

2018 Strategic Budget

November 21, 2017



Port of Bellingham

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2018 STRATEGIC BUDGET

Introduction:

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

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

The Port of Bellingham's mission is:

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

The Economy

The US economy expanded an annualized 3.1 percent on quarter in the second quarter of 2017, beating market expectations of 3 percent. It is the strongest growth rate since the first three months of 2015. Nationally job recovery has maintained momentum. Since the end of the recession in June 2009 over 6 million jobs have been added. The U.S. unemployment rate continues to decline averaging 4.4%.

The gross domestic product of the Bellingham/Whatcom metropolitan statistical area (MSA) was \$10 billion in 2015, ranking 198 out of 382 MSAs nationally. The average Whatcom County unemployment rate of 4.7% through August 2017 is marginally higher than the statewide rate of 4.6%. The annual rate of local job growth is just over 2%. Whatcom County is still on a steady path to economic recovery, which continues to be broad-based.

Local highlights:

- The long-term leading growth sector is manufacturing, which is up 39% since the end of the recession to August 2017. Manufacturing represents 11% of Whatcom County nonfarm employment in August 2017. Several smaller manufacturers are in growth mode and seeking new buildings and sites.
- Private sector service industries have grown nearly 17% over the same time period and comprise 62% of all jobs. St. Joseph Medical Center, the county's largest employer, is an economic anchor. The hospitality sector has grown significantly, by 2,000 jobs, or 22% have been added since the depth of

recession. Other sectors including professional/management services have grown slowly.

- Retail comprises 12% of the job mix. The number of Canadian shoppers remains down as the Canadian dollar continues to trade around 80 cents US. Still, retail trade is expanding represented by the opening of a new Costco and other national brands that are expected to be moving into the old Costco location.
- Government jobs have increased 8% since the recession. State government in particular grew the fastest. Government comprised 19% of the nonfarm job market as of August 2017. Western Washington University dominates this sector.

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

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

The Port's Economic Development Department will continue to focus on growing and retaining jobs in 2018 by working with local companies wanting to expand in the county and pursuing external business leads. The Port's state Associate Development Organization (ADO) designation, ongoing networking activities and coordination with the Port's Real Estate Department provide leads for new business activity. In 2018 the Port will continue outreach to the local business community, seek expansion of new businesses from lower British Columbia and elsewhere in the Northwest, and maintain a unified countywide economic development program working with local and state partners.

Looking toward 2018

The Port operates four lines of business - aviation, marinas, marine terminals and real estate, with each line of business designed to work towards cash neutral after operating costs, capital expense and debt service. This strategy allows for 100% of the Port's tax revenue to be used for public priorities such as economic development, infrastructure preservation, environmental cleanups and parks and open space. The success of the business lines is directly tied to the amount of resources available for public priorities. The Port has planned several key capital projects for 2018, and these projects will help continue to drive the local economy.

Airport Management

The Canadian dollar has seen some recovery, however not at the level it was during the peak enplanement years of 2013 and 2014. New airline routes are challenging as carriers continue to migrate towards larger metro airports and struggle to find pilots for shorter routes. Cost control and smart capital project management will be the near term focus at Bellingham International Airport as the Canadian dollar continues to stabilize. The airport will undertake a limited number of capital projects in 2018 and continue to market itself as a low-cost, convenient alternative to both Seattle-Tacoma and Vancouver International Airports.

Focus on Asset Preservation

A Port-wide focus on assuring the necessary investment in asset and infrastructure preservation will continue in 2018. Significant investments in the 2018 budget include the repair of infrastructure in Fairhaven with a primary focus on replacing a wood section of the shipyard pier with new concrete construction; upgrading several existing life/safety systems; continuing to invest in the Bellingham Shipping Terminal pier, equipment and power; and the construction of a new webhouse in Blaine. These fundamental and critical 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.

Bellingham Waterfront Development Moves Forward

In late 2017 the City of Bellingham started the installation of two streets in the Waterfront District: Granary Avenue and Laurel Street. The City has also started construction on the first waterfront park, Waypoint Park, with a projected opening in the first half of 2018. Harcourt LLC, the Port's waterfront private development partner is expected to complete the Granary building rehabilitation in early 2018. The developer, city and port continue to plan the balance of the site including the second commercial project, a residential development on the Whatcom Waterway. Mixed-uses including a hotel,

student housing, and professional offices are all anticipated to be under development in the coming years.

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 potential types of uses and users that would utilize the adjacent deep water shipping terminal.

Summary

In 2017 the Port completed the construction of a new facility on Hilton Street for All American Marine (AAM) which will allow them to produce larger vessels and hire more people. AAM's launch of its first vessel built in this new building was anticipated to occur at about the same time this budget was published. The Port also began construction of a new pier in Fairhaven, replacing a failing wood structure with modern, more environmentally friendly materials. The pier construction is expected continue in 2018 and conclude in 2019.

The 2018 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.

2018 Key Corporate Goals

Each year the Port identifies several key strategic issues that often reach beyond a single line of business or program and may require Port-wide actions and efforts for success. Work on these key corporate goals will likely span beyond 2018 into future years. Specific action steps relating to these goals can be found within each division's section of the Strategic Budget. The following issues are identified for 2018 as key to the Port's overall success in serving the community:

1. Ongoing Development in the Waterfront District:

Harcourt began construction of the first project, the Granary Building, in 2016 which will open in the first half of 2018. In 2017 Harcourt submitted plans for a second project: residential units on the Whatcom Waterway. Construction should commence in 2018. Student housing, assisted living, professional offices and a hotel have all been discussed as future projects. In 2018, plans are expected to be finalized for two or more of these projects.

As anticipated in last year's budget, construction of streets and parks began in 2017. By the end of 2018 the public should be able to drive from Chestnut to Cornwall via Granary Avenue and Laurel Street.

District energy will remain a focus as the site is built out. This budget includes funding for the backbone of a system, but connections to the system itself will need additional design and funding. Sources such as micro-hydro, waste steam, sewer-heat recovery and process water all need to be studied to determine if they are an effective and viable source for heat transfer. A plan should be prepared and approved in 2018 if district heat is to be incorporated into the next mixed-use projects.

2. Plan Necessary Cleanups:

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

3. Expansion of Marine Trades:

Marine Trades is a significant industry sector within Whatcom County and the Port owns and manages many of the properties where Marine Trades businesses operate. In 2017 the Port completed a new facility for All American Marine,

began the replacement of the Fairhaven Shipyard Pier and continued to plan for infrastructure replacement in Blaine. In-water work is expensive and regulatory permits are difficult to obtain, but the Port will continue to work diligently towards improving the marine infrastructure for this important sector of our economy.

4. Strategic Management of a Growing Airport:

In 2017, the Port began an update to the airport Master Plan which is required due to the significant decrease in passenger demand. Capital projects at Bellingham International Airport include installing an automated deplaning hallway and upgrading the airfield lighting control system. The Port will continue to pursue new revenue sources.

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

In 2016, the Port addressed navigation depth issues in the Whatcom Waterway and in 2017 the Port welcomed its first cargo ship in over 17 years. With the addition of the Log Pond area, lay down areas have been expanded allowing for increased sales and marketing efforts. In 2018, the Port will continue upgrades to the Bellingham Shipping Terminal, purchase additional equipment, and pursue additional lines of business.

6. Stimulate Economic Development and Job Creation:

In late 2017, the Port, County and City anticipate approval of budgets that will revise the way economic development is funded. Joint funding will be used to hire a new Director of Economic Development position based at the Port to oversee enhanced business recruiting efforts to Whatcom County. In 2018 the Port 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. A significant focus will be on attracting clean, high-tech jobs to Whatcom County.

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 needs. The Port will partner with user groups to better replace this infrastructure with facilities that meet user's needs.

Financial Overview

2017 Budget Status Update

Through August 2017, the Port's overall revenues from all sources were 35% under 2016 revenues for the same period and totaled \$23.7 million. The \$13 million decrease in revenues was due to reduced grants and insurance proceeds.

Operating Divisions

Operating Summary For the period through August 31, 2017 (in thousands)	<u>2017</u>	<u>2016</u>
Revenues for Enterprise Activities only	15,618	15,605
Enterprise Activities Expenses	9,264	9,281
Income from Enterprise Activities	6,354	6,324

The enterprise (operating) activities of the Port generated revenues of \$15.6 million through August 2017. 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 are included in the figures above, and totaled \$1.9 million through August 2017.

Public Priorities

Public Priorities Summary For the period through August 31, 2017 (in thousands)	<u>2017</u>	<u>2016</u>
Revenues	214	182
Expenses	1,440	1,369
Income	-1,226	-1,187

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 other non revenue-generating infrastructure intended for public use.

For the eight months ending August 2017, the Port spent a net \$1,226,000 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, 2017 (in thousands)	<u>2017</u>	<u>2016</u>
Revenues	252	546
Expenses	568	536
Income	-316	10

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 2017, this division had revenues of \$252 thousand and expenses of \$568 thousand.

Summary of the 2017 Budget

Through the first eight months of the current budget, the Port's operating revenues were approximately \$151 thousand below budget, yet above the prior year by \$12 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 \$671 thousand in the first eight months.

Summary of the 2018 Budget

The 2018 budget forecasts increased operating revenues from the 2017 budget, with total operating revenues for the year projected at \$24.4 million. Total operating expenses are projected to increase nearly 8% over the 2017 budget. The 2018 budget reflects that the operating divisions are expected to generate negative cash flow of \$7 million. This significant drop in cash flow is largely due to several major capital projects in progress.

The Public Priorities programs will generate revenues of \$272,000 and operating expenses of \$3 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 \$1.5 million, net of grants and other reimbursements. Public Priorities debt service expense for 2018 is \$1.3 million and capital expenses related to Public Priorities for 2018 will total nearly \$5 million, offset by \$600 thousand in grants.

The Bellingham Waterfront Acquisition Site is budgeted for revenues of \$484 thousand in 2018, which is a significant increase from 2017. The Port will continue to market the leasing of the large warehouse and other properties on the former Georgia Pacific site as they become available in 2018. Expenses, including environmental cleanups, are budgeted at \$4.2 million and offset by \$2.6 million in grants and other reimbursements. 2018 capital projects for this division are budgeted at \$1.1 million.

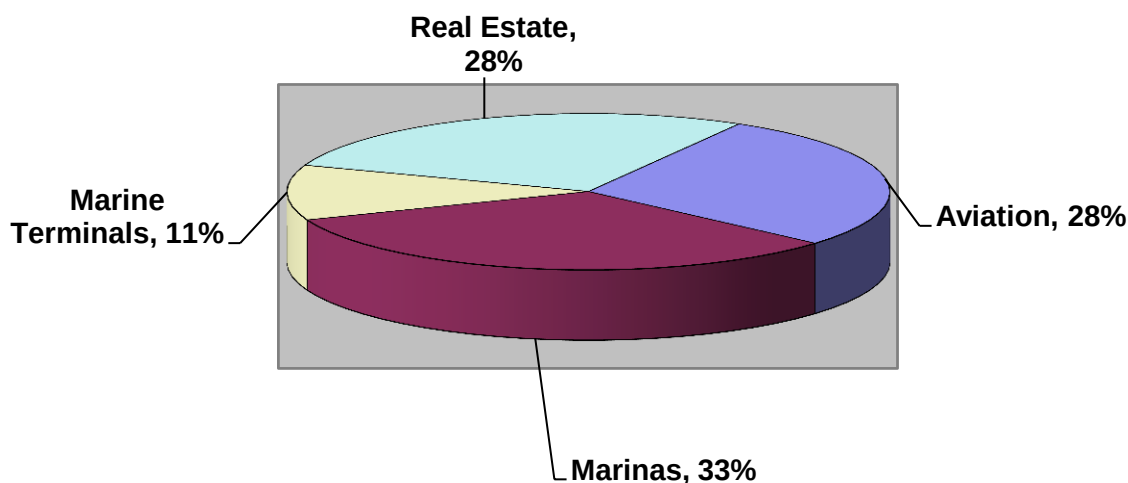
Following is a summary of the expected cash flow for 2018:

Sources of Cash Flows	in millions
Revenues from Port users and tenants	\$25.1
Property tax receipts	7.1
Capital grants	2.4
Operating grants	0.1
Third party environmental reimbursements	5.8
Passenger/Customer Facility Charges	1.8
Interest earned on investments	0.5
Loan Proceeds	3.2
Sale of Port Property	1.5
 Total Cash Generated	 \$47.5
 Uses of Cash Flows	
Operating divisional expenses	\$16.5
Public Priority Program expenses	4.1
Environmental cleanup and redevelopment costs	8.9
Principal and interest on outstanding debt	6.1
Capital investments	22.4
 Total Uses for Cash	 \$58.0
 Net Decrease in Cash	 \$10.5
 Projected Cash for Anticipated Future Projects at 2018 Year End	 \$2.9
 Threshold Cash Reserves	 \$10.9
 Projected Debt Service Coverage Ratio for 2018	 2.26 times

Revenues and Other Sources of Cash Flow

The 2018 budget anticipates Port operating revenues of \$24.3 million (operating revenue only, does not include revenue of \$756 thousand in BWAS and Public Priorities). This represents a slight increase from the 2017 budget. The Aviation Division is projected to produce nearly \$6.7 million in revenues, a 7% decrease over the 2017 budget. Marinas should realize a 4% revenue increase to \$7.9 million. Real Estate revenues are also expected to increase by 5% to \$6.8 million. Marine Terminals revenue is projected to increase significantly to \$2.8 million due to renewed activity at the Bellingham Shipping Terminal.

2018 Percentage of Total Operating Revenues



The Port expects to receive federal and state funding totaling \$6.4 million, of which \$2.4 million will support the Port's capital programs and \$4 million will support the environmental remediation efforts.

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

Bellingham International Airport is also expected to generate \$180 thousand in new Customer Facility Charges. This fee will be imposed through the rental car agencies and used for future capital improvements.

Property taxes will be levied at an estimated rate of \$0.2521 per thousand of valuation. The levy request will provide an estimated \$7.1 million. Of that, \$5 million has been allocated to cover costs of current Public Priorities and Environmental programs and will service the debt previously issued to build public facilities and infrastructure throughout the Port district. The remaining \$2.1 million has been earmarked to fund expenses related to the Bellingham Waterfront Acquisition Site.

Expenses and Other Uses of Cash

Port operating expenses are projected at \$19.3 million (before inter-company transfers), which is a 7.6% increase from the 2017 budget. Intercompany transfers are credited to the various operating divisions to compensate these divisions for work in other divisions and on capital projects; this inter-company transfer is anticipated to be a \$3.1 million credit to operating divisions in 2018.

Public Priorities expenses are expected to remain just over \$2.5 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 nearly \$6 million and environmental cleanup in the BWAS area is budgeted at \$3 million. These cleanup costs are offset by grants, other liable parties, and insurance proceeds totaling over \$5.8 million.

Historically, the Port has issued various forms of long-term debt and the payments for both interest and principal on this debt totals \$6.1 million for 2018.

Capital Expenditures for 2018

In 2018 the Port's capital expenditures are budgeted at \$20.4 million, offset by \$2.1 million in capital grants for a net capital expenditure of \$18.3 million.

Operating Divisions

In 2018, the largest new capital projects will occur in the Real Estate Division and Bellingham Shipping Terminal.

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 \$10.8 million through the end of 2018, and continue through 2019 totaling over \$11.7 million. Other large projects in the Real Estate Division will include replacement of HVAC and fire suppression systems.

In the Marinas Division, the 2018 capital projects total just over \$1.1 million. Major projects at the Blaine Harbor include upgrade of the upland and dock lighting. Squalicum Harbor will add a boathouse to house the City of Bellingham's fire boat, replace dock boxes on several floats, and re-roof 2 web houses. Various smaller capital maintenance projects are also scheduled to maintain marina assets.

The airport will focus on maintenance projects and improvements required for continued FAA airfield certification. In addition, the refurbishing of the elevator and installation of an automated and secure deplaning hallway are scheduled to be completed in 2018.

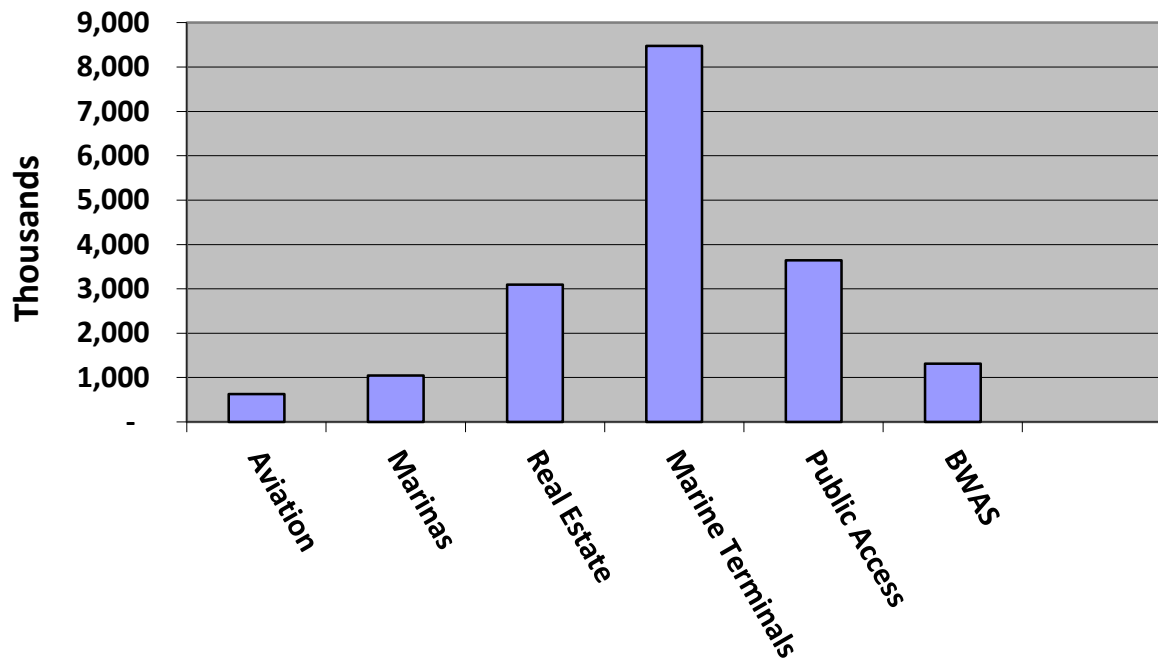
The Marine Terminals Division has a capital budget \$8.5 million in 2018. Major projects include significant electrical upgrades and the purchase of large equipment at the shipping terminal.

Public Priorities

Capital work is planned to continue in the Public Access areas in 2018. These projects include engineering and construction of a fit-up float in the I&J Waterway, and safety upgrades to two railroad crossings on Port property.

Bellingham Waterfront Acquisition Site projects are budgeted at \$1.1 million. In addition to continued environmental cleanup, the focus of capital repairs at the waterfront is the installation of franchise and other utilities to prepare the site for development.

2018 Net Capital Expenditures by Department



Tax Levy

Types and Limits of Levies

Regular Tax Levy

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

Industrial Development District (IDD) Tax Levies

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

Tax Levy Investment

As a matter of Commission policy, the Port allocates the tax levy to pay for General Obligation bond debt service from prior investments in Public Priority Programs capital projects and to finance new capital projects in this category, specifically Environmental, Economic Development and Public Priorities. Property taxes are also allocated to pay for the on-going operating costs of these public investments. As in past years, the Commission has elected to dedicate any property tax receipts in excess of \$5 million in 2018 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 2017 reflects a decrease in the levy rate of \$0.1837, going from \$0.4459 to \$0.2622 in 2017. In 2018, the Port will submit a levy request of approximately \$7.1 million, which is approximately \$2.5 million less than the legal limit. The Port is not requesting an increase in the tax levy for existing property, therefore depending upon new construction and assessed values, the levy rate is expected to decrease.

