Expenses	154,430	156,948	160,553	164,780	169,131	173,608
Operating Contribution	(154,430)	(156,948)	(160,553)	(164,780)	(169,131)	(173,608)
Marine Terminals						
Revenues	2,189,492	1,985,459	1,883,035	1,942,791	2,004,474	2,068,142
Expenses	1,363,672	1,579,334	1,749,245	1,779,142	1,786,350	1,837,334
Operating Contribution	825,820	406,125	133,790	163,649	218,124	230,808
Facilities						
Revenues	27,750	19,753	20,346	20,956	21,584	22,232
Expenses	4,172,025	3,339,930	3,438,496	3,541,664	3,647,124	3,756,558
Inter-Company Transfers	(3,608,667)	(2,751,553)	(2,837,029)	(2,922,140)	(3,009,804)	(3,100,099)
Operating Contribution	(535,608)	(568,624)	(581,121)	(598,568)	(615,736)	(634,227)

	2015 Budget	2016 Budget	2017	2018	2019	2020
Administration						
Revenues	32,790	32,790	32,790	32,790	32,790	32,790
Expenses	1,321,438	1,277,929	1,319,407	1,355,230	1,392,371	1,439,226
Operating Contribution	(1,288,648)	(1,245,139)	(1,286,617)	(1,322,440)	(1,359,581)	(1,406,436)
Executive						
Revenues	-	-	-	-	-	-
Expenses	1,015,944	1,061,788	1,089,742	1,118,534	1,148,191	1,178,737
Operating Contribution	(1,015,944)	(1,061,788)	(1,089,742)	(1,118,534)	(1,148,191)	(1,178,737)
Total Operating Activity						
Revenues	23,445,033	22,373,403	23,222,203	24,087,210	24,983,596	25,914,953
Expenses	18,889,420	17,654,366	18,232,897	18,744,590	19,242,370	19,810,573
Inter-Company Transfers	(3,608,667)	(2,751,553)	(2,837,029)	(2,922,140)	(3,009,804)	(3,100,099)
Operating Contribution	8,164,280	7,470,590	7,826,335	8,264,760	8,751,030	9,204,479

	2015 Budget	2016 Budget	2017	2018	2019	2020
Public Priorities						
Economic Development						
Revenues	81,250	59,229	25,000	25,000	25,000	25,000
Expenses	526,325	614,634	491,451	502,154	513,139	524,412
Operating Contribution	(445,075)	(555,405)	(466,451)	(477,154)	(488,139)	(499,412)
Infrastructure						
Revenues	-	-	-	-	-	-
Expenses	294,226	229,726	231,226	232,726	234,226	235,726
Operating Contribution	(294,226)	(229,726)	(231,226)	(232,726)	(234,226)	(235,726)
Public Access						
Revenues	231,950	241,725	258,902	266,350	274,024	281,723
Expenses	1,486,162	1,536,019	1,578,682	1,624,265	1,671,639	1,720,626
Net Non-Operating Income	(75,000)	-	-	(75,000)	-	-
Operating Contribution	(1,329,212)	(1,294,294)	(1,319,780)	(1,432,915)	(1,397,615)	(1,438,903)
Total Public Priority						
Revenues	313,200	300,954	283,902	291,350	299,024	306,723
Expenses	2,306,713	2,380,379	2,301,359	2,359,145	2,419,004	2,480,764
Net Non-Operating Income	(75,000)	-	-	(75,000)	-	-
Operating Contribution	(2,068,513)	(2,079,425)	(2,017,457)	(2,142,795)	(2,119,980)	(2,174,041)

	2015 Budget	2016 Budget	2017	2018	2019	2020
Bellingham Waterfront Acquisition						
Revenues	986,082	1,066,313	1,110,710	1,130,910	1,138,444	1,146,212
Expenses	1,152,920	1,069,475	1,062,677	1,076,717	1,109,035	1,142,320
Net Non-Operating Income	(14,330,157)	(9,994,782)	(6,387,433)	(7,028,020)	(3,400,470)	(12,368,310)
Operating Contribution	(14,496,995)	(9,997,944)	(6,339,400)	(6,973,827)	(3,371,061)	(12,364,418)
Total Bellingham Waterfront Acquisition						
Revenues	986,082	1,066,313	1,110,710	1,130,910	1,138,444	1,146,212
Expenses	1,152,920	1,069,475	1,062,677	1,076,717	1,109,035	1,142,320
Net Non-Operating Income	(14,330,157)	(9,994,782)	(6,387,433)	(7,028,020)	(3,400,470)	(12,368,310)
Operating Contribution	(14,496,995)	(9,997,944)	(6,339,400)	(6,973,827)	(3,371,061)	(12,364,418)
Environmental						
Revenues	-	-	-	-	-	-
Expenses	245,778	267,587	276,103	284,459	303,996	318,816
Net Non-Operating Income	(1,200,857)	(1,329,403)	(2,677,859)	(2,069,485)	(2,475,782)	(1,532,780)
Operating Contribution	(1,446,635)	(1,596,990)	(2,953,962)	(2,353,944)	(2,779,778)	(1,851,596)
Total Environmental						
Revenues	-	-	-	-	-	-
Expenses	245,778	267,587	276,103	284,459	303,996	318,816
Net Non-Operating Income	(1,200,857)	(1,329,403)	(2,677,859)	(2,069,485)	(2,475,782)	(1,532,780)
Operating Contribution	(1,446,635)	(1,596,990)	(2,953,962)	(2,353,944)	(2,779,778)	(1,851,596)
Operating Contribution	(9,847,863)	(6,203,769)	(3,484,484)	(3,205,806)	480,211	(7,185,576)

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 safety and 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, Seattle, Las Vegas, San Diego, Oakland, Los Angeles, Palm Springs, Phoenix, Portland, and through air taxi service, 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 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 2016 Objectives:

1. Design and construct rehabilitation for a portion of the General Aviation taxi lanes and apron areas.
2. Conduct road, apron and drainage grate repairs on airport property.
3. Review planned capital projects under the Federal Aviation Administration (FAA) Airport Improvement Program (AIP). Evaluate planned timeframes while aliening projects with demand or need.
4. Continue to seek and obtain federal grants for 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. Seek new or expanded air service routes to replace lost service.
7. Manage capital and operational expenses to coincide with revenue forecasts

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 Airport Service Representatives (2). The airport has 10 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 FAA and the Transportation Security Administration (TSA) standards.

Physical Assets:

BLI is an FAA Class 1, Part 139 airport, located on 1,200 acres just north and west of the 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 Commercial and General Aviation terminals and is an international point of entry for general aviation aircraft. 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: 17 FTE's work across all Aviation Division Programs

Source of Funding: Operating income and grants

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$6,883,423	\$7,908,650	\$7,920,364
Operating Expenses	5,494,582	6,165,553	5,664,679
Net Cash Flow	1,388,841	1,743,097	2,255,685

Major 2016 Capital Projects (over \$100,000):

GA Apron Area 3 Rehabilitation	\$500,000
Airport Pavement Maintenance	\$115,076
Sidewalks and Landscaping	\$135,000

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Aviation Division							
	Operating Revenue							
1-101-001-6305-0000	Space and Land Rental	312,616	326,650	339,716	353,305	367,437	382,134	Commercial, international arrivals (US Customs) and misc. leases.
1-101-001-6460-0000	Space and Land Rental - GA	422,803	390,518	406,139	422,384	439,280	456,851	Terminal and hangar leases
1-101-001-6461-0000	Fuel Flowage Fee - GA	35,433	52,650	54,756	56,946	59,224	61,593	General Aviation fuel flowage fees
1-101-001-6356-0000	External Revenue Transfer	112,785	118,625	123,370	128,305	133,437	138,774	TSA reimbursement/ rate is \$20/per hr. Avg 16.25 hours per day/365.
1-101-001-6360-0000	Miscellaneous Revenue	20,000	32,160	33,446	34,784	36,176	37,623	GTSO, security badging and ARFF fees
1-101-001-6462-0000	Miscellaneous Revenue - GA	22,184	400	416	433	450	468	
1-101-001-6410-0000	Airline Landing Fees	556,808	480,076	499,279	519,250	540,020	561,621	Decrease due to less commercial flight arrivals
1-101-001-6420-0000	Airline Passenger Fees	400,000	400,000	400,000	400,000	400,000	400,000	Airport CAM at 500K 80/20 split
1-101-001-6440-0000	Concession Fees	529,837	502,842	522,956	543,874	565,629	588,254	Rental cars and food vendor concessions
1-101-001-6445-0000	Triple Net and CAM Charges	45,538	33,971	35,330	36,743	38,213	39,741	Common Area MX charge to commercial tenants
1-101-001-6450-0000	Advertising Program Revenue	-	75,000	78,000	81,120	84,365	87,739	Digital and static advertising
1-101-001-6464-0000	Aircraft Tie Down Fees - GA	27,422	18,250	18,980	19,739	20,529	21,350	Based aircraft parking on the ramp
1-101-001-6465-0000	Transient Landing and Park - GA	33,953	34,231	35,600	37,024	38,505	40,045	Transient landing and tie down fees
1-101-001-6455-0000	Parking Fees	5,389,271	4,418,050	4,594,772	4,778,563	4,969,705	5,168,494	Forecasted based on decreased passenger enplanements and off site parking availability.
	Operating Revenue	7,908,650	6,883,423	7,142,760	7,412,470	7,692,969	7,984,688	
	Expense							
	Variable Expenses							
1-101-001-7001-0000	Salaries and Wages	1,260,902	1,102,182	1,135,247	1,169,305	1,204,384	1,240,516	Decrease in staffing levels
1-101-001-7002-0000	Salaries & Benefits Recovered	62,599	68,545	70,601	72,719	74,901	77,148	Allocation from Real Estate
1-101-001-7306-0000	Security	42,218	31,315	32,254	33,222	34,219	35,245	Avg 5.5 hrs daily at \$15.09/hr. + overtime for holidays and late flights. Decrease due to new contract for scheduling
1-101-001-7003-0000	Employee Benefits	650,378	544,476	560,810	577,635	594,964	612,813	Decrease in staffing levels
1-101-001-7307-0000	External Operational Expense	272,538	279,654	288,044	296,685	305,585	314,753	Contract Law Enforcement support 16.25 hrs/daily/365 for airport security
1-101-001-7405-0000	Uncollectable Revenue	2,486	1,500	1,545	1,591	1,639	1,688	Fees not collected for transient aircraft tiedown and landings
1-101-001-7104-0000	Gasoline and Diesel	99,361	70,148	72,252	74,420	76,653	78,952	Reducing operating expenses and a decline in commercial ramp activity
1-101-001-7105-0000	Gasoline/Diesel Resold (Contra)	(78,064)	(38,180)	(39,325)	(40,505)	(41,720)	(42,972)	
1-101-001-7111-0000	Electricity Resold (Contra)	(4,450)	(4,320)	(4,450)	(4,583)	(4,721)	(4,862)	
1-101-001-7203-0000	Equipment Rental	4,248	4,000	4,120	4,244	4,371	4,502	Equipment rental for power outages and misc. specialized equipment
1-101-001-7204-0000	Small Tools and Equipment	1,500	1,000	1,030	1,061	1,093	1,126	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Aviation Division							
1-101-001-7205-0000	Operating Supplies	117,119	105,942	109,120	112,394	115,766	119,239	Airline shared use system supplies (\$41,717), Anti/De-ice material (\$30,280), staff uniform and bunker gear new and replacements (\$5,018), Airfield paint (\$15,300), Wildlife hazing supplies (\$1,300), Operations and Security badging stock (\$3,400), misc. equipment/materials repairs, replacement and operational services (\$8,927).
1-101-001-7207-0000	Office Supplies	7,362	3,600	3,708	3,819	3,934	4,052	Est \$300 per/mo. in supplies
1-101-001-7210-0000	Postage	1,950	3,100	3,193	3,289	3,387	3,489	
1-101-001-7211-0000	Janitorial	466,435	314,784	324,228	333,954	343,973	354,292	Decrease due to restructuring service and staffing to coincide with flight enplanements
1-101-001-7301-0000	Legal Expense	14,173	15,073	15,525	15,991	16,471	16,965	
1-101-001-7312-0000	Interfund Transfer	138,481	115,192	115,388	115,588	113,291	113,499	BLI Eastside Wetland Mitigation, Slater Road Mitigation, Utility Trailer Monitoring. Updated 9/1/15
1-101-001-7305-0000	Parking Services	1,161,469	1,063,062	1,094,954	1,127,802	1,161,637	1,196,486	Parking lot and shuttle service contract. Includes operating 3 general parking lots, shuttle service, staff, management, expenses and parking web site hosting (\$972,269) plus estimated credit card fees (\$108,000).
1-101-001-7308-0000	Outside Services	227,335	239,076	246,248	253,636	261,245	269,082	Wildlife contractor (\$20,000), WCFD 8 support (\$70,311), security badging computer based training web hosting (\$10,000), Air Service Develop contractor (\$52,233), Parking lot Equip. maint. (\$6,000), Whatcom County Tourism Ambassador Program (12,000), and Airlt system (\$55,315) + other misc. service fees.
1-101-001-7115-0000	Telephone and Communication	41,669	28,739	29,601	30,489	31,404	32,346	
1-101-001-7050-0000	Travel	10,250	15,900	16,377	16,868	17,374	17,896	Travel to for mandated and non-mandated training and airport conferences to support the airport
1-101-001-7006-0000	Employee Training	31,150	16,300	16,789	17,293	17,811	18,346	Attendance for mandated and non-mandated training and airport conferences to support the airport
1-101-001-7313-0000	Advertising and Promotion	55,918	100,000	103,000	106,090	109,273	112,551	Air service route development, support and promotion reimbursement. Direct and indirect airport and parking promotion and marketing expenses.
1-101-001-7316-0000	Promotional Hosting	500	500	515	530	546	563	Outside training and meetings
1-101-001-7317-0000	Incidental Meeting Expense	1,000	600	618	637	656	675	Stakeholder Meetings + Outside Training
1-101-001-7213-0000	Subscriptions	1,000	1,000	1,030	1,061	1,093	1,126	AOPA, WAMA, CAP, Airport Report
1-101-001-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-101-001-7303-0000	Membership Dues and Fees	3,355	2,530	2,606	2,684	2,765	2,848	Airport Associations and Regulatory Committee memberships
1-101-001-7406-0000	Miscellaneous	5,104	3,259	3,357	3,457	3,561	3,668	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Aviation Division							
1-101-001-7101-0000	Natural Gas	54,300	32,684	33,665	34,674	35,715	36,786	
1-101-001-7102-0000	Water	131,434	76,784	79,088	81,460	83,904	86,421	
1-101-001-7103-0000	Electricity	274,632	266,178	274,163	282,388	290,860	299,586	
1-101-001-7114-0000	Garbage	55,735	38,174	39,319	40,499	41,714	42,965	
1-101-001-7208-0000	Signage	3,000	3,000	3,090	3,183	3,278	3,377	Parking and Misc. new or replacement signs
1-101-001-7401-0000	Insurance and Claims	227,763	223,930	230,648	237,568	244,695	252,035	
1-101-001-7402-0000	Taxes	103,352	40,776	41,999	43,259	44,557	45,894	
1-101-001-7403-0000	Environmental Costs	8,195	3,500	3,605	3,713	3,825	3,939	Storm water monitoring
1-101-001-7501-0000	Repair and Maintenance	302,891	337,302	347,421	357,844	368,579	379,636	Increase due to the new, larger commercial terminal
1-101-001-7502-0000	Groundskeeping	145,727	95,722	98,594	101,551	104,598	107,736	
1-101-001-7503-0000	Preventative Maintenance	149,780	173,474	178,678	184,039	189,560	195,247	
1-101-001-7504-0000	Equipment	110,758	114,081	117,503	121,029	124,659	128,399	
	Expense	6,165,553	5,494,582	5,656,160	5,822,583	5,991,496	6,168,050	
	Aviation Division	1,743,097	1,388,841	1,486,600	1,589,887	1,701,473	1,816,638	

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 2016 Objectives:

Ongoing:

1. Continue working to improve the Safety of the Marinas. In 2016 this will include continued customer outreach, including Marine Advisory Committee (MAC) 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. Coordinate with the Port's Environmental, Planning, Engineering and Real Estate departments to establish priorities and develop more detailed plans, designs and funding for infrastructure to support redevelopment of the Blaine Industrial Area.

New for 2016:

1. Using our new software program, and working collaboratively with staff, work to increase the financial performance of both harbors. This is necessary to help fund the upcoming replacement of the Inner Harbor at Squalicum Harbor, currently scheduled for 2022.
2. Simplify Harbor administration by merging the **Harbor Rules, Regulations & Procedures** with our **Moorage Tariff No. 1** into one simplified document. Also consider streamlining the Port's multi-tiered moorage system for short term moorage.
3. Increase outreach to potential moorage customers for Blaine Harbor by continuing to have a presence at the Vancouver B.C. Boat Show and develop promotional materials in time for the Seattle Boat Show.
4. Perform a demand analysis for Dry-Stack Storage.
5. Review the Port's webblockers program in both harbors.

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.

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Marinas Division						
Operating Revenue						
Commercial Berth and Moorage	426,293	448,420	457,389	466,536	473,539	480,683
Pleasure Berth and Moorage	6,252,483	6,198,976	6,446,935	6,704,813	6,973,005	7,251,925
Pleasure Transient Moorage	65,439	67,080	69,566	72,145	74,822	77,599
Commercial Transient Moorage	10,501	9,852	10,205	10,571	10,951	11,344
Boat Launch Fees	52,835	58,824	61,013	63,285	65,642	68,089
Lummi Nation (contra)	-	-	-	-	-	-
ACF Support	50,000	58,717	58,717	58,717	58,717	58,717
Equipment Rentals	16,100	10,907	11,319	11,747	12,192	12,653
Electric Meter Base Fee	7,836	9,088	9,407	9,736	10,078	10,432
Space and Land Rental	33,000	32,711	34,004	35,347	36,744	38,197
Weblocker Rental	266,997	309,992	321,567	333,580	346,048	358,988
Dry Storage Area	28,776	27,919	28,981	30,085	31,230	32,420
Fuel Flowage Fees	18,396	21,032	21,867	22,736	23,639	24,578
Miscellaneous Revenue	47,290	52,515	54,485	56,530	58,653	60,856
Stores Items	200	300	311	322	334	347
Concession Fees	700	800	830	861	893	927
Triple Net and CAM Charges	2,400	2,622	2,727	2,836	2,949	3,067
Operating Revenue	7,279,246	7,309,755	7,589,322	7,879,848	8,179,437	8,490,822
Expense						
Salaries and Wages	621,458	647,787	665,357	683,408	701,953	721,005
Salaries & Benefits Recovered	3,566	3,610	3,718	3,830	3,945	4,063
Security	192,751	196,912	202,820	208,904	215,171	221,627
Employee Benefits	382,980	366,898	377,905	389,242	400,919	412,947
Disposal Costs	16,000	16,000	16,480	16,974	17,484	18,008
Uncollectible Revenue	20,255	33,755	20,863	21,489	22,133	22,797
Freight Charges	-	-	-	-	-	-
Gasoline and Diesel	6,400	5,759	5,932	6,110	6,293	6,482
Natural Gas for Resale	-	-	-	-	-	-
Natural Gas Resold (Contra)	-	-	-	-	-	-
Electricity for Resale	451,791	399,010	410,980	423,310	436,009	449,089
Electricity Resold (Contra)	(368,911)	(339,236)	(349,413)	(359,895)	(370,692)	(381,813)
Dock Boxes for Resale	14,848	-	-	-	-	-
Dock Boxes Resold	(9,348)	-	-	-	-	-
Equipment Rental	11,043	11,980	12,339	12,710	13,091	13,484
Small Tools and Equipment	1,800	1,500	1,545	1,591	1,639	1,688
Operating Supplies	29,200	38,800	39,964	41,163	42,398	43,670
Office Supplies	11,200	11,470	11,814	12,169	12,534	12,910
Postage	17,250	17,860	18,396	18,948	19,516	20,102
Janitorial	117,921	74,582	76,819	79,124	81,498	83,943
Legal Expense	11,770	14,548	14,985	15,434	15,897	16,374
Interfund Transfer	48,035	48,843	49,820	50,816	51,832	52,869
Outside Services	150,485	176,529	181,561	187,008	192,618	198,397
Telephone and Communication	33,167	34,094	35,117	36,171	37,256	38,374
Travel	3,500	6,440	6,633	6,832	7,037	7,248

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Marinas Division						
Employee Training	9,962	8,580	8,837	9,103	9,376	9,657
Advertising and Promotion	33,410	32,860	33,846	34,861	35,907	36,984
Promotional Hosting	1,700	1,500	1,545	1,591	1,639	1,688
Incidental Meeting Expense	2,050	2,050	2,112	2,175	2,240	2,307
Subscriptions	750	350	361	371	382	394
Publications and Tariffs	2,550	2,500	2,575	2,652	2,732	2,814
Membership Dues and Fees	2,330	2,575	2,652	2,732	2,814	2,898
Miscellaneous	2,950	3,500	3,605	3,713	3,825	3,939
Natural Gas	15,823	14,000	14,420	14,853	15,298	15,757
Water	122,463	121,096	124,729	128,471	132,325	136,295
Electricity	91,427	77,555	79,882	82,278	84,746	87,289
Garbage	162,460	163,983	168,902	173,970	179,189	184,564
Signage	3,800	3,200	3,296	3,395	3,497	3,602
Insurance and Claims	184,712	165,702	170,673	175,793	181,067	186,499
Taxes	4,241	3,600	3,708	3,819	3,934	4,052
Repair and Maintenance	294,379	323,418	309,843	319,138	328,712	338,573
Groundskeeping	88,207	91,824	94,579	97,416	100,339	103,349
Preventative Maintenance	119,916	123,514	127,219	131,036	134,967	139,016
Equipment	56,648	58,347	60,098	61,901	63,758	65,671
Expense	2,966,939	2,967,296	3,016,517	3,104,604	3,195,276	3,288,610
Marinas Division	4,312,307	4,342,459	4,572,806	4,775,244	4,984,161	5,202,212

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 the Marinas program

Source of Funding: Operating income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$2,054,498	\$2,188,141	\$2,050,228
Operating Expenses	1,082,409	1,066,442	920,606
Net Cash Flow	972,089	1,121,699	1,129,622

Major 2016 Capital Projects (over \$100,000):

Replace concrete float at landing of Gate 1	\$282,600
Replace roof on webhouse #3	\$136,536
Replace roof on webhouse #2	\$265,946
Replace 500 dock boxes	\$362,569
Purchase 2 portable sewer pump carts	\$197,184