Tax at a Glance

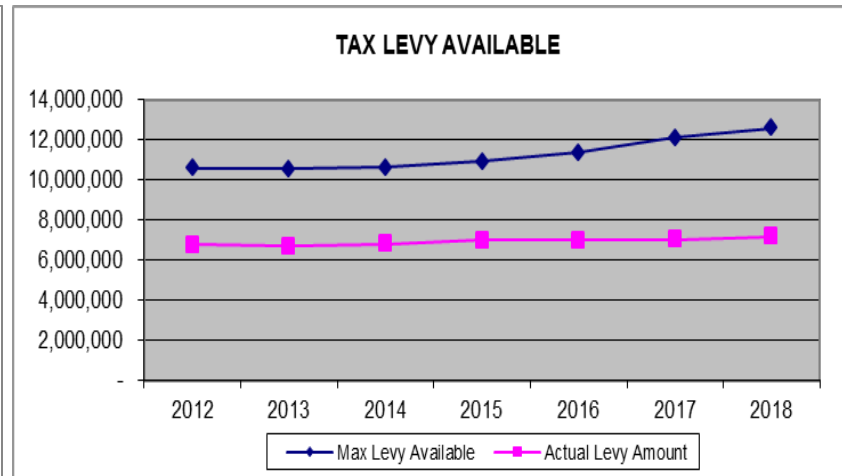
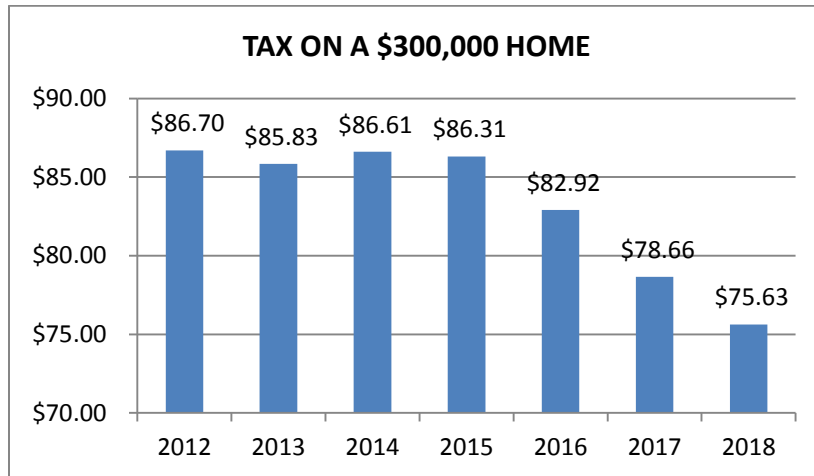
- ❖ Estimated 2018 Levy Rate \$.2521/\$1,000 Assessed Value
- ❖ The estimated levy for a \$300,000 home in 2018 is \$76
- ❖ Total 2018 Tax Levy Estimate \$7.1 Million
- ❖ The rate for 2017 was \$.2622/ \$1,000 Assessed Value
- ❖ The levy amount for a \$300,000 home in 2017 was \$79
- ❖ Last year the collection was \$7.1 million

The 2018 Levy will be used for:

Debt Service G. O. Bonds	\$1,262,500
Environmental Program Costs	305,794
Public Priority Programs Operating Expenses	3,029,547
Taxes Available for Public Priorities Capital Projects	402,159
Taxes Available for Bellingham Waterfront Acquisition Site	<u>2,058,337</u>
Total	\$7,058,337

TAX PAYER EFFECT

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



2018 Tax Levy

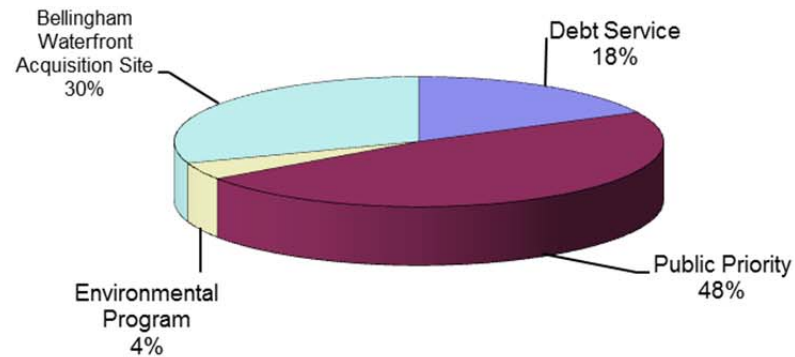
Sources:

	<u>2018</u>	<u>2017</u>
Regular Levy	\$5,795,837	\$5,800,337
G.O. Bonds/Debt Service	1,262,500	1,258,000
Special Levy	-	-
Industrial Development District (IDD)	-	-
Total Sources of Tax Levy	<u>\$7,058,337</u>	<u>\$7,058,337</u>

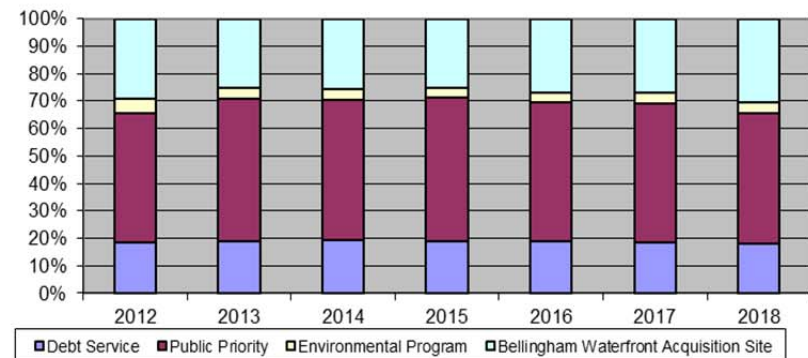
Uses:

Debt Service		
General Obligation Bonds Principal & Interest	\$1,262,500	\$1,258,000
Environmental Program Costs	307,769	287,615
Public Priority Programs Operating Expense	2,329,847	2,370,615
Taxes Available for Public Priorities Capital Projects	1,099,884	1,083,770
Cost Associated with Bellingham Waterfront Acquisition Site	2,058,337	2,058,337
Total Uses of Levy	<u>\$7,058,337</u>	<u>\$7,058,337</u>

USE OF TAX LEVY 2018



HISTORICAL USE OF TAX LEVY 2012-2018





	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Beginning Cash Balance	22,460,044	13,770,384	13,202,339	12,277,853	12,820,743
Revenues from Operations	25,096,030	25,832,815	26,628,641	27,238,365	27,367,301
Operating Expenses	(20,133,458)	(20,327,426)	(20,920,469)	(21,551,260)	(22,117,706)
Net Operating Revenues	4,962,572	5,505,389	5,708,172	5,687,105	5,249,595
Interest Income	500,000	500,000	500,000	500,000	500,000
Operating Grants	96,333	96,333	96,333	96,333	96,333
Operating Grant Related Expenses	-	-	-	-	-
Bank Fees	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Asset Replacement Costs	(342,763)	(450,420)	(703,945)	(412,592)	(472,950)
Election Expense	(100,000)	(150,000)	-	(150,000)	-
Property Tax Revenues	7,058,337	7,183,337	7,308,337	7,433,337	7,558,337
Overhead Allocation	-	-	-	-	-
Net Cash Flow - Operations	12,156,479	12,666,639	12,890,897	13,136,183	12,913,315
Proceeds from Sale of Rev Bonds/Loans	3,250,000	-	-	-	-
Revenue Bond Payments	(4,868,620)	(4,858,650)	(3,904,045)	(3,891,650)	(3,882,213)
2010B Revenue Bond - IRS Interest Refu	579,502	570,957	561,613	552,005	546,547
Proceeds from Sale of GO Bonds/Loans	-	-	-	-	-
General Obligation Bond Payments	(1,262,500)	(1,260,300)	(843,800)	(843,400)	(842,400)
Proceeds from Long Term Loans	-	-	-	-	-
Other Long Term Loan Payments	(556,103)	(923,103)	(923,103)	(923,103)	(923,103)
Net Cash Flow - Debt	(2,857,721)	(6,471,096)	(5,109,335)	(5,106,148)	(5,101,169)
New Capital Projects	(20,585,171)	(14,962,098)	(9,393,500)	(17,295,181)	(8,587,500)
Capital Carryover from prior year	-	-	-	-	-
Capital Grants	2,379,971	2,376,700	3,296,250	12,532,125	900,000
Customer Facility Charges	180,000	182,700	185,441	188,222	191,045
Passenger Facility Charges	1,617,061	1,681,743	1,749,011	1,818,970	1,891,729
Net Cash Flow - Capital	(16,408,139)	(10,720,955)	(4,162,799)	(2,755,864)	(5,604,726)
Sale/Acquisition of Port property	1,507,176	4,451,832	-	-	-
Credit (to) from other divisions	-	-	-	-	-
Environmental Remediation	(8,927,083)	(17,434,442)	(45,623,651)	(52,974,743)	(18,817,710)
Environmental Remediation - Grants	4,017,300	8,070,559	31,655,570	38,357,959	13,973,571
Environmental Remediation - Chartis Reiml	1,272,823	3,205,536	5,430,266	6,063,273	1,223,638
Environmental Remediation - PLP Reimb	549,505	5,663,882	3,994,566	3,822,230	1,139,711
Other	-	-	-	-	-
Net Cash Flow - Other	(1,580,279)	3,957,367	(4,543,249)	(4,731,281)	(2,480,790)
Cash Flow All Sources	(8,689,660)	(568,045)	(924,485)	542,890	(273,370)
Cumulative Cash Flow	13,770,384	13,202,339	12,277,853	12,820,743	12,547,374
Reserved	(10,870,799)	(10,866,235)	(10,103,496)	(10,149,556)	(10,281,110)
Available Cash	2,899,585	2,336,104	2,174,358	2,671,188	2,266,264

Budget Summary 5-Year Forecast

	2017 Budget	2018	2019	2020	2021	2022
Operating Activity						
Aviation						
Revenues	6,373,893	6,854,207	7,038,832	7,230,705	7,428,646	7,636,654
Expenses	5,590,258	5,655,939	5,718,862	5,870,068	6,025,311	6,177,840
Operating Contribution	783,635	1,198,268	1,319,970	1,360,636	1,403,335	1,458,814
Marinas						
Revenues	7,658,623	7,933,354	8,212,162	8,501,933	8,803,104	9,116,126
Expenses	3,022,835	3,156,952	3,186,706	3,282,839	3,389,363	3,493,496
Operating Contribution	4,635,788	4,776,402	5,025,455	5,219,094	5,413,740	5,622,629
Real Estate						
Revenues	6,444,948	6,780,753	6,948,708	7,154,348	7,366,157	7,584,318
Expenses	1,850,430	1,920,138	1,940,793	1,999,009	2,058,990	2,117,648
Operating Contribution	4,594,518	4,860,615	5,007,915	5,155,339	5,307,167	5,466,670
Planning & Development						
Revenues	-	-	-	-	-	-
Expenses	162,078	180,991	185,315	190,767	196,378	202,156
Operating Contribution	(162,078)	(180,991)	(185,315)	(190,767)	(196,378)	(202,156)
Marine Terminals						
Revenues	1,782,478	2,771,917	2,855,074	2,940,727	3,028,948	2,400,808
Expenses	1,494,154	2,281,662	2,328,512	2,399,786	2,466,881	2,542,370
Operating Contribution	288,324	490,255	526,563	540,941	562,067	(141,562)
Facilities						
Revenues	19,753	-	-	-	-	-
Expenses	3,397,286	3,576,538	3,662,899	3,722,955	3,827,621	3,924,863
Inter-Company Transfers	(2,912,855)	(3,084,629)	(3,157,834)	(3,202,671)	(3,291,803)	(3,383,455)
Operating Contribution	(464,678)	(491,909)	(505,065)	(520,284)	(535,818)	(541,408)

	2017 Budget	2018	2019	2020	2021	2022
Administration						
Revenues	44,470	40,008	40,008	40,008	40,008	40,008
Expenses	1,387,737	1,455,993	1,472,933	1,516,643	1,561,663	1,608,032
Operating Contribution	(1,343,267)	(1,415,985)	(1,432,925)	(1,476,635)	(1,521,655)	(1,568,024)
Executive						
Revenues	-	-	-	-	-	-
Expenses	1,029,268	1,074,565	1,090,370	1,116,950	1,164,326	1,172,524
Operating Contribution	(1,029,268)	(1,074,565)	(1,090,370)	(1,116,950)	(1,164,326)	(1,172,524)
Total Operating Activity						
Revenues	22,324,165	24,380,239	25,094,784	25,867,720	26,666,863	26,777,913
Expenses	17,934,046	19,302,778	19,586,390	20,099,017	20,690,534	21,238,928
Inter-Company Transfers	(2,912,855)	(3,084,629)	(3,157,834)	(3,202,671)	(3,291,803)	(3,383,455)
Operating Contribution	7,302,974	8,162,090	8,666,228	8,971,375	9,268,132	8,922,440

	2017 Budget	2018	2019	2020	2021	2022
Public Priorities						
Economic Development						
Revenues	15,000	14,000	14,000	14,000	14,000	14,000
Expenses	577,046	651,521	680,588	712,558	744,910	778,097
Net Non Operating	97,824	96,333	96,333	96,333	96,333	96,333
Operating Contribution	(464,222)	(541,188)	(570,255)	(602,225)	(634,577)	(667,764)
Infrastructure						
Revenues	-	-	-	-	-	-
Expenses	243,403	252,048	275,054	280,614	286,434	292,467
Operating Contribution	(243,403)	(252,048)	(275,054)	(280,614)	(286,434)	(292,467)
Public Access						
Revenues	251,650	257,650	265,200	272,950	280,950	289,150
Expenses	1,552,172	1,597,928	1,644,269	1,691,823	1,740,684	1,768,551
Net Non-Operating Income	(175,000)	(100,000)	(150,000)	-	-	-
Operating Contribution	(1,475,522)	(1,440,278)	(1,529,069)	(1,418,873)	(1,459,734)	(1,479,401)
Total Public Priority						
Revenues	266,650	271,650	279,200	286,950	294,950	303,150
Expenses	2,372,621	2,501,497	2,599,911	2,684,995	2,772,029	2,839,115
Net Non-Operating Income	(77,176)	(3,667)	(53,667)	96,333	96,333	96,333
Operating Contribution	(2,183,147)	(2,233,514)	(2,374,378)	(2,301,712)	(2,380,746)	(2,439,632)

	2017 Budget	2018	2019	2020	2021	2022
Bellingham Waterfront Acquisition						
Revenues	273,585	484,149	498,839	513,978	316,560	326,245
Expenses	1,049,757	1,148,276	1,024,499	1,055,159	1,086,739	1,119,266
Net Non-Operating Income	(819,825)	(388,455)	(666,950)	(2,340,374)	(2,401,037)	(393,590)
Operating Contribution	(1,595,997)	(1,052,582)	(1,192,610)	(2,881,556)	(3,171,216)	(1,186,611)
Total Bellingham Waterfront Acquisition						
Revenues	273,585	484,149	498,839	513,978	316,560	326,245
Expenses	1,049,757	1,148,276	1,024,499	1,055,159	1,086,739	1,119,266
Net Non-Operating Income	(819,825)	(388,455)	(666,950)	(2,340,374)	(2,401,037)	(393,590)
Operating Contribution	(1,595,997)	(1,052,582)	(1,192,610)	(2,881,556)	(3,171,216)	(1,186,611)
Environmental						
Revenues	-	-	-	-	-	-
Expenses	289,415	305,794	314,468	323,977	333,771	343,859
Net Non-Operating Income	(1,457,182)	(2,699,000)	172,485	(2,202,874)	(2,330,244)	(2,087,200)
Operating Contribution	(1,746,597)	(3,004,794)	(141,983)	(2,526,851)	(2,664,015)	(2,431,059)
Total Environmental						
Revenues	-	-	-	-	-	-
Expenses	289,415	305,794	314,468	323,977	333,771	343,859
Net Non-Operating Income	(1,457,182)	(2,699,000)	172,485	(2,202,874)	(2,330,244)	(2,087,200)
Operating Contribution	(1,746,597)	(3,004,794)	(141,983)	(2,526,851)	(2,664,015)	(2,431,059)
Operating Contribution	1,777,233	1,871,200	4,957,257	1,261,256	1,052,155	2,865,138

Division: Aviation

Description of Services:

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

The scheduled air service business component consists of a 105,000 sq. ft. commercial air passenger and cargo terminal with related support facilities, include an eight aircraft parking apron, six boarding gates, revenue parking lots, airport safety and security facilities, and food, beverage and retail concessions. Ground transportation services are also provided at the terminal including rental cars, inter-city and local bus and shuttle transportation services as well as on demand taxi and transportation network operators to meet the travel needs of the region. Currently, there are non-stop commercial air flights between Bellingham and: Hawaii's Big Island (Kona) and Maui, Seattle, Las Vegas, San Diego, Oakland, Los Angeles, Palm Springs, Phoenix, Portland, and the San Juan Islands . The Port's Air Cargo program provides dedicated land and facilities for the development and expansion of existing small-package air cargo companies.

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

Aviation 2018 Objectives:

1. Continue to identify efficiencies to further reduce operating costs and adjust tariffs to reasonable market rates.
2. Recover and restore airline capacity reductions

3. Complete the Airport Master Plan & AGIS/eALP.
4. Pursue new aeronautical and non-aeronautical revenue sources.
5. Propose new routes and develop an air-service plan for service to Denver, Tucson, Albuquerque and leisure markets in Mexico.
6. Manage operating and capital expenses to coincide with demand.
7. Negotiate new Concession Agreements and Customer Facility Charge for rental cars to fund a new Quick Turn Around (QTA) rental car fueling, cleaning and wash facility.

Staff, Facilities and Structure:

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

Physical Assets:

BLI is an FAA Class 1, Part 139 airport, located on 1,200 acres just north and west of the City of Bellingham. It's equipped with a 6,701 x 150 foot all-weather precision Instrument Landing System (ILS) Runway 16-24 controlled by an FAA contract Air Traffic Control Tower. There are visual approach landing aids to both the 16 and 34 runway approaches. BLI has dedicated terminals serving Commercial and General Aviation and is a designated International Port of Entry with Customs and Immigration inspection services.

Staff: 17 FTE's work across all Aviation Division Programs

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

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$6,854,207	\$6,373,894	\$6,394,012
Operating Expenses	5,655,939	5,590,258	5,664,369
Net Cash Flow	1,198,268	783,636	729,643

Major 2018 Capital Projects (over \$100,000):

Conduct environmental study of master plan projects	\$250,000
Refurbish commercial terminal elevator	\$135,000
Install ASEL deplaning hallway	\$380,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Aviation							
	Operating Revenue							
1-101-001-6305-0000	Space and Land Rental	276,329	287,329	298,382	310,833	323,266	339,429	Commercial, international arrivals, includes leases
1-101-001-6353-0000	Fuel Flowage Commercial	85,518	128,277	134,691	141,425	148,497	155,921	
1-101-001-6356-0000	External Revenue Transfer	120,450	120,450	123,461	126,548	129,711	132,954	TSA Reimbursement
1-101-001-6360-0000	Miscellaneous Revenue	35,000	35,000	35,000	35,000	35,000	35,000	GTSO, security badging, ARFF Fees
1-101-001-6362-0000	Security SIDA Violation	-	400	400	400	400	400	
1-101-001-6363-0000	Employee Parking Permits	-	12,000	12,000	12,000	12,000	12,000	
1-101-001-6410-0000	Airline Landing Fees	440,000	379,000	397,950	417,848	438,740	460,677	
1-101-001-6415-0000	Based Aircraft RON Parking	-	45,000	47,250	49,613	52,093	54,698	
1-101-001-6420-0000	Airline Passenger Fees	520,000	505,000	530,250	556,763	584,601	613,831	
1-101-001-6440-0000	Concession Fees	459,216	480,033	504,035	529,236	555,698	583,483	Rental car and food vendor concession fees
1-101-001-6445-0000	Triple Net and CAM Charges	35,000	46,811	49,152	51,609	54,190	56,899	Common area charge
1-101-001-6450-0000	Advertising Program Revenue	30,000	30,000	31,500	33,075	34,729	36,465	Digital and static advertising
1-101-001-6455-0000	Parking Fees	3,859,135	4,200,580	4,284,592	4,370,283	4,457,689	4,546,843	
1-101-001-6460-0000	Space and Land Rental - GA	385,000	456,047	460,607	465,214	469,866	474,564	Terminal and hangar leases
1-101-001-6461-0000	Fuel Flowage Fee - GA	68,445	70,000	70,700	71,407	72,121	72,842	
1-101-001-6462-0000	Miscellaneous Revenue - GA	1,200	400	404	408	412	416	
1-101-001-6463-0000	Additional Revenue - GA-Aviation--	-	6,750	6,818	6,886	6,955	7,024	
1-101-001-6464-0000	Aircraft Tie Down Fees - GA	18,000	600	606	612	618	624	Ramp parking
1-101-001-6465-0000	Transient Landing and Park - GA	40,600	49,030	49,520	50,016	50,516	51,021	Ramp parking
1-101-001-6466-0000	Derelict Aircraft Fine - GA		1,500	1,515	1,530	1,545	1,561	
	Operating Revenue	6,373,893	6,854,207	7,038,832	7,230,705	7,428,646	7,636,654	
	Expense							
	Variable Expenses							
1-101-001-7001-0000	Salaries and Wages	1,109,947	1,149,584	1,178,324	1,207,782	1,237,976	1,268,926	
1-101-001-7002-0000	Salaries & Benefits Recovered	72,772	58,345	59,804	61,299	62,831	64,402	
1-101-001-7003-0000	Employee Benefits	568,562	602,522	617,585	633,025	648,850	665,072	
1-101-001-7006-0000	Employee Training	19,500	19,988	20,487	20,999	21,524	22,062	Mandated and non-mandated training
1-101-001-7050-0000	Travel	15,000	15,375	15,759	16,153	16,557	16,971	
1-101-001-7101-0000	Natural Gas	31,885	32,682	33,499	34,337	35,195	36,075	
1-101-001-7102-0000	Water	111,326	113,553	115,824	118,140	120,503	122,913	
1-101-001-7103-0000	Electricity	286,125	291,848	297,684	303,638	309,711	315,905	
1-101-001-7104-0000	Gasoline and Diesel	40,915	42,142	43,407	44,709	46,050	47,432	
1-101-001-7105-0000	Gasoline/Diesel Resold (Contra)	(32,217)	(37,050)	(39,273)	(41,629)	(44,127)	(46,774)	
1-101-001-7111-0000	Electricity Resold (Contra)	-	(600)	(636)	(674)	(715)	(757)	
1-101-001-7114-0000	Garbage	47,209	42,188	43,032	43,892	44,770	45,666	
1-101-001-7115-0000	Telephone and Communication	35,000	42,000	42,840	43,697	44,571	45,462	
1-101-001-7203-0000	Equipment Rental	5,500	4,400	4,488	4,578	4,669	4,763	
1-101-001-7204-0000	Small Tools and Equipment	950	400	408	416	424	433	

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Aviation							
1-101-001-7205-0000	Operating Supplies	58,454	67,238	68,583	69,954	71,354	72,781	De-icing material, staff uniform and bunker gear, airfield paint, wildlife supplies, security badging, etc.
1-101-001-7207-0000	Office Supplies	3,684	3,316	3,382	3,450	3,519	3,589	
1-101-001-7208-0000	Signage	2,500	2,125	2,168	2,211	2,255	2,300	
1-101-001-7210-0000	Postage	2,500	2,000	2,040	2,081	2,122	2,165	
1-101-001-7211-0000	Janitorial	419,859	382,059	393,521	405,326	417,486	430,011	
1-101-001-7213-0000	Subscriptions	900	550	567	583	601	619	
1-101-001-7214-0000	Publications and Tariffs	-	-	-	-	-	-	
1-101-001-7301-0000	Legal Expense	14,319	54,750	15,193	15,648	16,118	16,601	
1-101-001-7303-0000	Membership Dues and Fees	13,000	13,390	13,658	13,931	14,210	14,494	
1-101-001-7305-0000	Parking Services	993,814	938,300	966,449	995,442	1,025,306	1,056,065	
1-101-001-7306-0000	Security	30,227	37,265	38,383	39,534	40,720	41,942	
1-101-001-7307-0000	External Operational Expense	346,764	346,746	357,148	367,863	378,899	390,266	Contract law enforcement
1-101-001-7308-0000	Outside Services	245,125	316,627	326,126	335,910	345,987	356,366	Wildlife contractor, WCFD 8 support, web hosting, air service development, other miscellaneous service fees
1-101-001-7312-0000	Interfund Transfer	101,822	65,951	21,848	22,048	22,251	15,599	
1-101-001-7313-0000	Advertising and Promotion	95,000	150,000	154,500	159,135	163,909	168,826	
1-101-001-7316-0000	Promotional Hosting	350	350	361	371	382	394	
1-101-001-7317-0000	Incidental Meeting Expense	400	400	412	424	437	450	
1-101-001-7318-0000	General Aviation Services	-	-	-	-	-	-	
1-101-001-7401-0000	Insurance and Claims	226,095	231,464	238,408	245,560	252,927	260,515	
1-101-001-7402-0000	Taxes	3,325	40,000	41,200	42,436	43,709	45,020	
1-101-001-7403-0000	Environmental Costs	31,000	23,000	23,690	24,401	25,133	25,887	Stormwater monitoring
1-101-001-7405-0000	Uncollectable Revenue	1,000	800	800	850	900	950	
1-101-001-7406-0000	Miscellaneous	3,096	2,750	2,833	2,917	3,005	3,095	
1-101-001-7501-0000	Repair and Maintenance	351,315	289,183	297,859	306,795	315,999	325,479	
1-101-001-7502-0000	Groundskeeping	126,587	113,982	116,262	118,587	120,959	123,378	
1-101-001-7503-0000	Preventative Maintenance	206,648	196,316	200,242	204,247	208,332	212,499	
1-101-001-7504-0000	Equipment	-	-	-	-	-	-	
	Expense	5,590,258	5,655,939	5,718,862	5,870,068	6,025,311	6,177,840	
	Aviation	783,635	1,198,268	1,319,970	1,360,636	1,403,335	1,458,814	

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 2018 Objectives:

Ongoing:

1. Continue working to improve the safety of the marinas. This will include continued customer outreach, including Marine Advisory Committee (MAC) and newsletter columns intended to educate and encourage safe behavior in the facilities.
2. Continue supporting the local commercial fishing industry and other marine-related businesses through the development of business-friendly policies, programs and infrastructure upgrades.
3. Increase marketing efforts for Blaine Harbor to better promote harbor availability and increase occupancy, utilizing a variety of focused marketing products from print media to participation in regional boat and trade shows.
4. Promote environmental stewardship and Best Management Practices to customers, tenants, and harbor users through newsletter columns, educational displays, and other forms of customer outreach.

New for 2018:

1. Complete the scheduled four-year review of the moorage rate model and ensure the rate structure adequately covers future moorage infrastructure replacement at both harbors while minimizing the financial impact to customers.
2. Continue supporting the City of Bellingham Fire Department in their goal of providing fast and effective marine safety response by assisting with the infrastructure needs of the Fire Department and collaborating with them on important marine response trainings.
3. Continue review of Weblocker User Agreements and update Weblocker Assignment Policy.

4. Review Port derelict vessel/impound policy and revise as needed regarding current legal requirements for the sale of vessels larger than 65' and greater than 40-years of age.
5. Review non-moorage related fees structures such as boat launch, weblocker, upland storage, dingy storage, crane use, power, showers, laundry, etc. to ensure fees are at an appropriate market rate compared to similarly situated facilities, and service costs are being recovered.
6. Begin review and development of long-term plan to replace aging moorage infrastructure with a focus on the inner basin at Squalicum Harbor that could include programing short-term life extension projects.
7. Coordinate with WA State Food Truck Association to provide food truck service on the waterfront.

Staff, Facilities and Structure:

Blaine Harbor has a staff of four full-time employees, and Squalicum Harbor has a staff of six full-time employees, in addition to the one employee shared by both harbors. At Blaine and Squalicum Harbors combined, the Port maintains visitor moorage and 2,015 permanent moorage slips for recreational, commercial and charter vessels.

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Marinas						
Operating Revenue						
Commercial Berth and Moorage	464,636	470,377	479,785	489,380	499,168	509,151
Pleasure Berth and Moorage	6,526,002	6,735,000	7,004,400	7,284,576	7,575,959	7,878,997
Pleasure Transient Moorage	66,086	67,921	67,921	67,921	67,921	67,921
Commercial Transient Moorage	16,170	28,540	28,540	28,540	28,540	28,540
Work Dock Revenue	-	5,610	5,610	5,610	5,610	5,610
Boat Launch Fees	57,434	54,700	54,700	54,700	54,700	54,700
Lummi Nation (contra)	-	-	-	-	-	-
ACF Support	53,281	54,370	54,370	54,370	54,370	54,370
Equipment Rentals	14,396	15,000	15,000	15,000	15,000	15,000
Electric Meter Base Fee	8,720	9,300	9,300	9,300	9,300	9,300
Space and Land Rental	33,065	53,636	53,636	53,636	53,636	53,636
Weblocker Rental	308,668	317,800	317,800	317,800	317,800	317,800
Dry Storage Area	30,891	29,700	29,700	29,700	29,700	29,700
Fuel Flowage Fees	24,253	21,100	21,100	21,100	21,100	21,100
Miscellaneous Revenue	51,236	67,100	67,100	67,100	67,100	67,100
Stores Items	300	200	200	200	200	200
Concession Fees	824	400	400	400	400	400
Triple Net and CAM Charges	2,661	2,600	2,600	2,600	2,600	2,600
Operating Revenue	7,658,623	7,933,354	8,212,162	8,501,933	8,803,104	9,116,126
Expense						
Salaries and Wages	659,946	676,788	697,092	718,004	739,545	761,731
Salaries & Benefits Recovered	3,720	-	-	-	-	-
Employee Benefits	369,415	407,727	419,959	432,558	445,534	458,900
Employee Training	6,950	3,520	3,626	3,734	3,846	3,962
Travel	3,000	5,290	10,371	5,532	10,767	5,786
Natural Gas	12,315	12,400	12,772	13,155	13,550	13,956
Water	118,527	122,900	126,587	130,385	134,296	138,325
Electricity	79,369	79,300	81,679	84,129	86,653	89,253
Gasoline and Diesel	5,414	5,700	5,871	6,047	6,229	6,415
Natural Gas for Resale	-	-	-	-	-	-
Natural Gas Resold (Contra)	-	-	-	-	-	-
Electricity for Resale	413,480	411,390	423,732	436,444	449,537	463,023
Electricity Resold (Contra)	(337,316)	(332,800)	(342,784)	(353,068)	(363,660)	(374,569)
Garbage	174,759	191,000	199,790	208,997	218,640	228,742
Telephone and Communication	32,055	29,400	30,664	31,985	33,366	34,809
Dock Boxes for Resale	-	-	-	-	-	-
Dock Boxes Resold	-	-	-	-	-	-
Equipment Rental	12,021	11,800	12,154	12,519	12,894	13,281
Small Tools and Equipment	1,800	1,500	1,545	1,591	1,639	1,688
Operating Supplies	30,030	27,400	28,222	29,069	29,941	30,839
Office Supplies	11,671	10,100	9,803	10,097	10,400	10,712
Signage	2,500	2,800	2,884	2,971	3,060	3,151
Freight Charges	-	-	-	-	-	-
Postage	12,709	12,000	12,360	12,731	13,113	13,506

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Marinas						
Janitorial	127,609	126,718	130,520	134,435	138,468	142,622
Subscriptions	350	375	386	398	410	422
Publications and Tariffs	2,500	1,000	1,030	1,061	1,093	1,126
Legal Expense	10,935	12,000	10,300	10,609	10,927	12,838
Membership Dues and Fees	2,175	2,465	2,539	2,615	2,694	2,774
Security	178,930	185,000	190,550	196,267	202,154	208,219
Outside Services	205,772	218,000	173,440	179,883	186,569	193,508
Interfund Transfer	48,843	48,843	49,820	50,816	51,832	52,869
Advertising and Promotion	32,301	46,200	46,041	48,763	48,635	51,475
Promotional Hosting	1,500	1,000	1,015	1,030	1,046	1,063
Incidental Meeting Expense	1,994	1,800	1,854	1,910	1,967	2,026
Insurance and Claims	168,939	173,799	179,013	184,383	189,915	195,612
Taxes	3,824	4,550	4,687	4,827	4,972	5,121
Disposal Costs	16,000	17,500	18,025	18,566	19,123	19,696
Uncollectible Revenue	19,755	28,755	29,618	30,506	31,421	32,364
Miscellaneous	2,150	1,570	1,617	1,666	1,716	1,767
Repair and Maintenance	324,586	350,513	343,518	353,824	364,439	375,372
Groundskeeping	97,990	90,987	93,717	96,528	99,424	102,407
Preventative Maintenance	164,317	167,662	172,692	177,873	183,209	188,705
Equipment	-	-	-	-	-	-
Expense	3,022,835	3,156,952	3,186,706	3,282,839	3,389,363	3,493,496
Marinas	4,635,788	4,776,402	5,025,455	5,219,094	5,413,740	5,622,629

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 Revenues

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$2,026,218	\$2,009,087	\$1,946,717
Operating Expenses	1,140,568	1,121,235	999,288
Net Cash Flow	885,650	887,852	947,429

Major 2018 Capital Projects (over \$100,000):

Upgrade upland antique light poles	\$120,000
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Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Blaine Harbor							
	Operating Revenue							
1-105-004-6150-0000	Commercial Berth and Moorage	108,592	104,377	106,465	108,594	110,766	112,981	Commercial Moorage
1-105-004-6151-0000	Pleasure Berth and Moorage	1,737,983	1,755,500	1,825,720	1,898,749	1,974,699	2,053,687	Recreational Moorage
1-105-004-6152-0000	Pleasure Transient Moorage	17,150	18,421	18,421	18,421	18,421	18,421	Visitor Moorage
1-105-004-6153-0000	Commercial Transient Moorage	9,734	7,100	7,100	7,100	7,100	7,100	ACF visitor moorage
1-105-004-6154-0000	Work Dock Revenue	-	250	250	250	250	250	ACF moorage at work docks
1-105-004-6157-0000	Boat Launch Fees	15,434	15,500	15,500	15,500	15,500	15,500	Boat launch daily and annual pass
1-105-004-6160-0000	Lummi Nation (contra)	-						
1-105-004-6170-0000	ACF Support	14,117	14,970	14,970	14,970	14,970	14,970	ACF moorage support
1-105-004-6200-0000	Equipment Rentals	2,511	3,100	3,100	3,100	3,100	3,100	Forklift, crane and net reel rentals
1-105-004-6221-0000	Electric Meter Base Fee	4,000	5,100	5,100	5,100	5,100	5,100	Meter Base Set up Fee for new customers
1-105-004-6305-0000	Space and Land Rental	1,592	2,500	2,500	2,500	2,500	2,500	Upland Rental Revenue
1-105-004-6330-0000	Weblocker Rental	81,168	81,000	81,000	81,000	81,000	81,000	Revenues for weblocker rental
1-105-004-6332-0000	Dry Storage Area	3,500	4,100	4,100	4,100	4,100	4,100	Fenced storage yard
1-105-004-6353-0000	Fuel Flowage Fees	1,000	1,800	1,800	1,800	1,800	1,800	Revenue for over-the-dock fueling
1-105-004-6360-0000	Miscellaneous Revenue	12,000	12,400	12,400	12,400	12,400	12,400	Laundry, shower, waitlists and other assorted revenue
1-105-004-6361-0000	Stores Items	100	-	-	-	-	-	
1-105-004-6440-0000	Concession Fees	206	100	100	100	100	100	Soda Machine Revenue
	Operating Revenue	2,009,087	2,026,218	2,098,526	2,173,684	2,251,805	2,333,009	
	Expense							
1-105-004-7001-0000	Salaries and Wages	282,808	285,778	294,351	303,182	312,277	321,646	Salaries and wages expenses for harbor staff
1-105-004-7002-0000	Salaries & Benefits Recovered	1,861	-	-	-	-	-	
1-105-004-7003-0000	Employee Benefits	163,632	190,481	196,195	202,081	208,144	214,388	
1-105-004-7006-0000	Employee Training	3,400	1,320	1,360	1,400	1,442	1,486	Forklift (\$200), CPR (\$150), Hazmat (400), Marine electrical safety (\$200), Office development skills (\$350)
1-105-004-7050-0000	Travel	2,000	2,690	2,771	2,854	2,939	3,028	Travel expense for Blaine Harbormaster and Manager of Marinas (Pacific Coast Congress of Harbormaster and NMTA Marina Conference.
1-105-004-7101-0000	Natural Gas	2,814	2,900	2,987	3,077	3,169	3,264	
1-105-004-7102-0000	Water	36,133	39,700	40,891	42,118	43,381	44,683	Potable water costs for the docks, restrooms, and harbor office.
1-105-004-7103-0000	Electricity	22,616	22,300	22,969	23,658	24,368	25,099	
1-105-004-7104-0000	Gasoline and Diesel	2,700	2,700	2,781	2,864	2,950	3,039	Fuel for work vehicles, forklift, and vessels
1-105-004-7107-0000	Natural Gas Resold (Contra)	-		-	-	-	-	
1-105-004-7110-0000	Electricity for Resale	104,232	111,490	114,835	118,280	121,828	125,483	
1-105-004-7111-0000	Electricity Resold (Contra)	(101,320)	(98,000)	(100,940)	(103,968)	(107,087)	(110,300)	Revenues generated from metered vessel electrical usage
1-105-004-7114-0000	Garbage	38,696	38,000	39,140	40,314	41,524	42,769	
1-105-004-7115-0000	Telephone and Communication	18,998	19,100	20,055	21,058	22,111	23,216	Network fiber lease, office telephone and dockside payphones.
1-105-004-7201-0000	Dock Boxes for Resale	-		-	-	-	-	
1-105-004-7202-0000	Dock Boxes Resold	-		-	-	-	-	
1-105-004-7203-0000	Equipment Rental	4,635	4,500	4,635	4,774	4,917	5,065	Laundry and copier leasing costs

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Blaine Harbor							
1-105-004-7204-0000	Small Tools and Equipment	1,200	1,000	1,030	1,061	1,093	1,126	
1-105-004-7205-0000	Operating Supplies	10,530	10,800	11,124	11,458	11,801	12,155	Dock carts (\$5,000), uniforms (\$1,500), hazmat materials (\$600), safety equipment (\$150), visitor envelopes (\$600), boatlaunch passes (\$200), misc supplies & parts (\$500), laundry soap for resale (\$250), commercial envelopes (\$300), oil dump supplies (\$330), new trade show booth (\$600),
1-105-004-7207-0000	Office Supplies	4,500	3,900	3,417	3,520	3,625	3,734	
1-105-004-7208-0000	Signage	2,000	2,000	2,060	2,122	2,185	2,251	
1-105-004-7209-0000	Freight Charges	-	-	-	-	-	-	
1-105-004-7210-0000	Postage	3,700	3,500	3,605	3,713	3,825	3,939	
1-105-004-7211-0000	Janitorial	45,609	43,700	45,011	46,361	47,752	49,185	
1-105-004-7213-0000	Subscriptions	100	100	103	106	109	113	Ak Fishermen's Journal (\$22), Latitude 38 (\$36), Pacific Yachting (\$36)
1-105-004-7214-0000	Publications and Tariffs	1,000	500	515	530	546	563	Printing fees for special mailings
1-105-004-7301-0000	Legal Expense	5,000	5,000	5,150	5,305	5,464	5,628	
1-105-004-7303-0000	Membership Dues and Fees	800	770	793	817	841	867	Costs associated with known membership dues including: NMTA (425), PCC (245), IMI (525), SE Seiners Assoc. (400), CMM (100)
1-105-004-7306-0000	Security	92,991	94,400	97,232	100,149	103,153	106,248	
1-105-004-7308-0000	Outside Services	59,832	48,000	49,440	50,923	52,451	54,024	Credit card fees (\$37,500), pest control (\$2,300), alarm monitoring (\$850), website hosting (\$450), harbor newsletter services (\$1,360, Marina Software Contract (\$2,107), Printing \$1,800.
1-105-004-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-105-004-7313-0000	Advertising and Promotion	17,251	38,100	39,243	40,420	41,633	42,882	Costs associated with advertising and sponsorships, including: NW Travel Guide (\$1,600), Waggoner Cruising Guide (\$1,930), Suncruiser Magazine (\$1,000), Vancouver boat show (\$5,000), Drayton Harbor Days \$800, Sea Skills \$500, Print Ads in Northern Light \$900
1-105-004-7316-0000	Promotional Hosting	1,000	500	515	530	546	563	
1-105-004-7317-0000	Incidental Meeting Expense	950	600	618	637	656	675	MAC meeting expenses
1-105-004-7401-0000	Insurance and Claims	60,972	62,975	64,864	66,810	68,814	70,879	
1-105-004-7402-0000	Taxes	824	850	876	902	929	957	
1-105-004-7404-0000	Disposal Costs	6,000	8,000	8,240	8,487	8,742	9,004	Costs associated with the disposal of items abandoned at the harbor
1-105-004-7405-0000	Uncollectible Revenue	8,755	8,755	9,018	9,288	9,567	9,854	Account writeoffs
1-105-004-7406-0000	Miscellaneous	1,000	620	639	658	677	698	Charges associated with culligan water service (600), petty cash reimbursement (150), and vehicle washing (200)
1-105-004-7501-0000	Repair and Maintenance	96,874	99,779	102,772	105,856	109,031	112,302	
1-105-004-7502-0000	Groundskeeping	30,000	30,900	31,827	32,782	33,765	34,778	
1-105-004-7503-0000	Preventative Maintenance	52,860	52,860	54,446	56,079	57,762	59,494	
1-105-004-7504-0000	Equipment	-	-	-	-	-	-	
	Expense	1,086,953	1,140,568	1,174,567	1,210,205	1,246,932	1,284,783	
	Blaine Harbor	922,134	885,650	923,959	963,478	1,004,873	1,048,226	

Divisional Program: Squalicum Harbor

Description of Services:

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

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

Source of Funding: Operating Revenues

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$5,907,136	\$5,649,536	\$5,639,917
Operating Expenses	2,016,384	1,935,882	1,831,024
Net Cash Flow	3,890,752	3,713,654	3,808,893

Major 2018 Capital Projects (over \$100,000):