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Blaine Harbor							
	Operating Revenue							
1-105-004-6150-0000	Commercial Berth and Moorage	123,057	111,863	114,101	116,383	116,383	116,383	
1-105-004-6151-0000	Pleasure Berth and Moorage	1,894,769	1,773,345	1,844,279	1,918,050	1,994,772	2,074,563	
1-105-004-6152-0000	Pleasure Transient Moorage	18,517	19,733	20,325	20,935	21,563	22,210	Overnight Visitor Moorage
1-105-004-6153-0000	Commercial Transient Moorage	5,818	4,095	4,218	4,344	4,475	4,609	
1-105-004-6157-0000	Boat Launch Fees	15,588	16,390	16,882	17,388	17,910	18,447	Daily & annual boat launch passes
1-105-004-6160-0000	Lummi Nation (contra)	-	-	-	-	-	-	
1-105-004-6170-0000	ACF Support	20,000	18,695	18,695	18,695	18,695	18,695	
1-105-004-6200-0000	Equipment Rentals	3,000	2,407	2,479	2,554	2,630	2,709	Forklift and net reels
1-105-004-6221-0000	Electric Meter Base Fee	5,200	4,500	4,635	4,774	4,917	5,065	Setup fees
1-105-004-6305-0000	Space and Land Rental	-	1,592	1,640	1,689	1,740	1,792	
1-105-004-6330-0000	Weblocker Rental	81,638	82,492	84,967	87,516	90,141	92,845	
1-105-004-6332-0000	Dry Storage Area	6,454	5,439	5,602	5,770	5,943	6,122	Storage for fishing gear
1-105-004-6353-0000	Fuel Flowage Fees	1,000	600	618	637	656	675	Surcharge to fuel vendors
1-105-004-6360-0000	Miscellaneous Revenue	13,000	13,047	13,438	13,842	14,257	14,685	Showers and laundry
1-105-004-6361-0000	Stores Items	-	100	103	106	109	113	Items for sale
1-105-004-6440-0000	Concession Fees	100	200	206	212	219	225	Received from sales on pop machines
	Operating Revenue	2,188,141	2,054,498	2,132,187	2,212,894	2,294,409	2,379,136	
	Expense							
1-105-004-7001-0000	Salaries and Wages	260,350	275,143	283,397	291,899	300,656	309,676	
1-105-004-7002-0000	Salaries & Benefits Recovered	1,783	1,805	1,859	1,915	1,972	2,032	
1-105-004-7306-0000	Security	95,073	96,304	99,193	102,169	105,234	108,391	
1-105-004-7003-0000	Employee Benefits	159,588	154,090	158,713	163,474	168,378	173,430	
1-105-004-7404-0000	Disposal Costs	4,000	4,000	4,120	4,244	4,371	4,502	Removal of derelict vessels
1-105-004-7405-0000	Uncollectible Revenue	8,755	8,755	9,018	9,288	9,567	9,854	
1-105-004-7209-0000	Freight Charges	-	-	-	-	-	-	
1-105-004-7104-0000	Gasoline and Diesel	3,400	3,200	3,296	3,395	3,497	3,602	Fuel for work trucks and vessels
1-105-004-7107-0000	Natural Gas Resold (Contra)			-	-	-	-	
1-105-004-7110-0000	Electricity for Resale	126,798	114,109	117,532	121,058	124,690	128,431	Electricity for moorage customers
1-105-004-7111-0000	Electricity Resold (Contra)	(114,816)	(102,839)	(105,924)	(109,102)	(112,375)	(115,746)	Electricity billed to moorage customers
1-105-004-7201-0000	Dock Boxes for Resale	9,000	-	-	-	-	-	
1-105-004-7202-0000	Dock Boxes Resold	(3,500)		-	-	-	-	
1-105-004-7203-0000	Equipment Rental	4,863	5,200	5,356	5,517	5,682	5,853	Laundry Equipment & Copier Lease
1-105-004-7204-0000	Small Tools and Equipment	1,300	1,000	1,030	1,061	1,093	1,126	Replacement tools
1-105-004-7205-0000	Operating Supplies	10,700	15,450	15,914	16,391	16,883	17,389	\$5k dock boxes; \$1.5k uniforms, \$4k dockcarts, \$5k hazmat, \$1.5k payment envelopes, \$2k oil boom, \$950
1-105-004-7207-0000	Office Supplies	4,500	4,100	4,223	4,350	4,480	4,615	Office supplies, printing of forms.
1-105-004-7210-0000	Postage	4,500	4,600	4,738	4,880	5,027	5,177	Mailing to customers
1-105-004-7211-0000	Janitorial	35,351	22,000	22,660	23,340	24,040	24,761	Cleaning services
1-105-004-7301-0000	Legal Expense	2,500	5,000	5,150	5,305	5,464	5,628	
1-105-004-7312-0000	Interfund Transfer	150	-	-	-	-	-	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Blaine Harbor							
1-105-004-7308-0000	Outside Services			54,253	55,881	57,557	59,284	Creditcard Fees \$42,237, Armark \$800, Guardian Alarm Monitoring\$ 1,332, Bio-bug \$2,928, Printing \$1,500, Newsletter \$1,500, Auction advertising \$400, Website \$250, P.O. Box \$100, TWIC \$128
		57,790	52,929					
1-105-004-7115-0000	Telephone and Communication	18,362	19,894	20,491	21,106	21,739	22,391	
1-105-004-7050-0000	Travel	2,000	2,000	2,060	2,122	2,185	2,251	
1-105-004-7006-0000	Employee Training	4,400	4,000	4,120	4,244	4,371	4,502	
								\$800 forklift, \$200 first aid, \$800 hazmat, \$150 fire extinguisher, \$400 University of AK, \$600 PCC registration
1-105-004-7313-0000	Advertising and Promotion	18,800	18,200	18,746	19,308	19,888	20,484	
								Vancouver Boatshow \$5,500, Print Advertising \$5,500, Cruising Guide Advertising \$5,200, Harbor Events \$2,000
1-105-004-7316-0000	Promotional Hosting	1,200	1,000	1,030	1,061	1,093	1,126	
1-105-004-7317-0000	Incidental Meeting Expense	850	850	876	902	929	957	
1-105-004-7213-0000	Subscriptions	150	150	155	159	164	169	Magazine renewals, AK Fisherman;s Journal, Latitude 38, National Fisherman
1-105-004-7214-0000	Publications and Tariffs	950	1,000	1,030	1,061	1,093	1,126	Marina newsletter
1-105-004-7303-0000	Membership Dues and Fees	1,230	1,275	1,313	1,353	1,393	1,435	NMTA \$300, PCC \$200, BC Marine Trades Assoc \$400, Assoc. of Marina Industries \$275, CMM \$100
1-105-004-7406-0000	Miscellaneous	1,350	2,150	2,215	2,281	2,349	2,420	
1-105-004-7101-0000	Natural Gas	3,000	3,000	3,090	3,183	3,278	3,377	Natural gas for operations
1-105-004-7102-0000	Water	40,063	38,696	39,857	41,053	42,284	43,553	Water for operations
1-105-004-7103-0000	Electricity	22,000	23,807	24,521	25,257	26,015	26,795	Electricity for operations
1-105-004-7114-0000	Garbage	40,000	37,850	38,986	40,155	41,360	42,601	Gate dumpsters & recycling + add't dumpster rental
1-105-004-7208-0000	Signage	2,300	2,000	2,060	2,122	2,185	2,251	Misc. signage
1-105-004-7401-0000	Insurance and Claims	62,126	60,259	62,067	63,929	65,847	67,822	Accounting to provide actuals
1-105-004-7402-0000	Taxes	1,350	800	824	849	874	900	State & local taxes
1-105-004-7501-0000	Repair and Maintenance	79,739	102,339	82,131	84,595	87,133	89,747	
1-105-004-7502-0000	Groundskeeping	32,407	34,350	35,381	36,442	37,535	38,661	
1-105-004-7503-0000	Preventative Maintenance	37,000	38,110	39,253	40,431	41,644	42,893	
1-105-004-7504-0000	Equipment	25,080	25,832	26,607	27,406	28,228	29,075	
	Expense	1,066,442	1,082,409	1,091,340	1,124,080	1,157,802	1,192,536	
	Blaine Harbor	1,121,699	972,089	1,040,848	1,088,814	1,136,607	1,186,600	

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 the Marinas program

Source of Funding: Operating income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$5,255,257	\$5,091,105	\$5,041,288
Operating Expenses	1,884,887	1,900,497	1,576,071
Net Cash Flow	3,370,370	3,190,609	3,465,217

Major 2016 Capital Projects (over \$100,000):

Sawtooth structural repairs	\$175,000
Electrical power upgrades	\$340,000
Remodel Harbor Center Building restrooms, showers, and laundry	\$181,723
Seal coat and crack seal Gates 8 & 9	\$104,411

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Squalicum Harbor							
	Operating Revenue							
1-105-005-6150-0000	Commercial Berth and Moorage	303,236	336,557	343,288	350,154	357,157	364,300	Commercial Moorage
1-105-005-6151-0000	Pleasure Berth and Moorage	4,357,714	4,425,631	4,602,656	4,786,762	4,978,233	5,177,362	Recreational Moorage
1-105-005-6152-0000	Pleasure Transient Moorage	46,922	47,347	49,241	51,211	53,259	55,389	Visitor Moorage
1-105-005-6153-0000	Commercial Transient Moorage	4,683	5,757	5,987	6,227	6,476	6,735	ACF visitor moorage
1-105-005-6157-0000	Boat Launch Fees	37,247	42,434	44,131	45,897	47,732	49,642	Boat launch individuals and annual pass
1-105-005-6160-0000	Lummi Nation (contra)	-	-	-	-	-	-	
1-105-005-6170-0000	ACF Support	30,000	40,022	40,022	40,022	40,022	40,022	
1-105-005-6200-0000	Equipment Rentals	13,100	8,500	8,840	9,194	9,561	9,944	Forklift, crane and net reel rentals
1-105-005-6221-0000	Electric Meter Base Fee	2,636	4,588	4,772	4,962	5,161	5,367	Meter Base Set up Fee for new customers
1-105-005-6305-0000	Space and Land Rental	33,000	31,119	32,364	33,658	35,005	36,405	Upland Rental Revenue
1-105-005-6330-0000	Weblocker Rental	185,359	227,500	236,600	246,064	255,907	266,143	Revenues for weblocker rental
1-105-005-6332-0000	Dry Storage Area	22,322	22,480	23,379	24,314	25,287	26,298	ACF fenced storage yard
1-105-005-6353-0000	Fuel Flowage Fees	17,396	20,432	21,249	22,099	22,983	23,903	Revenue for over-the-dock fueling
1-105-005-6360-0000	Miscellaneous Revenue	34,290	39,468	41,047	42,689	44,396	46,172	Laundry, shower and other assorted revenue
1-105-005-6361-0000	Stores Items	200	200	208	216	225	234	Laundry soap sold to customers
1-105-005-6440-0000	Concession Fees	600	600	624	649	675	702	Soda Machines
1-105-005-6445-0000	Triple Net and CAM Charges	2,400	2,622	2,727	2,836	2,949	3,067	
	Operating Revenue	5,091,105	5,255,257	5,457,135	5,666,954	5,885,028	6,111,685	
	Expense							
1-105-005-7001-0000	Salaries and Wages	361,108	372,644	381,960	391,509	401,297	411,329	
1-105-005-7002-0000	Salaries & Benefits Recovered	1,783	1,805	1,859	1,915	1,972	2,032	
1-105-005-7306-0000	Security	97,678	100,608	103,627	106,735	109,937	113,236	Harbor security staffing
1-105-005-7003-0000	Employee Benefits	223,392	212,808	219,192	225,768	232,541	239,517	
1-105-005-7404-0000	Disposal Costs	12,000	12,000	12,360	12,731	13,113	13,506	Disposal costs for possible sunken vessel, RDS, Tires, and parking lot cleanup
1-105-005-7405-0000	Uncollectible Revenue	11,500	25,000	11,845	12,200	12,566	12,943	Account writeoffs
1-105-005-7209-0000	Freight Charges	-	-	-	-	-	-	
1-105-005-7104-0000	Gasoline and Diesel	3,000	2,559	2,636	2,715	2,796	2,880	Fuel for Squalicum Vehicles

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Squalicum Harbor							
1-105-005-7106-0000	Natural Gas for Resale		-	-	-	-	-	
1-105-005-7107-0000	Natural Gas Resold (Contra)		-	-	-	-	-	
1-105-005-7110-0000	Electricity for Resale	324,993	284,901	293,448	302,251	311,319	320,659	Electricity metered for resale
1-105-005-7111-0000	Electricity Resold (Contra)	(254,095)	(236,397)	(243,489)	(250,794)	(258,317)	(266,067)	Electricity resold
1-105-005-7201-0000	Dock Boxes for Resale	5,848	-	-	-	-	-	
1-105-005-7202-0000	Dock Boxes Resold	(5,848)	-	-	-	-	-	
1-105-005-7203-0000	Equipment Rental	6,180	6,780	6,983	7,193	7,409	7,631	Laundry and copier leasing costs
1-105-005-7204-0000	Small Tools and Equipment	500	500	515	530	546	563	
1-105-005-7205-0000	Operating Supplies	18,500	23,350	24,051	24,772	25,515	26,281	Hazmat (3,000), Uniforms (2,000), life jackets (1,800), Radio's (5,000), safety equipment (1,000), visitor envelopes (1,200), Dock carts (5,000), Bus. cards (700), Repair materials (1,500), needle boxes (300), Misc. Supplies (1,500), locks (250)
1-105-005-7207-0000	Office Supplies	6,700	7,370	7,591	7,819	8,053	8,295	General office supplies (Paper, pens, other incidentals)
1-105-005-7210-0000	Postage	12,750	13,260	13,658	14,068	14,490	14,924	Postage for all mailings
1-105-005-7211-0000	Janitorial	82,570	52,582	54,159	55,784	57,458	59,182	2016 Janitorial services
1-105-005-7301-0000	Legal Expense	9,270	9,548	9,835	10,130	10,433	10,746	General legal expenses
1-105-005-7312-0000	Interfund Transfer	47,885	48,843	49,820	50,816	51,832	52,869	Rent paid to Real Estate for Harbor Office
1-105-005-7308-0000	Outside Services	92,695	123,600	127,308	131,127	135,061	139,113	Credit card fees (108,300), boat launch maintenance fees (2,500), plant care (600), pest control (5,000), Alarm monitoring (800), Diving (1,000), Car wash (400), Misc (5,000)
1-105-005-7115-0000	Telephone and Communication	14,805	14,200	14,626	15,065	15,517	15,982	Office and dockside telephone service
1-105-005-7050-0000	Travel	1,500	4,440	4,573	4,710	4,852	4,997	Haz Mat training Seattle
1-105-005-7006-0000	Employee Training	5,562	4,580	4,717	4,859	5,005	5,155	Fork lift (600), CPR (300), Haz Mat (2,400), U of A (1,000), coast guard aux boater safety card (280)
1-105-005-7313-0000	Advertising and Promotion	14,610	14,660	15,100	15,553	16,019	16,500	NW travel (1,600), Waggoner guide (1,900), Pitch (1,200), Lukemia cup (500), Dale Jeppsen cup (500), Fishermens memorial (1,500), Charterfest (1,000), Bellingham Herald (1,260), 48 north (1,200), Vancouver boat show (4,000)

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Squalicum Harbor							
1-105-005-7316-0000	Promotional Hosting	500	500	515	530	546	563	Per resolution 989c
1-105-005-7317-0000	Incidental Meeting Expense	1,200	1,200	1,236	1,273	1,311	1,351	MAC Meetings
1-105-005-7213-0000	Subscriptions	600	200	206	212	219	225	Bellingham Herald (199)
1-105-005-7214-0000	Publications and Tariffs	1,600	1,500	1,545	1,591	1,639	1,688	
1-105-005-7303-0000	Membership Dues and Fees	1,100	1,300	1,339	1,379	1,421	1,463	Marina newsletter, special mailings NWMTA (250), PCC (125), IMI (675), SE Seiners (250)
1-105-005-7406-0000	Miscellaneous	1,600	1,350	1,391	1,432	1,475	1,519	Drinking water, vehicle washing, petty cash reimbursment, dock cart washing
1-105-005-7101-0000	Natural Gas	12,823	11,000	11,330	11,670	12,020	12,381	Natural gas for office/shop heat
1-105-005-7102-0000	Water	82,400	82,400	84,872	87,418	90,041	92,742	Potable water for slips, office and weblocker
1-105-005-7103-0000	Electricity	69,427	53,748	55,360	57,021	58,732	60,494	Facility electricity expense
1-105-005-7114-0000	Garbage	122,460	126,133	129,917	133,814	137,829	141,964	General garbage costs
1-105-005-7208-0000	Signage	1,500	1,200	1,236	1,273	1,311	1,351	New visitor moorage signage
1-105-005-7401-0000	Insurance and Claims	122,586	105,442	108,606	111,864	115,220	118,676	
1-105-005-7402-0000	Taxes	2,891	2,800	2,884	2,971	3,060	3,151	
1-105-005-7501-0000	Repair and Maintenance	214,640	221,079	227,711	234,543	241,579	248,826	
1-105-005-7502-0000	Groundskeeping	55,800	57,474	59,198	60,974	62,803	64,687	
1-105-005-7503-0000	Preventative Maintenance	82,916	85,404	87,966	90,605	93,323	96,123	
1-105-005-7504-0000	Equipment	31,568	32,515	33,490	34,495	35,530	36,596	
	Expense	1,900,497	1,884,887	1,925,177	1,980,524	2,037,474	2,096,073	
	Squalicum Harbor	3,190,608	3,370,370	3,531,958	3,686,430	3,847,555	4,015,612	

Division: Marine Terminals

Description of Services:

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

Staff, Facilities and Structure:

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

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

The BST, located at 625 Cornwall Avenue, includes 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 BCT facilities are operated in support of the Alaska Marine Highway System (AMHS) ferry and several smaller charter vessels. BCT includes the terminal building, a warehouse, docks for large and small vessels, and a fuel tank farm. A small boat launch and seasonal moorage 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 2016 Objectives:

Ongoing:

1. Whatcom Waterway Cleanup – Phase I. Work in a coordinated fashion with the Facilities, Environmental, and Real Estate departments to shepherd this longstanding project through the construction phase. This includes coordination with the C St Terminal, GP docks, and BST.
2. Work closely with the Real Estate department to increase sales efforts for the BST 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 BST.
4. Support the AMHS in maximizing vessel occupancy and improve operations on the Bellingham run.

New for 2016:

5. Work closely with the Port's Environmental and Facilities departments in the Log Pond / BST area to integrate planned Stormwater improvements (ELSA), and environmental cleanup in the Log Pond Area.
6. Implement new capital projects to update the power supply and load-out facilities to serve BST and the Log Pond Area.
7. Assist in the All American Marine (AAM) & Puglia re-development of the Fairhaven Shipyard site.

Staff: 3 FTE's, 3 PTE's

Source of Funding: Operating income

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

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$474,502	\$628,869	751,753
Operating Expenses	547,802	428,101	393,606
Net Cash Flow	-73,330	200,768	358,147

Bellingham Cruise Terminal (BCT) (passenger):

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$1,510,956	\$1,560,623	\$1,523,648
Operating Expenses	1,031,530	935,571	916,840
Net Cash Flow	479,426	625,052	606,808

Major 2016 Capital Projects (over \$100,000):

BST main pier repairs	\$1,000,000
BST repairs to warehouse #1 & #2 roof	\$461,933

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Marine Terminals Division						
Operating Revenue						
Dockage	504,489	349,103	196,334	204,187	212,354	220,849
Man Hour Service - Other	225,754	188,305	193,954	199,773	205,766	211,939
Commercial Berth and Moorage	60,810	59,538	61,324	63,163	65,058	67,010
Pleasure Berth and Moorage	1,250	1,250	1,288	1,326	1,366	1,407
Pleasure Transient Moorage	600	500	515	530	546	563
Boat Launch Fees	11,305	7,700	7,931	8,169	8,414	8,666
Space and Land Rental	883,271	907,275	935,737	965,103	995,401	1,026,662
Fuel Flowage Fees	66,000	66,000	67,980	70,019	72,120	74,284
Miscellaneous Revenue	4,260	3,960	4,082	4,207	4,337	4,470
Passenger Tariff Fees	2,000	3,500	3,605	3,713	3,825	3,939
Concession Fees	9,443	9,500	9,785	10,079	10,381	10,692
Triple Net and CAM Charges	360,310	351,828	362,390	373,269	384,475	396,017
Parking Fees	60,000	37,000	38,110	39,253	40,431	41,644
Operating Revenue	2,189,492	1,985,458	1,883,033	1,942,792	2,004,474	2,068,142
Expense						
Salaries and Wages	271,959	332,841	342,212	351,847	361,754	371,941
Salaries & Benefits Recovered	37,466	43,332	44,632	45,971	47,350	48,771
Security	30,166	31,500	32,445	33,418	34,421	35,454
Employee Benefits	153,244	165,621	170,590	175,707	146,573	150,970
Uncollectible Revenue	1,500	2,000	2,060	2,122	2,185	2,251
Freight Charges	100	-	22,228	22,895	23,582	24,289
Gasoline and Diesel	500	22,228	22,895	23,582	24,289	25,018
Natural Gas Resold (Contra)	(700)	(400)	(412)	(424)	(437)	(450)
Water for Resale	12,000	10,000	10,300	10,609	10,927	11,255
Water Resold (Contra)	(4,500)	(500)	(515)	(530)	(546)	(563)
Electricity for Resale	194,000	84,000	86,520	89,116	91,789	94,543
Electricity Resold (Contra)	(194,000)	(84,000)	(86,520)	(89,116)	(91,789)	(94,543)
Equipment Rental	450	450	464	477	492	506
Small Tools and Equipment	100	150	155	159	164	169
Operating Supplies	4,100	2,603	2,681	2,762	2,844	2,930
Office Supplies	3,650	2,655	2,734	2,816	2,901	2,988
Postage	135	125	-	133	137	141
Janitorial	62,553	57,253	60,424	60,577	63,892	64,099
Legal Expense	6,000	1,030	6,061	6,243	6,430	6,623
Interfund Transfer	(23,396)	(22,393)	72,100	74,263	76,491	78,786
Outside Services	94,730	61,477	62,926	64,814	66,758	68,761
Lease Payments to Others	3,644	81,355	83,796	86,310	88,899	91,566
Outside Services - AMHS Fuel	-	-	-	-	-	-
Telephone and Communication	9,750	9,500	9,785	10,079	10,381	10,692
Travel	30,360	39,000	40,170	41,375	30,705	31,627
Employee Training	5,000	4,000	4,120	4,244	4,371	4,502
Advertising and Promotion	20,700	33,700	34,711	35,752	36,825	37,930
Promotional Hosting	4,000	7,000	7,210	7,426	7,649	7,879

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Marine Terminals Division						
Incidental Meeting Expense	600	458	471	485	500	515
Subscriptions	825	635	654	673	694	714
Publications and Tariffs	-	-	-	-	-	-
Membership Dues and Fees	3,325	3,044	3,555	3,581	3,607	3,634
Miscellaneous	1,200	500	515	530	546	563
Natural Gas	22,000	19,180	19,755	20,348	20,959	21,587
Water	35,000	43,459	44,763	25,914	26,691	27,492
Electricity	150,000	162,100	166,963	171,972	177,131	182,445
Garbage	35,750	40,343	40,962	42,774	43,449	45,353
Signage	2,250	2,250	2,310	2,372	2,435	2,501
Insurance and Claims	115,017	117,107	120,621	124,239	127,966	131,805
Taxes	5,300	4,354	4,485	4,619	4,758	4,900
Repair and Maintenance	119,356	144,805	149,149	153,624	158,232	162,979
Groundskeeping	83,500	65,450	67,414	69,436	71,519	73,665
Preventative Maintenance	58,438	83,519	86,025	87,882	90,518	92,489
Equipment	7,600	7,603	7,831	8,066	8,308	8,557
Expense	1,363,672	1,579,333	1,749,241	1,779,140	1,786,349	1,837,332
Total Marine Terminals	825,820	406,126	133,792	163,652	218,124	230,810