Demolish & rebuild boathouse for fire boat	\$335,000
Replace 80 dock boxes annually (2018 only)	\$113,000
Dredge Squalicum Waterway	\$250,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Squalicum Harbor							
	Operating Revenue							
1-105-005-6150-0000	Commercial Berth and Moorage	356,044	366,000	373,320	380,786	388,402	396,170	Commercial Moorage
1-105-005-6151-0000	Pleasure Berth and Moorage	4,788,019	4,979,500	5,178,680	5,385,827	5,601,260	5,825,311	Recreational Moorage
1-105-005-6152-0000	Pleasure Transient Moorage	48,936	49,500	49,500	49,500	49,500	49,500	Visitor Moorage
1-105-005-6153-0000	Commercial Transient Moorage	6,436	21,440	21,440	21,440	21,440	21,440	ACF visitor moorage
1-105-005-6154-0000	Work Dock Revenue	-	5,360	5,360	5,360	5,360	5,360	ACF visitor moorage at Squalicum work docks
1-105-005-6157-0000	Boat Launch Fees	42,000	39,200	39,200	39,200	39,200	39,200	Boat launch individuals and annual pass
1-105-005-6160-0000	Lummi Nation (contra)	-	-	-	-	-	-	
1-105-005-6170-0000	ACF Support	39,164	39,400	39,400	39,400	39,400	39,400	ACF moorage support
1-105-005-6200-0000	Equipment Rentals	11,885	11,900	11,900	11,900	11,900	11,900	Forklift, crane and net reel rentals
1-105-005-6221-0000	Electric Meter Base Fee	4,720	4,200	4,200	4,200	4,200	4,200	Meter Base Set up Fee for new customers
1-105-005-6305-0000	Space and Land Rental	31,473	51,136	51,136	51,136	51,136	51,136	Upland Rental Revenue
1-105-005-6330-0000	Weblocker Rental	227,500	236,800	236,800	236,800	236,800	236,800	Revenues for weblocker rental
1-105-005-6332-0000	Dry Storage Area	27,391	25,600	25,600	25,600	25,600	25,600	ACF fenced storage yard
1-105-005-6353-0000	Fuel Flowage Fees	23,253	19,300	19,300	19,300	19,300	19,300	Revenue for over-the-dock fueling
1-105-005-6360-0000	Miscellaneous Revenue	39,236	54,700	54,700	54,700	54,700	54,700	Laundry, shower, waitlists and other assorted revenue
1-105-005-6361-0000	Stores Items	200	200	200	200	200	200	Laundry soap and harbor hats sold to customers
1-105-005-6440-0000	Concession Fees	618	300	300	300	300	300	Soda Machine Revenue
1-105-005-6445-0000	Triple Net and CAM Charges	2,661	2,600	2,600	2,600	2,600	2,600	Utility fees for upland lease customers
	Operating Revenue	5,649,536	5,907,136	6,113,636	6,328,250	6,551,298	6,783,117	
	Expense							
1-105-005-7001-0000	Salaries and Wages	377,138	391,010	402,740	414,823	427,267	440,085	
1-105-005-7002-0000	Salaries & Benefits Recovered	1,859	-	-	-	-	-	
1-105-005-7003-0000	Employee Benefits	205,783	217,246	223,763	230,476	237,391	244,512	
1-105-005-7006-0000	Employee Training	3,550	2,200	2,266	2,334	2,404	2,476	Forklift (600), CPR (300), Hazwoper (600), Office development skills (700)
1-105-005-7050-0000	Travel	1,000	2,600	7,600	2,678	7,828	2,758	
1-105-005-7101-0000	Natural Gas	9,501	9,500	9,785	10,079	10,381	10,692	Natural gas costs for heating and other services
1-105-005-7102-0000	Water	82,394	83,200	85,696	88,267	90,915	93,642	Potable water costs for the docks, restrooms, and harbor office
1-105-005-7103-0000	Electricity	56,753	57,000	58,710	60,471	62,285	64,154	Electricity costs for the harbor office, work docks, restrooms and weblockers
1-105-005-7104-0000	Gasoline and Diesel	2,714	3,000	3,090	3,183	3,278	3,377	Fuel for work vehicles and vessels
1-105-005-7106-0000	Natural Gas for Resale	-	-	-	-	-	-	
1-105-005-7107-0000	Natural Gas Resold (Contra)	-	-	-	-	-	-	
1-105-005-7110-0000	Electricity for Resale	309,248	299,900	308,897	318,164	327,709	337,540	
1-105-005-7111-0000	Electricity Resold (Contra)	(235,996)	(234,800)	(241,844)	(249,099)	(256,572)	(264,269)	Revenues generated from metered vessel electrical usage
1-105-005-7114-0000	Garbage	136,063	153,000	160,650	168,683	177,117	185,972	

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Squalicum Harbor							
1-105-005-7115-0000	Telephone and Communication	13,057	10,300	10,609	10,927	11,255	11,593	Office and dockside telephone usage
1-105-005-7201-0000	Dock Boxes for Resale	-	-	-	-	-	-	
1-105-005-7202-0000	Dock Boxes Resold	-	-	-	-	-	-	
1-105-005-7203-0000	Equipment Rental	7,386	7,300	7,519	7,745	7,977	8,216	Laundry and copier leasing costs
1-105-005-7204-0000	Small Tools and Equipment	600	500	515	530	546	563	
1-105-005-7205-0000	Operating Supplies	19,500	16,600	17,098	17,611	18,139	18,683	Costs associated with: Dock carts (5,500), uniforms (2,000), life jackets (600), safety equipment (2,000), visitor envelopes (600), Permit placards (600), repair materials/parts (1,500), hazmat response materials (2,000), new barricades/cones/eco blocks (1,500), impound tags (300)
1-105-005-7207-0000	Office Supplies	7,171	6,200	6,386	6,578	6,775	6,978	General office supplies (Paper, pens, other incidentals)
1-105-005-7208-0000	Signage	500	800	824	849	874	900	Harbor signage replacement
1-105-005-7209-0000	Freight Charges	-	-	-	-	-	-	
1-105-005-7210-0000	Postage	9,009	8,500	8,755	9,018	9,288	9,567	
1-105-005-7211-0000	Janitorial	82,000	83,018	85,509	88,074	90,716	93,437	
1-105-005-7213-0000	Subscriptions	250	275	283	292	300	310	Bellingham Herald subscription (275)
1-105-005-7214-0000	Publications and Tariffs	1,500	500	515	530	546	563	Printing fees for special mailings
1-105-005-7301-0000	Legal Expense	5,935	7,000	5,150	5,305	5,464	7,210	
1-105-005-7303-0000	Membership Dues and Fees	1,375	1,695	1,746	1,798	1,852	1,908	Costs associated with known membership dues including: NMTA (425), PCC (245), IMI (525), SE Seiners Assoc. (400), CMM (100)
1-105-005-7306-0000	Security	85,939	90,600	93,318	96,118	99,001	101,971	
1-105-005-7308-0000	Outside Services	145,940	170,000	124,000	128,960	134,118	139,483	Charges associated with services provided by outside vendors. Vendors costs include: credit card fees (95,450), pest control (6,000), alarm monitoring (1,800), website hosting (2,550), boat launch credit card services (3,500), harbor newsletter services (1,000), emergency dive services (6,000), plant care (700), Newspaper postings (800), TMP fees (2,200). 2018 inner harbor consultant support (\$50k)
1-105-005-7312-0000	Interfund Transfer	48,843	48,843	49,820	50,816	51,832	52,869	Rent for Harbor Office
1-105-005-7313-0000	Advertising and Promotion	15,050	8,100	6,798	8,343	7,002	8,593	Costs associated with advertising and sponsorships, including: NW Travel Guide (1,700), Waggoner Cruising Guide (2,000), Pitch (1,500), Pink Boat Regatta (500), Suncruiser Magazine (900), boat show entry fees in 2019 (1,500)
1-105-005-7316-0000	Promotional Hosting	500	500	500	500	500	500	Per resolution 989c
1-105-005-7317-0000	Incidental Meeting Expense	1,044	1,200	1,236	1,273	1,311	1,351	MAC meeting expenses
1-105-005-7401-0000	Insurance and Claims	107,967	110,824	114,149	117,573	121,100	124,733	
1-105-005-7402-0000	Taxes	3,000	3,700	3,811	3,925	4,043	4,164	
1-105-005-7404-0000	Disposal Costs	10,000	9,500	9,785	10,079	10,381	10,692	Costs associated with the disposal of items abandoned at the harbor
1-105-005-7405-0000	Uncollectible Revenue	11,000	20,000	20,600	21,218	21,855	22,510	

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Squalicum Harbor							
1-105-005-7406-0000	Miscellaneous	1,150	950	979	1,008	1,038	1,069	Charges associated with culligan water service (600), petty cash reimbursement (150), and vehicle washing (200)
1-105-005-7501-0000	Repair and Maintenance	227,712	250,734	240,746	247,968	255,407	263,070	
1-105-005-7502-0000	Groundskeeping	67,990	60,087	61,890	63,746	65,659	67,628	
1-105-005-7503-0000	Preventative Maintenance	111,457	114,802	118,246	121,793	125,447	129,211	
1-105-005-7504-0000	Equipment		-	-	-	-	-	
	Expense	1,935,882	2,016,384	2,012,139	2,072,634	2,142,431	2,208,714	
	Squalicum Harbor	3,713,654	3,890,752	4,101,497	4,255,616	4,408,867	4,574,403	

Division: Marine Terminals

Description of Services:

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

Marine Terminals 2018 Objectives:

Ongoing:

1. Coordinate efforts on capital projects to update the power supply and load-out facilities to serve BST.
2. Work closely with the Real Estate department to provide potential customers with flexible BST and Log Pond use options that will lead to new import and export cargo movements.
3. Support the AMHS in maximizing vessel occupancy through ongoing coordination with AMHS and the SEC.
4. Work with the Real Estate department to evaluate the leasing model for the Bellingham Cruise Terminal that factors in several vacant lease areas and then market those spaces accordingly.

New for 2018:

1. Support Facilities department to improve the load ratings of the BST berths while preserving structural integrity of the pier.
2. Encourage Environmental department on the Whatcom Waterway Phase II value engineering efforts to include the draft issues at the BST and federal channel.
3. Work with the Environmental department to ensure ISGP compliance at the BST to support cargo activities.
4. Strive to maintain existing import/export cargo customers who utilize the facilities at the BST
5. Negotiate Amendment No. 5 to the AMHS Terminal Services Agreement by Sept. 2018.

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Marine Terminals						
Operating Revenue						
Dockage	27,125	171,000	176,130	181,414	186,856	192,462
Wharfage	-	189,360	195,041	200,892	206,919	-
Service and Facilities Charges	-	449,470	462,954	476,843	491,148	-
Cargo Storage Fees	-	-	-	-	-	-
Cargo Security Fees	-	25,600	26,368	27,159	27,974	28,813
Handling Fees	-	281,684	290,135	298,839	307,804	317,038
Man Hour Service - Other	243,268	242,911	250,198	257,704	265,435	273,398
Commercial Berth and Moorage	57,886	64,860	66,806	68,810	70,874	73,001
Pleasure Berth and Moorage	-	-	-	-	-	-
Pleasure Transient Moorage	1,391	1,595	1,643	1,692	1,743	1,795
Boat Launch Fees	2,684	5,005	5,155	5,310	5,469	5,633
Space and Land Rental	935,159	825,687	850,458	875,971	902,250	929,318
Fuel Flowage Fees	79,790	59,000	60,770	62,593	64,471	66,405
Miscellaneous Revenue	4,260	3,060	3,152	3,246	3,344	3,444
Passenger Tariff Fees	8,240	10,000	10,300	10,609	10,927	11,255
Concession Fees	9,413	10,914	11,241	11,579	11,926	12,284
Triple Net and CAM Charges	370,089	381,771	393,224	405,021	417,171	429,687
Parking Fees	43,173	50,000	51,500	53,045	54,636	56,275
Operating Revenue	1,782,478	2,771,917	2,855,074	2,940,727	3,028,948	2,400,808
Expense						
Salaries and Wages	349,745	314,480	323,914	333,632	343,641	353,950
Salaries & Benefits Recovered	50,647	62,196	64,062	65,984	67,963	70,002
Employee Benefits	176,235	165,696	166,394	173,841	174,655	182,423
Longshore Labor Expense	-	268,270	276,318	284,608	293,146	301,940
Employee Training	3,500	2,850	2,936	3,024	3,114	3,208
Travel	39,000	24,850	25,596	26,363	27,154	27,969
Natural Gas	16,400	15,178	15,633	16,102	16,585	17,083
Water	41,907	33,548	34,554	35,591	36,659	37,759
Electricity	145,877	146,323	150,713	155,234	159,891	164,688
Gasoline and Diesel	710	250	258	265	273	281
Natural Gas Resold (Contra)	(400)	(400)	(412)	(424)	(437)	(450)
Water for Resale	7,000	6,600	6,798	7,002	7,212	7,428
Water Resold (Contra)	(500)	(800)	(824)	(849)	(874)	(900)
Electricity for Resale	23,128	25,383	26,144	26,929	27,737	28,569
Electricity Resold (Contra)	(23,128)	(25,383)	(26,144)	(26,929)	(27,737)	(28,569)
Garbage	34,706	37,510	38,635	39,794	40,988	42,218
Telephone and Communication	11,680	9,252	9,530	9,815	10,110	10,413
Equipment Rental	811	416,200	428,686	441,547	454,793	468,437
Small Tools and Equipment	-	-	-	-	-	-
Operating Supplies	2,500	4,550	4,687	4,827	4,972	5,121
Office Supplies	2,785	2,415	2,487	2,562	2,639	2,718
Signage	2,250	3,000	3,090	3,183	3,278	3,377

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Marine Terminals						
Freight Charges	-	-	-	-	-	-
Postage	125	200	206	212	219	225
Janitorial	60,315	50,700	52,221	53,788	55,401	57,063
Subscriptions	400	1,600	1,648	1,697	1,748	1,801
Publications and Tariffs	-	-	-	-	-	-
Legal Expense	2,494	4,800	4,944	5,092	5,245	5,402
Membership Dues and Fees	3,246	3,266	3,292	3,318	3,345	3,373
Security	31,500	117,302	120,821	124,446	128,179	132,024
Outside Services	49,965	66,275	68,263	70,311	72,420	74,593
Lease Payments to Others	9,378	11,352	11,863	11,856	12,387	12,384
Interfund Transfer	(29,077)	(24,836)	(25,581)	(26,349)	(27,139)	(27,953)
Advertising and Promotion	33,700	23,750	24,463	25,196	25,952	26,731
Promotional Hosting	7,000	9,000	9,270	9,548	9,835	10,130
Incidental Meeting Expense	375	500	515	530	546	563
Insurance and Claims	115,891	118,255	121,803	125,457	129,220	133,097
Taxes	4,363	4,434	4,567	4,704	4,845	4,991
Uncollectible Revenue	2,000	1,500	1,545	1,591	1,639	1,688
Miscellaneous	600	600	618	637	656	675
Repair and Maintenance	165,321	213,239	219,636	226,225	233,012	240,002
Groundskeeping	65,683	67,654	69,684	71,774	73,927	76,145
Preventative Maintenance	86,022	100,102	85,680	87,651	89,680	91,771
Equipment	-	-	-	-	-	-
Expense	1,494,154	2,281,662	2,328,512	2,399,786	2,466,881	2,542,370
Marine Terminals	288,324	490,255	526,563	540,941	562,067	(141,562)

Divisional Program: Bellingham Shipping Terminal (BST)

Description of Services:

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.

Staff: 1.5 FTE

Source of Funding: Operating Revenue

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$1,135,454	\$152,803	\$522,330
Operating Expenses	1,353,373	689,025	433,465
Net Cash Flow	-217,919	-536,222	88,865

Major 2018 Capital Projects (over \$100,000):

Replace lights in Warehouse 1 & 2, Shipping Terminal	\$124,000
Repairs and upgrades to main pier, Shipping Terminal	\$1,325,000
Upgrade power to main pier, Shipping Terminal	\$2,721,000
Purchase large equipment, Shipping Terminal	\$3,255,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Marine Cargo							
	Operating Revenue							
1-109-010-6010-0000	Dockage	27,125	171,000	176,130	181,414	186,856	192,462	Dockage - layberth and cargo vessels
1-109-010-6020-0000	Wharfage	-	189,360	195,041	200,892	206,919	0	Cargo moved across the docks. 2018; Export log shipments @ 6,000 MBM ea. + import grain shipments @ 10,700 MT ea.
1-109-010-6030-0000	Service and Facilities Charges	-	449,470	462,954	476,843	491,148	0	Upland support of cargo operations; recovery of equipment rentals, cleanup, etc.
1-109-010-6040-0000	Cargo Storage Fees	-	-	0	0	0	0	
1-109-010-6050-0000	Cargo Security Fees	-	25,600	26,368	27,159	27,974	28,813	Additional TWIC officers for cargo operations
1-109-010-6353-0000	Fuel Flowage Fees	-	-	0	0	0	0	
1-109-010-6060-0000	Handling Fees	-	281,684	290,135	298,839	307,804	317,038	Longshore + Clerk labor 3 days/week @ PMA quoted rates +5% markup
1-109-010-6305-0000	Space and Land Rental	125,153	15,622	16,091	16,573	17,071	17,583	
1-109-010-6360-0000	Miscellaneous Revenue	300	-	-	-	-	-	
1-109-010-6445-0000	Additional Revenue	225	2,718	2,800	2,884	2,970	3,059	
	Operating Revenue	152,803	1,135,454	1,169,518	1,204,603	1,240,741	558,955	
	Expense							
1-109-010-7001-0000	Salaries and Wages	132,339	123,524	127,230	131,047	134,978	139,027	90% MTBD Mgr.; 50% MT Mgr.
1-109-010-7002-0000	Salaries & Benefits Recovered	29,125	37,633	38,762	39,925	41,123	42,356	
1-109-010-7003-0000	Employee Benefits	58,833	62,981	60,598	64,870	62,416	66,817	
1-109-010-7004-0000	Longshore Labor Expense	-	268,270	276,318	284,608	293,146	301,940	PMA Payment for Longshore+Clerk labor
1-109-010-7006-0000	Employee Training	400	350	361	371	382	394	Security Training; % of CPR, Haz-Mat Class
1-109-010-7050-0000	Travel	31,500	21,250	21,888	22,544	23,220	23,917	Conferences (\$8k); NWMTA Travel 3 x \$750 ea. (\$2,250); Sales Trips 6 x \$1,500 ea. (\$9k); Fuel Reimb. (\$2k)
1-109-010-7101-0000	Natural Gas	3,400	3,333	3,433	3,536	3,642	3,751	Operations at 625 Cornwall + Warehouse offices
1-109-010-7102-0000	Water	26,907	25,000	25,750	26,523	27,318	28,138	Operations at 625 Cornwall, Warehouse offices & pier
1-109-010-7103-0000	Electricity	50,417	48,000	49,440	50,923	52,451	54,024	Operational lights, etc. for common use areas
1-109-010-7104-0000	Gasoline and Diesel	450	-	-	-	-	-	
1-109-010-7110-0000	Electricity for Resale	2,400	8,350	8,601	8,859	9,124	9,398	
1-109-010-7111-0000	Electricity Resold (Contra)	(2,400)	(8,350)	(8,601)	(8,859)	(9,124)	(9,398)	Electricity billed back to customers
1-109-010-7114-0000	Garbage	710	730	752	774	798	822	Porta-Potty service at main gate
1-109-010-7115-0000	Telephone and Communication	3,880	3,162	3,257	3,355	3,455	3,559	\$1,920 cell ph. Reimb.; \$750 Tech; \$490 payphone
1-109-010-7203-0000	Equipment Rental	400	415,500	427,965	440,804	454,028	467,649	Dump Truck rentals for outgoing cargo
1-109-010-7204-0000	Small Tools and Equipment	-						
1-109-010-7205-0000	Operating Supplies	-	250	258	265	273	281	Misc. supplies used in support of cargo operations
1-109-010-7207-0000	Office Supplies	210	415	427	440	453	467	Misc. supplies for BST + % of HCB
1-109-010-7208-0000	Signage	250	500	515	530	546	563	Directory & security signage for terminal
1-109-010-7210-0000	Postage	25	50	52	53	55	56	Letters, marketing materials, etc.
1-109-010-7211-0000	Janitorial	11,315	15,700	16,171	16,656	17,156	17,670	Increase contract 2% in addition to NEW SERVICE in 2018: lunchroom/r.r. cleaning (12 weeks only) + Cleaning 625 Cornwall & Whse #1 restrooms
1-109-010-7213-0000	Subscriptions	100	1,500	1,545	1,591	1,639	1,688	Maritime business magazines; Elec. Cargo Records

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Marine Cargo							
1-109-010-7214-0000	Publications and Tariffs	-						
1-109-010-7301-0000	Legal Expense	1,494	1,500	1,545	1,591	1,639	1,688	Document review, etc.
1-109-010-7303-0000	Membership Dues and Fees	2,416	2,416	2,416	2,416	2,416	2,416	NWMTA dues = \$1216; NWMTA reg. fee's (3 x \$400) = \$1200
1-109-010-7306-0000	Security	500	88,452	91,106	93,839	96,654	99,554	Contract security services for normal + cargo operations. Includes 2% increase in contract rates.
1-109-010-7308-0000	Outside Services	7,100	21,900	22,557	23,234	23,931	24,649	Cargo Consultant = \$12k; Bio-Bug \$2k; COB \$2k; Dtech \$2500; USDA cleaning \$3k; Zee Medical \$200; Culligan \$200
1-109-010-7311-0000	Lease Payments to Others	6,247	6,082	6,434	6,264	6,627	6,452	DNR lease payments: \$572 + WW Use Permit % = \$5510
1-109-010-7313-0000	Advertising and Promotion	25,000	15,000	15,450	15,914	16,391	16,883	Shipping promotion \$13k; Marketing Materials \$2k
1-109-010-7316-0000	Promotional Hosting	5,000	7,000	7,210	7,426	7,649	7,879	Gifts per POB resolution #989C
1-109-010-7317-0000	Incidental Meeting Expense	175	250	258	265	273	281	Business meetings with existing clients/tenants
1-109-010-7401-0000	Insurance and Claims	57,538	59,908	61,705	63,556	65,463	67,427	
1-109-010-7402-0000	Taxes	2,363	2,434	2,507	2,582	2,660	2,739	
1-109-010-7405-0000	Uncollectible Revenue	1,000	1,000	1,030	1,061	1,093	1,126	
1-109-010-7406-0000	Miscellaneous	100	100	103	106	109	113	Credit card charges
1-109-010-7501-0000	Repair and Maintenance	24,331	68,239	70,286	72,395	74,567	76,804	
1-109-010-7502-0000	Groundskeeping	14,183	14,609	15,047	15,499	15,964	16,443	
1-109-010-7503-0000	Preventative Maintenance	24,112	36,335	20,000	20,000	20,000	20,000	
1-109-010-7504-0000	Equipment	-						
	Expense	521,820	1,353,373	1,372,374	1,414,964	1,452,515	1,497,573	
	Marine Cargo	(369,017)	(217,919)	(202,857)	(210,361)	(211,774)	(938,618)	

Divisional Program: Bellingham Cruise Terminal

Description of Services:

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.