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Marine Cargo							
	Operating Revenue							
1-109-010-6010-0000	Dockage	504,489	349,103	196,334	204,187	212,354	220,849	Layberth Dockage \$156,168 (6 mos); SES \$169,928; Foss \$8,007; Misc. Barges \$15k
1-109-010-6305-0000	Space and Land Rental	118,452	124,383	129,359	134,533	139,914	145,511	Per RE projections
1-109-010-6360-0000	Miscellaneous Revenue	300	300	312	324	337	351	Per RE projections
1-109-010-6445-0000	Triple Net and CAM Charges	5,628	716	745	774	805	838	Per RE projections
	Operating Revenue	628,869	474,502	326,749	339,819	353,412	367,548	
	Expense							
1-109-010-7001-0000	Salaries and Wages	62,641	127,969	131,808	135,762	139,835	144,030	Acctg. to provide actuals. 50% Mgr; 25% Dir.; 70% Marketing Specialist
1-109-010-7002-0000	Salaries & Benefits Recovered	22,772	22,995	23,685	24,395	25,127	25,881	Acctg. to provide actuals
1-109-010-7306-0000	Security	1,000	500	515	530	546	563	Coverage for incident response
1-109-010-7003-0000	Employee Benefits	27,675	55,855	57,531	59,257	26,629	27,428	Acctg. to provide actuals. 50% Mgr; 25% Dir.; 50% Marketing Specialist (3 years)
1-109-010-7405-0000	Uncollectible Revenue	500	1,000	1,030	1,061	1,093	1,126	Projections provided by accounting
1-109-010-7110-0000	Electricity for Resale	175,000	65,000	66,950	68,959	71,027	73,158	As allocated by accounting
1-109-010-7111-0000	Electricity Resold (Contra)	(175,000)	(65,000)	(66,950)	(68,959)	(71,027)	(73,158)	Electricity billed back to Superior Energy + Horizon Lines
1-109-010-7203-0000	Equipment Rental	100	150	155	159	164	169	Boom rental
1-109-010-7204-0000	Small Tools and Equipment	100	150	155	159	164	169	Misc. tools & equip.
1-109-010-7205-0000	Operating Supplies	100	103	106	109	113	116	Main office allocation
1-109-010-7207-0000	Office Supplies	150	155	159	164	169	174	Main office allocation
1-109-010-7210-0000	Postage	35	25	26	27	27	28	Packages
1-109-010-7211-0000	Janitorial	6,664	5,253	6,864	5,411	7,070	5,573	2015 Contract Actuals + 3%
1-109-010-7301-0000	Legal Expense	1,000	1,030	1,061	1,093	1,126	1,159	Document review, etc.
1-109-010-7308-0000	Outside Services	55,265	22,228	22,895	23,582	24,289	25,018	Bio-Bug \$1500; COB \$1100; Dtech \$2500; USDA \$1k; Zee Medical \$500; Culligan \$500; TWIC renewal (1) = \$128, \$15k cc fees
1-109-010-7311-0000	Lease Payments to Others	544	9,255	9,533	9,819	10,113	10,417	DNR Lease Payments: \$3,555 + WW Use Permit \$5700
1-109-010-7115-0000	Telephone and Communication	3,250	3,000	3,090	3,183	3,278	3,377	\$1500 Tech, \$1k cell phone reimb.; \$500 payphone
1-109-010-7050-0000	Travel	20,000	31,500	32,445	33,418	22,510	23,185	Conference Travel \$17k ; NWMTA Travel 6 x \$750 ea. \$4500; Sales Trips 6 x \$8k; Fuel Reimb. \$2k
1-109-010-7006-0000	Employee Training	1,500	1,000	1,030	1,061	1,093	1,126	Secuirty training; % of CPR, Hazmat class
1-109-010-7313-0000	Advertising and Promotion	12,000	25,000	25,750	26,523	27,318	28,138	Shipping promotion \$23k; Advertising materials \$2k
1-109-010-7316-0000	Promotional Hosting	2,000	5,000	5,150	5,305	5,464	5,628	Gifts per POB Resolution #989C
1-109-010-7317-0000	Incidental Meeting Expense	350	258	265	273	281	290	Business meetings w/ potential clients
1-109-010-7213-0000	Subscriptions	325	335	345	355	366	377	Maritime Business magazines
1-109-010-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-109-010-7303-0000	Membership Dues and Fees	2,614	2,214	2,700	2,700	2,700	2,700	NWMTA dues \$1014; NWMTA reg. fees (3 x \$400) \$1200
1-109-010-7406-0000	Miscellaneous	200	-	-	-	-	-	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Marine Cargo							
1-109-010-7101-0000	Natural Gas	6,000	6,180	6,365	6,556	6,753	6,956	Operations @ 625 Cornwall + Warehouse #2
1-109-010-7102-0000	Water	20,000	28,459	29,313	10,000	10,300	10,609	Operations @ Warehouses + pier
1-109-010-7103-0000	Electricity	58,000	72,100	74,263	76,491	78,786	81,149	Operations - lights, etc. for common use area
1-109-010-7114-0000	Garbage	250	824	258	849	265	874	Recycling containers @ 625 Cornwall; Porta Potty service at main gate
1-109-010-7208-0000	Signage	250	250	250	250	250	250	Security Signage
1-109-010-7401-0000	Insurance and Claims	56,000	57,952	59,690	61,481	63,325	65,225	Acctg. to provide actuals
1-109-010-7402-0000	Taxes	1,800	1,854	1,910	1,967	2,026	2,087	State & local taxes
1-109-010-7501-0000	Repair and Maintenance	38,246	26,245	27,032	27,843	28,679	29,539	Maint. to provide budget \$\$'s
1-109-010-7502-0000	Groundskeeping	15,000	15,450	15,914	16,391	16,883	17,389	Maint. to provide budget \$\$'s
1-109-010-7503-0000	Preventative Maintenance	11,670	23,412	24,114	24,114	24,838	24,838	Maint. to provide budget \$\$'s
1-109-010-7504-0000	Equipment	100	103	106	109	113	116	Maint. to provide budget \$\$'s
	Expense	428,101	547,802	565,510	560,396	531,691	545,700	
	Marine Cargo	200,768	(73,300)	(238,761)	(220,577)	(178,280)	(178,152)	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Ferry, Bus, Rail							
	Operating Revenue							
1-109-009-6115-0000	Man Hour Service - Other	225,754	188,305	193,954	199,773	205,766	211,939	Per Terminal Services Contract 2015 - 2018
1-109-009-6150-0000	Commercial Berth and Moorage	60,810	59,538	61,324	63,163	65,058	67,010	Charter, vessel mfg & USCG moorage
1-109-009-6151-0000	Pleasure Berth and Moorage	1,250	1,250	1,288	1,326	1,366	1,407	Seasonal monthly moorage in F'haven. \$250/mo. x 5 mos.
1-109-009-6152-0000	Pleasure Transient Moorage	600	500	515	530	546	563	Seasonal moorage buoys + linear moorage
1-109-009-6157-0000	Boat Launch Fees	11,305	7,700	7,931	8,169	8,414	8,666	1100 launches @ \$7/launch
1-109-009-6305-0000	Space and Land Rental	764,819	782,892	806,378	830,570	855,487	881,151	
1-109-009-6353-0000	Fuel Flowage Fees	66,000	66,000	67,980	70,019	72,120	74,284	no X-gulf ferry 2016
1-109-009-6360-0000	Miscellaneous Revenue	3,960	3,660	3,770	3,883	3,999	4,119	Per RE projections for 2016
1-109-009-6430-0000	Passenger Tariff Fees	2,000	3,500	3,605	3,713	3,825	3,939	\$2k (pax. cap for SJC); \$1500 combined from Zodiac & Gato Verde
1-109-009-6440-0000	Concession Fees	9,443	9,500	9,785	10,079	10,381	10,692	Concession fee's: Vending machines, Phones, etc.
1-109-009-6445-0000	Triple Net and CAM Charges	354,682	351,112	361,645	372,494	383,669	395,179	
1-109-009-6455-0000	Parking Fees	60,000	37,000	38,110	39,253	40,431	41,644	Reduction in parking fee's by 33% due to loss of 50 parking stalls in 2016
	Operating Revenue	1,560,623	1,510,956	1,556,284	1,602,973	1,651,062	1,700,594	
	Expense							
1-109-009-7001-0000	Salaries and Wages	209,318	204,872	210,404	216,084	221,919	227,911	2 FTE's, 1 PTE, 2 Temps, + Mgr & Dir; Included \$2k for OT billed to AMHS (Acctg. to provide actuals)
1-109-009-7002-0000	Salaries & Benefits Recovered	14,694	20,337	20,947	21,576	22,223	22,889	
1-109-009-7306-0000	Security	29,166	31,000	31,930	32,888	33,875	34,891	3% of 2015 budget \$30k; Additional \$1k in OT
1-109-009-7003-0000	Employee Benefits	125,569	109,766	113,059	116,451	119,944	123,543	
1-109-009-7405-0000	Uncollectible Revenue	1,000	1,000	1,030	1,061	1,093	1,126	
1-109-009-7209-0000	Freight Charges	100	-	-	-	-	-	-
1-109-009-7104-0000	Gasoline and Diesel	500	22,228	22,895	23,582	24,289	25,018	Bio-Bug \$1500; COB \$1100; Dtech \$2500; USDA \$1k; Zee Medical \$500; Culligan \$500; TWIC renewal (1) = \$128, \$15k cc fees
1-109-009-7107-0000	Natural Gas Resold (Contra)	(700)	(400)	(412)	(424)	(437)	(450)	Billed to Café; % of NG for Op's
1-109-009-7108-0000	Water for Resale	12,000	10,000	10,300	10,609	10,927	11,255	Water for USCG & AMHS
1-109-009-7109-0000	Water Resold (Contra)	(4,500)	(500)	(515)	(530)	(546)	(563)	USCG Water Usage Only
1-109-009-7110-0000	Electricity for Resale	19,000	19,000	19,570	20,157	20,762	21,385	
1-109-009-7111-0000	Electricity Resold (Contra)	(19,000)	(19,000)	(19,570)	(20,157)	(20,762)	(21,385)	Electricity billed to moorage & lease tenants
1-109-009-7203-0000	Equipment Rental	350	300	309	318	328	338	Floor scrubber & zoom boom rental
1-109-009-7205-0000	Operating Supplies	4,000	2,500	2,575	2,652	2,732	2,814	Cones, barricades, Duct tape, etc.
1-109-009-7207-0000	Office Supplies	3,500	2,500	2,575	2,652	2,732	2,814	paper, storage boxes, folders
1-109-009-7210-0000	Postage	100	100	103	106	109	113	
1-109-009-7211-0000	Janitorial	55,889	52,000	53,560	55,167	56,822	58,526	Janitorial contract = \$40k; BCT cleaning supplies \$12k
1-109-009-7301-0000	Legal Expense	5,000	-	5,000	5,150	5,305	5,464	
1-109-009-7312-0000	Interfund Transfer	(23,396)	(22,393)	(23,065)	(23,757)	(24,470)	(25,204)	Division Allocation to M&E for 2016

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Ferry, Bus, Rail							
1-109-009-7308-0000	Outside Services	39,465	39,249	40,031	41,232	42,469	43,743	Inspect. - \$5k; Copier lease - \$3.5k; Alarm monitoring - \$2200; BioBug - \$2k; USDA - \$1k; TWIC renewals (3) = \$384; Website admin. - \$165
1-109-009-7311-0000	Lease Payments to Others	3,100	72,100	74,263	76,491	78,786	81,149	Lease payment to DNR
1-109-009-7309-0000	Outside Services - AMHS Fuel	-	-					
1-109-009-7115-0000	Telephone and Communication	6,500	6,500	6,695	6,896	7,103	7,316	No change from 2015 budget. \$4.7k PC & phone lines (incl. payphone & fiber lease); \$1450 Dir/Mgr cell reimb.; \$350 misc. software upgrades
1-109-009-7050-0000	Travel	10,360	7,500	7,725	7,957	8,195	8,441	Travel/Lodging - AK Gov't meetings + SEC (2 staff x 2 trips) = \$7.5k (Incl. SEC registration fee's)
1-109-009-7006-0000	Employee Training	3,500	3,000	3,090	3,183	3,278	3,377	CPR, Hazmat, Stormwater courses (\$2k); Misc. online courses for staff (\$1k)
1-109-009-7313-0000	Advertising and Promotion	8,700	8,700	8,961	9,230	9,507	9,792	No change from 2015. \$4k Vis. Bureau; \$4k tenant promo ad's; \$700 Fairhaven Map/ad's
1-109-009-7316-0000	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	Gifts per POB Resolution #989C; \$1.5k Sponsorship (Feb) SEC meeting (good for all year); \$500 misc. promo items
1-109-009-7317-0000	Incidental Meeting Expense	250	200	206	212	219	225	Refreshments, etc. for tenant meetings & trainings
1-109-009-7213-0000	Subscriptions	500	300	309	318	328	338	Trade magazines
1-109-009-7303-0000	Membership Dues and Fees	711	830	855	881	907	934	SEC Annual Membership Fee - \$330; AK Chamber of Commerce - \$500
1-109-009-7406-0000	Miscellaneous	1,000	500	515	530	546	563	Culligan, Zee Medical, credit card transaction fees
1-109-009-7101-0000	Natural Gas	16,000	13,000	13,390	13,792	14,205	14,632	Bldg & water heater heat
1-109-009-7102-0000	Water	15,000	15,000	15,450	15,914	16,391	16,883	Water for operations
1-109-009-7103-0000	Electricity	92,000	90,000	92,700	95,481	98,345	101,296	Operational electricity
1-109-009-7114-0000	Garbage	35,500	39,519	40,705	41,926	43,183	44,479	Yearly services + seasonal B/L dumpster; 1 - 30yd. Dumpster
1-109-009-7208-0000	Signage	2,000	2,000	2,060	2,122	2,185	2,251	Signage replacements; Sign lettering at terminal
1-109-009-7401-0000	Insurance and Claims	59,017	59,156	60,930	62,758	64,641	66,580	
1-109-009-7402-0000	Taxes	3,500	2,500	2,575	2,652	2,732	2,814	State & Local Taxes
1-109-009-7501-0000	Repair and Maintenance	81,110	118,560	122,117	125,780	129,554	133,440	
1-109-009-7502-0000	Groundskeeping	68,500	50,000	51,500	53,045	54,636	56,275	
1-109-009-7503-0000	Preventative Maintenance	46,768	60,107	61,910	63,768	65,681	67,651	
1-109-009-7504-0000	Equipment	7,500	7,500	7,725	7,957	8,195	8,441	
	Expense	935,571	1,031,530	1,066,466	1,097,829	1,130,116	1,163,353	
	Ferry, Bus, Rail	625,052	479,425	489,818	505,144	520,946	537,241	

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, Maritime, 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 2016 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 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, 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.
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 and Blaine Marine Industrial Area in support of our marine trades businesses.

6. In concert with Aviation and Planning Divisions, 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.
7. Continue to offer attractive lease rates to commercial marine businesses in order to maximize Marine Trades occupancy on Port-owned harbor buildings and properties. Continue to offer attractive lease rates especially as they related to in-water marine infrastructure capital costs where Marine Trades businesses must rely on water access.

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, Squalicum Harbor, Bellwether on the Bay®, Hilton Harbor, Fairhaven, Blaine Harbor and Sumas, and is strategically planning for additional acreage in the Waterfront District. Improved property totals approximately 1,367,900 square feet of office, commercial, and industrial building space. Within these holdings are approximately 233 tenants holding 279 lease or other agreements (rentals, permits, or licenses)

Staff Structure

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

Source of Funding: Operating Income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$6,142,223	\$6,007,105	\$6,020,234
Operating Expenses	1,776,560	1,729,419	1,541,445
Net Cash Flow	4,365,663	4,277,686	4,478,789

Major 2016 Capital Projects (over \$100,000):

Reconfigure AAM & Shipyard property	\$9,527,083
Shipyard Pier (2015 – 2016: \$8,936,472)	\$1,786,472
Refurbish north and south pier in Blaine	\$842,058
Replace fire suppression system: Squalicum Esplanade	\$511,226
Lighting upgrades to FMIP 1, 2, & 7	\$133,962

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Real Estate							
	Operating Revenue							
1-107-007-6305-0000	Space and Land Rental	5,827,794	5,956,566	6,363,626	6,603,236	6,852,287	7,111,152	Contractual rent - then 4% increase
1-107-007-6360-0000	Miscellaneous Revenue	2,000	2,000	2,080	2,163	2,250	2,340	Estimated
1-107-007-6440-0000	Concession Fees	127,000	138,000	140,760	143,575	146,447	149,376	Estimated - then 2% increase
1-107-007-6445-0000	Triple Net and CAM Charges	50,311	45,657	47,483	49,382	51,358	53,412	Contractual then 4% increase
	Operating Revenue	6,007,105	6,142,223	6,553,949	6,798,356	7,052,342	7,316,280	
	Expense							
1-107-007-7001-0000	Salaries and Wages	371,104	385,170	396,725	408,627	420,886	433,512	
1-107-007-7002-0000	Salaries & Benefits Recovered	(151,591)	(183,450)	(188,954)	(194,622)	(200,461)	(206,475)	
1-107-007-7306-0000	Security							Estimated includes \$4k increased security + high impact tenant events - less ITB reimbursement for Alarm
		16,000	15,700	16,171	16,656	17,156	17,670	
1-107-007-7003-0000	Employee Benefits	181,923	176,450	181,744	187,196	192,812	198,596	
1-107-007-7405-0000	Uncollectible Revenue	20,000	20,000	20,600	21,218	21,855	22,510	Estimated
1-107-007-7106-0000	Natural Gas for Resale	13,000	13,000	13,390	13,792	14,205	14,632	Estimated
1-107-007-7107-0000	Natural Gas Resold (Contra)	(13,000)	(13,000)	(13,390)	(13,792)	(14,205)	(14,632)	
1-107-007-7108-0000	Water for Resale	15,000	10,000	10,300	10,609	10,927	11,255	Estimated
1-107-007-7109-0000	Water Resold (Contra)	(15,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	
1-107-007-7110-0000	Electricity for Resale	475,000	497,817	512,752	528,134	543,978	560,297	Estimated based on 2015 projected
1-107-007-7111-0000	Electricity Resold (Contra)	(475,000)	(497,817)	(512,752)	(528,134)	(543,978)	(560,297)	
1-107-007-7112-0000	Garbage for Resale	14,665	14,665	15,105	15,558	16,025	16,506	Hearthfire rebill
1-107-007-7113-0000	Garbage Resold (Contra)	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
1-107-007-7203-0000	Equipment Rental	3,000	3,000	3,090	3,183	3,278	3,377	
1-107-007-7207-0000	Office Supplies	5,000	5,000	5,150	5,305	5,464	5,628	Estimated, inclds \$527.59 copier lease
1-107-007-7210-0000	Postage	3,600	3,600	3,708	3,819	3,934	4,052	Estimated \$300/month
1-107-007-7211-0000	Janitorial							Estimated including supplies + \$140/month
		85,769	60,695	62,516	64,391	66,323	68,313	Entry mats + 10% increase - less BWB reimbursements
1-107-007-7301-0000	Legal Expense	30,000	30,000	30,900	31,827	32,782	33,765	Estimated
1-107-007-7312-0000	Interfund Transfer							includes \$50k Gate 2 habitat bench restoration and \$47K Slater Road DFW
		14,663	9,644	(17,086)	(16,350)	(18,147)	(19,983)	
1-107-007-7308-0000	Outside Services							D&B/Credit reporting \$2k 2016 AIP Fire est. \$46,874 - 40% of \$117,185 contract (Leutwiler 8/8/15); Towing \$300; Appraisals \$25k; \$20k C.C. fees, Broker fee \$10k, \$650 for Website dept header, \$4,000 for PSM Maintenance Contract
		71,308	108,824	112,089	115,451	118,915	122,482	
1-107-007-7311-0000	Lease Payments to Others	11,573	9,759	10,052	10,353	10,664	10,984	PMA payment to DNR
1-107-007-7115-0000	Telephone and Communication	16,000	16,160	16,645	17,144	17,658	18,188	Estimated - less ITB reimbursement
1-107-007-7050-0000	Travel	4,000	4,000	4,120	4,244	4,371	4,502	Projected employee education travel
1-107-007-7006-0000	Employee Training	5,000	5,000	5,150	5,305	5,464	5,628	Annual planned training
1-107-007-7313-0000	Advertising and Promotion							To promote high level of occupancy & focused marketing effort on AIP
		25,000	25,000	25,750	26,523	27,318	28,138	

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Real Estate							
1-107-007-7316-0000	Promotional Hosting	4,000	4,000	4,120	4,244	4,371	4,502	Developer/broker meetings; annual tenant mixer
1-107-007-7317-0000	Incidental Meeting Expense	1,000	1,000	1,030	1,061	1,093	1,126	Estimated
1-107-007-7213-0000	Subscriptions	170	170	175	180	186	191	Psbj \$95, BBJ \$50, NWBJ \$25
1-107-007-7303-0000	Membership Dues and Fees	3,591	3,661	3,771	3,884	4,000	4,120	(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. x5%
1-107-007-7406-0000	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
1-107-007-7101-0000	Natural Gas	35,000	35,935	37,013	38,123	39,267	40,445	Estimated
1-107-007-7102-0000	Water	45,500	50,988	52,518	54,093	55,716	57,387	Estimated
1-107-007-7103-0000	Electricity	124,500	110,261	113,569	116,976	120,485	124,100	Estimated
1-107-007-7114-0000	Garbage	32,000	36,728	37,830	38,965	40,134	41,338	Estimated
1-107-007-7208-0000	Signage	3,500	4,332	4,462	4,596	4,734	4,876	Estimated - R/E signs
1-107-007-7401-0000	Insurance and Claims	190,115	197,274	203,192	209,288	215,566	222,033	
1-107-007-7402-0000	Taxes	1,500	1,500	1,545	1,591	1,639	1,688	Taxes on Misc. Revenue=Transfer fees, Coupon insert fee, Bellwether Option
1-107-007-7501-0000	Repair and Maintenance	316,252	368,799	379,863	391,259	402,997	415,087	Estimated then 3% increase + \$30k for FMIP Fire Suppression + AAM
1-107-007-7502-0000	Groundskeeping	140,726	143,430	147,733	152,165	156,730	161,432	Estimated then 3% increase - Emphasis continues on reducing costs
1-107-007-7503-0000	Preventative Maintenance	115,416	120,130	123,734	127,446	131,269	135,207	Estimated then 3% increase
1-107-007-7504-0000	Equipment	2,000	2,000	2,000	2,000	2,000	2,000	
	Expense	1,729,419	1,776,560	1,802,777	1,858,049	1,912,424	1,968,445	
	Operating	4,277,686	4,365,663	4,751,172	4,940,307	5,139,918	5,347,835	

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 2016 Objectives:

1. Modify the Fairhaven Comprehensive Scheme of Harbor Improvements to reflect final designs for the Shipyard and All American Marine expansion, and work with other Departments to implement key projects.
2. Develop an outline and format for a consolidated Port-Wide Comprehensive Scheme of Harbor Improvements and work with other Departments to establish a process and schedule to complete this plan in 2017.
3. Continue to 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 airport properties for development.
4. Work with Port operating divisions and the City of Blaine to coordinate cleanup, redevelopment and public access within the Blaine Industrial Area, Marine Drive and the Blaine End Pier.
5. Work with the Engineering, Public Records and Real Estate Divisions to establish a coordinated system to organize GIS maps and data to facilitate information sharing and retrieval.

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 Director's time is charged to the Economic Development Division.

Source of Funding: Net operating Income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	156,948	154,430	140,066
Net Cash Flow	-156,948	-154,430	-140,066

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Planning & Development							
	Expense							
	Variable Expenses							
1-108-008-7001-0000	Salaries and Wages	175,638	180,906	186,333	191,923	197,681	203,611	From Accounting
1-108-008-7002-0000	Salaries & Benefits Recovered	(121,304)	(123,910)	(127,627)	(131,456)	(135,400)	(139,462)	
1-108-008-7003-0000	Employee Benefits	68,347	66,913	68,920	70,988	73,118	75,311	From Accounting
1-108-008-7203-0000	Equipment Rental	2,000	2,500	2,575	2,652	2,731	2,813	Ricoh color copier rental plus per page cost
1-108-008-7207-0000	Office Supplies	1,800	1,500	1,500	1,500	1,500	1,500	Paper, office supplies and copier toner.
1-108-008-7210-0000	Postage	50	50	50	50	50	50	
1-108-008-7301-0000	Legal Expense	3,000	2,500	2,500	2,500	2,500	2,500	Legal advise on planning and permit issues.
1-108-008-7312-0000	Interfund Transfer	2,293	2,559	2,830	3,107	3,389	3,677	\$ 13,559 office rent less \$10,000 transfer in for wetland site and \$1000 for public records.
1-108-008-7308-0000	Outside Services	5,000	5,000	5,000	5,000	5,000	5,000	Consultant services.
1-108-008-7311-0000	Lease Payment to Others	10,000	10,000	10,000	10,000	10,000	10,000	WDFW payment for wetland mitigation site.
1-108-008-7115-0000	Telephone and Communication	1,930	2,500	2,500	2,500	2,500	2,500	Office phone and cle phones for 2 FTE
1-108-008-7050-0000	Travel	1,500	1,500	1,500	1,500	1,500	1,500	Lodging meals and milage for training and meetings.
1-108-008-7006-0000	Employee Training	1,500	1,500	1,500	1,500	1,500	1,500	Planning conferences, GIS training and First Aid.
1-108-008-7313-0000	Advertising and Promotion	600	600	600	600	600	600	Legal ads
1-108-008-7317-0000	Incidental Meeting Expense	100	100	100	100	100	100	
1-108-008-7213-0000	Subscriptions	220	800	300	300	300	300	Public Land Surveying data plus ITE traffic manual
1-108-008-7303-0000	Membership Dues and Fees	527	650	669	689	710	731	American Planning Association/AICP & Urban land Institute.
1-108-008-7406-0000	Miscellaneous	450	500	500	500	500	500	
1-108-008-7401-0000	Insurance and Claims	779	780	803	827	852	877	
1-108-008-7402-0000	Taxes	-						
	Expense	154,430	156,948	160,553	164,780	169,131	173,609	
	Planning & Development	(154,430)	(156,948)	(160,553)	(164,780)	(169,131)	(173,609)	

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 2016 Objectives:

1. Strive to provide excellent services efficiently.
2. Convert Facilities records, including all drawings, studies, inspections, and logs to an indexed, searchable digital format that is available for viewing.
3. Improve services and communications with project sponsors by providing pre-project questionnaires and offering a sponsor education class.

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, one part time Administrative Assistant; and 20 craft employees and 16 seasonal employees in the Maintenance Department.

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

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
Facilities Division							
Revenue							
Operating Revenue							
External Revenue Transfer	25,750	17,753	18,286	18,834	19,399	19,981	
Miscellaneous Revenue	2,000	2,000	2,060	2,122	2,185	2,251	
Operating Revenue	27,750	19,753	20,346	20,956	21,585	22,232	
Expense							
Salaries and Wages	1,972,771	2,019,159	2,079,734	2,142,126	2,206,390	2,272,581	
Salaries & Benefits Recovered	(470,031)	(426,105)	(438,888)	(452,055)	(465,616)	(479,585)	
Employee Benefits	1,028,038	1,055,085	1,086,738	1,119,340	1,152,920	1,187,507	
Gasoline and Diesel	82,400	43,224	44,521	45,856	47,232	48,649	
Equipment Rental	37,272	11,950	12,309	12,678	13,058	13,450	
Small Tools and Equipment	33,479	43,984	35,519	36,584	37,682	38,812	
Operating Supplies	480,000	-	-	-	-	-	
Operating Supplies - Internal	20,600	21,630	22,279	22,947	23,636	24,345	
Office Supplies	16,116	8,650	8,910	9,177	9,452	9,736	
Postage	1,833	1,929	1,987	2,046	2,108	2,171	
Janitorial	38,197	31,779	32,732	33,714	34,726	35,768	
Janitorial Supplies - Port Use	6,934	810	834	859	885	912	
Legal Expense	5,798	6,000	6,180	6,365	6,556	6,753	
Interfund Transfer	(412)	(5,412)	(5,412)	(5,412)	(5,412)	(5,412)	
Outside Services	445,166	5,000	5,150	5,305	5,464	5,628	
Lease Payments to Others	3,886	3,886	4,003	4,123	4,246	4,374	
Outside Services - Internal	2,060	13,731	14,143	14,567	15,004	15,454	
Telephone and Communication	21,078	24,435	25,168	25,923	26,701	27,502	
Travel	2,299	2,527	2,603	2,681	2,761	2,844	
Employee Training	25,918	44,191	41,166	41,862	42,579	43,317	
Advertising and Promotion	546	550	567	583	601	619	
Incidental Meeting Expense	260	750	773	796	820	844	
Subscriptions	295	8,856	9,122	9,395	9,677	9,968	
Membership Dues and Fees	3,911	3,715	3,448	3,948	3,651	4,158	
Miscellaneous	5,672	9,487	9,772	10,065	10,367	10,678	
Natural Gas	17,951	13,984	14,404	14,836	15,281	15,739	
Water	5,759	6,031	6,212	6,398	6,590	6,788	
Electricity	49,876	45,292	46,651	48,050	49,492	50,977	
Garbage	24,113	24,705	25,446	26,210	26,996	27,806	
Insurance and Claims	34,542	31,334	32,274	33,242	34,239	35,266	
Taxes	20	210	216	223	229	236	
Repair and Maintenance	60,994	77,257	92,290	95,058	97,910	100,847	
Groundskeeping	13,451	7,715	7,946	8,184	8,430	8,683	
Preventative Maintenance	66,677	68,286	70,335	72,445	74,618	76,856	
Equipment	134,556	135,305	139,364	143,545	147,851	152,287	

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
Facilities Division							
Interfund Transfer	(3,358,667)	(2,561,553)	(2,641,329)	(2,720,569)	(2,802,186)	(2,886,252)	
Capital Interfund Transfer	(250,000)	(190,000)	(195,700)	(201,571)	(207,618)	(213,847)	
Interfund Expensed Transfer	-	-	-	-	-	-	
Expense	563,358	588,376	601,461	619,524	637,318	656,458	
Total Facilities	(535,608)	(568,623)	(581,115)	(598,568)	(615,734)	(634,226)	

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

2016 Objectives:

1. Provide professional engineering, project management, and contractual expertise to support the \$30.6 million Whatcom Waterway Phase One Cleanup project.
2. Provide professional engineering, project management, and contractual expertise to support the Fairhaven Shipyard Pier Replacement and All American Marine Fabrication Facility projects.
3. Partner with the hotel developer at the airport by designing the Mitchell Way capital projects, including the pedestrian crosswalk and sidewalk extension to reach completion in synchronization with the hotel opening.

Source of Funding: Net operating income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	181,048	191,433	199,547
Net Cash Flow	-181,048	-191,433	-199,547

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Engineering							
	Expense							
1-110-016-7001-0000	Salaries and Wages	328,033	317,308	326,827	336,632	346,731	357,133	
1-110-016-7002-0000	Salaries & Benefits Recovered	(344,845)	(332,232)	(342,199)	(352,465)	(363,039)	(373,930)	
1-110-016-7003-0000	Employee Benefits	162,680	157,309	162,028	166,889	171,896	177,053	
1-110-016-7203-0000	Equipment Rental	5,901	6,000	6,180	6,365	6,556	6,753	Ricoh, Cannon, & Pitney Bowes rentals
1-110-016-7207-0000	Office Supplies	9,254	3,500	3,605	3,713	3,825	3,939	
1-110-016-7210-0000	Postage	546	800	824	849	874	900	Postal Express; USPS;
1-110-016-7312-0000	Interfund Transfer	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
1-110-016-7308-0000	Outside Services	6,556	1,500	1,545	1,591	1,639	1,688	Sound Recycling;
1-110-016-7115-0000	Telephone and Communication	5,328	7,000	7,210	7,426	7,649	7,879	Comcast; Long distance; cell subsidies, conference calls
1-110-016-7050-0000	Travel	656	650	670	690	710	732	
1-110-016-7006-0000	Employee Training	10,000	10,000	12,000	12,000	12,000	12,000	\$3k each + All Facilities training
1-110-016-7317-0000	Incidental Meeting Expense	130	250	258	265	273	281	
1-110-016-7213-0000	Subscriptions	130	5,900	6,077	6,259	6,447	6,641	Autodesk, ArcGIS software annual subscription fees
1-110-016-7303-0000	Membership Dues and Fees	546	465	100	500	100	500	EIT Exam + PE Licenses
1-110-016-7406-0000	Miscellaneous	656	2,500	2,575	2,652	2,732	2,814	
1-110-016-7401-0000	Insurance and Claims	630	298	307	316	325	335	
1-110-016-7503-0000	Preventative Maintenance	2,732	1,300	1,339	1,379	1,421	1,463	
1-110-016-7504-0000	Equipment	2,500	3,500	3,605	3,713	3,825	3,939	Engr vehicle gas
	Expense	191,433	181,048	187,950	193,776	198,964	205,120	
	Engineering	(191,433)	(181,048)	(187,950)	(193,776)	(198,964)	(205,120)	

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

2016 Objectives:

1. Track progress made between the Seattle Area District Office of the Federal Aviation Administration and the Washington State Department of Transportation Aviation Division towards finalization of the statewide Disadvantaged Business Enterprise Disparity Study.
2. Maintain all construction contracts and service agreement in accordance with the current federal and state regulations and internal policies and guidelines.
3. Standardize the pre-construction agenda template to be used by Port Project Engineers and Managers.

Source of Funding: Net operating income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	322,576	333,111	337,616
Net Cash Flow	-322,576	-333,111	-337,616

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Facilities							
	Expense							
1-110-017-7001-0000	Salaries and Wages	200,741	184,183	189,708.49	195,399.74	201,261.74	207,299.59	
1-110-017-7002-0000	Salaries & Benefits Recovered	(125,186)	(93,873.00)	(96,689.19)	(99,589.87)	(102,577.56)	(105,654.89)	
1-110-017-7003-0000	Employee Benefits	77,091	70,334	72,444.02	74,617.34	76,855.86	79,161.54	
1-110-017-7203-0000	Equipment Rental	393	950	979	1,008	1,038	1,069	Copiers, printers for HCB
1-110-017-7207-0000	Office Supplies	1,506	500	515	530	546	563	
1-110-017-7210-0000	Postage	787	800	824	849	874	900	
1-110-017-7211-0000	Janitorial	28,675	20,080	20,682	21,303	21,942	22,600	
1-110-017-7301-0000	Legal Expense	5,000	5,000	5,150	5,305	5,464	5,628	
1-110-017-7312-0000	Interfund Transfer	(412)	(412)	(412)	(412)	(412)	(412)	
	Outside Services	6,556	3,500	3,605	3,713	3,825	3,939	Sound Recycle; Biobug; WCR; Guardian Security
1-110-017-7308-0000								
1-110-017-7115-0000	Telephone and Communication	1,250	2,500	2,575	2,652	2,732	2,814	
1-110-017-7050-0000	Travel	500	700	721	743	765	788	
	Employee Training	5,000	11,700	6,000	6,001	6,002	6,003	\$3kx2; \$1,500 Foreman meetings; \$4,200 whole mtgs
1-110-017-7006-0000								
1-110-017-7313-0000	Advertising and Promotion	546	550	567	583	601	619	Annual Roster Advertisements
1-110-017-7317-0000	Incidental Meeting Expense	130	500	515	530	546	563	
1-110-017-7303-0000	Membership Dues and Fees	656	250	258	265	273	281	
1-110-017-7406-0000	Miscellaneous	656	2,500	2,575	2,652	2,732	2,814	
1-110-017-7101-0000	Natural Gas	10,490	6,300	6,489	6,684	6,884	7,091	
1-110-017-7102-0000	Water	1,639	1,700	1,751	1,804	1,858	1,913	
1-110-017-7103-0000	Electricity	36,000	31,000	31,930	32,888	33,875	34,891	
1-110-017-7114-0000	Garbage	5,573	5,100	5,253	5,411	5,573	5,740	
1-110-017-7401-0000	Insurance and Claims	13,020	12,915	13,302	13,701	14,112	14,536	
1-110-017-7501-0000	Repair and Maintenance	43,000	44,290	45,619	46,987	48,397	49,849	
1-110-017-7502-0000	Groundskeeping	6,365	3,000	3,090	3,183	3,278	3,377	
1-110-017-7503-0000	Preventative Maintenance	11,670	7,000	7,210	7,426	7,649	7,879	
1-110-017-7504-0000	Equipment	1,465	1,509	1,554	1,601	1,649	1,698	
	Expense	333,111	322,576	326,214	335,834	345,743	355,948	
	Facilities	(333,111)	(322,576)	(326,214)	(335,834)	(345,743)	(355,948)	

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: 23 FTE's and 16 Seasonal Employees

2016 Objectives:

1. Implement a new Work Order System.
2. Develop and train the pertinent represented staff in response to recent attrition.
3. Develop and implement systems to track work performance.

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

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$19,753	\$27,750	\$61,067
Interfund Transfers	2,751,553	3,608,667	3,342,091
Operating Expenses	2,836,306	3,646,677	3,327,599
Net Cash Flow	-65,000	-10,260	75,559

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Maintenance							
	Operating Revenue							
1-110-018-6356-0000	External Revenue Transfer	25,750	17,753	18,286	18,834	19,399	19,981	
1-110-018-6360-0000	Miscellaneous Revenue	2,000	2,000	2,060	2,122	2,185	2,251	
	Operating Revenue	27,750	19,753	20,346	20,956	21,585	22,232	
	Expense							
1-110-018-7001-0000	Salaries and Wages	1,443,997	1,517,668	1,563,198	1,610,094	1,658,397	1,708,149	
1-110-018-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-110-018-7003-0000	Employee Benefits	788,267	827,442	852,265	877,833	904,168	931,293	
1-110-018-7104-0000	Gasoline and Diesel	82,400	43,224	44,521	45,856	47,232	48,649	
1-110-018-7203-0000	Equipment Rental	30,978	5,000	5,150	5,305	5,464	5,628	
1-110-018-7204-0000	Small Tools and Equipment	33,479	43,984	35,519	36,584	37,682	38,812	
1-110-018-7205-0000	Operating Supplies	480,000	-	-	-	-	-	
1-110-018-7206-0000	Operating Supplies - Internal	20,600	21,630	22,279	22,947	23,636	24,345	
1-110-018-7207-0000	Office Supplies	5,356	4,650	4,790	4,933	5,081	5,234	
1-110-018-7210-0000	Postage	500	329	339	349	360	370	
1-110-018-7211-0000	Janitorial	9,522	11,699	12,050	12,411	12,784	13,167	
1-110-018-7212-0000	Janitorial Supplies - Port Use	6,934	810	834	859	885	912	
1-110-018-7301-0000	Legal Expense	798	1,000	1,030	1,061	1,093	1,126	
1-110-018-7308-0000	Outside Services	432,054	-	-	-	-	-	
1-110-018-7311-0000	Lease Payments to Others	3,886	3,886	4,003	4,123	4,246	4,374	DNR PMA
1-110-018-7310-0000	Outside Services - Internal	2,060	13,731	14,143	14,567	15,004	15,454	Crane insp., laundry, etc.
1-110-018-7115-0000	Telephone and Communication	14,500	14,935	15,383	15,845	16,320	16,809	22 phones, 3 w/data
1-110-018-7050-0000	Travel	1,143	1,177	1,212	1,249	1,286	1,325	Staff recertification classes
1-110-018-7006-0000	Employee Training	10,918	22,491	23,166	23,861	24,577	25,314	CDL's, Alerton,Linnel, TWIC
1-110-018-7213-0000	Subscriptions	165	2,956	3,045	3,136	3,230	3,327	
1-110-018-7303-0000	Membership Dues and Fees	2,709	3,000	3,090	3,183	3,278	3,377	Electrical & POC licenses
1-110-018-7406-0000	Miscellaneous	4,360	4,487	4,622	4,760	4,903	5,050	
1-110-018-7101-0000	Natural Gas	7,461	7,684	7,915	8,152	8,397	8,648	
1-110-018-7102-0000	Water	4,120	4,331	4,461	4,595	4,733	4,875	
1-110-018-7103-0000	Electricity	13,876	14,292	14,721	15,162	15,617	16,086	
1-110-018-7114-0000	Garbage	18,540	19,605	20,193	20,799	21,423	22,066	
1-110-018-7401-0000	Insurance and Claims	20,892	18,121	18,665	19,225	19,801	20,395	
1-110-018-7402-0000	Taxes	20	210	216	223	229	236	
1-110-018-7501-0000	Repair and Maintenance	17,994	32,967	46,671	48,071	49,513	50,999	
1-110-018-7502-0000	Groundskeeping	7,086	4,715	4,856	5,002	5,152	5,306	

<u>Account</u>	<u>Description</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Description</u>
	Maintenance							
1-110-018-7503-0000	Preventative Maintenance	52,275	59,986	61,786	63,639	65,548	67,515	
1-110-018-7504-0000	Equipment	130,591	130,296	134,205	138,231	142,378	146,649	
1-110-018-6357-0000	Interfund Transfer	(3,358,667)	(2,561,553)	(2,641,329)	(2,720,569)	(2,802,186)	(2,886,252)	
1-110-018-6358-0000	Capital Interfund Transfer	(250,000)	(190,000)	(195,700)	(201,571)	(207,618)	(213,847)	
1-110-018-6359-0000	Interfund Expensed Transfer	-	-					
	Expense	38,814	84,752	87,296	89,914	92,612	95,390	
	Maintenance	(11,064)	(65,000)	(66,950)	(68,958)	(71,027)	(73,158)	

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 2016 Objectives:

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

Staff, Facilities and Structure:

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

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

The Information Technology Services program has a staff of three and is managed by the Information Technology Manager who reports to the 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.

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Administration						
Revenue						
Operating Revenue						
Other Property Rentals	-	-	-	-	-	-
Conduit Leases	1,790	1,790	1,790	1,790	1,790	1,790
Fiber Leases	12,000	12,000	12,000	12,000	12,000	12,000
HTCI Cabinet Rentals	-	-	-	-	-	-
Bandwidth Sales	19,000	19,000	19,000	19,000	19,000	19,000
Operating Revenue	32,790	32,790	32,790	32,790	32,790	32,790
Expense						
Salaries and Wages	727,437	750,948	773,476	796,681	820,581	845,199
Salaries/Benefits Recovered	(26,640)	(21,359)	(22,000)	(22,660)	(23,340)	(24,040)
Employee Benefits	427,824	360,895	371,722	382,874	394,360	406,191
Freight Charges	243	200	200	200	200	200
Equipment Rental	5,880	7,490	7,685	7,886	8,094	8,307
Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688
Office Supplies	14,300	13,200	13,416	13,638	13,868	14,104
Postage	1,970	2,070	2,129	2,189	2,251	2,315
Legal Expense	3,600	4,100	4,196	4,295	4,397	4,502
Interfund Transfers	431	520	611	704	800	899
Outside Services	96,735	89,776	92,319	94,939	97,637	100,416
Telephone and Communication	11,300	11,929	12,287	12,656	13,035	13,426
Travel	8,600	5,600	5,750	5,905	6,064	6,228
Employee Training	12,000	12,000	12,300	12,609	12,927	13,255
Promotional Hosting	425	375	380	386	391	397
Incidental Meeting Expense	475	500	509	518	528	538
Subscriptions	9,300	12,900	18,912	16,144	13,537	19,450
Memberships Dues/Fees	1,290	2,660	2,740	2,822	2,907	2,994
Miscellaneous	7,653	7,900	8,137	8,381	8,632	8,891
Insurance and Claims	5,165	5,275	5,433	5,596	5,764	5,937
Taxes	450	450	450	450	450	450
Repair and Maintenance	11,500	9,000	7,210	7,426	7,649	7,879
Expense	1,321,438	1,277,929	1,319,408	1,355,230	1,392,371	1,439,225
Administration	(1,288,648)	(1,245,139)	(1,286,618)	(1,322,440)	(1,359,581)	(1,406,435)

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 2016 Objectives:

1. Distribute timely and accurate monthly financial statements within 10 business days of month end.
2. Provide staff with a quarterly cash flow projection, with training opportunities on the different sections of the cash flow and how they relate to one another.
3. Present accurate and relevant quarterly financial information that provides insight into the financial health and direction of the Port.

Staff: 9 FTEs

Source of Funding: Net Operating Income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	785,615	744,284	703,622
Net Cash Flow	-785,615	-744,284	-703,622

Major 2016 Capital Projects (over \$100,000):

None

	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Finance							
Account	Expense							
1-111-011-7001-0000	Salaries and Wages	427,494	473,834	488,049	502,690	517,771	533,304	
1-111-011-7002-0000	Salaries & Benefits Recovered	(26,640)	(21,359)	(22,000)	(22,660)	(23,340)	(24,040)	
1-111-011-7003-0000	Employee Benefits	233,809	224,849	231,594	238,542	245,699	253,070	
1-111-011-7203-0000	Equipment Rental	4,500	6,000	6,180	6,365	6,556	6,753	Leases on equipment: postage, copier, mailer
1-111-011-7207-0000	Office Supplies	7,500	6,000	6,180	6,365	6,556	6,753	
1-111-011-7210-0000	Postage	1,800	1,900	1,957	2,016	2,076	2,138	
1-111-011-7301-0000	Legal Expense	1,500	2,000	2,060	2,122	2,185	2,251	
1-111-011-7312-0000	Interfund Transfer	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	public disclosure requests
1-111-011-7308-0000	Outside Services	64,235	66,300	68,289	70,338	72,448	74,621	DAC, Audit, CAFR, Software Maintenance
1-111-011-7115-0000	Telephone and Communication	5,500	6,000	6,180	6,365	6,556	6,753	
1-111-011-7050-0000	Travel	6,000	3,500	3,605	3,713	3,825	3,939	staff travel for meetings, training, etc.
1-111-011-7006-0000	Employee Training	9,000	9,000	9,270	9,548	9,835	10,130	Recep @ \$500, Acctng 6 @ \$1000, Dir @ 2,000
1-111-011-7316-0000	Promotional Hosting	75	75	77	80	82	84	
1-111-011-7317-0000	Incidental Meeting Expense	75	100	103	106	109	113	
1-111-011-7213-0000	Subscriptions	300	400	412	424	437	450	
1-111-011-7303-0000	Membership Dues and Fees	1,030	2,400	2,472	2,546	2,623	2,701	
1-111-011-7406-0000	Miscellaneous	1,000	1,400	1,442	1,485	1,530	1,576	
1-111-011-7401-0000	Insurance and Claims	3,606	3,716	3,827	3,942	4,061	4,182	
1-111-011-7501-0000	Repair and Maintenance	5,000	1,000	1,030	1,061	1,093	1,126	
	Expense	744,284	785,615	809,183	833,459	858,463	884,217	
	Finance	(744,284)	(785,615)	(809,183)	(833,459)	(858,463)	(884,217)	

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 2016 Objectives:

1. Work with airport staff to meet the annual Bellingham International Airport planning requirements under 14 CFR 139 and 49 CFR 1542.
2. Manage the Professional Services Contract for security.
3. Maintain and update the Port Emergency Operations Plan, Airport Emergency 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:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	155,109	154,603	140,551
Net Cash Flow	-155,109	-154,603	-140,551

Major 2016 Capital Projects (over \$100,000):

None

	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Security							
Account	Expense							
1-111-012-7001-0000	Salaries and Wages	85,011	87,561	90,188	92,893	95,680	98,551	
1-111-012-7002-0000	Salaries & Benefits Recovered	-						
1-111-012-7003-0000	Employee Benefits	34,449	34,401	35,433	36,496	37,591	38,719	
1-111-012-7203-0000	Equipment Rental	480	510	525	541	557	574	Printer/Copier based on previous year
1-111-012-7204-0000	Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7207-0000	Office Supplies	800	1,200	1,236	1,273	1,311	1,351	
1-111-012-7210-0000	Postage	50	50	52	53	55	56	
1-111-012-7301-0000	Legal Expense	1,200	1,200	1,236	1,273	1,311	1,351	
1-111-012-7312-0000	Interfund Transfer	4,431	4,520	4,656	4,795	4,939	5,087	Space rental (per Real Estate)
1-111-012-7308-0000	Outside Services	20,500	18,476	19,030	19,601	20,189	20,795	\$14,508 DEM, \$750 MRE rotation, \$750 disaster kit updates, \$2,000 special services, \$240 monthly allocation, \$100 call-out cards, \$128 TWIC Card renewal
1-111-012-7115-0000	Telephone and Communication	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7050-0000	Travel	2,000	1,500	1,545	1,591	1,639	1,688	Mileage and training
1-111-012-7006-0000	Employee Training	1,000	1,000	1,030	1,061	1,093	1,126	
1-111-012-7316-0000	Promotional Hosting	100	100	103	106	109	113	
1-111-012-7317-0000	Incidental Meeting Expense	200	200	206	212	219	225	
1-111-012-7303-0000	Membership Dues and Fees	260	260	268	276	284	293	
1-111-012-7406-0000	Miscellaneous	500	500	515	530	546	563	
1-111-012-7401-0000	Insurance and Claims	622	631	650	669	689	710	
1-111-012-7501-0000	Repair and Maintenance							
	Expense	154,603	155,109	159,762	164,555	169,492	174,576	
	Security	(154,603)	(155,109)	(159,762)	(164,555)	(169,492)	(174,576)	

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 2016 Objectives:

1. Successfully administer the Port's network and telecommunications systems.
2. Replace IT assets with an emphasis on extending the life of equipment.
3. Continue working with Records Management Officer in improving access to Port records using new Laserfiche application.