Staff: 2.5 FTE, 3 Part Time Employees

Source of Funding: Operating Revenue

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$1,636,463	\$1,629,675	\$1,614,251
Operating Expenses	928,289	972,334	853,421
Net Cash Flow	708,174	657,341	760,830

Major 2018 Capital Projects (over \$100,000):

Repair and repaint exterior wall, Fairhaven Station	\$115,679
Upgrade HVAC, Cruise Terminal	\$106,000
Clean and repaint all parking lots, Cruise Terminal	\$273,000
Replace 2 HVAC units, Fairhaven Station Building	\$369,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Ferry, Bus, Rail							
	Operating Revenue							
1-109-009-6115-0000	Man Hour Service - Other	243,268	242,911	250,198	257,704	265,435	273,398	Per Terminal Services Contract 2015 - 2018 + est. 12 Xgulf Sailings 2018
1-109-009-6150-0000	Commercial Berth and Moorage	57,886	64,860	66,806	68,810	70,874	73,001	Charter & USCG Moorage
1-109-009-6151-0000	Pleasure Berth and Moorage	-						
1-109-009-6152-0000	Pleasure Transient Moorage	1,391	1,595	1,643	1,692	1,743	1,795	Seasonal moorage buoys + linear moorage
1-109-009-6157-0000	Boat Launch Fees	2,684	5,005	5,155	5,310	5,469	5,633	
1-109-009-6305-0000	Space and Land Rental	810,006	810,065	834,367	859,398	885,180	911,735	
1-109-009-6353-0000	Fuel Flowage Fees	79,790	59,000	60,770	62,593	64,471	66,405	
1-109-009-6360-0000	Miscellaneous Revenue	3,960	3,060	3,152	3,246	3,344	3,444	
1-109-009-6430-0000	Passenger Tariff Fees	8,240	10,000	10,300	10,609	10,927	11,255	\$8500 (pax cap for SIC); \$1500 for remaining charterers
1-109-009-6440-0000	Concession Fees	9,413	10,914	11,241	11,579	11,926	12,284	Concession fee's from vending machines, taxi services, etc.
1-109-009-6445-0000	Additional Revenue	369,864	379,053	390,425	402,137	414,201	426,627	
1-109-009-6455-0000	Parking Fees	43,173	50,000	51,500	53,045	54,636	56,275	
	Operating Revenue	1,629,675	1,636,463	1,685,557	1,736,123	1,788,207	1,841,853	
	Expense							
1-109-009-7001-0000	Salaries and Wages	217,406	190,956	196,685	202,585	208,663	214,923	
1-109-009-7002-0000	Salaries & Benefits Recovered	21,522	24,563	25,300	26,059	26,841	27,646	
1-109-009-7003-0000	Employee Benefits	117,402	102,715	105,796	108,970	112,239	115,607	
1-109-009-7006-0000	Employee Training	3,100	2,500	2,575	2,652	2,732	2,814	CPR, Hazmat, Stormwater courses (\$2k); Misc. online courses (\$500)
1-109-009-7050-0000	Travel	7,500	3,600	3,708	3,819	3,934	4,052	1 staff travel to AK for SEC x 2 trips/ year - includes registration (\$7,250); (\$250) Fuel reimb.
1-109-009-7101-0000	Natural Gas	13,000	11,845	12,200	12,566	12,943	13,332	Bldg's & Water Heaters
1-109-009-7102-0000	Water	15,000	8,548	8,804	9,069	9,341	9,621	
1-109-009-7103-0000	Electricity	95,460	98,323	101,273	104,311	107,440	110,663	
1-109-009-7104-0000	Gasoline and Diesel	260	250	258	265	273	281	Fuel for truck & pressure washer
1-109-009-7107-0000	Natural Gas Resold (Contra)	(400)	(400)	(412)	(424)	(437)	(450)	
1-109-009-7108-0000	Water for Resale	7,000	6,600	6,798	7,002	7,212	7,428	Water for USCG & AMHS
1-109-009-7109-0000	Water Resold (Contra)	(500)	(800)	(824)	(849)	(874)	(900)	USCG water billing only; COB bills AMHS directly for usage
1-109-009-7110-0000	Electricity for Resale	20,728	17,033	17,544	18,070	18,612	19,171	
1-109-009-7111-0000	Electricity Resold (Contra)	(20,728)	(17,033)	(17,544)	(18,070)	(18,612)	(19,171)	
1-109-009-7114-0000	Garbage	33,996	36,780	37,883	39,020	40,190	41,396	Yearly services + seasonal 8 yd & 2, add'l recycle totes + 30 yd.
1-109-009-7115-0000	Telephone and Communication	7,800	6,090	6,273	6,461	6,655	6,854	\$3670 Phone line & fiber lease for alarms; \$1920 cell phone stipends; \$500 misc. software upgrades
1-109-009-7203-0000	Equipment Rental	411	700	721	743	765	788	Admin. Equip. % (\$300); Floor scrubber rental (\$400)
1-109-009-7205-0000	Operating Supplies	2,500	4,300	4,429	4,562	4,699	4,840	Uniforms, Flags, envelopes, spill supplies, 2-TWIC cards.
1-109-009-7207-0000	Office Supplies	2,575	2,000	2,060	2,122	2,185	2,251	Paper, storage boxes, misc. office supplies
1-109-009-7208-0000	Signage	2,000	2,500	2,575	2,652	2,732	2,814	Tenant signage updates (\$2k); Misc. security signage (\$500)

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Ferry, Bus, Rail							
1-109-009-7209-0000	Freight Charges	-	-	-	-	-	-	
1-109-009-7210-0000	Postage	100	150	155	159	164	169	
1-109-009-7211-0000	Janitorial	49,000	35,000	36,050	37,132	38,245	39,393	Janitorial Contract (\$23k); BCT Supplies + rugs (\$12k)
1-109-009-7213-0000	Subscriptions	300	100	103	106	109	113	Trade magazine/papers
1-109-009-7301-0000	Legal Expense	1,000	3,300	3,399	3,501	3,606	3,714	Document Review & Consultation
1-109-009-7303-0000	Membership Dues and Fees	830	850	876	902	929	957	SEC Annual Membership Fee (\$350); AK Chamber of Commerce \$500)
1-109-009-7306-0000	Security	31,000	28,850	29,716	30,607	31,525	32,471	
1-109-009-7308-0000	Outside Services	42,865	44,375	45,706	47,077	48,490	49,944	Reed Stoopes (\$15k); Diving Services (\$10k); Alerton System upgrade (\$5.5k); Elev. Inspection (\$5k); Copier Lease (\$3.5k); Alarm monitoring (\$2.2k); Bio-Bug (\$2k); Tourism Ambassador (\$1k); Website Admin. (\$175)
1-109-009-7311-0000	Lease Payments to Others	3,131	5,270	5,429	5,591	5,759	5,932	Lease payment to DNR
1-109-009-7312-0000	Interfund Transfer	(29,077)	(24,836)	(25,581)	(26,349)	(27,139)	(27,953)	
1-109-009-7313-0000	Advertising and Promotion	8,700	8,750	9,013	9,283	9,561	9,848	Visitors Bureau (\$4k); Tenant promo ad's (\$4k); Maps (\$750)
1-109-009-7316-0000	Promotional Hosting	2,000	2,000	2,060	2,122	2,185	2,251	Gifts per Resolution #989C; SEC Sponsorship (\$1.5k); Misc. Promo. Items (\$500)
1-109-009-7317-0000	Incidental Meeting Expense	200	250	258	265	273	281	Refreshments, etc. for tenant meetings & trainings
1-109-009-7401-0000	Insurance and Claims	58,353	58,347	60,097	61,900	63,757	65,670	
1-109-009-7402-0000	Taxes	2,000	2,000	2,060	2,122	2,185	2,251	
1-109-009-7405-0000	Uncollectible Revenue	1,000	500	515	530	546	563	M&E Rent and Utilities
1-109-009-7406-0000	Miscellaneous	500	500	515	530	546	563	Credit card transaction fees
1-109-009-7501-0000	Repair and Maintenance	140,990	145,000	149,350	153,831	158,445	163,199	
1-109-009-7502-0000	Groundskeeping	51,500	53,045	54,636	56,275	57,964	59,703	
1-109-009-7503-0000	Preventative Maintenance	61,910	63,767	65,680	67,651	69,680	71,771	
1-109-009-7504-0000	Equipment	-						
	Expense	972,334	928,289	956,137	984,821	1,014,366	1,044,797	
	Ferry, Bus, Rail	657,341	708,174	729,419	751,302	773,841	797,056	

Division: Real Estate

Description of Services

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

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

This 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 2018 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. Focus on attracting new water reliant marine businesses. Maintain occupancy rate at or above 94%.
2. Continue to strive for excellence in customer service, tenant retention and further 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, Sundance Yachts, Fairhaven Shipyard, LFS, Inc., Wood Stone and others for opportunities to expand commerce through potential expansion within their existing sites or relocation to other Port sites.
4. Support the Corporate Goal of creating new jobs and stimulating private investment by working with local businesses to develop vacant parcels along Hilton and Roeder Avenue, a vacant parcel in Fairhaven and redeveloping Building 8 in Fairhaven Marine Industrial Park.
5. Continue to work closely with Bellwether tenants, customers and visitors to maintain efficient site operations during construction of Building D.

6. Evaluate and prioritize the replacement, enhancement and upgrades to Port infrastructure for enhanced long term physical condition of its assets. Invest in Port infrastructure at the C-Street Terminal, Fairhaven Marine Industrial Park and Blaine Marine Industrial Area in support of our marine trades businesses.
7. 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.
8. Continue to attract new water-reliant commercial marine businesses through implementation of the Water Reliant Commercial Marine Rental Policy in order to maximize Marine Trades occupancy on Port-owned harbor buildings and properties.
9. In concert with the Marine Terminal division evaluate whether re-purpose options of the Bellingham Cruise Terminal is needed.
10. Encourage efficient energy options for the Port's real estate assets where operational savings can be realized.

Physical Assets:

The Port of Bellingham owns a portfolio of approximately 1,692 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 1,373,000 square feet of office, commercial, and industrial building space. Within these holdings are approximately 246 tenants holding 300 leases or other agreements (rentals, permits, or licenses).

Staff Structure

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

Source of Funding: Operating Revenues

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$6,780,753	\$6,444,948	\$6,392,161
Operating Expenses	1,920,138	1,850,431	1,638,550
Net Cash Flow	4,860,615	4,594,517	4,753,611

Major 2018 Capital Projects (over \$100,000):

Replace Shipyard Pier (2018 only)	\$2,075,000
Replace HVAC Bayview Building	\$535,000
Recalibrate HVAC Bellwether Building	\$165,000
Replace fire suppression system FMIP 3	\$245,884
Replace fire suppression system FMIP 5	\$315,000
Replace fire suppression system FMIP 6	\$650,000
Construct Prefab Building Wash Marine	\$140,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Real Estate							
	Operating Revenue							
1-107-007-6305-0000	Space and Land Rental	6,235,388	6,541,216	6,734,628	6,933,845	7,139,039	7,350,388	
1-107-007-6360-0000	Miscellaneous Revenue	2,000	33,600	2,000	2,060	2,122	2,185	
1-107-007-6440-0000	Concession Fees	160,000	160,034	164,800	169,744	174,836	180,081	
1-107-007-6445-0000	Triple Net and CAM Charges	47,560	45,903	47,280	48,699	50,160	51,664	
	Operating Revenue	6,444,948	6,780,753	6,948,708	7,154,348	7,366,157	7,584,318	Contractual then 3% increase
	Expense							
#N/A	Variable Expenses							
1-107-007-7001-0000	Salaries and Wages	408,440	411,658	424,008	436,728	449,830	463,325	
1-107-007-7002-0000	Salaries & Benefits Recovered	(207,571)	(198,906)	(204,873)	(211,019)	(217,350)	(223,870)	
1-107-007-7003-0000	Employee Benefits	189,712	214,872	221,318	227,958	234,796	241,840	
1-107-007-7006-0000	Employee Training	5,000	5,000	5,150	5,305	5,464	5,628	Annual planned training
1-107-007-7050-0000	Travel	4,000	4,000	4,120	4,244	4,371	4,502	Projected employee education travel
1-107-007-7101-0000	Natural Gas	33,473	43,599	44,907	46,254	47,642	49,071	
1-107-007-7102-0000	Water	53,315	63,189	65,085	67,037	69,048	71,120	
1-107-007-7103-0000	Electricity	117,624	115,212	118,668	122,228	125,895	129,672	
1-107-007-7106-0000	Natural Gas for Resale	13,000	13,000	13,390	13,792	14,205	14,632	
1-107-007-7107-0000	Natural Gas Resold (Contra)	(13,000)	(13,000)	(13,390)	(13,792)	(14,205)	(14,632)	
1-107-007-7108-0000	Water for Resale	8,000	8,000	8,240	8,487	8,742	9,004	
1-107-007-7109-0000	Water Resold (Contra)	(8,000)	(8,000)	(8,240)	(8,487)	(8,742)	(9,004)	
1-107-007-7110-0000	Electricity for Resale	354,135	501,822	516,877	532,383	548,354	564,805	
1-107-007-7111-0000	Electricity Resold (Contra)	(354,135)	(501,822)	(516,877)	(532,383)	(548,354)	(564,805)	
1-107-007-7112-0000	Garbage for Resale	14,665	14,665	15,105	15,558	16,025	16,506	
1-107-007-7113-0000	Garbage Resold (Contra)	(14,665)	(14,665)	(15,105)	(15,558)	(16,025)	(16,506)	
1-107-007-7114-0000	Garbage	41,017	40,314	41,523	42,769	44,052	45,374	
1-107-007-7115-0000	Telephone and Communication	18,000	18,000	18,540	19,096	19,669	20,259	
1-107-007-7203-0000	Equipment Rental	3,000	3,000	3,090	3,183	3,278	3,377	Copier lease
1-107-007-7207-0000	Office Supplies	5,000	5,000	5,150	5,305	5,464	5,628	
1-107-007-7208-0000	Signage	4,000	4,000	4,120	4,244	4,371	4,502	
1-107-007-7210-0000	Postage	4,500	4,500	4,635	4,774	4,917	5,065	
1-107-007-7211-0000	Janitorial	84,742	88,657	91,317	94,056	96,878	99,784	
1-107-007-7213-0000	Subscriptions	170	170	175	180	186	191	
1-107-007-7301-0000	Legal Expense	30,000	30,000	30,900	31,827	32,782	33,765	
1-107-007-7303-0000	Membership Dues and Fees	3,661	4,056	4,178	4,303	4,432	4,565	IREM, WC Realtor, CBA, Broker Licenses, Notary, Business Licenses
1-107-007-7306-0000	Security	15,000	15,000	15,450	15,914	16,391	16,883	
1-107-007-7308-0000	Outside Services	135,230	153,882	158,498	163,253	168,151	173,196	D&B/Credit reporting, AIP Fire, Towing, BioBug/Guardian, Thyssen, Appraisals, C.C. fees, Broker fee, Website, PSM Maintenance and CoStar/loopnet
1-107-007-7311-0000	Lease Payments to Others	10,184	1,730	6,781	6,984	7,194	7,410	
1-107-007-7312-0000	Interfund Transfer	(4,487)	(16,116)	(58,545)	(60,309)	(62,108)	(67,083)	includes Gate 2 habitat bench restoration and \$19K Slater Road WDFW
1-107-007-7313-0000	Advertising and Promotion	25,000	25,000	25,750	26,523	27,318	28,138	
1-107-007-7316-0000	Promotional Hosting	4,000	5,000	5,150	5,305	5,464	5,628	Developer/broker meetings; annual tenant mixer
1-107-007-7317-0000	Incidental Meeting Expense	1,000	1,000	1,030	1,061	1,093	1,126	
1-107-007-7401-0000	Insurance and Claims	198,151	212,651	219,031	225,601	232,369	239,341	

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Real Estate							
1-107-007-7402-0000	Taxes	1,800	1,800	1,854	1,910	1,967	2,026	Taxes on Misc. Revenue=Transfer fees, Coupon insert fee, Bellwether Option
1-107-007-7405-0000	Uncollectible Revenue	20,000	20,000	20,600	21,218	21,855	22,510	UK Sail Makers
1-107-007-7406-0000	Miscellaneous	1,800	1,800	1,854	1,910	1,967	2,026	Culligan water, B&P vending, Zee medical
1-107-007-7501-0000	Repair and Maintenance	337,878	340,447	350,660	361,180	372,016	383,176	
1-107-007-7502-0000	Groundskeeping	125,190	138,009	142,147	146,411	150,803	155,327	
1-107-007-7503-0000	Preventative Maintenance	181,601	163,614	168,522	173,578	178,785	184,149	
1-107-007-7504-0000	Equipment	-	-					
	Expense	1,850,430	1,920,138	1,940,793	1,999,009	2,058,990	2,117,648	
	Real Estate	4,594,518	4,860,615	5,007,915	5,155,339	5,307,167	5,466,670	

Division: Planning and Development

Description of Services:

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

Planning & Development 2018 Objectives:

1. Assist other departments with research, binding site plans, lot line adjustments, easements, utilities and development permits to implement Port projects.
2. Work with Port operating divisions and the City of Blaine to coordinate cleanup, redevelopment and public access projects within the Blaine Wharf District.
3. Work with the Aviation, Facilities and Real Estate Divisions to construct the Phase 1 landscape and sidewalks required under the Bellingham International Airport Binding Site Plan.
4. Amend the BLI Binding Site Plan and Planned Unit Development to implement the 2017 Airport Master Plan update, if needed.
5. Continue to work with the Engineering, Public Records and Real Estate Divisions to coordinate GIS maps, data, information sharing and retrieval.

Staff, Facilities and Structure:

Staff: 2 FTE's

The Planning and Development Division consists of two full time positions: a Director and a Planning Analyst. Each position's time is divided between Planning and Development and the public priority program entitled Bellingham Waterfront District.

Source of Funding: Net operating Income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	180,991	162,078	137,537
Net Cash Flow	-180,991	-162,078	-137,537

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Planning & Development							
	Expense							
	Variable Expenses							
1-108-008-7001-0000	Salaries and Wages	186,334	203,481	209,585	215,873	222,349	229,020	
1-108-008-7002-0000	Salaries & Benefits Recovered	(128,247)	(138,094)	(142,237)	(146,504)	(150,899)	(155,426)	50% BWAS
1-108-008-7003-0000	Employee Benefits	71,691	72,707	74,888	77,135	79,449	81,832	
1-108-008-7006-0000	Employee Training	1,000	1,000	1,030	1,061	1,093	1,126	Planning, GIS and First Aid
1-108-008-7050-0000	Travel	1,500	1,500	1,545	1,591	1,639	1,688	Travel for training, conferences and WPPA
1-108-008-7115-0000	Telephone and Communication	2,500	2,500	2,575	2,652	2,732	2,814	Office and 2 cell phones for 2FTE's
1-108-008-7203-0000	Equipment Rental	2,900	2,750	2,833	2,917	3,005	3,095	Richor copier/printer/scanner plus shared equipment.
1-108-008-7207-0000	Office Supplies	1,800	2,500	1,575	1,622	1,671	1,721	pens, paper, toner and software, \$1000 for Stand-up desk for Greg in 2018
1-108-008-7210-0000	Postage	50	50	52	53	55	56	shipping/ mailing fees and stamps
1-108-008-7213-0000	Subscriptions	300	309	318	328	338	348	Public Land Surveying Office WebXtender Subscription
1-108-008-7301-0000	Legal Expense	2,000	2,000	2,060	2,122	2,185	2,251	
1-108-008-7303-0000	Membership Dues and Fees	612	650	670	690	710	732	APA and AICP
1-108-008-7308-0000	Outside Services	5,000	15,000	15,450	15,914	16,391	16,883	Consultant Services, Plat certificates/Subdivision Guarantees and \$10K in unexpected Surveying Services
1-108-008-7311-0000	Lease Payment to Others	10,000	10,000	10,000	10,000	10,000	-	WDFW payment for wetland mitigation site
1-108-008-7312-0000	Interfund Transfer	2,559	2,559	2,830	3,107	3,389	13,677	\$13,559 Office Space, less \$10K for wetland mitigations site thru 2021, and \$1,000 for public records
1-108-008-7313-0000	Advertising and Promotion	600	600	618	637	656	675	Legal notices for public hearings
1-108-008-7317-0000	Incidental Meeting Expense	100	100	103	106	109	113	
1-108-008-7401-0000	Insurance and Claims	879	879	905	933	961	989	
1-108-008-7402-0000	Taxes	-	-	-	-	-	-	
1-108-008-7406-0000	Miscellaneous	500	500	515	530	546	563	
	Expense	162,078	180,991	185,315	190,767	196,378	202,156	
	Planning & Development	(162,078)	(180,991)	(185,315)	(190,767)	(196,378)	(202,156)	
		65.0%	11.7%	2.4%	2.9%	2.9%	2.9%	

Division: Facilities

Description of Services:

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

Facilities 2018 Objectives:

1. Partner with the Environmental Division of the Port, the City of Bellingham, and Harcourt, LLC to orchestrate the clean-up efforts, the building of public roads, and the construction of permanent improvements transitioning the Waterfront District from its current state to a fully built-out property, ready for public access.
2. Explore and assemble a Facilities Resources Group within the Washington Public Ports Association for all interested port districts across the state.