Staff: 3 FTEs

Source of Funding: User fees, and Net Operating Income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$32,790	\$32,790	\$34,613
Operating Expenses	337,205	422,551	354,328
Net Cash Flow	-304,415	-389,761	-319,715

Major 2016 Capital Projects (over \$100,000):

None

	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Information Systems							
Account	Revenue							
	Operating Revenue							
1-111-013-6340-0000	Other Property Rentals	-	-	-	-	-	-	
1-111-013-6341-0000	Conduit Leases	1,790	1,790	1,790	1,790	1,790	1,790	Anvil conduit lease to 1801 W. Bakerview renewed in 2015; they have been renewing for 1-year periods - flat revenue; defined contract.
1-111-013-6446-0000	Fiber Leases	12,000	12,000	12,000	12,000	12,000	12,000	Black Rock and HiNet fiber leases - flat revenue; defined contracts.
1-111-013-6447-0000	HTCI Cabinet Rentals	-	-	-	-	-	-	
1-111-013-6448-0000	Bandwidth Sales	19,000	19,000	19,000	19,000	19,000	19,000	15% gross from CSS licensee; flat-rate license agreement with OpenAccess for \$1250/mo.
	Operating Revenue	32,790	32,790	32,790	32,790	32,790	32,790	
	Expense							
1-111-013-7001-0000	Salaries and Wages	214,932	189,553	195,240	201,097	207,130	213,344	
1-111-013-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-013-7003-0000	Employee Benefits	159,566	101,645	104,694	107,835	111,070	114,402	
1-111-013-7209-0000	Freight Charges	243	200	200	200	200	200	
1-111-013-7203-0000	Equipment Rental	900	980	980	980	980	980	Printer/Copier based on 2015 projected.
1-111-013-7207-0000	Office Supplies	6,000	6,000	6,000	6,000	6,000	6,000	MIS purchases many items used centrally, affecting entire POB operation; e.g. software, switches, cables, disks, hard drives, racks and UPS units. Slight decrease expected due to no major remodels/construction planned.
1-111-013-7210-0000	Postage	120	120	120	120	120	120	
1-111-013-7301-0000	Legal Expense	900	900	900	900	900	900	
1-111-013-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	Public Disclosure Requests
1-111-013-7308-0000	Outside Services	12,000	5,000	5,000	5,000	5,000	5,000	Telecommunications equipment, network hardware, other technical and Microsoft incident support; includes Baron Telecommunications support for non-warranty moves, adds, changes and repairs; can be seasonal and/or dependent upon capital construction; PowerCom fiber repairs. Decrease due to On-Site IT being phased out due to hiring of additional IT FTE position.
1-111-013-7115-0000	Telephone and Communication	4,300	4,429	4,562	4,699	4,840	4,985	Current trend has been upward.
1-111-013-7050-0000	Travel	600	600	600	600	600	600	
1-111-013-7006-0000	Employee Training	2,000	2,000	2,000	2,000	2,000	2,000	Periodic training and classes to train two fairly new support specialists on port's infrastructure. First Aid training.
1-111-013-7316-0000	Promotional Hosting	250	200	200	200	200	200	

	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Information Systems							
1-111-013-7317-0000	Incidental Meeting Expense	200	200	200	200	200	200	
1-111-013-7213-0000	Subscriptions	9,000	12,500	18,500	15,720	13,100	19,000	Annual subscription to Password Notifier, ~\$36; Acronis, ~\$20; Egnyte FTP service, ~\$960; Barracuda Spam Filter, 3 year (2017), ~\$6400; POB Firewall support, 3 year (2018) ~\$3300; BLI Firewall support, ~\$495; Baggage Handling Firewall support, ~\$495; Passenger Processing Firewall support, ~\$495; Trend Micro anti-virus software annual subscription for updates and support, ~\$1800; CA ARCServe backup support and updates, ~\$2400; Digi-Cert security certificate for secure Outlook Web Access and smartphones, semi-annual, ~\$605; LANSweeper annual support and upgrades, ~\$600; Quest software support for email archive disclosures, ~\$605; Lenel OnGuard security software, ~\$3200. Increase due to additional servers added to infrastructure (e.g. LaserFiche) and IT now renewing Lenel security software instead of emergency management.
1-111-013-7406-0000	Miscellaneous	6,153	6,000	6,180	6,365	6,556	6,753	Covers unforeseen network expenditures made by IT on behalf of entire port. Often contingent upon capital construction and used for remote data rooms and closets.
1-111-013-7401-0000	Insurance and Claims	937	928	956	985	1,015	1,045	
1-111-013-7402-0000	Taxes	450	450	450	450	450	450	
1-111-013-7501-0000	Repair and Maintenance	6,500	8,000	6,180	6,365	6,556	6,753	Equipment purchases and replacements when needed; e.g. HTCI maintenance, vaults, network connections, conduit and fiber repairs, new cabinet and rack installation, etc. Often year end loaded to support summer construction if any, maintenance and unexpected failures. Commission Chambers additional table monitor.
	Expense	422,551	337,205	350,462	357,216	364,416	380,432	
	Information Systems	(389,761)	(304,415)	(317,672)	(324,426)	(331,626)	(347,642)	

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 enhance public and customer awareness of Port business, actions and goals.

Staff, Facilities and Structure: 5 FTE's

The Executive Division is made up of the following programs:

- Executive
- Human Resources

Executive 2016 Objectives:

1. Develop and enhance partnership opportunities with public and private partners that create efficiencies and improve the success of Port operations. In 2016 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 2016 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 2016, outreach will be targeted at helping the community to understand the diverse operations of their Port.
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.

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Executive Division						
Expense						
Salaries and Wages	435,132	482,428	496,901	511,808	527,162	542,977
Salaries & Benefits Recovered	(12,000)	(9,600)	(9,888)	(10,185)	(10,490)	(10,805)
Employee Benefits	159,447	181,817	187,272	192,890	198,676	204,637
Equipment Rental	1,850	2,600	2,678	2,758	2,841	2,926
Office Supplies	8,000	5,000	5,150	5,305	5,464	5,628
Postage	1,550	1,350	1,391	1,432	1,475	1,519
Legal Expense	85,000	85,000	86,650	88,350	90,100	91,903
Interfund Transfer	(20,000)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)
Outside Services	98,975	75,800	78,074	80,416	82,829	85,314
Telephone and Communication	10,880	9,400	9,682	9,972	10,272	10,580
Travel	22,500	27,000	27,810	28,644	29,504	30,389
Staff Recruitment & Relocation	100,000	100,000	100,000	100,000	100,000	100,000
Employee Training	14,100	12,100	12,463	12,837	13,222	13,619
Advertising and Promotion	23,000	5,000	5,150	5,305	5,464	5,628
Promotional Hosting	2,200	2,200	2,266	2,334	2,404	2,476
Incidental Meeting Expense	7,800	5,500	5,665	5,835	6,010	6,190
Subscriptions	3,300	2,200	2,266	2,334	2,404	2,476
Membership Dues and Fees	66,500	69,500	71,585	73,733	75,945	78,223
Miscellaneous	1,762	1,400	1,442	1,485	1,530	1,576
Insurance and Claims	5,948	5,593	5,760	5,933	6,111	6,295
Expense	1,015,944	1,061,788	1,089,741	1,118,534	1,148,190	1,178,735
Total Executive	(1,015,944)	(1,061,788)	(1,089,741)	(1,118,534)	(1,148,190)	(1,178,735)

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: 3 FTE's

Source of Funding: Net of operating income

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	660,841	627,794	637,709
Net Cash Flow	-660,841	-627,794	-637,709

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Executive							
	Expense							
1-114-014-7001-0000	Salaries and Wages	282,183	324,890	334,637	344,676	355,016	365,667	
1-114-014-7002-0000	Salaries & Benefits Recovered	(12,000)	(9,600)	(9,888)	(10,185)	(10,490)	(10,805)	Grant OH
1-114-014-7003-0000	Employee Benefits	99,138	113,710	117,121	120,635	124,254	127,982	
1-114-014-7203-0000	Equipment Rental	650	1,200	1,236	1,273	1,311	1,351	misc. office equip
1-114-014-7207-0000	Office Supplies	6,000	3,000	3,090	3,183	3,278	3,377	
1-114-014-7210-0000	Postage	750	750	773	796	820	844	
1-114-014-7301-0000	Legal Expense	55,000	55,000	56,650	58,350	60,100	61,903	
1-114-014-7312-0000	Interfund Transfer	(20,000)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	
	Outside Services	77,975	54,000	55,620	57,289	59,007	60,777	Civic Plus Website Hosting \$4,000, Misc Photography and Design \$15,000, Contingency \$10,000, \$25,000 SemiAnnual newsletter
1-114-014-7308-0000								
1-114-014-7115-0000	Telephone and Communication	8,000	6,000	6,180	6,365	6,556	6,753	
1-114-014-7050-0000	Travel	20,000	25,000	25,750	26,523	27,318	28,138	
1-114-014-7006-0000	Employee Training	5,000	3,000	3,090	3,183	3,278	3,377	\$1,500 ea
	Advertising and Promotion	23,000	5,000	5,150	5,305	5,464	5,628	Corporate Advertising \$5000, Promotion \$5,000
1-114-014-7313-0000								
1-114-014-7316-0000	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	
1-114-014-7317-0000	Incidental Meeting Expense	7,000	5,000	5,150	5,305	5,464	5,628	
1-114-014-7213-0000	Subscriptions	2,300	1,200	1,236	1,273	1,311	1,351	Herald, Lynden tribune, PSBJ
	Membership Dues and Fees	65,500	68,500	70,555	72,672	74,852	77,097	WPPA, APP, AAPA, Downtown Partnership
1-114-014-7303-0000								
1-114-014-7406-0000	Miscellaneous	1,500	1,100	1,133	1,167	1,202	1,238	
1-114-014-7401-0000	Insurance and Claims	3,798	3,591	3,698	3,809	3,924	4,041	
	Expense	627,794	660,841	680,666	701,086	722,118	743,782	
	Executive	(627,794)	(660,841)	(680,666)	(701,086)	(722,118)	(743,782)	

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:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	400,947	388,150	287,087
Net Cash Flow	-400,947	-388,150	-287,087

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Human Resources							
	Expense							
1-114-015-7001-0000	Salaries and Wages	152,949	157,538	162,264	167,132	172,146	177,310	
1-114-015-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-114-015-7003-0000	Employee Benefits	60,309	68,107	70,150	72,255	74,422	76,655	
1-114-015-7203-0000	Equipment Rental	1,200	1,400	1,442	1,485	1,530	1,576	
1-114-015-7207-0000	Office Supplies	2,000	2,000	2,060	2,122	2,185	2,251	
1-114-015-7210-0000	Postage	800	600	618	637	656	675	Applicant letters and legal mailings
1-114-015-7301-0000	Legal Expense	30,000	30,000	30,000	30,000	30,000	30,000	\$15k contract negotiations, \$15k other labor/personnel issues
1-114-015-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-114-015-7308-0000	Outside Services	21,000	21,800	22,454	23,128	23,821	24,536	\$13,400 Ceridian, \$1400 Self-Insurance fee, \$2000 Org dev consultant, \$2000 safety consultant, \$500 Wellness, \$500 ICMA, \$300 Right to Know fee, \$900 hearing tests, \$800 video taping of All Employee Meetings
1-114-015-7115-0000	Telephone and Communication	2,880	3,400	3,502	3,607	3,715	3,827	
1-114-015-7050-0000	Travel	2,500	2,000	2,060	2,122	2,185	2,251	2 HR conferences plus misc meetings
1-114-015-7005-0000	Staff recruitment & relocation	100,000	100,000	100,000	100,000	100,000	100,000	\$60k merit/promotion increases; \$20k relocation costs; \$20k recruitment
1-114-015-7006-0000	Employee Training	9,100	9,100	9,373	9,654	9,944	10,242	\$5550 Awards luncheon, \$2000 HR conferences, \$250 Safety, \$1000 corp training, \$300 SHRM
1-114-015-7316-0000	Promotional Hosting	200	200	206	212	219	225	
1-114-015-7317-0000	Incidental Meeting Expense	800	500	515	530	546	563	Committee meetings, WAPELRA
1-114-015-7213-0000	Subscriptions	1,000	1,000	1,030	1,061	1,093	1,126	Salary surveys
1-114-015-7303-0000	Membership Dues and Fees	1,000	1,000	1,030	1,061	1,093	1,126	\$600 SHRM (2), \$400 WAPELRA/NPELRA
1-114-015-7406-0000	Miscellaneous	262	300	309	318	328	338	
1-114-015-7401-0000	Insurance and Claims	2,150	2,002	2,062	2,124	2,188	2,253	
	Expense	388,150	400,947	409,075	417,448	426,071	434,953	
	Human Resources	(388,150)	(400,947)	(409,075)	(417,448)	(426,071)	(434,953)	

Division: Environmental

Description of Services:

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

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

Additional Environmental Stewardship activities managed within the Division are designed to provide leadership on environmental issues including participation in federal, state, and local forums on site cleanup, Brownfields redevelopment, salmon recovery, stormwater, and Leadership in Energy & Environmental Design (LEED) building strategies. The Division manages a sustainability program to support resource conservation, energy efficiency, material re-use and recycling.

The Environmental Division also 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.

Environmental 2016 Objectives:

1. Complete Phase 1 cleanup activities under the Consent Decree for the Whatcom Waterway site, as amended. Phase 1 cleanup is currently underway with activities focusing on shoreline restoration within the inner waterway and targeted dredging at the Bellingham Shipping Terminal, in alignment with Waterfront District planning priorities.

2. Complete cleanup activities under the Consent Decree for the GP West site Pulp and Tissue Mill remedial action unit. Cleanup will support parks, infrastructure and redevelopment in the Waterfront District Downtown Waterfront Area.
3. Complete the cleanup design for Cornwall Avenue Landfill in coordination with land use master planning for Cornwall Beach Park.
4. Contingent upon MTCA Remedial Action Grant Funding, complete Interim Action at Harris Avenue Shipyard in accordance with amended Agreed Order to address historic contamination and support marine trades.
5. Work with Department of Ecology to develop cleanup plans for state-listed MTCA cleanup sites including: the GP West Chlor-Alkali remedial action unit, Central Waterfront, I&J Waterway, Weldcraft Boatyard, Blaine Marina, Inc., Westman Marine and the Harris Avenue Shipyard.
6. Evaluate Environmental Compliance Assessment Program for opportunities to gain efficiencies, while providing tenants and Port operating divisions with technical assistance and educational information on the impact of stormwater discharges and steps that can be taken to reduce pollutants in stormwater runoff.
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 and Industrial Stormwater General Permit requirements.

Staff, Facilities and Structure: 3.5 FTE's

The Environmental Division has three and a half time employees: Director of Environmental Programs, Manager of Strategic Project Development, Environmental Site Manager, and Environmental Specialist. 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:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	267,587	245,778	169,586
Net Operating Cash Flow	-267,587	-245,778	-169,586

Division Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Environmental							
	Expense							
1-213-030-7001-0000	Salaries and Wages	319,231	267,503	275,528	283,794	292,308	301,077	
1-213-030-7002-0000	Salaries & Benefits Recovered	(359,429)	(271,799)	(279,953)	(288,352)	(297,002)	(305,912)	Work performed for BWAS Division 15 (S & W and Benefits for 2016); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
1-213-030-7003-0000	Employee Benefits	129,993	126,991	130,801	134,725	138,766	142,929	
1-213-030-7203-0000	Equipment Rental	1,950	1,950	2,009	2,069	2,131	2,195	Divisional usage of internal rental equipment (printers/copiers/faxes)
1-213-030-7207-0000	Office Supplies	1,500	1,700	1,751	1,804	1,858	1,913	Divisional office supplies
1-213-030-7210-0000	Postage	250	250	258	265	273	281	Divisional related postage (US Mail, FedEx, etc)
1-213-030-7301-0000	Legal Expense	20,000	20,000	20,600	21,218	21,855	22,510	Divisional related legal fees (stormwater regulations, monthly programmatic meetings, etc)
1-213-030-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	Public Disclosure Cost
1-213-030-7308-0000	Outside Services	40,000	40,000	41,200	42,436	43,709	45,020	Strategic environmental support to other divisions; multi-site coordination; grant application support; division allocation; Port-wide Sustainable Program
1-213-030-7115-0000	Telephone and Communication	5,300	5,300	5,459	5,623	5,791	5,965	Divisional telephone cost (portion of port-wide telephone system, long distance calls, 3 mobile devices)
1-213-030-7050-0000	Travel	6,000	6,000	6,180	6,365	6,556	6,753	Conference attendance (i.e. stormwater & WPPA), agency meetings, and grant solicitation; attendance to the national Brownfields Convention
1-213-030-7006-0000	Employee Training	1,500	1,500	1,545	1,591	1,639	1,688	Corporate training (1st aid/CPR/Defib/etc); Enviro con ed (workshops / seminars)
1-213-030-7316-0000	Promotional Hosting	250	250	258	265	273	281	Misc Divisional promotional hosting
1-213-030-7317-0000	Incidental Meeting Expense	250	500	515	530	546	563	Misc Divisional incidental meeting expenses
1-213-030-7303-0000	Membership Dues and Fees	40	40	41	42	44	45	Geologist license \$40/year
1-213-030-7406-0000	Miscellaneous	600	600	618	637	656	675	
1-213-030-7401-0000	Insurance and Claims	4,343	4,302	4,431	4,564	4,701	4,842	
1-213-030-7403-0000	Environmental Costs	76,500	65,000	67,362	69,383	82,392	90,491	Environmental Compliance Assessment Program (\$49k); ISGP at BLI (\$4k); Phase II (\$3k); Port-wide Dangerous Waste Disposal (\$9k); Anticipates reissued ISGP in 2020 requiring updating BLI SWPPP and reissued Ph II in 2018.
	Expense	245,778	267,587	276,102	284,460	303,996	318,818	
	Environmental	(245,778)	(267,587)	(276,102)	(284,460)	(303,996)	(318,818)	
1-213-030-8010-0000	Taxes Levied/Operating	242,364						
1-213-030-8236-0000	3rd Party Reimbursement	481,176	1,047,149	2,521,816	5,056,704	3,711,934	24,785	
1-213-030-8237-0000	Grant Reimbursement	1,685,106	2,724,591	4,518,139	6,471,986	5,576,228	996,622	
	Non-Operating Revenues	2,408,646	3,771,740	7,039,955	11,528,690	9,288,162	1,021,407	
1-213-030-8537-0000	Grant Expense	3,072,241	4,580,046	9,283,842	12,945,324	11,115,447	2,040,286	
1-213-030-8700-0000	Environmental Remediation	537,262	521,097	433,972	652,851	648,497	513,901	
	Non-Operating Expenses	3,609,503	5,101,143	9,717,814	13,598,175	11,763,944	2,554,187	
	Net Non-Operating Income	(1,200,857)	(1,329,403)	(2,677,859)	(2,069,485)	(2,475,782)	(1,532,780)	

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 2016 Objectives:

1. Work with Harcourt Bellingham to implement the Master Development Agreement and facilitate the adaptive reuse of the Granary Building through ongoing project support and completion of a Lot Line Adjustment and General Binding Site Plan for transfer of property to Harcourt.
2. Complete construction of C Street Terminal with associated stormwater upgrades and marine infrastructure improvements to support Marine Trades in the Waterfront District.
3. Support improvements to Lignin Building to adaptively reuse the existing structure and reactivate underutilized former industrial property within the Waterfront District.
4. Work with Department of Ecology on priority environmental sites within the Waterfront District to 1) complete cleanup activities for the Georgia-Pacific West site Pulp and 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.
5. 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.
6. Support Shipping Terminal stormwater and power improvements within Log Pond Area. Improvements will be completed in conjunction with a larger (non-BWAS) infrastructure upgrade to support recruitment of target industries to the Shipping Terminal, including the Log Pond Area.

7. Work with Western Washington University and Harcourt Bellingham to evaluate the potential for adaptive reuse of the Boardmill Building and develop an alternative Western Crossing parcel and access plan to 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:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$1,066,313	\$986,082	\$1,035,139
Operating Expenses	1,069,475	1,152,920	1,052,307
Net Operating Cash Flow	-3,162	-166,838	-17,168

Division Major 2016 Capital Projects (over \$100,000):

C St. Terminal Upland Infrastructure	\$4,595,000
Log Pond Stormwater & Paving	\$1,700,000
Log Pond Power	\$1,030,000
Lignin Building Improvements	\$1,500,000
Waterfront Site Prep	\$150,000
Waterfront Public Safety Measures	\$100,000

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	BWAS							
	Revenue							
	Operating Revenue							
1-215-031-6010-0000	Dockage	-	2,500	2,575	2,652	2,732	2,814	LCW & BMI
1-215-031-6305-0000	Space and Land Rental	969,708	1,046,796	1,090,449	1,109,877	1,116,608	1,123,541	1000 F, 800 & 921 Cornwall, Lingin, C Street
1-215-031-6360-0000	Miscellaneous Revenue	300	300	300	300	300	300	YMCA
1-215-031-6445-0000	Triple Net/CAM Charges	16,074	16,717	17,386	18,081	18,804	19,557	WWU-BTC + 4%
	Operating Revenue	986,082	1,066,313	1,110,710	1,130,910	1,138,444	1,146,211	
	Expense							
1-215-031-7001-0000	Salaries and Wages	-	27,192	28,008	28,848	29,713	30,605	
1-215-031-7002-0000	Salaries & Benefits Recovered							BWAS related work performed by Environmental staff, Planning, a portion of four Real Estate staff, and portion of one Facilities Staff; less grant reimbursement for Env Salaries and Wages related to remedial clean-up sites.
		306,936	311,590	320,938	330,566	340,483	350,697	
1-215-031-7306-0000	Security	35,000	34,000	35,020	36,071	37,153	38,267	Based on scheduled security
1-215-031-7003-0000	Employee Benefits	-	12,319	12,689	13,069	13,461	13,865	
1-215-031-7106-0000	Natural Gas for Resale	-						
1-215-031-7110-0000	Electricity for Resale	25,800	27,705	28,536	29,392	30,274	31,182	2015 projected + 5%: 1000 F
1-215-031-7111-0000	Electricity Resold (Contra)	(25,800)	(27,705)	(28,536)	(29,392)	(30,274)	(31,182)	
1-215-031-7203-0000	Equipment Rental	390	400	412	424	437	450	
1-215-031-7205-0000	Operating Supplies	200	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7207-0000	Office Supplies	100	400	412	424	437	450	Environmental & Planning Allocation
1-215-031-7210-0000	Postage	100	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7211-0000	Janitorial	24,960	3,800	3,914	4,031	4,152	4,277	Estimated - less Stork Craft Reimbursement + supplies
1-215-031-7301-0000	Legal Expense							Legal & legislative policy support in Olympia \$30k; Federal lobbyist \$30k; CC&R & contract development \$35k; Sales contract negotiations legal review (\$30k); and Meetings \$5k.
		155,000	130,000	95,000	80,000	82,400	84,872	
1-215-031-7312-0000	Interfund Transfer	(1,000)	(500)	(500)	(500)	(500)	(500)	Public Disclosure
1-215-031-7308-0000	Outside Services							Bio Bug, Guardian Security, ASB outfall buoy inspection, and website address fees \$5k; RE consultant planning/studies/support \$50k; marketing support \$10k; and Western Crossing \$25k.
		194,000	90,000	92,700	95,481	98,345	101,296	
1-215-031-7311-0000	Lease Payments to Others							DNR Lease for Aquatic U & O perperities in ASB @ \$220/mth + starting in 2016 \$1,800/acre/yr for BWAS share of Whatcom Waterway use permit for 5.4 of 8.46 acres.
		3,000	12,500	12,875	13,261	13,659	14,069	
1-215-031-7115-0000	Telephone and Communication	1,220	1,300	1,339	1,379	1,421	1,463	2015 projected: 1000 F - 2 phone lines for fire detection and monthly phone allocation.
1-215-031-7050-0000	Travel	7,500	10,000	10,300	10,609	10,927	11,255	Environmental, Real Estate & Planning Allocation for development and cleanup related travel.
1-215-031-7006-0000	Employee Training	200	200	206	212	219	225	Environmental & Planning Allocation

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	BWAS							
1-215-031-7313-0000	Advertising and Promotion							Tenant & developer promotion, open house, Waterfront Festival, and related marketing events and waterfront related marketing/public info.
		30,000	30,000	30,900	31,827	32,782	33,765	
1-215-031-7316-0000	Promotional Hosting							Environmental, Real Estate & Planning Allocation
		6,000	6,000	6,180	6,365	6,556	6,753	
1-215-031-7317-0000	Incidental Meeting Expense							Environmental, Real Estate & Planning Allocation
		1,500	1,500	1,545	1,591	1,639	1,688	
1-215-031-7303-0000	Membership Dues and Fees							RE IREM subscription and Urban Land Institute membership split 50/50 with Real Estate.
		350	350	361	371	382	394	
1-215-031-7406-0000	Miscellaneous							Environmental & Planning Allocation
		500	500	515	530	546	563	
1-215-031-7101-0000	Natural Gas							2015 projected + 5%: 1000 F & 921 Cornwall
		8,000	5,500	5,665	5,835	6,010	6,190	
1-215-031-7102-0000	Water							2015 projected + 10%: water & two fire lines
		10,000	11,440	11,783	12,137	12,501	12,876	
1-215-031-7103-0000	Electricity							2015 projected + 10%: includes area lighting and BWAS buildings
		60,000	50,000	51,500	53,045	54,636	56,275	
1-215-031-7114-0000	Garbage							TDC + 921 Cornwall / 2015 projected +10%
		3,000	2,600	2,678	2,758	2,841	2,926	
1-215-031-7401-0000	Insurance and Claims							
		120,497	119,399	122,981	126,671	130,471	134,385	
1-215-031-7402-0000	Taxes							
		-	35	36	37	38	39	
1-215-031-7403-0000	Environmental Costs							2015 projected +3% then 3%; City of Bellingham stormwater fees
		48,850	52,200	53,766	55,379	57,040	58,752	
1-215-031-7501-0000	Repair and Maintenance							2015 projected +5% then 3%
		85,916	89,650	92,340	95,110	97,963	100,902	
1-215-031-7502-0000	Groundskeeping							2015 projected +5% then 3%
		18,253	15,250	15,708	16,179	16,664	17,164	
1-215-031-7503-0000	Preventative Maintenance							2015 projected +5% then 3%
		32,448	51,450	52,994	54,583	56,221	57,907	
	Expense	1,152,920	1,069,475	1,062,675	1,076,720	1,109,037	1,142,323	
	BWAS	(166,838)	(3,162)	48,035	54,190	29,408	3,889	
1-215-031-8010-0000	Taxes Levied/Operating							
1-215-031-8236-0000	3rd Part Reimbursement							
1-215-031-8237-0000	Grant Reimbursement							
		13,834,855	9,648,085	5,796,060	6,506,111	2,634,563	11,653,754	
	Non-Operating Revenues	13,834,855	9,648,085	5,796,060	6,506,111	2,634,563	11,653,754	
1-215-031-8537-0000	Grant Expense							
		27,997,252	19,468,137	12,103,529	13,460,970	5,875,282	23,488,774	
1-215-031-8700-0000	Environmental Remediation							
		167,760	174,730	79,964	73,161	159,751	533,290	
	Non-Operating Expenses	28,165,012	19,642,867	12,183,493	13,534,131	6,035,033	24,022,064	
	Net Non-Operating Income	(14,330,157)	(9,994,782)	(6,387,433)	(7,028,020)	(3,400,470)	(12,368,310)	
	AIG							
		12,678,573	9,196,881	6,086,674	6,460,470	2,990,480	660,951	

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 2016 Objectives

1. Business Retention/Expansion: Continue outreach to local companies through 25 new business contacts and 15 follow-up contacts.
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 continued emphasis on Lower Mainland, British Columbia. Target 50 contacts in Canada and 50 contacts in the U.S. Focus on key sectors.
3. Support economic development branding in partnership with other business service providers in the county.
4. Continue monthly meetings of the Small City Partnership and deliver measurable services to the small cities via the Small City Economic Development Fund.
5. Support Port operating divisions (Real Estate, Aviation, and Maritime) to facilitate job creation on Port property.
6. Develop an Economic Development Strategic Plan and share progress through public presentations, business advisory interactions and Commission presentations.

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 taxes, service agreements and ADO Contract with Washington State (Department of Commerce)

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$59,229	\$81,250	\$14,000
Operating Expenses	614,634	526,325	307,207
Net Cash Flow	555,405	445,075	-293,207

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Economic Development							
	Revenue							
	Operating Revenue							
1-216-032-6310-0000	Foreign Trade Zones	14,000	14,000	14,000	14,000	14,000	14,000	FTZ Admin Agreements: BP (\$14,000)
1-216-032-6360-0000	Miscellaneous Revenue	67,250	45,229	11,000	11,000	11,000	11,000	RLF fees (\$1000), Surplus from IDC (\$44,229)
	Operating Revenue	81,250	59,229	25,000	25,000	25,000	25,000	
	Revenue	81,250	59,229	25,000	25,000	25,000	25,000	
	Expense							
1-216-032-7001-0000	Salaries and Wages	142,060	146,322	150,711	155,233	159,890	164,686	From Accounting
1-216-032-7002-0000	Salaries & Benefits Recovered	(13,669)	(14,879)	(14,879)	(14,879)	(14,879)	(14,879)	
1-216-032-7003-0000	Employee Benefits	64,273	68,093	70,136	72,240	74,407	76,639	From Accounting
1-216-032-7203-0000	Equipment Rental	500	500	510	520	531	541	
1-216-032-7207-0000	Office Supplies	1,200	1,200	1,224	1,248	1,273	1,299	
1-216-032-7210-0000	Postage	300	300	306	312	318	325	
1-216-032-7301-0000	Legal Expense	3,000	2,500	2,550	2,601	2,653	2,706	
1-216-032-7312-0000	Interfund Transfer	9,552	9,743	9,938	10,137	10,339	10,546	Rent per R/E
1-216-032-7304-0000	ACF Support	50,000	58,717	58,717	58,717	58,717	58,717	Provided by Maritime Div: Commission directed for Active Commercial Fisherman moorage reduction. Increased and extended future years
								\$9,000 Tourism, \$4,000 GIS Planning Website, BE in Business web mgmt/other \$2,500, \$120,000 Small City/Rural Project Fund, \$56,250 Trifunders share of SBDC; \$60,000 COB Partnership
1-216-032-7308-0000	Outside Services	189,200	251,750	120,500	122,910	125,368	127,876	
1-216-032-7115-0000	Telephone and Communication	2,000	2,000	2,040	2,081	2,122	2,165	two data phones (\$160/mo), two office lines
1-216-032-7050-0000	Travel	2,500	2,500	2,550	2,601	2,653	2,706	local/in state travel, in-state conferences (2 WEDA, 2 Commerce/ADO) \$500 mileage allowance, \$500 airfare, \$1500 lodging/meals.
1-216-032-7006-0000	Employee Training	2,500	2,500	2,550	2,601	2,653	2,706	Economic development training and conferences(\$1500) , state conference registration (\$1000)
1-216-032-7313-0000	Advertising and Promotion	15,000	18,000	18,360	18,727	19,102	19,484	County marketing/advertising. \$3000 ads in marketing publications, \$4000 econ dev materials including FTZ, \$8000 business expos, trade shows, job fairs, \$3,000 event support for local partners, Share costs with Real Estate
1-216-032-7316-0000	Promotional Hosting	2,000	2,000	2,040	2,081	2,122	2,165	
1-216-032-7317-0000	Incidental Meeting Expense	1,250	1,250	1,275	1,301	1,327	1,353	
1-216-032-7315-0000	Marine Trades Promotion	20,000	25,000	25,000	25,000	25,000	25,000	Provided by Maritime Div: \$15,000 Trade Shows,\$5,000 advertising; (industry ad,industry sponsorship, maritime fishing seminar), \$5,000 logo branding and directory and possibly booth enhancement.
1-216-032-7213-0000	Subscriptions	2,100	2,100	2,142	2,185	2,229	2,273	\$2,000 business database, \$100 business mags,

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Economic Development							
1-216-032-7214-0000	Publications and Tariffs	500	500	510	520	531	541	legal notices: procurement of contractors
								\$21,200 COG, \$1900 Bellingham Chamber, \$1200 Sustainable Connections, \$1000 NWBA, \$900 WEDA, IEDC \$900, CME \$625, \$500 Blaine Chamber, \$360 AK Chamber, \$300 Lynden Chamber, \$300 TAG, \$300 Birch Bay Chamber, \$100 Everson Chamber, \$250 Ferndale Chamber, \$150, Mt Baker Chamber \$100 Pt Roberts Chamber, \$100 Sumas Chamber
1-216-032-7303-0000	Membership Dues and Fees	27,831	30,185	30,789	31,404	32,033	32,673	
1-216-032-7406-0000	Miscellaneous	200	200	204	208	212	216	
1-216-032-7401-0000	Insurance and Claims	4,028	4,153	4,278	4,406	4,538	4,674	
1-216-032-7402-0000	Taxes							
	Expense	526,325	614,634	491,450	502,154	513,139	524,413	
	Economic Development	(445,075)	(555,405)	(466,450)	(477,154)	(488,139)	(499,413)	
1-216-032-8237-0000	Grant Reimbursement	-	97,825	97,825	97,825	97,825	97,825	ADO contract (\$97,825. 6% cut across the board by Commerce),

Division: Community Connections

Description of Services:

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

Staff, Facilities and Structure:

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

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

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Public Access Division						
Revenue						
Operating Revenue						
Equipment Rental	-	3,500	3,600	3,708	3,820	3,935
Space and Land Rental	235,000	235,000	242,000	249,260	256,740	264,440
Discounts Given M&E (Contra)	(15,000)	(10,000)	-	-	-	-
Cancellation Fees	2,500	2,575	2,652	2,732	2,814	2,698
Miscellaneous Revenue	9,450	10,650	10,650	10,650	10,650	10,650
Operating Revenue	231,950	241,725	258,902	266,350	274,024	281,723
Expense						
Salaries and Wages	306,439	313,209	322,605	332,283	342,252	352,519
Salaries & Benefits Recovered	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)
Security	12,745	13,128	13,522	13,928	14,345	14,975
Employee Benefits	200,290	202,896	208,983	215,252	221,710	228,361
Uncollectible Revenue	-	-	-	-	-	-
Gasoline and Diesel	1,464	1,464	1,508	1,553	1,600	1,648
Equipment Rental	1,150	1,157	1,191	1,227	1,264	1,301
Small Tools and Equipment	10,609	10,972	11,301	11,640	11,989	12,349
Operating Supplies	4,561	10,793	9,467	9,646	9,830	10,020
Office Supplies	3,865	4,296	2,664	2,703	2,784	2,866
Postage	1,583	1,583	1,623	1,664	1,707	1,750
Janitorial	38,301	43,451	44,754	46,097	47,479	48,904
Legal Expense	76,442	76,442	78,585	80,793	83,067	85,409
Public Disclosure Costs	-	-	-	-	-	-
Interfund Transfer	62,503	42,668	43,610	44,282	45,371	46,493
Outside Services	188,247	199,271	204,424	210,556	216,871	223,375
Lease Payments to Others	16,188	16,841	17,346	17,865	18,401	18,952
Telephone and Communication	10,344	8,194	10,603	10,925	11,251	11,587
Travel	20,805	20,726	21,273	21,841	22,420	23,017
Employee Training	14,270	14,024	14,331	14,647	14,972	15,307
Advertising and Promotion	26,671	27,430	28,253	29,099	29,971	30,870
Promotional Hosting	100	100	100	100	100	100
Incidental Meeting Expense	1,500	1,000	1,030	1,066	1,097	1,129
Subscriptions	325	332	339	346	354	361

Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Public Access Division						
Membership Dues and Fees	1,004	730	745	760	776	793
Miscellaneous	1,200	1,200	1,206	1,212	1,219	1,225
Natural Gas	-	-	-	-	-	-
Water	22,791	23,475	24,179	24,905	25,652	26,421
Electricity	10,782	11,105	11,438	11,781	12,135	12,499
Garbage	13,521	13,521	13,927	14,344	14,775	15,218
Signage	705	705	726	748	770	793
Insurance and Claims	16,559	18,544	19,100	19,673	20,263	20,871
Taxes	1,108	966	995	1,025	1,056	1,087
Repair and Maintenance	65,325	71,528	73,058	74,634	76,257	77,929
Groundskeeping	316,765	326,268	336,056	346,138	356,522	367,218
Preventative Maintenance	20,000	40,000	41,200	42,436	43,709	45,020
Equipment Rental	20,000	20,000	20,600	21,218	21,855	22,510
Expense	1,486,162	1,536,019	1,578,682	1,624,265	1,671,636	1,720,628
Community Connections	(1,254,212)	(1,294,294)	(1,319,780)	(1,357,915)	(1,397,612)	(1,438,905)
Election Expense	75,000	-	-	75,000	-	-

Divisional Program: Commission

Description of Services:

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

Staff: 3 elected Commissioners

Source of Funding: Property tax receipts

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	161,513	168,173	146,998
Net Cash Flow	-161,513	-168,173	-146,998

Major 2016 Capital Projects:

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Commission							
	Expense							
1-220-038-7001-0000	Salaries and Wages	66,240	66,240	68,227	70,274	72,382	74,554	
1-220-038-7003-0000	Employee Benefits	71,105	62,164	64,029	65,950	67,928	69,966	
1-220-038-7207-0000	Office Supplies	300	2,000	300	309	318	328	New Commissioner Computer plus 500 misc
1-220-038-7301-0000	Legal Expense	3,000	3,000	3,090	3,183	3,278	3,377	
1-220-038-7308-0000	Outside Services	10,500	11,025	11,356	11,696	12,047	12,409	video tape meetings plus 5% contingency
1-220-038-7050-0000	Travel	15,000	15,000	15,450	15,914	16,391	16,883	
1-220-038-7051-0000	Travel - Jorgensen	-		-	-	-	-	
1-220-038-7052-0000	Travel - McAuley	-		-	-	-	-	
1-220-038-7053-0000	Travel - Robbins	-		-	-	-	-	
1-220-038-7316-0000	Promotional Hosting	-		-	-	-	-	
1-220-038-7317-0000	Incidental Meeting Expense	500	500	515	531	547	563	
1-220-038-7406-0000	Miscellaneous	-	200	206	212	219	225	
1-220-038-7401-0000	Insurance and Claims	1,528	1,384	1,426	1,468	1,512	1,558	
	Expense	168,173	161,513	164,599	169,537	174,623	179,862	
	Commission	(168,173)	(161,513)	(164,599)	(169,537)	(174,623)	(179,862)	
1-220-038-8600-0000	Election Expense	75,000	-	-	75,000	-	-	

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 2016 Objectives:

1. Continue to boost online presence with regular and responsive social media posts, marketing, and the use of the existing Port website facility calendar.
2. Improve and increase marketing efforts to fill Monday – Thursday full-service meeting spaces.
3. Customer service, both internal and external, will continue to be a top priority in order to make available top quality meeting and event spaces.

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

Source of Funding: User fees, property tax receipts

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$238,575	\$230,000	\$219,000
Operating Expenses	326,924	294,857	269,895
Net Cash Flow	-88,349	-64,857	-50,895

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Meeting Space							
	Operating Revenue							
1-220-036-6200-0000	Equipment Rental	-	3,500	3,600	3,708	3,820	3,935	
1-220-036-6305-0000	Space and Land Rental	235,000	235,000	242,000	249,260	256,740	264,440	
1-220-036-6307-0000	Discounts Given M&E (Contra)	(15,000)	(10,000)					unpaid POB use, promo discounts
1-220-036-6308-0000	Cancellation Fees	2,500	2,575	2,652	2,732	2,814	2,698	
1-220-036-6360-0000	Miscellaneous Revenue	7,500	7,500	7,500	7,500	7,500	7,500	
	Operating Revenue	230,000	238,575	255,752	263,200	270,874	278,573	
	Expense							
1-220-036-7001-0000	Salaries and Wages	107,387	126,769	130,572	134,489	138,524	142,680	
1-220-036-7003-0000	Employee Benefits	83,908	89,206	91,882	94,639	97,478	100,402	
1-220-036-7405-0000	Uncollectible Revenue	-						
1-220-036-7203-0000	Equipment Rental	900	900	927	955	984	1,013	office copy/scanner, general POB equip
1-220-036-7205-0000	Operating Supplies	3,500	5,000	3,500	3,500	3,500	3,500	increase to upgrade SBH Appliances will need to be purchased on 2016 but then not in the preceding year 5 years.
1-220-036-7207-0000	Office Supplies	1,000	1,000	1,030	1,060	1,091	1,123	includes supply rm copier lease
1-220-036-7210-0000	Postage	150	150	150	150	150	150	
1-220-036-7211-0000	Janitorial	17,325	21,846	22,501	23,176	23,871	24,587	Increase due to Janitorial contract change
1-220-036-7312-0000	Interfund Transfer	28,859	27,969	28,708	29,569	30,456	31,369	BCT utilities, office rent to RE
1-220-036-7308-0000	Outside Services	12,000	12,000	14,420	14,852	15,297	15,755	allocated \$400; KellyTS \$4,500; alarm monitor \$130; cc fees \$4,500; EMS ASST \$1,100
1-220-036-7311-0000	Lease Payments to Others	3,000	3,257	3,354	3,454	3,557	3,663	DNR per RE for BCT
1-220-036-7115-0000	Telephone and Communication	6,800	5,000	7,313	7,532	7,757	7,989	wifi @ facilites; POB cell phones
1-220-036-7050-0000	Travel	2,500	2,500	2,500	2,500	2,500	2,500	AV & JM mileage
1-220-036-7006-0000	Employee Training	3,000	3,000	3,000	3,000	3,000	3,000	
1-220-036-7313-0000	Advertising and Promotion	2,500	3,000	3,090	3,182	3,277	3,375	
1-220-036-7316-0000	Promotional Hosting	-	-					
1-220-036-7303-0000	Membership Dues and Fees	-	-					
1-220-036-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-036-7401-0000	Insurance and Claims	4,028	4,302	4,431	4,564	4,701	4,842	
1-220-036-7402-0000	Taxes	-						
1-220-036-7501-0000	Repair and Maintenance	17,500	20,525	20,525	20,525	20,525	20,525	
	Expense	294,857	326,924	338,403	347,647	357,168	366,973	
	Meeting Space	(64,857)	(88,349)	(82,651)	(84,447)	(86,294)	(88,400)	

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.

2016 Objectives:

1. Continue development of a comprehensive integrated pest management (IPM) program for all Port facilities.
2. Improve communications with the Community Connections Programs to better accommodate the hosting of large groups on Port properties.
3. Implementation of district-specific technicians to strategic divisions to improve their efficiency of deployment, thus lowering the cost of services.

Staff: 0.5 FTE's

Source of Funding: Property taxes, grants

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	727,380	687,152	611,210
Net Cash Flow	-727,380	-687,152	-611,210

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Open Space							
1-220-034-7001-0000	Salaries and Wages	44,338	45,669	47,039	48,450	49,904	51,401	
1-220-034-7002-0000	Salaries & Benefits Recovered	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	
1-220-034-7306-0000	Security	10,745	11,068	11,400	11,742	12,094	12,457	
1-220-034-7003-0000	Employee Benefits	13,898	14,444	14,877	15,324	15,783	16,257	
1-220-034-7104-0000	Gasoline and Diesel	1,464	1,464	1,508	1,553	1,600	1,648	
1-220-034-7204-0000	Small Tools and Equipment	10,609	10,972	11,301	11,640	11,989	12,349	
1-220-034-7205-0000	Operating Supplies	1,061	1,093	1,126	1,160	1,194	1,230	
1-220-034-7207-0000	Office Supplies	515	530	546	562	579	597	
1-220-034-7210-0000	Postage	333	333	343	353	364	375	
1-220-034-7211-0000	Janitorial	20,976	21,605	22,253	22,921	23,608	24,317	
1-220-034-7301-0000	Legal Expense	8,442	8,442	8,695	8,956	9,225	9,502	
1-220-034-7308-0000	Outside Services	97,217	97,216	100,132	103,136	106,231	109,417	\$70,256 MLC, \$9,000 Blaine Rain gardens
1-220-034-7311-0000	Lease Payments to Others	13,188	13,584	13,992	14,411	14,844	15,289	BNSF, lease at Marine Park, Fairhaven Launch
1-220-034-7115-0000	Telephone and Communication	1,694	1,694	1,745	1,797	1,851	1,907	
1-220-034-7050-0000	Travel	705	726	748	770	793	817	
1-220-034-7006-0000	Employee Training	8,470	8,724	8,986	9,255	9,533	9,819	Public Operators Licenses, CDL's
1-220-034-7313-0000	Advertising and Promotion	1,371	1,630	1,679	1,729	1,781	1,835	
1-220-034-7213-0000	Subscriptions	225	232	239	246	254	261	
1-220-034-7303-0000	Membership Dues and Fees	274	-	-	-	-	-	
1-220-034-7101-0000	Natural Gas	-	-	-	-	-	-	
1-220-034-7102-0000	Water	22,791	23,475	24,179	24,905	25,652	26,421	
1-220-034-7103-0000	Electricity	10,782	11,105	11,438	11,781	12,135	12,499	
1-220-034-7114-0000	Garbage	13,521	13,521	13,927	14,344	14,775	15,218	
1-220-034-7208-0000	Signage	705	705	726	748	770	793	
1-220-034-7401-0000	Insurance and Claims	10,610	12,634	13,013	13,404	13,806	14,220	
1-220-034-7402-0000	Taxes	68	966	995	1,025	1,056	1,087	
1-220-034-7501-0000	Repair and Maintenance	38,385	41,280	42,518	43,794	45,108	46,461	
1-220-034-7502-0000	Groundskeeping	316,765	326,268	336,056	346,138	356,522	367,218	
1-220-034-7503-0000	Preventative Maintenance	20,000	40,000	41,200	42,436	43,709	45,020	Actuals
1-220-034-7504-0000	Equipment	20,000	20,000	20,600	21,218	21,855	22,510	
	Expense	687,152	727,380	749,202	771,678	794,828	818,673	
				-	-	-	-	
	Open Space	(687,152)	(727,380)	(749,202)	(771,678)	(794,828)	(818,673)	

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 2016 Objectives:

1. Increase the Port's visibility and enhance community connections through networking, outreach, and well run, diverse corporate events.
2. Use corporate events to gather feedback on how to improve community outreach and generate interest in Port facilities and events.
3. Build relationships with local businesses and community members by working together to create desirable events that maximize the use and visibility of Port public spaces.