Staff, Facilities and Structure:

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

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

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Facilities						
Revenue						
Operating Revenue						
External Revenue Transfer	17,753	-	-	-	-	-
Miscellaneous Revenue	2,000	-	-	-	-	-
Operating Revenue	19,753	-	-	-	-	-
Expense						
Salaries and Wages	2,079,006	2,179,971	2,245,370	2,312,731	2,382,113	2,453,577
Salaries & Benefits Recovered	(456,624)	(484,943)	(499,491)	(514,476)	(529,910)	(545,808)
Employee Benefits	1,097,911	1,186,090	1,221,673	1,258,323	1,296,073	1,334,955
Employee Training	56,500	83,000	83,000	83,200	84,200	84,400
Travel	9,326	6,526	6,526	6,526	6,526	6,526
Natural Gas	10,210	11,652	12,000	12,350	12,700	13,150
Water	6,040	6,585	6,750	6,950	7,150	7,350
Electricity	50,321	50,039	51,500	53,000	54,700	56,400
Gasoline and Diesel	45,818	45,143	46,500	4,800	4,950	5,100
Garbage	25,446	22,462	23,160	23,900	24,700	25,500
Telephone and Communication	22,883	20,811	21,450	22,100	22,750	23,400
Equipment Rental	8,350	8,100	8,200	8,300	8,400	8,500
Small Tools and Equipment	33,984	33,984	35,000	36,000	37,000	38,000
Operating Supplies	11,630	17,320	17,900	18,500	19,100	19,700
Operating Supplies - Internal	10,000	5,000	5,000	5,000	5,000	5,000
Office Supplies	12,563	9,563	9,663	9,763	9,913	10,013
Postage	1,179	1,079	1,079	1,079	1,079	1,079
Janitorial	55,263	57,369	59,100	60,900	62,700	64,600
Janitorial Supplies - Port Use	-	-	-	-	-	-
Subscriptions	6,600	7,500	7,700	7,900	8,100	8,300
Legal Expense	11,030	3,530	3,530	3,530	3,530	3,530
Membership Dues and Fees	1,500	1,250	750	1,250	750	1,250
Outside Services	21,643	49,640	38,500	39,400	40,300	30,000
Outside Services - Internal	-	-	-	-	-	-
Lease Payments to Others	2,803	2,993	3,100	3,300	3,500	3,700
Interfund Transfer	(5,574)	(5,741)	(5,913)	(6,091)	(6,274)	(6,462)

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Facilities						
Advertising and Promotion	-	-	-	-	-	-
Incidental Meeting Expense	1,000	1,250	1,300	1,400	1,450	1,550
Insurance and Claims	35,514	32,095	33,058	34,050	35,071	36,123
Taxes	217	224	230	240	250	260
Miscellaneous	15,354	10,000	10,000	10,000	10,000	10,000
Repair and Maintenance	83,513	96,476	97,500	99,000	100,500	102,000
Groundskeeping	7,856	22,312	23,000	23,700	24,400	25,600
Preventative Maintenance	85,524	54,758	55,250	55,800	56,350	57,000
Equipment	50,500	40,500	40,515	40,530	40,550	40,570
Interfund Transfer	(2,687,855)	(2,865,460)	(2,863,840)	(2,808,857)	(2,898,175)	(2,890,018)
Capital Interfund Transfer	(225,000)	(225,000)	(300,000)	(400,000)	(400,000)	(500,000)
Interfund Expensed Transfer	-	-	-	-	-	-
Expense	484,431	486,078	499,059	514,098	529,446	534,845
Facilities	(464,678)	(486,078)	(499,059)	(514,098)	(529,446)	(534,845)

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 other operating divisions.

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

2018 Objectives:

1. Provide professional engineering, project management, and contractual expertise to support the \$14 million dollar Fairhaven Environmental Cleanup and Pier Replacement project.
2. Convert Facilities records, including all drawings, studies, inspections, and logs to an indexed, searchable digital format that is available for viewing.
3. Train new engineering staff on WSDOT Division One contract language and developing consistency in its deployment and application.
4. Consider for implementation ArcGIS and evaluate to what degree it would be useful for engineering services and database interface.

Source of Funding: Net operating income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$263
Operating Expenses	173,752	172,444	144,859
Net Cash Flow	-173,752	-172,444	-144,569

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Engineering							
	Expense							
1-110-016-7001-0000	Salaries and Wages	301,152	316,981	326,490	336,285	346,374	356,765	
1-110-016-7002-0000	Salaries & Benefits Recovered	(302,268)	(324,658)	(334,398)	(344,430)	(354,763)	(365,405)	
1-110-016-7003-0000	Employee Benefits	135,593	146,816	151,220	155,757	160,430	165,243	
1-110-016-7006-0000	Employee Training	14,000	12,000	12,000	12,000	13,000	13,000	\$3k per 4 employees
1-110-016-7050-0000	Travel	2,500	500	500	500	500	500	
1-110-016-7115-0000	Telephone and Communication	6,000	6,000	6,200	6,400	6,600	6,800	Cell phones and stipends
1-110-016-7203-0000	Equipment Rental	2,800	2,600	2,700	2,800	2,900	3,000	Ricoh, Cannon, & Pitney Bowes rentals
1-110-016-7207-0000	Office Supplies	4,500	3,000	3,100	3,200	3,300	3,400	
1-110-016-7210-0000	Postage	250	250	250	250	250	250	
1-110-016-7213-0000	Subscriptions	6,100	7,000	7,200	7,400	7,600	7,800	Additional software with new staff. AutoCAD, Adobe, ArcGIS
1-110-016-7303-0000	Membership Dues and Fees	250	750	-	750	-	750	PE license renewals
1-110-016-7308-0000	Outside Services	2,500	4,000	4,000	4,000	4,000	4,000	
1-110-016-7312-0000	Interfund Transfer	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	
1-110-016-7317-0000	Incidental Meeting Expense	250	250	250	300	300	350	
1-110-016-7401-0000	Insurance and Claims	567	567	584	602	620	638	
1-110-016-7406-0000	Miscellaneous	1,500	1,500	1,500	1,500	1,500	1,500	
1-110-016-7503-0000	Preventative Maintenance	1,400	1,000	1,050	1,100	1,150	1,200	
1-110-016-7504-0000	Equipment	500	500	515	530	550	570	
	Expense	172,444	173,752	177,699	183,317	188,514	194,390	
	Engineering	(172,444)	(173,752)	(177,699)	(183,317)	(188,514)	(194,390)	

Divisional Program: Contracts

Description of Services:

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

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

2018 Objectives:

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

Source of Funding: Net operating income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	312,326	292,234	252,972
Net Cash Flow	-312,326	-292,234	-252,972

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Contracts							
	Expense							
1-110-017-7001-0000	Salaries and Wages	184,900	189,522	195,208	201,064	207,096	213,309	
1-110-017-7002-0000	Salaries & Benefits Recovered	(142,701)	(148,048)	(152,489)	(157,064)	(161,776)	(166,629)	
1-110-017-7003-0000	Employee Benefits	73,289	78,750	81,113	83,546	86,052	88,634	
1-110-017-7006-0000	Employee Training	7,500	6,000	6,000	6,200	6,200	6,400	\$3k per 2 employees
1-110-017-7050-0000	Travel	1,000	200	200	200	200	200	
1-110-017-7101-0000	Natural Gas	6,000	6,500	6,700	6,900	7,100	7,400	
1-110-017-7102-0000	Water	1,700	1,700	1,750	1,800	1,850	1,900	
1-110-017-7103-0000	Electricity	35,600	36,000	37,000	38,000	39,200	40,400	
1-110-017-7114-0000	Garbage	5,253	5,300	5,460	5,600	5,800	6,000	
1-110-017-7115-0000	Telephone and Communication	1,500	1,600	1,650	1,700	1,750	1,800	Cell phones and stipend, per actual
1-110-017-7203-0000	Equipment Rental	550	500	500	500	500	500	
1-110-017-7207-0000	Office Supplies	2,500	1,000	1,000	1,000	1,050	1,050	
1-110-017-7210-0000	Postage	600	500	500	500	500	500	
1-110-017-7211-0000	Janitorial	36,000	36,977	38,100	39,300	40,500	41,800	
1-110-017-7301-0000	Legal Expense	10,000	2,500	2,500	2,500	2,500	2,500	Small Works Roster launched w/o significant legal need
1-110-017-7303-0000	Membership Dues and Fees	250	-	250	-	250	-	
1-110-017-7308-0000	Outside Services	5,000	16,000	16,300	16,600	16,900	6,000	Hiring of small scale consulting Project close out advertisement. 50 projects @ \$250 per.
1-110-017-7312-0000	Interfund Transfer	(424)	(437)	(450)	(463)	(477)	(492)	
1-110-017-7313-0000	Advertising and Promotion	-	-	-	-	-	-	
1-110-017-7317-0000	Incidental Meeting Expense	750	1,000	1,050	1,100	1,150	1,200	
1-110-017-7401-0000	Insurance and Claims	12,616	9,048	9,319	9,599	9,887	10,184	
1-110-017-7406-0000	Miscellaneous	1,500	1,000	1,000	1,000	1,000	1,000	
1-110-017-7501-0000	Repair and Maintenance	23,513	36,476	37,500	39,000	40,500	42,000	
1-110-017-7502-0000	Groundskeeping	3,000	16,480	17,000	17,500	18,000	19,000	
1-110-017-7503-0000	Preventative Maintenance	22,338	13,758	14,200	14,700	15,200	15,800	
1-110-017-7504-0000	Equipment		-	-	-	-	-	
	Expense	292,234	312,326	321,360	330,781	340,932	340,455	
	Contracts	(292,234)	(312,326)	(321,360)	(330,781)	(340,932)	(340,455)	

Divisional Program: Maintenance

Description of Services:

The Maintenance Program performs preventative maintenance, repair and maintenance, and grounds keeping to all 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 in-house to track costs to Port assets to assist in replacement and upgrades.

Staff: 23 FTE's and 12 Seasonal Employees

2018 Objectives:

1. Strive to provide excellent services efficiently.
2. Continue to develop and train staff, maintaining all professional licensing and certifications.
3. Consider and present for potential implementation alternate staffing strategies for grounds keeping.
4. Explore, develop and implement a more efficient timesheet exchange.
5. Explore new and refine existing Preventative Maintenance strategies to improve efficiency and lower overall maintenance costs.

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

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$19,753	\$21,296
Interfund Transfers	2,865,685	2,912,855	2,402,853
Operating Expenses	2,865,685	2,932,608	2,567,290
Net Cash Flow	0	-0	-143,141

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Maintenance							
	Operating Revenue							
1-110-018-6356-0000	External Revenue Transfer	17,753	-					
1-110-018-6360-0000	Miscellaneous Revenue	2,000	-					
	Operating Revenue	19,753	-	-	-	-	-	
	Expense							
1-110-018-7001-0000	Salaries and Wages	1,592,954	1,673,468	1,723,672	1,775,382	1,828,644	1,883,503	
1-110-018-7002-0000	Salaries & Benefits Recovered	(11,655)	(12,237)	(12,604)	(12,982)	(13,372)	(13,773)	
1-110-018-7003-0000	Employee Benefits	889,029	960,524	989,340	1,019,020	1,049,591	1,081,078	
1-110-018-7006-0000	Employee Training	35,000	65,000	65,000	65,000	65,000	65,000	first aid/CPR, CDL's, electrical/backflow, public operator
1-110-018-7050-0000	Travel	5,826	5,826	5,826	5,826	5,826	5,826	
1-110-018-7101-0000	Natural Gas	4,210	5,152	5,300	5,450	5,600	5,750	
1-110-018-7102-0000	Water	4,340	4,885	5,000	5,150	5,300	5,450	
1-110-018-7103-0000	Electricity	14,721	14,039	14,500	15,000	15,500	16,000	
1-110-018-7104-0000	Gasoline and Diesel	45,818	45,143	46,500	4,800	4,950	5,100	
1-110-018-7114-0000	Garbage	20,193	17,162	17,700	18,300	18,900	19,500	
1-110-018-7115-0000	Telephone and Communication	15,383	13,211	13,600	14,000	14,400	14,800	
1-110-018-7203-0000	Equipment Rental	5,000	5,000	5,000	5,000	5,000	5,000	
1-110-018-7204-0000	Small Tools and Equipment	33,984	33,984	35,000	36,000	37,000	38,000	
1-110-018-7205-0000	Operating Supplies	11,630	17,320	17,900	18,500	19,100	19,700	
1-110-018-7206-0000	Operating Supplies - Internal	10,000	5,000	5,000	5,000	5,000	5,000	
1-110-018-7207-0000	Office Supplies	5,563	5,563	5,563	5,563	5,563	5,563	
1-110-018-7210-0000	Postage	329	329	329	329	329	329	
1-110-018-7211-0000	Janitorial	19,263	20,392	21,000	21,600	22,200	22,800	
1-110-018-7212-0000	Janitorial Supplies - Port Use	-	-	-	-	-	-	
1-110-018-7213-0000	Subscriptions	500	500	500	500	500	500	
1-110-018-7301-0000	Legal Expense	1,030	1,030	1,030	1,030	1,030	1,030	
1-110-018-7303-0000	Membership Dues and Fees	1,000	500	500	500	500	500	
1-110-018-7308-0000	Outside Services	14,143	29,640	18,200	18,800	19,400	20,000	Key2Act support & update, laundry, rodent control, etc.
1-110-018-7310-0000	Outside Services - Internal	-	-	-	-	-	-	
1-110-018-7311-0000	Lease Payments to Others	2,803	2,993	3,100	3,300	3,500	3,700	DNR lease
1-110-018-7401-0000	Insurance and Claims	22,331	22,480	23,154	23,849	24,565	25,301	
1-110-018-7402-0000	Taxes	217	224	230	240	250	260	
1-110-018-7406-0000	Miscellaneous	12,354	7,500	7,500	7,500	7,500	7,500	
1-110-018-7501-0000	Repair and Maintenance	60,000	60,000	60,000	60,000	60,000	60,000	
1-110-018-7502-0000	Groundskeeping	4,856	5,832	6,000	6,200	6,400	6,600	
1-110-018-7503-0000	Preventative Maintenance	61,786	40,000	40,000	40,000	40,000	40,000	
1-110-018-7504-0000	Equipment	50,000	40,000	40,000	40,000	40,000	40,000	
1-110-018-6357-0000	Interfund Transfer	(2,687,855)	(2,865,460)	(2,863,840)	(2,808,857)	(2,898,175)	(2,890,018)	
1-110-018-6358-0000	Capital Interfund Transfer	(225,000)	(225,000)	(300,000)	(400,000)	(400,000)	(500,000)	
1-110-018-6359-0000	Interfund Expensed Transfer	-						
	Expense	19,753	-	0	(0)	(0)	(0)	
	Maintenance	-	-	(0)	0	0	0	

Division: Administrative Services

Description of Services:

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

Administrative Services 2018 Objectives:

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

Staff, Facilities and Structure:

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

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

The Information Technology Services program has a staff of three and is managed by the Information Technology Manager who reports to the 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	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Administration						
Revenue						
Operating Revenue						
Other Property Rentals	-	-	-	-	-	-
Conduit Leases	11,770	13,000	13,000	13,000	13,000	13,000
Fiber Leases	12,700	7,008	7,008	7,008	7,008	7,008
HTCI Cabinet Rentals	-	-	-	-	-	-
Bandwidth Sales	20,000	20,000	20,000	20,000	20,000	20,000
Operating Revenue	44,470	40,008	40,008	40,008	40,008	40,008
Expense						
Salaries and Wages	781,087	803,193	827,289	852,107	877,671	904,001
Salaries/Benefits Recovered	(13,576)	(11,201)	(11,537)	(11,883)	(12,240)	(12,607)
Employee Benefits	401,106	435,220	448,277	461,725	475,577	489,844
Employee Training	12,000	12,000	12,090	12,183	12,278	12,377
Travel	5,600	5,600	5,750	5,905	6,064	6,228
Telephone and Communication	22,350	14,650	15,089	15,542	16,007	16,486
Equipment Rental	8,525	6,200	6,386	6,577	6,774	6,977
Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688
Office Supplies	18,700	15,500	15,965	16,443	16,937	17,444
Freight Charges	200	200	200	200	200	200
Postage	2,050	2,025	2,083	2,142	2,203	2,267
Subscriptions	14,650	18,650	19,210	19,786	20,378	20,990
Legal Expense	3,800	3,818	3,933	4,051	4,172	4,297
Memberships Dues/Fees	2,665	2,065	2,127	2,191	2,256	2,324
Outside Services	104,278	125,933	103,962	107,081	110,293	113,601
Interfund Transfers	520	520	610	702	796	892
Promotional Hosting	375	375	378	381	384	388
Incidental Meeting Expense	450	453	462	471	482	491
Insurance and Claims	4,957	4,612	4,750	4,893	5,040	5,191
Taxes	400	400	400	400	400	400
Miscellaneous	7,600	7,780	7,465	7,656	7,853	8,055
Repair and Maintenance	8,500	6,500	6,500	6,500	6,500	6,500
Expense	1,387,737	1,455,993	1,472,933	1,516,643	1,561,663	1,608,032
Administration	(1,343,267)	(1,415,985)	(1,432,925)	(1,476,635)	(1,521,655)	(1,568,024)

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 2018 Objectives:

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

Staff: 8 FTEs

Source of Funding: Net Operating Income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	913,172	860,444	790,960
Net Cash Flow	-913,172	-890,444	-790,960

Major 2018 Capital Projects (over \$100,000): None

	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Finance							
Account	Expense							
1-111-011-7001-0000	Salaries and Wages	489,241	504,019	519,140	534,714	550,755	567,278	
1-111-011-7002-0000	Salaries & Benefits Recovered	(13,576)	(11,201)	(11,537)	(11,883)	(12,240)	(12,607)	
1-111-011-7003-0000	Employee Benefits	256,205	277,125	285,439	294,002	302,822	311,907	
1-111-011-7006-0000	Employee Training	9,000	9,000	9,000	9,000	9,000	9,000	Recep 2@ 500, Acctng 6@ \$1000, Dir @ \$2000
1-111-011-7050-0000	Travel	3,500	3,500	3,605	3,713	3,825	3,939	Employee travel related to trainings and off site meetings.
1-111-011-7115-0000	Telephone and Communication	8,000	8,000	8,240	8,487	8,742	9,004	
1-111-011-7203-0000	Equipment Rental	6,000	4,200	4,326	4,456	4,589	4,727	sorter/stuffer, postage meter, copier leases
1-111-011-7207-0000	Office Supplies	12,500	9,000	9,270	9,548	9,835	10,130	
1-111-011-7210-0000	Postage	1,900	1,900	1,957	2,016	2,076	2,138	
1-111-011-7213-0000	Subscriptions	650	650	670	690	710	732	
1-111-011-7301-0000	Legal Expense	2,000	2,000	2,060	2,122	2,185	2,251	
1-111-011-7303-0000	Membership Dues and Fees	2,400	1,800	1,854	1,910	1,967	2,026	GFOA, Payroll, AICPA, WPPA, NACM
1-111-011-7308-0000	Outside Services	79,100	100,000	77,250	79,568	81,955	84,413	DAC, Audit, CAFR, Software maintenance, courier services, reception temp, other consulting, Payroll/HR Software implementation.
1-111-011-7312-0000	Interfund Transfer	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	Public disclosure staff time
1-111-011-7316-0000	Promotional Hosting	75	75	75	75	75	75	
1-111-011-7317-0000	Incidental Meeting Expense	150	150	150	150	150	150	
1-111-011-7401-0000	Insurance and Claims	3,199	2,854	2,940	3,028	3,119	3,212	
1-111-011-7406-0000	Miscellaneous	1,100	1,100	1,100	1,100	1,100	1,100	
1-111-011-7501-0000	Repair and Maintenance	500	500	500	500	500	500	
	Expense	860,444	913,172	914,537	941,694	969,665	998,475	
	Finance	(860,444)	(913,172)	(914,537)	(941,694)	(969,665)	(998,475)	

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 2018 Objectives:

1. Work with airport staff to meet the annual Bellingham International Airport planning requirements under 14 CFR 139 and 49 CFR 1542.
2. Manage the Professional Services Contract for security. This will include seeking new security contract bids in 2018.
3. Maintain and update the Port Emergency Operations Plan, Airport Emergency Plans, Spill Response Plans and Harbor Boat Fire Protocols as needed.
4. Ensure Port compliance with emergency management and security regulatory requirements for the National Incident Management System, the Bellingham International Airport, the Bellingham Cruise Terminal, and the Bellingham Shipping Terminal.