Staff: 1 FTE, and administered by the Meetings and Events Staff

Source of Funding: Property taxes, sponsorships

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$3,000	\$1,800	\$1,350
Operating Expenses	101,907	98,395	98,781
Net Cash Flow	-98,907	-96,595	-97,431

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Corporate Events							
	Operating Revenue							
1-220-037-6305-0000	Space and Land Rental	-	-					
	Miscellaneous Revenue	1,800	3,000	3,000	3,000	3,000	3,000	
1-220-037-6360-0000								
	Operating Revenue	1,800	3,000	3,000	3,000	3,000	3,000	
	Expense							
1-220-037-7001-0000	Salaries and Wages	4,749	14,060	14,482	14,916	15,364	15,825	
1-220-037-7002-0000	Salaries & Benefits Recovered	-						
1-220-037-7306-0000	Security	2,000	2,060	2,122	2,186	2,251	2,518	
1-220-037-7003-0000	Employee Benefits	2,317	8,594	8,852	9,117	9,391	9,673	
1-220-037-7203-0000	Equipment Rental	250	257	264	272	280	288	
1-220-037-7207-0000	Office Supplies	550	566	582	560	577	594	
1-220-037-7210-0000	Postage	100	100	100	100	100	100	
1-220-037-7211-0000	Janitorial	-						
1-220-037-7312-0000	Interfund Transfer	2,732	2,787	2,870	2,556	2,632	2,710	
1-220-037-7308-0000	Outside Services	47,730	37,730	38,861	40,026	41,226	42,462	The large decrease is due to a permanent part time
1-220-037-7115-0000	Telephone and Communication	1,000	500	515	535	550	566	
1-220-037-7050-0000	Travel	600	500	515	535	550	566	
1-220-037-7006-0000	Employee Training	800	800	800	800	800	800	
1-220-037-7313-0000	Advertising and Promotion	22,800	22,800	23,484	24,188	24,913	25,660	This is a shared advertising cost between ME/CE for our
1-220-037-7316-0000	Promotional Hosting	100	100	100	100	100	100	
1-220-037-7317-0000	Incidental Meeting Expense	1,000	500	515	535	550	566	
1-220-037-7213-0000	Subscriptions	100	100	100	100	100	100	
1-220-037-7303-0000	Membership Dues and Fees	230	230	230	230	230	230	
1-220-037-7406-0000	Miscellaneous	700	500	500	500	500	500	
1-220-037-7401-0000	Insurance and Claims	157	-	-	-	-	-	
1-220-037-7402-0000	Taxes	1,040						
1-220-037-7501-0000	Repair and Maintenance	9,440	9,723	10,015	10,315	10,624	10,943	
	Expense	98,395	101,907	104,907	107,572	110,738	114,200	
	Corporate Events	(96,595)	(98,907)	(101,907)	(104,572)	(107,738)	(111,200)	

Division: Records Management

Description of Services:

Records management 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.

Records Management 2016 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.
5. Centralize the locations where Port records are being stored or captured.

Staff, Facilities and Structure:

1 FTE

Source of Funding:

Property taxes

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	139,882	139,882	0
Net Cash Flow	-139,882	-139,882	0

Major 2016 Capital Projects (over \$100,000):

None

Account	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description
	Records Management							
	Expense							
1-220-039-7001-0000	Salaries and Wages	83,725	60,471	62,285	64,154	66,078	68,061	
1-220-039-7003-0000	Employee Benefits	29,062	28,488	29,343	30,223	31,130	32,063	
1-220-039-7207-0000	Office Supplies	1,500	200	206	212	219	225	
1-220-039-7301-0000	Legal Expense	5,000	5,000	5,000	5,000	5,000	5,000	
1-220-039-7312-0000	Interfund Transfer	-	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	Staff time for public records requests
1-220-039-7308-0000	Outside Services	20,300	40,800	39,140	40,314	41,524	42,769	Sound Shredding, Slide digitization project, Cities Digital Annual Maintenance (17,354), Temp 6 months (20,000)
1-220-039-7115-0000	Telephone and Communication	850	1,000	1,030	1,061	1,093	1,126	
1-220-039-7205-0000	Operating Supplies	-	4,700	4,841	4,986	5,136	5,290	FireKing File Cabinet (2,100), Protect property deeds, easements, vacations, agreements, and important historical records in case of a fire, rolling safety ladder
1-220-039-7050-0000	Travel	2,000	2,000	2,060	2,122	2,185	2,251	
1-220-039-7303-0000	Membership Dues and Fees	500	500	515	530	546	563	
1-220-039-7006-0000	Employee Training	2,000	1,500	1,545	1,591	1,639	1,688	LF CCP Courses, WAPRO
1-220-039-7406-0000	Miscellaneous	-	-	-	-	-	-	
1-220-039-7401-0000	Insurance and Claims	236	223	230	237	244	251	
1-220-039-7501-0000	Repair and Maintenance	-	-	-	-	-	-	Repurpose engineering vault
	Expense	145,173	139,882	141,045	145,126	149,330	153,660	
	Records Management	(145,173)	(139,882)	(141,045)	(145,126)	(149,330)	(153,660)	

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 2016 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:

This program is managed by the Records Officer.

Source of Funding:

Property taxes, user fees

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$150	\$150	\$124
Operating Expenses	78,412	92,412	122,641
Net Cash Flow	-78,262	-92,262	-122,517

Major 2016 Capital Projects (over \$100,000):

None

<u>Account</u>	<u>Description</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Description</u>
	Public Disclosure							
	Operating Revenue							
1-220-035-6360-0000	Miscellaneous Revenue	150	150	150	150	150	150	
	Operating Revenue	150	150	150	150	150	150	
	Expense							
1-220-035-7210-0000	Postage	1,000	1,000	1,030	1,061	1,093	1,126	
1-220-035-7301-0000	Legal Expense	60,000	60,000	61,800	63,654	65,564	67,531	
1-220-035-7302-0000	Public Disclosures	-	-					
1-220-035-7312-0000	Interfund Transfer	30,912	16,912	17,182	17,461	17,747	18,042	
1-220-035-7308-0000	Outside Services	500	500	515	530	546	563	
	Telephone and Communication	-						
	Travel	-						
	Employee Training	-						
	Miscellaneous	-						
	Insurance and Claims	-						
	Expense	92,412	78,412	80,527	82,706	84,950	87,261	
	Public Disclosure	(92,262)	(78,262)	(80,377)	(82,556)	(84,800)	(87,111)	

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.

2016 Objectives:

1. Develop a long range, Port-wide, multi-year structures inspection frequency program to standardize condition survey budgets and make more predictable the Port's infrastructure repairs in the current and future years' budgets.
2. Continue to maintain and water the Slater Road Mitigation Site in order to reach Agency sign-off three years ahead of schedule, in 2018.

Staff: This division is managed by the Facilities staff.

Source of Funding: Property taxes, grants

Financial Summary:

	2016 Budget	2015 Budget	2014 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	229,726	294,226	235,656
Net Cash Flow	-229,726	-294,226	-235,656

Major 2016 Capital Projects (over \$100,000):

Replace Fire Main Line at the Cruise Terminal	\$263,318
Structural Upgrades to Rail Span and Stub Pier	\$2,945,593
Shipping Terminal Utilities Upgrades	\$1,922,969
Fairhaven Shoreline Improvements	\$175,000
Zuanich Park Bulkhead	\$155,868
Blaine Bulkhead Design	\$400,000

<u>Account</u>	<u>Description</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>Description</u>
	Infrastructure							
	Expense							
1-228-046-7301-0000	Legal Expense	2,000	-	-	-	-	-	
1-228-046-7312-0000	Interfund Transfer	(227,500)	(192,500)	(167,500)	(170,000)	(167,500)	(167,500)	
1-228-046-7308-0000	Outside Services	-	-	-	-	-	-	
1-228-046-7401-0000	Insurance and Claims	-	-	-	-	-	-	
	Environmental Costs	186,500	179,500	154,500	157,000	154,500	154,500	Gate 2 \$50k; Slater Mon \$15k; Stormwater Fee \$112k; Airport Way Mon \$2.5k
1-228-046-7403-0000								
1-228-046-7501-0000	Repair and Maintenance	49,150	49,150	49,150	49,150	49,150	49,150	Road & lighting repairs
1-228-046-7502-0000	Groundskeeping	265,500	175,000	176,500	178,000	179,500	181,000	Slater \$125k; Roads \$50k
	Preventative Maintenance	18,576	18,576	18,576	18,576	18,576	18,576	
1-228-046-7503-0000								SW System cleaning; Street lighting
	Expense	294,226	229,726	231,226	232,726	234,226	235,726	
	Infrastructure	(294,226)	(229,726)	(231,226)	(232,726)	(234,226)	(235,726)	

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 2016, the Port's asset replacement schedule is budgeted at approximately \$189 thousand, and consists mainly of computer equipment, vehicles and shop equipment. These assets will be replaced over the course of the year.

Asset Replacement Division	Asset ID	Replacement Year 16
101		
	41976X	
	Passenger Boarding lift 20" KCI	
		23,000
	92255	
	GA&Main Terminal Reader Boards	
		12,228
	95426	
	Dell Precision T3500	
	BadgingPC	1,975
	95428	
	Dell Optiplex 990	
	Leutwiler	1,975
	95430	
	Dell Optiplex 990	
	Zenk	1,975
	95435	
	Dell Optiplex 990	
	Conner	1,975
	95437	
	Dell Optiplex 990	
	ARFF OPS #1	1,975
	95438	
	Dell Optiplex 990	
	ARFF Ops #2	1,975
	95439	
	Dell Optiplex 990	
	ARFF Ops #3	1,975
101 Total		49,053

Asset Replacement Division	Asset ID	Replacement Year 16
105		
	65687 Gmc Safari Xt Passenger Van	30,511
	91868 Oil Tank - Sawtooth	4,807
	91869 Oil Tank - Above Ground, G5	4,807
	95427 Dell Optiplex 990 Squ Counter PC	1,975
	95434 Dell Optiplex 990 Tripp	1,975
105 Total		44,075
107		
	95431 Dell Optiplex 990 Harvey	1,975
	95432 Dell Optiplex 990 Shipman	1,975
	95433 Dell Optiplex 990 Baker	1,975
107 Total		5,925
109		
	90156 Canon C2880i color copier BCT ticket Ofc	8,858
109 Total		8,858

Asset Replacement Division	Asset ID	Replacement Year 16
110		
	40020	
	Target Concrete Saw,18Hp Honda	
		4,746
	65694	
	96 Ford F-Series, Blue	
		28,000
	95374	
	Dell Optiplex 960	
	Lunch Room	1,975
	95392	
	Dell Latitude E5510	
	Shop Laptop	2,200
	95443	
	Dell Precision T3600	
	Herg	3,500
110 Total		40,421
111		
	95387	
	Ultrium 5 Tape w/Enclosure	
	Admin	7,000
	95415	
	Dell Precision T7500	
	Fix	3,000
	95440	
	Dell Optiplex 990	
	Phone System PC	1,975
111 Total		11,975

Asset Replacement		Replacement Year
Division	Asset ID	16
216		
	95410	
	Dell Optiplex 990	
	Desimone	1,975
	95441	
	Dell Optiplex 990	
	Michener	1,975
216 Total		3,950
220		
	95416	
	Dell Latitude E6520	
	Robbins	2,500
	95444	
	HP LaserJet 5200dtn	
	Events	2,500
	95445	
	iPad 4G	
	Jorgensen	2,500
	95447	
	Lenovo IdeaPad Yoga 13	
	McAuley	2,500
	98023	
	Ems Professional Software	
		5,220
220 Total		15,220
Grand Total		179,477
Unscheduled Replacements/Purchases - 2016		10,000
		189,477

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 2016, the Port's strategic goals include ongoing development of the Waterfront District, environmental cleanup, 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:

- Marine industrial property will be prepared to allow the expansion of two large marine trades industrial tenants.
- Squalicum Harbor will benefit from an electrical power upgrade in 2016. Repairs to the sawtooth dock are also scheduled at this harbor, and the north and south pier in Blaine will be refurbished.
- The Fairhaven 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 the completion of major improvements that were started in 2015, including fenders, ladders, cleats, chocks, and bull rails.
- Waterfront redevelopment efforts will continue into 2016 with additional funds budgeted for upland infrastructure improvements.
- Redevelopment of the Log Pond Area will begin with stormwater, power, and paving work.

Row Labels	Sum of 2016 Budget	Sum of 2017 Budget	Sum of 2018 Budget	Sum of 2019 Budget	Sum of 2020 Budget
101 - Aviation					
001 - Av					
Cost	642,985	1,720,000	9,881,000	6,651,000	1,883,500
Funding	-121,486	-1,503,000	-8,663,000	-5,220,000	
001 - Av Total	521,499	217,000	1,218,000	1,431,000	1,883,500
101 - Aviation Total	521,499	217,000	1,218,000	1,431,000	1,883,500
105 - Marinas					
004- BI					
Cost	1,599,734	1,365,086	1,058,304		150,000
Funding	-147,888				
004- BI Total	1,451,846	1,365,086	1,058,304		150,000
005- Sq					
Cost	1,030,833	190,298	595,458	832,000	250,000
Funding					
005- Sq Total	1,030,833	190,298	595,458	832,000	250,000
105 - Marinas Total	2,482,679	1,555,384	1,653,762	832,000	400,000
107 - RE					
007 - RE					
Cost	13,211,466	821,987	662,058	75,000	95,000
Funding	-1,047,386				
007 - RE Total	12,164,080	821,987	662,058	75,000	95,000
107 - RE Total	12,164,080	821,987	662,058	75,000	95,000
108 - Planning					
008-Plan					
Cost					
008-Plan Total					
108 - Planning Total					
109 - MT					
010 - BST					
Cost	1,536,933				120,000
Funding	-1,500,000				
010 - BST Total	36,933				120,000

Row Labels	Sum of 2016 Budget	Sum of 2017 Budget	Sum of 2018 Budget	Sum of 2019 Budget	Sum of 2020 Budget
009- BCT					
Cost	153,662	444,649	10,000	10,000	10,000
Funding					
009- BCT Total	153,662	444,649	10,000	10,000	10,000
109 - MT Total	190,595	444,649	10,000	10,000	130,000
110 - Fac					
017-Fac					
Cost	54,430				
017-Fac Total	54,430				
018-Maint					
Cost	112,000	350,000	138,000	25,000	25,000
018-Maint Total	112,000	350,000	138,000	25,000	25,000
110 - Fac Total	166,430	350,000	138,000	25,000	25,000
111 - Admin					
011-Fin					
Cost					
011-Fin Total					
117-IS					
Cost		0	150,000		
117-IS Total		0	150,000		
111 - Admin Total		0	150,000		
215 - BWAS					
031-BWAS					
Cost	7,161,000	277,000	2,070,000	1,098,000	50,000
Funding	-2,050,000				
031-BWAS Total	5,111,000	277,000	2,070,000	1,098,000	50,000
215 - BWAS Total	5,111,000	277,000	2,070,000	1,098,000	50,000
216 - ED					
032-ED					
Cost					
032-ED Total					
216 - ED Total					

Row Labels	Sum of 2016 Budget	Sum of 2017 Budget	Sum of 2018 Budget	Sum of 2019 Budget	Sum of 2020 Budget
228-Infr					
046 - Infra					
Cost (blank)	5,928,548	5,434,600	1,235,000	1,230,000	50,000
046 - Infra Total	5,928,548	5,434,600	1,235,000	1,230,000	50,000
228-Infr Total	5,928,548	5,434,600	1,235,000	1,230,000	50,000
220 - Pub					
034 - Open					
Cost	168,591				
Funding	-228,832				
034 - Open Total	-60,241				
039 - Rec					
Cost	21,000				
039 - Rec Total	21,000				
220 - Pub Total	-39,241				
Grand Total	26,525,591	9,100,620	7,136,820	4,701,000	2,633,500

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
1	101 - Aviation		001 - Av	Leutwiler	Update Airport Master Plan - AIP GRANT 46	(487,041)					
2	101 - Aviation	101-416-1900	001 - Av	Leutwiler	Commercial Ramp RON Parking Positions - Phase 1&2/FAA AGIS Survey - Design	-		1,470,000			
3	101 - Aviation		001 - Av	Leutwiler	Commercial Ramp RON Parking Positions - Phase 1&2/FAA AGIS Survey - Design - GRANT	-		(1,323,000)			
4	101 - Aviation	101-417-1900	001 - Av	Leutwiler	GA Apron Rehabilitation (Area 2-5) - Design	365,016	(284,091)				
5	101 - Aviation		001 - Av	Leutwiler	GA Apron Rehabilitation (Area 2-5) - Design - FAA Grant 51	(328,514)	328,514				
6	101 - Aviation	101-422-1900	001 - Av	Leutwiler	GA Apron Rehabilitation (Area 3) - Des & Construction	-	500,000				
7	101 - Aviation		001 - Av	Leutwiler	GA Apron Rehabilitation (Area 3) - Des & Construction - GRANT	-	(450,000)				
8	101 - Aviation	101-419-1900	001 - Av	Leutwiler	Airport pavement maintenance 2015	25,000					
9	101 - Aviation		001 - Av	Leutwiler	Airport pavement maintenance 2016	-	115,076				
10	101 - Aviation		001 - Av	Leutwiler	Airport pavement maintenance 2017	-		25,000			
11	101 - Aviation		001 - Av	Leutwiler	Airport pavement maintenance 2018	-			25,000		
12	101 - Aviation		001 - Av	Leutwiler	Airport pavement maintenance 2019	-				25,000	
13	101 - Aviation		001 - Av	Leutwiler	Airport pavement maintenance 2020						25,000
14	101 - Aviation	101-425-1900	001 - Av	Leutwiler	Commercial Ramp RON Parking Positions - PHASE 1/FAA AGIS Survey - Construction	-	-		7,276,000		
15	101 - Aviation		001 - Av	Leutwiler	Commercial Ramp RON Parking Positions - PHASE 1/FAA AGIS Survey - Construction - Grant	-	-		(6,548,000)		
16	101 - Aviation		001 - Av	Leutwiler	Perimeter Ground Access Road - Design	-			100,000		
17	101 - Aviation		001 - Av	Leutwiler	Perimeter Ground Access Road - Design, FAA Grant	-			(90,000)		
18	101 - Aviation		001 - Av	Leutwiler	Perimeter Ground Access Road - Construction	-				1,000,000	
19	101 - Aviation		001 - Av	Leutwiler	Perimeter Ground Access Road - Construction (GRANT)	-				(900,000)	

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
20	101 - Aviation	101-401-1900	001 - Av	Leutwiler	Commercial Terminal Expansion - Design - PFC Eligible 100% Already on Current PFC Impose	5,622,292					
21	101 - Aviation	101-406-1900	001 - Av	Leutwiler	Commercial Terminal Expansion - Construction - 100% PFC Eligible	35,828,163					
22	101 - Aviation		001 - Av	Leutwiler	Commercial Terminal Expansion - Construction - 100% PFC Eligible - TSA REIMBURSEMENT	(4,195,701)					
23	101 - Aviation		001 - Av	Leutwiler	AIP 52 - Terminal Expansion - Grant	(4,300,000)					
24	101 - Aviation	101-407-1900	001 - Av	Leutwiler	Commercial Terminal Expansion Furniture	320,000					
25	101 - Aviation		001 - Av	Leutwiler	Commercial Terminal Expansion Furniture FAA Grant	(297,000)					
26	101 - Aviation	101-411-1900	001 - Av	Leutwiler	Overall BLI Parking lot Planning Design	200,000					
27	101 - Aviation	101-428-1900	001 - Av	Goodwin	Airport Way/ Airport Drive Intersection Improvements	25,000		-			
28	101 - Aviation	101-421-1900	001 - Av	Goodwin	Airport Sidewalks and Landscaping	15,000	135,000	-			
29	101 - Aviation		001 - Av	Goodwin	Phase 2 Wetland Mitigation	-			-	1,300,000	
30	101 - Aviation		001 - Av	Goodwin	Phase 2 Wetland Mitigation GRANT	-			-	(1,170,000)	
31	101 - Aviation	101-415-1900	001 - Av	Leutwiler	Terminal Directional Signage	75,000					
32	101 - Aviation	101-420-1900	001 - Av	Leutwiler	CBP Facility Improvements Development	50,000	55,000				
33	101 - Aviation		001 - Av	Leutwiler	CBP Facility Improvements Design	-		25,000			
34	101 - Aviation		001 - Av	Leutwiler	Purchase new ARFF Vehicle	-				1,000,000	
35	101 - Aviation		001 - Av	Leutwiler	Purchase new ARFF Vehicle - FAA Grant	-				(900,000)	
36	101 - Aviation		001 - Av	Leutwiler	Rental Car Facility - Design/Construction (CFC)	-	-	-	-	371,000	1,858,500
37	101 - Aviation	101-426-1900	001 - Av	Leutwiler	Snow Removal Equipment Facility - Design	-			250,000		
38	101 - Aviation		001 - Av	Leutwiler	Snow Removal Equipment Facility - Design - FAA Grant	-			(225,000)		

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
39	101 - Aviation		001 - Av	Leutwiler	Snow Removal Equipment Facility - Construction	-	-			2,500,000	
40	101 - Aviation		001 - Av	Leutwiler	Snow Removal Equipment Facility - Construction - (FAA Grant)	-	-			(2,250,000)	
41	101 - Aviation	101-501-1900	001 - Av	Leutwiler	Brush and Tree Mitigation / Clearing 2016	-	10,000				
42	101 - Aviation		001 - Av	Leutwiler	Taxiway H Widening - Design	-	-	200,000			
43	101 - Aviation		001 - Av	Leutwiler	Taxiway H Widening - Design (FAA Grant)	-	-	(180,000)			
44	101 - Aviation		001 - Av	Leutwiler	Taxiway H Widening - Construction	-		-	2,000,000		
45	101 - Aviation		001 - Av	Leutwiler	Taxiway H Widening - Construction (FAA Grant)	-		-	(1,800,000)		
46	101 - Aviation		001 - Av	Leutwiler	Taxiway Hotel storm water catchment basin design/construction				80,000		
47	101 - Aviation		001 - Av	Leutwiler	Airfield safety - tree height survey and mitigation		50,000				
48	101 - Aviation		001 - Av	Leutwiler	Aircraft parking positions 6 & 7 storm water grate re-enforcement		30,000				
49	101 - Aviation		001 - Av	Leutwiler	CBP Facility Improvements Construction				150,000		
50	101 - Aviation		001 - Av	Leutwiler	Parking Lot Equipment Replacement					455,000	
51	101 - Aviation		001 - Av	Leutwiler	Purchase 3 shuttle buses		32,000				
52	105 - Marinas	105-439-1900	004- BI	Peterson	Sewage pumpouts	45,450					
53	105 - Marinas		004- BI	Peterson	Sewage pumpouts GRANT	(34,088)					
54	105 - Marinas	105-570-1900	004- BI	Peterson	Replace concrete float at landing of Gt. 1	31,400	282,600				
55	105 - Marinas		004- BI	Peterson	Paint Gatehouse 1 & 3 interior / exterior	-	50,000				
56	105 - Marinas		004- BI	Peterson	Webhouse #3 Siding & Door Improvements	-	51,557				
57	105 - Marinas		004- BI	Peterson	Gate 1 - Replace all utility hangers	-	-	133,251			
58	105 - Marinas		004- BI	Peterson	Gate 1 & Boat Launch Silt Dig Out	-	21,949				

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
59	105 - Marinas	105-658-1900	004- BI	Peterson	Blaine Sawtooth - structural repairs	45,000	-	285,000			
60	105 - Marinas	105-596-1900	004- BI	Peterson	Electrical Power Upgrades - Gate 3	100,000	60,000				
61	105 - Marinas		004- BI	Peterson	Replace Webhouse #3 Roof (BI)		136,536				
62	105 - Marinas		004- BI	Peterson	Replace Webhouse #2 Roof (BI)		265,946				
63	105 - Marinas		004- BI	Peterson	Repair & Seal Coat Asphalt Webhouse 2 & 3 (BI)			116,155			
64	105 - Marinas		004- BI	Peterson	Replace 500 Dock Boxes & Separate Power Pedastals (BI)		362,569	373,446			
65	105 - Marinas		004- BI	Peterson	Replace Metal Utility Hangers Gate 3 (BI)		46,393				-
66	105 - Marinas		004- BI	Peterson	Purchase 2 New Portable Sewer Pumpcarts & Enclosures (Gt 1 & Gt 2) (BI)		197,184				
67	105 - Marinas		004- BI	Peterson	Pumpout Grant funding - Wa St Parks Dept		(147,888)				
68	105 - Marinas		004- BI	Peterson	Sealcoat & Stripe Boat Launch Parking Lot (BI)		-	75,854			
69	105 - Marinas		004- BI	Peterson	Gate 1 & 2 Parking Lot Upgrades (BI)		-		106,067		
70	105 - Marinas		004- BI	Peterson	Antique Lamp Posts & Lighting (Upland BI)(2016 D&E) (2017 Install)		40,000	381,380			
71	105 - Marinas		004- BI	Peterson	Replace Dock Lighting (BI)				550,000		
72	105 - Marinas		004- BI	Peterson	Design / Engineering Boathouse Pressure Line (BI)		50,000				
73	105 - Marinas		004- BI	Peterson	Replace Boathouse Pressure Line (BI)				300,000		
74	105 - Marinas		004- BI	Peterson	Design & Install Video Surveillance System (BI)		-	-	102,237		
75	105 - Marinas		004- BI	Peterson	Replace Metal Utility Hangers Gate 1 (BI)						150,000
76	105 - Marinas		004- BI	Peterson	Crane		35,000				
77	105 - Marinas	105-430-1900	005- Sq	Randolph	Inner Harbor Float Life Extension, Gt. 6, 7, 8, 9 & 10	2,176,731					
78	105 - Marinas	105-436-1900	005- Sq	Randolph	Sewage Pumpouts - Eq. Replacement	60,000					