Staff: 1 FTE

Source of Funding: Net Operating Income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	171,324	165,565	149,776
Net Cash Flow	-171,324	-165,565	-149,776

Major 2018 Capital Projects (over \$100,000): None

	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Security							
Account	Expense							
1-111-012-7001-0000	Salaries and Wages	92,815	95,148	98,002	100,943	103,971	107,090	
1-111-012-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-012-7003-0000	Employee Benefits	36,475	40,346	41,556	42,803	44,087	45,410	
1-111-012-7006-0000	Employee Training	1,000	1,000	1,030	1,061	1,093	1,126	EM/Security training
1-111-012-7050-0000	Travel	1,500	1,500	1,545	1,591	1,639	1,688	Mileage & travel for training
1-111-012-7115-0000	Telephone and Communication	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7203-0000	Equipment Rental	525	500	515	530	546	563	Printer/Coper
1-111-012-7204-0000	Small Tools and Equipment	1,500	1,500	1,545	1,591	1,639	1,688	
1-111-012-7207-0000	Office Supplies	1,200	1,500	1,545	1,591	1,639	1,688	
1-111-012-7210-0000	Postage	50	25	26	27	27	28	
1-111-012-7301-0000	Legal Expense	1,200	1,200	1,236	1,273	1,311	1,351	
1-111-012-7303-0000	Membership Dues and Fees	265	265	273	281	290	298	\$80 WSEMA, \$185 IAEM
1-111-012-7308-0000	Outside Services	20,178	20,783	21,407	22,049	22,711	23,392	\$16,838 DEM, \$1,000 MRE update, \$2,000 special services, \$240 monthly allocation, \$100 call out cards
1-111-012-7312-0000	Interfund Transfer	4,520	4,520	4,610	4,702	4,796	4,892	Space rental
1-111-012-7316-0000	Promotional Hosting	100	100	103	106	109	113	
1-111-012-7317-0000	Incidental Meeting Expense	200	200	206	212	219	225	
1-111-012-7401-0000	Insurance and Claims	737	737	759	782	805	829	
1-111-012-7406-0000	Miscellaneous	500	500					
1-111-012-7501-0000	Repair and Maintenance	-						
	Expense	164,265	171,324	175,903	181,134	186,521	192,069	
	Security	(164,265)	(171,324)	(175,903)	(181,134)	(186,521)	(192,069)	

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 2018 Objectives:

1. Successfully administer the Port's network and telecommunications systems.
2. Continue to replace IT assets with an emphasis on extending the life of equipment, thus reducing costs.
3. Continue working with Records Management Officer to improve access to Port records using Laserfiche application(s).
4. Assist in design and implementation of telecommunications infrastructure in the waterfront development site, and within all other Port property.

Staff: 3 FTEs

Source of Funding: User fees, and net operating income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$40,008	\$44,470	\$38,565
Operating Expenses	371,497	363,028	327,964
Net Cash Flow	-331,489	-318,558	-289,399

Major 2018 Capital Projects (over \$100,000): None

	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Information Systems							
Account	Revenue							
	Operating Revenue							
1-111-013-6340-0000	Other Property Rentals	-						
1-111-013-6341-0000	Conduit Leases	11,770	13,000	13,000	13,000	13,000	13,000	Contracts with Anvil, NW Explorations, Wave Broadband, and Zayo.
1-111-013-6446-0000	Fiber Leases	12,700	7,008	7,008	7,008	7,008	7,008	Contracts with Wave Broadband and COB. Decrease due to Hinet leaving in late 2016
1-111-013-6447-0000	HTCI Cabinet Rentals	-	-	-	-	-	-	
1-111-013-6448-0000	Bandwidth Sales	20,000	20,000	20,000	20,000	20,000	20,000	
	Operating Revenue	44,470	40,008	40,008	40,008	40,008	40,008	
	Expense							
1-111-013-7001-0000	Salaries and Wages	199,031	204,026	210,147	216,451	222,945	229,633	
1-111-013-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-111-013-7003-0000	Employee Benefits	108,426	117,749	121,281	124,920	128,668	132,528	
1-111-013-7006-0000	Employee Training	2,000	2,000	2,060	2,122	2,185	2,251	First aid training along with periodic software/hardware training
1-111-013-7050-0000	Travel	600	600	600	600	600	600	
1-111-013-7115-0000	Telephone and Communication	12,850	5,150	5,304	5,463	5,626	5,794	
1-111-013-7203-0000	Equipment Rental	2,000	1,500	1,545	1,591	1,638	1,687	Copier and other equipment share
1-111-013-7207-0000	Office Supplies	5,000	5,000	5,150	5,304	5,463	5,626	IT purchases various items used by the entire organization (e.g. software, switches, cables, hard drives, and other peripherals)
1-111-013-7209-0000	Freight Charges	200	200	200	200	200	200	
1-111-013-7210-0000	Postage	100	100	100	100	100	100	
1-111-013-7213-0000	Subscriptions	14,000	18,000	18,540	19,096	19,668	20,258	Annual subscriptions and support. ARCServe backup, ~\$2500; DigiCert SSL certificate, ~\$690; Barracuda Spam Filter, ~\$2500; Egnyte File Server, ~\$1100; LANSweeper, ~\$420; TrendMicro Anti Virus, ~\$2200; Quest Exchange Recovery, ~\$680; Lenel OnGuard Security, ~\$3500; Netwrix account monitor, ~\$230; POB Firewall, ~\$3500; Baggage Firewall, ~\$502; FIDS Firewall, ~\$502
1-111-013-7301-0000	Legal Expense	600	618	637	656	675	695	
1-111-013-7308-0000	Outside Services	5,000	5,150	5,305	5,464	5,628	5,796	Used for telecommunications and phone equipment changes, network hardware, Microsoft support, and other hardware support. Varies year to year
1-111-013-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	
1-111-013-7316-0000	Promotional Hosting	200	200	200	200	200	200	Leave flat - limited promotional hosting done by IT, but essential for key vendors
1-111-013-7317-0000	Incidental Meeting Expense	100	103	106	109	113	116	Have never used this account and assume it is an allocation
1-111-013-7401-0000	Insurance and Claims	1,021	1,021	1,052	1,083	1,116	1,149	
1-111-013-7402-0000	Taxes	400	400	400	400	400	400	Leave flat - have never used this account and assume it is an allocation
1-111-013-7406-0000	Miscellaneous	6,000	6,180	6,365	6,556	6,753	6,955	Covers unforeseen expenses made by IT on behalf of entire port (e.g. data rooms, HTCI, capital improvements, hardware)
1-111-013-7501-0000	Repair and Maintenance	8,000	6,000	6,000	6,000	6,000	6,000	Leave flat - Equipment purchases and replacements when needed for out of warranty hardware. Includes replacement for unexpected failures for entire port infrastructure
	Expense	363,028	371,497	382,492	393,815	405,477	417,488	
	Information Systems	(318,558)	(331,489)	(342,484)	(353,807)	(365,469)	(377,480)	

Division: Executive

Description of Services:

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

Staff, Facilities and Structure: 5 FTE's

The Executive Division is made up of the following programs:

- Executive
- Human Resources

Executive 2018 Objectives:

1. Develop and enhance partnership opportunities with public and private entities to create, foster and maintain efficiencies and improve the success of Port operations. In 2018 these efforts shall include City and County partnerships in state legislative efforts, Harcourt and Western Washington University partnership in development, State officials for Model Toxics Controls Act (MTCA) funding, and far reaching partnerships in economic development.
2. Provide leadership as the Bellingham Waterfront District transitions from a planning and regulatory focus into a development and construction focus. In 2018 this includes planning with developers, continuing solicitation of additional outside funding and furthering valuable partnerships.
3. Continue broad community outreach through social media, press releases, public displays, public tours, websites, newsletters and participation at networking and community events. During 2018, outreach will continue to target helping Whatcom County understand the diverse operations of their Port.
4. Continue to improve the strong safety focus through accident prevention, communication, awareness, and training. Maintain the goal of continuing to reduce the Recordable Incident Rate over the prior year.
5. Identify and implement measures to address the escalating health care costs while maintaining competitive total benefits and compensation for our employees.

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Executive Division						
Expense						
Salaries and Wages	498,621	510,906	526,233	542,020	558,281	575,029
Salaries & Benefits Recovered	(6,180)	(5,377)	(5,538)	(5,704)	(5,876)	(6,052)
Employee Benefits	192,917	201,256	207,294	213,512	219,918	226,515
Staff Recruitment & Relocation	50,447	70,000	70,000	70,000	70,000	70,000
Employee Training	11,220	12,240	12,517	12,803	13,097	13,400
Travel	12,000	17,000	17,450	17,914	18,391	18,883
Telephone and Communication	9,900	10,197	10,503	10,818	11,143	11,477
Equipment Rental	2,636	2,715	2,797	2,880	2,967	3,056
Office Supplies	5,090	5,183	5,278	5,377	5,478	5,582
Postage	1,350	1,391	1,432	1,475	1,519	1,565
Subscriptions	2,236	2,230	2,297	2,366	2,437	2,510
Legal Expense	75,000	70,000	80,000	80,000	80,000	80,000
Membership Dues and Fees	71,555	76,000	78,250	80,568	82,955	85,413
Outside Services	86,565	82,380	63,051	63,743	84,455	65,189
Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Advertising and Promotion	1,000	5,000	5,150	5,305	5,464	5,628
Promotional Hosting	2,200	1,000	1,000	1,000	1,000	1,000
Incidental Meeting Expense	7,900	7,900	7,900	7,900	7,900	7,900
Insurance and Claims	5,878	5,878	6,054	6,236	6,423	6,616
Miscellaneous	1,433	1,167	1,202	1,238	1,275	1,313
Expense	1,029,268	1,074,565	1,090,370	1,116,950	1,164,326	1,172,524
Executive Division	(1,029,268)	(1,074,565)	(1,090,370)	(1,116,950)	(1,164,326)	(1,172,524)

Divisional Program: Executive

Description of Services:

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

Staff: 3 FTE's

Source of Funding: Net of operating income

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	681,120	655,565	567,781
Net Cash Flow	-681,120	-655,565	-567,781

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Executive							
	Expense							
1-114-014-7001-0000	Salaries and Wages	334,420	342,600	352,878	363,464	374,368	385,599	
1-114-014-7002-0000	Salaries & Benefits Recovered	(6,180)	(5,377)	(5,538)	(5,704)	(5,876)	(6,052)	
1-114-014-7003-0000	Employee Benefits	120,095	131,877	135,833	139,908	144,106	148,429	
1-114-014-7006-0000	Employee Training	2,000	3,000	3,000	3,000	3,000	3,000	
1-114-014-7050-0000	Travel	10,000	15,000	15,450	15,914	16,391	16,883	WPPA seminars, Legislative visits, Aviation conference, misc. local and Seattle events and meetings
1-114-014-7115-0000	Telephone and Communication	6,500	6,695	6,896	7,103	7,316	7,535	
1-114-014-7203-0000	Equipment Rental	1,236	1,273	1,311	1,351	1,391	1,433	
1-114-014-7207-0000	Office Supplies	3,090	3,183	3,278	3,377	3,478	3,582	
1-114-014-7210-0000	Postage	750	773	796	820	844	869	
1-114-014-7213-0000	Subscriptions	1,236	1,200	1,236	1,273	1,311	1,351	Bellingham Herald, BBJ, Puget Sound Business Journal, etc.
1-114-014-7301-0000	Legal Expense	45,000	50,000	50,000	50,000	50,000	50,000	
1-114-014-7303-0000	Membership Dues and Fees	70,555	75,000	77,250	79,568	81,955	84,413	WPPA, APPA, APP, PNWA, Downtown Partnership, WAPRO
1-114-014-7308-0000	Outside Services	54,000	40,000	40,000	40,000	40,000	40,000	Website Hosting, Misc Photography & Design, Newsletters, Videography, Contingency
1-114-014-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	
1-114-014-7313-0000	Advertising and Promotion	1,000	5,000	5,150	5,305	5,464	5,628	Corporate Advertising
1-114-014-7316-0000	Promotional Hosting	2,000	1,000	1,000	1,000	1,000	1,000	
1-114-014-7317-0000	Incidental Meeting Expense	7,500	7,500	7,500	7,500	7,500	7,500	
1-114-014-7401-0000	Insurance and Claims	3,730	3,730	3,842	3,957	4,076	4,198	
1-114-014-7406-0000	Miscellaneous	1,133	1,167	1,202	1,238	1,275	1,313	
	Expense	655,565	681,120	698,584	716,571	735,099	754,181	
	Executive	(655,565)	(681,120)	(698,584)	(716,571)	(735,099)	(754,181)	

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:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	393,445	373,703	269,071
Net Cash Flow	-393,445	-373,703	-269,071

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Human Resources							
	Expense							
1-114-015-7001-0000	Salaries and Wages	164,201	168,306	173,355	178,556	183,913	189,430	
1-114-015-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-114-015-7003-0000	Employee Benefits	72,822	69,379	71,460	73,604	75,812	78,087	
1-114-015-7005-0000	Staff recruitment & relocation	50,447	70,000	70,000	70,000	70,000	70,000	\$30k merit/promotion; \$20k relocation; \$20k recruitment
1-114-015-7006-0000	Employee Training	9,220	9,240	9,517	9,803	10,097	10,400	\$5600 Awards lunch; \$2k HR conferences; \$300 safety training; \$1000 corporate training; \$340 SHRM
1-114-015-7050-0000	Travel	2,000	2,000	2,000	2,000	2,000	2,000	2 HR Conferences, meetings
1-114-015-7115-0000	Telephone and Communication	3,400	3,502	3,607	3,715	3,827	3,942	
1-114-015-7203-0000	Equipment Rental	1,400	1,442	1,485	1,530	1,576	1,623	
1-114-015-7207-0000	Office Supplies	2,000	2,000	2,000	2,000	2,000	2,000	
1-114-015-7210-0000	Postage	600	618	637	656	675	696	applicant letters and legal mailings
1-114-015-7213-0000	Subscriptions	1,000	1,030	1,061	1,093	1,126	1,159	Salary surveys
1-114-015-7301-0000	Legal Expense	30,000	20,000	30,000	30,000	30,000	30,000	\$5k labor; \$15k personnel issues
1-114-015-7303-0000	Membership Dues and Fees	1,000	1,000	1,000	1,000	1,000	1,000	\$600 SHRM; \$400 WAPELRA/NPELRA
1-114-015-7308-0000	Outside Services	32,565	42,380	23,051	23,743	44,455	25,189	\$14k payroll service; \$20k self insurance audit; \$1600 self insurance fee; \$1500 safety consultant; \$2k org development consultant; \$500 ICMA; \$600 Wellness; \$300 Right to Know fee; \$880 videotape meetings; \$1000 hearing tests
1-114-015-7312-0000	Interfund Transfer	-						
1-114-015-7316-0000	Promotional Hosting	200						
1-114-015-7317-0000	Incidental Meeting Expense	400	400	400	400	400	400	Committee meetings; WAPELRA
1-114-015-7401-0000	Insurance and Claims	2,148	2,148	2,212	2,279	2,347	2,418	
1-114-015-7406-0000	Miscellaneous	300						
	Expense	373,703	393,445	391,786	400,378	429,227	418,342	
	Human Resources	(373,703)	(393,445)	(391,786)	(400,378)	(429,227)	(418,342)	

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

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

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

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 2018 Objectives:

1. Complete the MTCA environmental cleanup at the Blaine Marina, Inc. site in Blaine including final engineering and design, development and execution of a Consent Decree and cleanup construction (pending MTCA grant funding).
2. Initiate scoping, planning and preliminary design of Phase II cleanup activities under the Consent Decree for the Whatcom Waterway site. This will include

land-use planning and programming, confirmation of cleanup approach and design and engineering that may require modifications to existing Department of Ecology approved documents and Consent Decree.

3. Work with Department of Ecology to move forward on high priority state-listed MTCA cleanup sites including: the GP West Chlor-Alkali remedial action unit, Central Waterfront, Weldcraft Boatyard, Westman Marine the Harris Avenue Shipyard and Cornwall Landfill with the goal of getting these projects “shovel ready” and prioritized for MTCA Grant funding.
4. 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. Focused goals of expanding the “Toward Zero-waste” program in Port operations and exploring options for electric vehicle charging station opportunities.
5. Implement a revised Environmental Compliance Assessment Program to provide 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.
6. Implement and ensure compliance with Department of Ecology Phase II Municipal Stormwater, Industrial Stormwater General Permit, and Individual NPDES Permit requirements. Provide support to Bellingham Shipping Terminal in application and compliance with an Industrial Stormwater General Permit.

Staff, Facilities and Structure: 3.5 FTE's

The Environmental Division has two full-time and three half-time employees: Director of Environmental Programs, Manager of Strategic Project Development, Environmental Site Manager, and two Environmental Specialists.

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

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	305,794	289,415	249,181
Net Operating Cash Flow	-305,794	-289,415	-249,181

Division Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Environmental							
	Expense							
1-213-030-7001-0000	Salaries and Wages	286,020	283,844	292,359	301,130	310,164	319,469	
1-213-030-7002-0000	Salaries & Benefits Recovered	(251,823)	(241,763)	(249,016)	(256,486)	(264,181)	(272,106)	Work performed for BWAS Division 15 (S & W and Benefits for 2018); Grant reimbursement for Env Salaries and Wages related to remedial clean-up sites
1-213-030-7003-0000	Employee Benefits	120,316	127,601	131,429	135,372	139,433	143,616	
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)
1-213-030-7050-0000	Travel	6,000	6,000	6,180	6,365	6,556	6,753	Conference attendance (i.e. stormwater & WPPA), agency meetings, and grant solicitation; attendance to the national Brownfields Convention
1-213-030-7115-0000	Telephone and Communication	5,100	6,000	6,180	6,365	6,556	6,753	Divisional telephone cost (portion of port-wide telephone system, long distance calls, 4.5 mobile devices)
1-213-030-7203-0000	Equipment Rental	1,200	1,000	1,030	1,061	1,093	1,126	Divisional usage of internal rental equipment (printers/copiers/faxes)
1-213-030-7207-0000	Office Supplies	1,700	2,500	2,000	2,060	2,122	2,185	Divisional office supplies, purchase one sit/stand desk in 2018.
1-213-030-7210-0000	Postage	250	150	155	159	164	169	Divisional related postage (US Mail, FedEx, etc)
1-213-030-7301-0000	Legal Expense	15,000	15,000	15,450	15,914	16,391	16,883	Divisional related legal fees (stormwater regulations, monthly programmatic meetings, etc)
1-213-030-7303-0000	Membership Dues and Fees	40	100	103	106	109	113	Geologist license \$100/year
1-213-030-7308-0000	Outside Services	20,000	20,000	20,600	21,218	21,855	22,510	Strategic environmental support to other divisions; division monthly allocation; Port-wide Sustainable Program
1-213-030-7312-0000	Interfund Transfer	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	Public Disclosure Cost
1-213-030-7316-0000	Promotional Hosting	250	-	-	-	-	-	No promotional hosting for this division
1-213-030-7317-0000	Incidental Meeting Expense	500	500	515	530	546	563	Misc Divisional incidental meeting expenses
1-213-030-7401-0000	Insurance and Claims	5,262	5,262	5,420	5,582	5,750	5,922	
1-213-030-7403-0000	Environmental Costs	80,000	80,000	82,400	84,872	87,418	90,041	Environmental Compliance Assessment Program (\$45k); ISGPs (\$21k); Phase II (\$5k); Port-wide Dangerous Waste Disposal (\$9k); Anticipates reissued ISGP in 2020 requiring updating SWPPPs and reissued Ph II in 2019.
1-213-030-7406-0000	Miscellaneous	600	600	618	637	656	675	
	Expense	289,415	305,794	314,468	323,977	333,771	343,859	
	Environmental	(289,415)	(305,794)	(314,468)	(323,977)	(333,771)	(343,859)	
1-213-030-8010-0000	Taxes Levied/Operating	286,830						
1-213-030-8236-0000	3rd Party Reimbursement	338,887	549,505	5,663,882	3,994,566	3,822,230	1,139,711	
1-213-030-8237-0000	Grant Reimbursement	1,768,389	2,661,503	4,507,332	5,433,570	5,548,223	2,710,753	
1-213-030-8800-0000	Capital Contributions	-						
	Non-Operating Revenues	2,394,106	3,211,008	10,171,214	9,428,137	9,370,453	3,850,464	
1-213-030-8537-0000	Grant Expense	3,643,718	5,562,303	9,244,480	11,129,010	11,280,168	5,526,324	

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Environmental							
1-213-030-8700-0000	Environmental Remediation	207,570	347,705	754,249	502,001	420,529	411,340	
	Non-Operating Expenses	3,851,288	5,910,008	9,998,729	11,631,011	11,700,697	5,937,664	
	Net Non-Operating Income	(1,457,182)	(2,699,000)	172,485	(2,202,874)	(2,330,244)	(2,087,200)	

Division: Bellingham Waterfront Acquisition Site

Description of Services:

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

BWAS 2018 Objectives:

1. Support the activation and redevelopment of the Downtown Waterfront with project partners through installation of roads, parks, utilities and infrastructure, including responsibilities set forth in the Port/City Interlocal Agreement for Facilities: 1) the design and construction of facilities (site cleanup, arterial streets, parks, and utilities), 2) property transfers, and 3) management of the waterfront redevelopment project.
2. Work with Harcourt and the City of Bellingham to complete a Comprehensive Plan Amendment application in order to allow for a Sub-Area Plan amendment and modifications to the Downtown Waterfront layout.
3. Continue to market of the F Street Warehouse with focus on Marine Trades. Complete related improvements to increase marketability and utilization of the F Street Warehouse.
4. Initiate conceptual design of GP Wharf Improvements to evaluate potential public access, habitat improvements and compatibility with planned environmental cleanup.
5. Work with the Department of Ecology on priority environmental sites within the Waterfront District to secure the MTCA grant funding necessary to return underutilized, contaminated property to productive use.
6. Work with tenants, Port operations and Department of Ecology to activate the C Street Terminal in support of Marine Trades.
7. Work with Harcourt to support development of Waterfront Residential Project and preliminary plans for subsequent projects (office and/or residential).