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
79	105 - Marinas		005- Sq	Randolph	Sewage Pumpouts GRANT	(45,000)					
80	105 - Marinas	105-442-1900	005- Sq	Randolph	Sewage Pumpouts - Eq. Replacement	26,523					
81	105 - Marinas		005- Sq	Randolph	Sewage Pumpouts GRANT	(19,892)					
82	105 - Marinas	105-601-1900	005- Sq	Randolph	Sewage Pumpouts - Eq. Replacement	26,523					
83	105 - Marinas		005- Sq	Randolph	Sewage Pumpouts GRANT	(19,892)					
84	105 - Marinas	105-445-1900	005- Sq	Randolph	Sq Sawtooth structural repairs	150,569	175,000				
85	105 - Marinas	105-446-1900	005- Sq	Taft	Marina software replacement	50,000					
86	105 - Marinas	105-449-1900	005- Sq	Randolph	(Design/Engineering) Main Power Disconnects - Harbor wide	50,000					
87	105 - Marinas	105-450-1900	005- Sq	Randolph	Install 3 New stand alone cameras	14,978					
88	105 - Marinas	105-451-1900	005- Sq	Randolph	Gt. 3 Fire Sprinkler Pressure Line	1,326,073					
89	105 - Marinas	105-602-1900	005- Sq	Randolph	Drystack siting analysis	25,000					
90	105 - Marinas		005- Sq	Randolph	Webhouse #2 Siding Repairs	-	18,510				
91	105 - Marinas		005- Sq	Randolph	Paint Sq. Harbor Office - Interior	-		19,112			
92	105 - Marinas	105-603-1900	005- Sq	Randolph	Seal Coat & Restripe parking lot Webhouse #1	26,694					
93	105 - Marinas	105-604-1900	005- Sq	Randolph	Additional Rollers added to Sawtooth Pier	30,056					
94	105 - Marinas	105-605-1900	005- Sq	Randolph	Visitor Dock Improvements - fender rails, signage, power, lighting, pay stations	105,040					
95	105 - Marinas	105-606-1900	005- Sq	Randolph	Electrical Power Upgrades	500,000	340,000				
96	105 - Marinas		005- Sq	Randolph	Sealcoat Gate 8 & Crack-Seal Gate 9		104,411				
97	105 - Marinas		005- Sq	Randolph	Replace rotting light posts Inner Harbor (Sq)		47,069				
98	105 - Marinas		005- Sq	Randolph	Remove Ramp & Refurbish Gate 1 (Sq)		79,120				

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
99	105 - Marinas		005- Sq	Randolph	Remodel HCB Restrooms, Showers, Laundry (Sq)		181,723				
100	105 - Marinas		005- Sq	Randolph	Design & Install Video Surveillance System (Sq)		-	-	110,458		
101	105 - Marinas		005- Sq	Stahl	Planning, Design/Engineering: Inner Harbor Replacement 2022			171,186			
102	105 - Marinas		005- Sq	Randolph	Sq. Sawtooth Condition Survey		50,000				
103	105 - Marinas		005- Sq	Randolph	Life Extension Gt. 5, A & B floats				485,000		
104	105 - Marinas		005- Sq	Randolph	Refurbish Gate 3 Restroom Facilities						250,000
105	105 - Marinas		005- Sq	Randolph	Replace Webhouse #2, #3, #4 Roofs					832,000	
106	105 - Marinas		005- Sq	Randolph	Crane		35,000				
107	107 - RE	107-607-1900	007 - RE	McFearin	Tenant Improvements Port wide 2015	87,500					
108	107 - RE		007 - RE	McFearin	Tenant Improvements Port wide 2016	-	75,000				
109	107 - RE		007 - RE	McFearin	Tenant Improvements Port wide 2017	-		75,000			
110	107 - RE		007 - RE	McFearin	Tenant Improvements Port wide 2018	-			75,000		
111	107 - RE		007 - RE	McFearin	Tenant Improvements Port wide 2019	-				75,000	
112	107 - RE		007 - RE	Shipman	Re-Roof FMIP 3 (08/05/2010) - Energy Efficiency Grant	(82,148)					
113	107 - RE		007 - RE	Shipman	Re-Roof FMIP 7 (08/05/2010) - Energy Efficiency Grant	(146,546)					
114	107 - RE	107-455-1900	007 - RE	McFearin/Scott	Shipyard pier - Wooden pier replacement	7,150,000	1,786,472				
115	107 - RE	107-470-1900	007 - RE	Ilahi	Property Management Software	50,000					
116	107 - RE		007 - RE	Harvey	Bellwether Garage lighting improvements (2nd priority) - Energy Efficiency Grant	(70,512)					
117	107 - RE		007 - RE	Harvey	Bellwether Building weatherization (3rd priority) - Energy Efficient Grant	(11,512)					
118	107 - RE	107-462-1900	007 - RE	Scott	Squal. Esplanade underdock fire system	164,250					

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
119	107 - RE	107-471-1900	007 - RE	Harvey	Bellwether Bldg - Paint interior walls and restrooms	48,698					
120	107 - RE	107-468-1900	007 - RE	McFearin	Demo of Dock SVN Parcel D	20,000					
121	107 - RE	107-608-1900	007 - RE	McFearin	Short Plats, LLA & BSP's 2015	10,000					
122	107 - RE	107-478-1900	007 - RE	Shipman/Scott	FMP Building 8 -Diligence in 2014, Demo in 2018	60,000		-	257,740		
123	107 - RE	107-609-1900	007 - RE	Harvey	Bellwether Building Seal south side	41,115					
124	107 - RE	107-610-1900	007 - RE	Harvey	12 Bellwether - Replace HVAC	35,000					
125	107 - RE	107-611-1900	007 - RE	Scott	Repave Squal. Yacht Club parking area	56,739					
126	107 - RE	107-612-1900	007 - RE	Scott	Arrowac building -exterior paint	97,640					
127	107 - RE		007 - RE	Scott	Blaine- Overflow gravel parking lot on vacant site between Blaine Marine Services and boat launch parking	-		265,638			
128	107 - RE		007 - RE	McFearin	Short Platts, LLA & BSP's	-	10,000				
129	107 - RE	107-613-1900	007 - RE	Harvey	Bellwether Garage - electrical vehicle charging station	17,500					
130	107 - RE	107-614-1900	007 - RE	Harvey	Bellwether Garage - clean and seal Ceiling	94,569					
131	107 - RE		007 - RE	Harvey	Bayview Center Building - Seal Building Exterior (Rough estimate will be revised)	-		-	223,251		
132	107 - RE		007 - RE	Harvey	Bayview Center Building - Patch and Paint Ballroom; Carpet	-	20,000	32,893			
133	107 - RE		007 - RE	Shipman	Deconstruct Humane Society Building	-	-	143,189			
134	107 - RE	107-615-1900	007 - RE	Scott	Arrowac/Cannery Building Roof	150,000					
135	107 - RE	107-616-1900	007 - RE	Scott	Squalicum Esplanade 3 x HVAC (Niki's Bella Marina)	122,288					
136	107 - RE	107-617-1900	007 - RE	Scott	Arrowac/Cannery Building Relocate Backflow Preventer	33,198					
137	107 - RE	107-619-1900	007 - RE	Shipman	Replace HVAC units at Woodstone site	75,000	-	85,267			
138	107 - RE		007 - RE	Shipman	Replace HVAC units - 3rd party reimbursement	(37,500)					

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
139	107 - RE	107-655-1900	007 - RE	McFearin	AAM Site Expansion	250,000					
140	107 - RE		007 - RE	McFearin	Tenant Improvements Port wide 2020						95,000
141	107 - RE		007 - RE	Shipman	ITB Pavement Repair		11,658				
142	107 - RE		007 - RE	Shipman/Scott	Replace Fire Suppression System for Squalicum Esplanade		511,226				
143	107 - RE		007 - RE	Scott	FMIP Building 1, 2 & 7 lighting upgrade (LFS)		133,962				
144	107 - RE		007 - RE	Scott	FMIP Building 1, 2 & 7 lighting upgrade (PSE Grant)		(47,386)				
145	107 - RE		007 - RE	Scott	FMIP Replace Fire Suppression Bldg 2		238,897				
146	107 - RE		007 - RE	Scott	FMIP Repave between Bldgs 1 & 2		25,110				
147	107 - RE		007 - RE	Scott	FMIP Revitalization/General Repair		30,000				
148	107 - RE		007 - RE	Scott	Arrowac Building Fire Line Repair/Replace		-				
149	107 - RE		007 - RE	Scott	Refurbish North and South Pier in Blaine (frmr Blaine Marina)		842,058				
150	107 - RE		007 - RE	McFearin	All American Marine Manufacturing Building		9,527,083				
151	107 - RE		007 - RE	McFearin	All American Marine Manufacturing Building CERB Grant		-				
152	107 - RE		007 - RE	McFearin	All American Marine Manufacturing Building EDI Grant		(1,000,000)				
153	107 - RE		007 - RE	Harvey	Bayview Center HVAC			220,000			
154	107 - RE		007 - RE	Ilahi	Blaine Gate 1/Dockside Parking realignment 50% cost shared with Maritime		-		106,067		
155	108 - Planning	108-484-1900	008-Plan	Goodwin	Blaine Art & Gateway Entry Sign	10,000					
156	108 - Planning	108-485-1900	008-Plan	Goodwin	Short Plats, LLA & BSP's 2012 (Amend Preliminary & file Final BLI General BSP)	157,500					
157	109 - MT	109-623-1900	009- BCT	Warter	Tenant Improvement 2015	10,000					
158	109 - MT		009- BCT	Warter	Tenant Improvement 2016	-	10,000				

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
159	109 - MT		009- BCT	Warter	Tenant Improvement 2017	-		10,000			
160	109 - MT		009- BCT	Warter	Tenant Improvements 2018	-			10,000		
161	109 - MT		009- BCT	Warter	Tenant Improvements 2019	-				10,000	
162	109 - MT		009- BCT	Warter	Tenant Improvements 2020						10,000
163	109 - MT	109-493-1900	009- BCT	Warter	AMHS ticketing kiosk counter at BCT	26,185					
164	109 - MT	109-496-1900	009- BCT	Warter	Replace 47 lights & light fixtures under metal awning - platform F'haven Station	53,426					
165	109 - MT		009- BCT	Warter	Replace 47 lights & light fixtures under metal awning - platform F'haven Station - grant	(17,352)					
166	109 - MT	109-504-1900	009- BCT	Warter	Berth #1 Breasting Dolphin Repairs	59,707					
167	109 - MT		009- BCT	Warter	Berth #1 Breasting Dolphin Repairs - AMHS reimbursed	(59,707)					
168	109 - MT	109-624-1900	009- BCT	Warter	Seal Coat ext. brick at BCT	33,962					
169	109 - MT	109-625-1900	009- BCT	Warter	Seal Coat ext. brick at F'haven Station	27,022					
170	109 - MT		009- BCT	Warter	New signage around Passenger Terminals and Boat Launch	-	-	61,218			
171	109 - MT	109-626-1900	009- BCT	Warter	Staging Booth Replacement	37,871					
172	109 - MT	109-627-1900	009- BCT	Warter	HVAC Control Panel Replacement BCT (x4)	29,349					
173	109 - MT	109-654-1900	009- BCT	Warter	BCT Passenger Ramp Improvements	35,000					
174	228-Infr		046 - Infra	Warter	Replace Fire Main Line (BCT)		263,318				
175	109 - MT		009- BCT	Warter	Paint Fuel Line Berth #1 (BCT)		-	50,756			
176	109 - MT		009- BCT	Warter	Replace Domestic Water Line under BCT		63,662				
177	109 - MT		009- BCT	Warter	Steel Piling Condition Survey/Repairs (BCT)		80,000				
178	109 - MT		009- BCT	Warter	Replace OH Fire Sprinklers in Warehouse #4 (BCT)			322,675			

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
179	109 - MT	109-486-1900	010 - BST	Warter	BST Main pier repairs - 2015	2,098,165	-				
180	109 - MT	109-621-1900	010 - BST	Warter	Main Pier Repairs - fenders, ladders, cleats, chocks, bullrails, etc.	684,500	1,000,000				
181	109 - MT	109-620-1900	010 - BST	Warter	BST Main Pier Condition Survey (2015)	90,000					
182	109 - MT	109-500-1900	010 - BST	Stahl	BST Stormwater Improvements (ELSA Grant reimbursed 100%)	1,500,000					
183	109 - MT		010 - BST	Stahl	BST Stormwater Improvements (ELSA Grant reimbursed 100%) - GRANT	-	(1,500,000)				
184	109 - MT	109-622-1900	010 - BST	Stahl	North Pier - Warehouse #1 Re-design/demo + condition survey	119,171					
185	109 - MT		010 - BST	Stahl	Rail Connection Des & Eng (50% BST/BWAS) (added by DS 9/8)		75,000				
186	215 - BWAS		031-BWAS	Stahl	Rail Connection Des & Eng (50% BST/BWAS) (added by DS 9/8)		75,000				
187	109 - MT	109-659-1900	010 - BST	Warter	Repairs to Warehouse #1 & #2 Roof (BST)		461,933				
188	228-Infr		046 - Infra	Warter	Structural Upgrades to Rail Span & Stub Pier		2,945,593				
189	228-Infr		046 - Infra	Warter	Utilities Upgrade to BST		1,922,969				
190	109 - MT		010 - BST	Warter	Condition Survey BST (5 year cycle)						120,000
191	110 - Fac		017-Fac	Fulton	HCB Light Office Remodel		43,847				
192	110 - Fac		017-Fac	Fulton	BCT Light Office Remodel		10,583				
193	110 - Fac	110-508-1900	018-Maint	Williams	New street sweeper	275,000					
194	110 - Fac		018-Maint	Williams	Stormwater Utility Vacuum Truck	-		250,000			
195	110 - Fac	110-509-1900	018-Maint	Williams	Required equipment repairs to bucket truck per annual inspection	20,000					
196	110 - Fac	110-600-1900	018-Maint	Fulton	C Street Sanitary Sewer Repl	44,000					
197	110 - Fac	110-628-1900	018-Maint	Williams	two computers & monitors 22 ipads for techs	12,000					
198	110 - Fac		018-Maint	Fulton	MX Digital Conversion		85,000	100,000	50,000	25,000	25,000

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
199	110 - Fac	110-629-1900	018-Maint	Williams	purchase new van (for HVAC tech)	38,000					
200	110 - Fac		018-Maint	Williams	Trench Box		9,500				
201	110 - Fac		018-Maint	Williams	Mini excavator		-		88,000		
202	110 - Fac		018-Maint	Williams	Sanitary Sewer Jetter		17,500				
203	110 - Fac	110-507-1900	018-Maint	Williams	Software - Work Order System (Wennsoft)	75,000					
204	111 - Admin	111-512-1900	011-Fin	Sobjack	Software - Accounting	289,444					
205	111 - Admin		117-IS	Crocheron	Phone system upgrade	-		-	150,000		
206	215 - BWAS	215-554-1900	031-BWAS	Stahl	Permitting & Design for ASB Marina and Whatcom Waterway Improvements	1,419,743		20,000	20,000		
207	215 - BWAS	215-555-1900	031-BWAS	Fulton	New Whatcom De-Construction	4,645,000	(2,100,000)		450,000		
208	215 - BWAS		031-BWAS	Gouran	Brownfields Grant	(727,500)					
209	215 - BWAS	215-566-1900	031-BWAS	Goodwin	Short Plats, LLA & BSP's	150,000	-	50,000	50,000		
210	215 - BWAS	215-567-1900	031-BWAS	McFearin	Appraisals	67,000					
211	215 - BWAS	215-568-1900	031-BWAS	Fulton	C Street Terminal Upland Infrastructure, incl barge ramp	300,000	4,595,000				
212	215 - BWAS		031-BWAS	Fulton	C-Street Terminal Marine Infrastructure Grants (ELSA & MTCA)	(150,000)	(1,050,000)				
213	215 - BWAS		031-BWAS	Fulton	C-Street Terminal Marine Infrastructure Grants (EDI)	-	(1,000,000)				
214	215 - BWAS		031-BWAS	Stahl	Waterfront District Visitor Moorage	-		157,000	-	1,048,000	
215	215 - BWAS	215-630-1900	031-BWAS	Fulton	Condition Survey GP Wharf	50,000	75,000	-			
216	215 - BWAS	215-631-1900	031-BWAS	Ilahi	1000 F St Outside LED Relamp	30,000					
217	215 - BWAS		031-BWAS	Ilahi	1000 F St Outside LED Relamp (Grant)	(15,000)					
218	215 - BWAS	215-632-1900	031-BWAS	Fulton	ASB Breakwater trail	25,000	25,000				

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
219	215 - BWAS	215-648-1900	031-BWAS	Fix	Lummi Story Pole	11,000	11,000				
220	215 - BWAS		031-BWAS	Fulton	GP Wharf Improvements				1,500,000		
221	215 - BWAS		031-BWAS	Stahl	Log Pond Stormwater & Paving		1,700,000				
222	215 - BWAS		031-BWAS	Stahl	Log Pond Power		1,030,000				
223	215 - BWAS		031-BWAS	McFearin	Lignin Building Improvements		1,500,000				
224	215 - BWAS		031-BWAS	Fulton	Waterfront Site Prep		150,000	50,000	50,000	50,000	50,000
225	215 - BWAS		031-BWAS	Fulton	Public Safety		100,000				
226	216 - ED	216-571-1900	032-ED	Snodgrass	Foothills Broadband Design	20,000					
227	228-Infra	109-487-1900	046 - Infra	Stahl	BST Bulkhead Repairs	4,060,098					
228	220 - Pub	220-580-1900	034 - Open	Warter	Repair B/L floats at BCT 2014	10,000					
229	220 - Pub		034 - Open	Peterson	BI - Commercial restroom remodel w/ shower	-	136,591				
230	220 - Pub	220-574-1900	034 - Open	Peterson	Replace B/L floats, piling & lighting - Squalicum Harbor	965,468					
231	220 - Pub		034 - Open	Peterson	Replace B/L floats, piling & lighting - Squalicum Harbor - RCO GRANT	(639,230)					
232	220 - Pub	220-581-1900	034 - Open	Williams	Misc. repairs, amenity replacements, etc. 2015	25,000					
233	220 - Pub		034 - Open	Williams	Misc. repairs, amenity replacements, etc. 2016		25,000				
234	220 - Pub	220-582-1900	034 - Open	Warter	Fairhaven B/L Restroom - Siding, Trim & Foundation Repairs	64,059	7,000				
235	220 - Pub	220-583-1900	034 - Open	Warter	Des & Constr: Fairhaven B/L floats & piling Replacement (2015)	566,339					
236	220 - Pub		034 - Open	Warter	RCO Grant Reimbursement - Fairhaven Boat Launch Float & Pile Replacment (inc. D/E)	-	(228,832)				
237	220 - Pub	220-586-1900	034 - Open	Williams	Blaine boardwalk/promenade repairs	10,000					
238	220 - Pub	220-635-1900	034 - Open	Williams	Harbor Ctr Boardwalk Repairs	50,000					

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
239	220 - Pub	220-636-1900	034 - Open	Williams	Replace Marine Life Center roof	40,000					
240	220 - Pub	220-637-1900	039 - Rec	Suttles	Electronic Records Management System	84,300	21,000				
241	25 - Undevel	228-593-1900	25	Goodwin	Alderwood Stormwater Pond Design, Permitting and Agency Coordination	301,095					
242	228-Infr	228-598-1900	046 - Infra	Fulton	Permitting for Infrastructure Work 2014	50,000					
243	228-Infr	228-638-1900	046 - Infra	Fulton	Permitting for Infrastructure Work 2015	50,000					
244	228-Infr		046 - Infra	Fulton	Permitting for Infrastructure Work 2017	-		50,000			
245	228-Infr		046 - Infra	Fulton	Permitting for infrastructure work 2018	-			50,000		
246	228-Infr		046 - Infra	Fulton	Permitting for infrastructure work 2019	-				50,000	
247	228-Infr		046 - Infra	Fulton	Permitting for infrastructure work 2020						50,000
248	228-Infr	228-594-1900	046 - Infra	Fulton	Fairhaven shoreline improvements	11,874	175,000	1,000,000			
249	228-Infr	228-595-1900	046 - Infra	Fulton	Blaine Bulkhead repairs - Design	150,000	-				
250	228-Infr	228-597-1900	046 - Infra	Fulton	Blaine Breakwater Cathodic Protection	175,000					
251	228-Infr	228-639-1900	046 - Infra	Fulton	Squalicum Way Wharf Demo and Bulkhead Replacement	750,000					
252	228-Infr	228-640-1900	046 - Infra	Fulton	I & J Bulkhead - Engineering only	250,000	(180,000)	10,000	185,000	180,000	
253	228-Infr	228-641-1900	046 - Infra	Fulton	Blaine Marine Drive Bulkhead - Engineering only	110,000					
254	228-Infr	228-657-1900	046 - Infra	Gilbert	Condition Assessment N & S pier - Blaine	40,000					
255	228-Infr	228-642-1900	046 - Infra	Fulton	Mitchell Way Pedestrian Crosswalk	8,100	81,000				
256	228-Infr	228-643-1900	046 - Infra	Fulton	Mitchell Way LED Streetlight Conversion- B-Lot to Roundabout	19,400	-	174,600			
257	228-Infr	228-644-1900	046 - Infra	Fulton	Mitchell Way Sidewalk Extension	7,200	64,800				
258	228-Infr		046 - Infra	Fulton	Infrastructure capital improvements (to be determined)	-	100,000	500,000	1,000,000	1,000,000	

Capital Budget 2016, with 5 year forecast

Line #	Division	ACCOUNT	Program	Sponsor	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
259	228-Infr		046 - Infra	Fulton	Zuanich Park Bulkhead		155,868				
260	228-Infr		046 - Infra	Fulton	Blaine Bulkhead Design & Partial Replacement		400,000	3,700,000			

Industrial Development Corporation 2016 Strategic Budget

November 17, 2015

Port of Bellingham

Industrial Development Corporation

The Industrial Development Corporation (IDC) is a separate public corporation formed by the Port 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 board positions are determined annually as is the schedule of IDC meeting dates, times and location. Typically, the IDC mirrors the selection of Port Commission board positions. 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.

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 annually by the Port Commission authorizing expenditures toward these purposes.

INDUSTRIAL DEVELOPMENT CORPORATION

Acct	Description	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Description	Description
Account Number	Description								
	Revenue								
	12/31/2014 Cash Balance	85,757	31,868	-	2,361	4,722	7,083		
2-00-6360-00-00	Miscellaneous Revenue	29,220	29,220	29,220	29,220	29,220	29,220	servicing fees from outstanding bonds (Hempler	
2-00-9010-00-00	Interest Income								
	Revenue	114,977	61,088	29,220	31,581	33,942	36,303		
	Expense								
2-00-7001-00-00	Salaries and Wages	16,309	16,309	16,309	16,309	16,309	16,309	Salary allocation from POB	
2-00-7650-00-00	Miscellaneous	550	550	550	550	550	550	audit and bank fees	
	Surplused to ED budget	66,250	44,229	10,000	10,000	10,000	10,000	Allocated to ED budget for outside services	
	Expense	83,109	61,088	26,859	26,859	26,859	26,859		
	operating income/(loss)	31,868	-	2,361	4,722	7,083	9,444	from IDC Funds Invested	
	Ending Balance	31,868	-	2,361	7,083	14,166	23,610	Cashflow of IDC Funds Invested	