Staff, Facilities and Structure:

The Port has structured its existing workforce to 'group' into a project management team for this effort, therefore there is no staff assigned to this division exclusively. The

required staff resources are drawn from every division within the Port. Division budgets and programs are overseen by the 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:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$484,149	\$273,585	\$616,324
Operating Expenses	1,148,276	1,049,757	805,615
Net Operating Cash Flow	-664,127	-776,172	189,291

Division Major 2018 Capital Projects (over \$100,000):

District Utilities ECO	\$150,000
Franchise Utilities	\$700,000
C Street improvements, phase 2	\$575,000
801 Roeder Ave Improvements	\$100,000
Demise F Street Warehouse	\$490,250
GP dockside pump replacement & ASB outfall repair	\$190,000
C Street fit-up float & I&J Waterway	\$162,000

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Bellingham Waterfront							
	Revenue							
	Operating Revenue							
1-215-031-6010-0000	Dockage	1,500	1,500	1,545	1,591	1,639	1,688	LCW
1-215-031-6305-0000	Space and Land Rental	254,399	464,068	477,990	492,330	294,082	302,904	1000 F, 800 & 921 Cornwall, Lignin, C Street, 801 Roeder, Log Pond
1-215-031-6353-0000	Fuel Flowage Fees	-		-	-	-	-	
1-215-031-6360-0000	Miscellaneous Revenue	300	500	500	500	500	500	YMCA
1-215-031-6445-0000	Triple Net/CAM Charges	17,386	18,081	18,804	19,556	20,339	21,152	WWU-BTC
	Operating Revenue	273,585	484,149	498,839	513,978	316,560	326,245	
	Expense							
1-215-031-7001-0000	Salaries and Wages	27,810	-	-	-	-	-	
1-215-031-7002-0000	Salaries & Benefits Recovered	365,663	376,849	388,154	399,799	411,793	424,147	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.
1-215-031-7003-0000	Employee Benefits	13,072	-	-	-	-	-	
1-215-031-7006-0000	Employee Training	200	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7050-0000	Travel	10,000	8,000	8,240	8,487	8,742	9,004	Environmental, Real Estate & Planning Allocation for development and cleanup related travel.
1-215-031-7101-0000	Natural Gas	7,300	8,400	8,652	8,912	9,179	9,454	1000 F, 921 Cornwall + 801 Roeder
1-215-031-7102-0000	Water	10,600	10,615	10,933	11,261	11,599	11,947	water & two fire lines + 801 Roeder
1-215-031-7103-0000	Electricity	48,000	43,310	44,609	45,948	47,326	48,746	Includes area lighting and BWAS buildings + 801 Roeder
1-215-031-7106-0000	Natural Gas for Resale	-	-	-	-	-	-	
1-215-031-7110-0000	Electricity for Resale	11,100	29,615	30,503	31,419	32,361	33,332	
1-215-031-7111-0000	Electricity Resold (Contra)	(11,100)	(29,615)	(30,503)	(31,419)	(32,361)	(33,332)	
1-215-031-7114-0000	Garbage	2,700	5,000	5,150	5,305	5,464	5,628	
1-215-031-7115-0000	Telephone and Communication	1,300	1,305	1,344	1,384	1,426	1,469	2017 projected: 1000 F - 2 phone lines for fire detection.
1-215-031-7203-0000	Equipment Rental	400	200	206	212	219	225	
1-215-031-7205-0000	Operating Supplies	100	-	-	-	-	-	Environmental & Planning Allocation
1-215-031-7207-0000	Office Supplies	400	200	206	212	219	225	Environmental & Planning Allocation
1-215-031-7210-0000	Postage	200	400	412	424	437	450	Environmental & Planning Allocation
1-215-031-7211-0000	Janitorial	10,500	11,390	11,732	12,084	12,446	12,820	
1-215-031-7301-0000	Legal Expense	100,000	135,000	82,400	84,872	87,418	90,041	Legal & legislative policy support in Olympia \$30k; Federal lobbyist \$20k; CC&R & contract development \$25k; Sales contract negotiations legal review (\$30k); and Subarea Plan & Docs (\$30k).
1-215-031-7303-0000	Membership Dues and Fees	158	-	-	-	-	-	
1-215-031-7306-0000	Security	25,000	34,000	35,020	36,071	37,153	38,267	
1-215-031-7308-0000	Outside Services	65,000	136,500	39,095	40,268	41,476	42,720	Bio Bug, Guardian Security, ASB outfall buoy inspection, and website address fees \$6.5k; RE consultant planning/studies/support \$25k; traffic study/urban planning (\$75k); appraisals (\$25k); and Western Crossing \$5k.

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Bellingham Waterfront							
1-215-031-7311-0000	Lease Payments to Others	12,500	13,000	13,390	13,792	14,205	14,632	Includes \$1662/acre for Whatcom Waterway use permit for 2/3rd of 8.5 acres
1-215-031-7312-0000	Interfund Transfer	(500)	(500)	(500)	(500)	(500)	(500)	Public Disclosure
1-215-031-7313-0000	Advertising and Promotion	20,000	20,000	20,600	21,218	21,855	22,510	Tenant & developer promotion, open house, and related marketing events and waterfront related marketing/public info.
1-215-031-7316-0000	Promotional Hosting	3,000	3,000	3,000	3,000	3,000	3,000	Environmental, Real Estate & Planning Allocation
1-215-031-7317-0000	Incidental Meeting Expense	1,000	1,000	1,030	1,061	1,093	1,126	Environmental, Real Estate & Planning Allocation
1-215-031-7401-0000	Insurance and Claims	126,019	131,507	135,452	139,516	143,701	148,012	
1-215-031-7402-0000	Taxes	35	35	36	37	38	39	
1-215-031-7403-0000	Environmental Costs	55,300	58,200	59,946	61,744	63,597	65,505	801 Roeder; City of Bellingham surface & stormwater fees
1-215-031-7406-0000	Miscellaneous	500	250	258	265	273	281	Environmental & Planning Allocation
1-215-031-7501-0000	Repair and Maintenance	81,400	92,080	94,842	97,688	100,618	103,637	
1-215-031-7502-0000	Groundskeeping	10,700	10,785	11,109	11,442	11,785	12,139	
1-215-031-7503-0000	Preventative Maintenance	51,400	47,550	48,977	50,446	51,959	53,518	
	Expense	1,049,757	1,148,276	1,024,499	1,055,159	1,086,739	1,119,266	
	Bellingham Waterfront	(776,172)	(664,127)	(525,660)	(541,182)	(770,179)	(793,021)	
1-215-031-8010-0000	Taxes Levied/Operating	2,212,793						
1-215-031-8101-0000	Env Insurance Claim Revenue	-	1,272,823	3,205,536	5,430,266	6,063,273	1,223,638	
1-215-031-8236-0000	3rd Part Reimbursement	-	-	-	-	-	-	
1-215-031-8237-0000	Grant Reimbursement	2,436,984	1,355,797	3,563,227	26,222,000	32,809,736	11,262,818	
1-215-031-8800-0000	Capital Contributions--Bellingham Waterfront	-						
	Non-Operating Revenues	4,649,777	2,628,620	6,768,763	31,652,266	38,873,009	12,486,456	
1-215-031-8537-0000	Grant Expense	5,278,970	2,965,260	7,364,136	33,921,514	41,202,264	12,619,728	
1-215-031-8700-0000	Environmental Remediation	190,632	51,815	71,577	71,126	71,782	260,318	
1-215-031-8710-0000	Environmental Non-Remediation							
1-215-000-8900-0000	Depreciation							
	Non-Operating Expenses	5,469,602	3,017,075	7,435,713	33,992,640	41,274,046	12,880,046	
	Net Non-Operating Income	(819,825)	(388,455)	(666,950)	(2,340,374)	(2,401,037)	(393,590)	

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.

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

Economic Development 2018 Objectives

1. Business Retention/Expansion: Continue outreach to local companies through 40 new business contacts and 20 follow-up contacts. Directly assist companies to achieve their expansion goals.
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. Manage and promote the Choose Whatcom website and brand in collaboration with local partners.
4. Build relations and strategic opportunities outside the Port, including small cities, workforce development and strategic partners.
5. Support Port operating divisions (Real Estate, Aviation, and Maritime) to facilitate job creation on Port property.
6. Update the Economic Development Strategic Plan and share progress through public presentations, business advisory interactions and Commission presentations.

Staff: 3 FTE's

Facilities and Structure:

This Division includes an Economic Development Director, an Economic Development Specialist, and a Marketing Specialist.

Source of Funding: Property taxes, service agreements and ADO Contract with Washington State (Department of Commerce).

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$14,000	\$15,000	\$14,000
Operating Expenses	651,521	577,046	411,957
Net Cash Flow	-637,521	-562,046	-397,657

Major 2018 Capital Projects (over \$100,000):

Demolish and relocate/rebuild Blaine webhouse #1	\$2,626,000
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Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 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
1-216-032-6360-0000	Miscellaneous Revenue	1,000						
	Operating Revenue	15,000	14,000	14,000	14,000	14,000	14,000	
	Revenue	15,000	14,000	14,000	14,000	14,000	14,000	
	Expense							
1-216-032-7001-0000	Salaries and Wages	151,984	310,579	319,896	329,493	339,378	349,559	4 FTE: Director, 2 ED Specialists, 1 Admin Assistant
1-216-032-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-216-032-7003-0000	Employee Benefits	72,764	175,212	180,468	185,882	191,459	197,203	
1-216-032-7006-0000	Employee Training	2,500	2,500	2,500	2,500	2,500	2,500	Training and conferences
1-216-032-7050-0000	Travel	2,500	2,500	2,500	2,500	2,500	2,500	Travel for business recruitment and trade shows
1-216-032-7115-0000	Telephone and Communication	2,000	4,000	4,000	4,000	4,000	4,000	4 cell phones (\$80 ea) and 4 office lines
1-216-032-7203-0000	Equipment Rental	1,000	1,000	1,000	1,000	1,000	1,000	
1-216-032-7207-0000	Office Supplies	1,500	3,000	1,500	1,500	1,500	1,500	
1-216-032-7210-0000	Postage	200	500	500	500	500	500	Postage for marketing/ outreach
1-216-032-7213-0000	Subscriptions	2,100	2,500	2,500	2,500	2,500	2,500	\$2000 business data base, \$500 subscriptions
1-216-032-7214-0000	Publications and Tariffs	500						
1-216-032-7301-0000	Legal Expense	2,000	2,000	2,000	2,000	2,000	2,000	
1-216-032-7303-0000	Membership Dues and Fees	32,225	31,855	33,000	34,000	35,000	36,000	\$22,000 COG, \$1900 Bellingham Chamber, \$1200 Sustainable Connections, \$1000 WBA, \$900 WEDA, \$900 IEDC, \$830 SBOT, \$625 CME, \$500 Clean Tech Alliance, \$500 Blaine Chamber, \$300 Lynden Chamber, \$300 Birch Bay Chamber, \$300 Ferndale chamber, \$200 TAG, \$150 Mt Baker Chamber, \$100 EversonChamber, \$100 Pt Roberts Chamber, \$50 Sumas Chamber
1-216-032-7304-0000	ACF Support	53,281	54,738	56,236	57,777	59,360	61,140	Commercial Fishing Moorage Subsidy
1-216-032-7308-0000	Outside Services	184,250	445,000	458,000	472,000	486,000	500,000	\$9,000 Tourism, \$4,000 Whatcom Prospector, \$10,000 Choose Whatcom site, \$100,000 Small City/ Rural projects, \$247,000 SBDC, \$25,000 marketing materials, \$50,000 research/special projects
1-216-032-7312-0000	Interfund Transfer	9,743	9,938	10,137	10,399	10,546	10,862	
1-216-032-7313-0000	Advertising and Promotion	25,000	100,000	100,000	100,000	100,000	100,000	\$25,000 local event sponsorship, \$25,000 advertising, \$50,000 trade shows
1-216-032-7315-0000	Marine Trades Promotion	25,000	25,000	25,000	25,000	25,000	25,000	Advertising and promotion for Marine Trades
1-216-032-7316-0000	Promotional Hosting	2,000	2,000	2,000	2,000	2,000	2,000	Host meals and events for prospective businesses
1-216-032-7317-0000	Incidental Meeting Expense	1,250	2,000	2,000	2,000	2,000	2,000	Economic Devel Committee and public meetings
1-216-032-7401-0000	Insurance and Claims	5,049	5,049	5,200	5,356	5,517	5,683	
1-216-032-7402-0000	Taxes	200	200	200	200	200	200	
1-216-032-7406-0000	Miscellaneous							
	Tri-Funder Reimbursement		(528,050)	(528,050)	(528,050)	(528,050)	(528,050)	City and County EDI funds
	Expense	577,046	651,521	680,588	712,558	744,910	778,097	
	Economic Development	(562,046)	(637,521)	(666,588)	(698,558)	(730,910)	(764,097)	

Division: Community Connections

Description of Services:

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

Staff, Facilities and Structure:

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

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

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Public Access						
Revenue						
Operating Revenue						
Equipment Rental	5,000	6,000	6,200	6,400	6,600	6,800
Space and Land Rental	240,000	245,000	252,350	259,900	267,700	275,700
Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Cancellation Fees	4,000	4,000	4,000	4,000	4,000	4,000
Miscellaneous Revenue	12,650	12,650	12,650	12,650	12,650	12,650
Operating Revenue	251,650	257,650	265,200	272,950	280,950	289,150
Expense						
Salaries and Wages	327,041	341,671	351,921	362,479	373,353	384,554
Salaries & Benefits Recovered	-	-	-	-	-	-
Employee Benefits	200,196	217,336	223,856	230,572	237,489	244,614
Employee Training	14,682	13,682	13,966	14,259	14,561	14,872
Travel	20,801	21,726	21,823	21,922	22,025	22,131
Natural Gas	-	-	-	-	-	-
Water	24,179	24,905	25,652	26,421	27,214	28,030
Electricity	11,438	12,230	12,597	12,975	13,364	13,765
Gasoline and Diesel	1,464	-	-	-	-	-
Garbage	13,927	13,927	14,345	14,775	15,218	15,675
Telephone and Communication	9,094	12,048	12,391	12,638	12,889	10,331
Equipment Rental	1,192	1,165	1,195	1,225	1,255	1,285
Small Tools and Equipment	11,301	11,301	11,640	11,989	12,349	12,719
Operating Supplies	9,276	8,650	8,755	8,863	8,975	9,089
Office Supplies	5,188	4,570	4,644	4,720	4,798	3,379
Signage	705	705	726	748	770	793
Postage	783	783	799	815	832	850
Janitorial	44,754	41,005	42,060	43,132	44,221	45,328
Subscriptions	332	332	339	346	354	361
Legal Expense	71,532	71,625	73,773	75,987	78,266	77,032
Public Disclosure Costs	-	-	-	-	-	-
Membership Dues and Fees	730	730	745	760	776	793
Security	13,522	12,132	12,500	12,875	13,238	13,636
Outside Services	197,022	182,401	187,862	193,470	199,199	190,560
Lease Payments to Others	17,268	17,162	17,679	18,209	18,755	19,321

Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Public Access						
Interfund Transfer	41,001	36,773	37,532	38,311	39,115	39,944
Advertising and Promotion	28,210	28,830	29,649	30,468	31,288	32,109
Promotional Hosting	100	100	100	100	100	100
Incidental Meeting Expense	1,300	1,150	1,150	1,150	1,150	1,150
Insurance and Claims	20,117	18,322	18,872	19,438	20,021	20,622
Taxes	5,108	6,003	6,183	6,369	6,560	6,756
Uncollectible Revenue	-	-	-	-	-	-
Miscellaneous	1,206	1,200	1,200	1,200	1,200	1,200
Repair and Maintenance	72,435	111,714	115,052	118,485	122,014	125,637
Groundskeeping	326,268	336,056	346,138	356,522	367,217	378,234
Preventative Maintenance	40,000	27,094	27,907	28,744	29,606	30,495
Equipment	20,000	20,600	21,218	21,855	22,510	23,185
Expense	1,552,172	1,597,928	1,644,269	1,691,823	1,740,684	1,768,551
Public Access	(1,300,522)	(1,340,278)	(1,379,069)	(1,418,873)	(1,459,734)	(1,479,401)
Election Expense	175,000	100,000	150,000	-	-	-

Divisional Program: Commission

Description of Services:

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

Staff: 3 elected Commissioners

Source of Funding: Property tax receipts

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	178,274	171,387	140,488
Net Cash Flow	-178,274	-171,387	-140,488

Major 2018 Capital Projects: None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Commission							
	Expense							
1-220-038-7001-0000	Salaries and Wages	67,380	67,590	69,618	71,706	73,857	76,073	
1-220-038-7003-0000	Employee Benefits	68,385	73,501	75,706	77,977	80,317	82,726	
1-220-038-7050-0000	Travel	15,000	15,000	15,000	15,000	15,000	15,000	WPPA seminars, Aviation conference, Legislative visits, state and local Community events
1-220-038-7052-0000	Travel - McAuley	-						
1-220-038-7053-0000	Travel - Robbins	-						
1-220-038-7054-0000	Travel- Briscoe	-						
1-220-038-7115-0000	Telephone/Communication	750	2,500	2,575	2,652	2,732		
1-220-038-7207-0000	Office Supplies	2,000	1,500	1,500	1,500	1,500		
1-220-038-7301-0000	Legal Expense	3,090	3,183	3,278	3,377	3,478		
1-220-038-7308-0000	Outside Services	12,500	12,875	13,261	13,659	14,069		Videotaping, Commission photos,
1-220-038-7316-0000	Promotional Hosting	-						
1-220-038-7317-0000	Incidental Meeting Expense	800	650	650	650	650	650	
1-220-038-7401-0000	Insurance and Claims	1,276	1,275	1,313	1,353	1,393	1,435	
1-220-038-7406-0000	Miscellaneous	206	200	200	200	200	200	
	Expense	171,387	178,274	183,101	188,074	193,196	176,084	
	Commission	(171,387)	(178,274)	(183,101)	(188,074)	(193,196)	(176,084)	
1-220-038-8600-0000	Election Expense	175,000	100,000	150,000	-	-	-	

Divisional Program: Meetings & Events

Description of Services:

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

Meetings and Events 2018 Objectives:

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

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

Source of Funding: User fees, property tax receipts

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$252,500	\$246,500	\$278,261
Operating Expenses	330,391	321,035	326,636
Net Cash Flow	-77,891	-74,535	-48,375

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Meeting Space							
	Operating Revenue							
1-220-036-6200-0000	Equipment Rental	5,000	6,000	6,200	6,400	6,600	6,800	White chairs, projector,TV monitor, cocktail tables, New Equipment - stage, dance floor, bar
1-220-036-6305-0000	Space and Land Rental	240,000	245,000	252,350	259,900	267,700	275,700	
1-220-036-6307-0000	Discounts Given M&E (Contra)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
1-220-036-6308-0000	Cancellation Fees	4,000	4,000	4,000	4,000	4,000	4,000	
1-220-036-6360-0000	Miscellaneous Revenue	7,500	7,500	7,500	7,500	7,500	7,500	Ballroom Revenue
	Operating Revenue	246,500	252,500	260,050	267,800	275,800	284,000	
	Expense							
1-220-036-7001-0000	Salaries and Wages	120,089	123,015	126,705	130,507	134,422	138,454	
1-220-036-7003-0000	Employee Benefits	81,820	89,075	91,747	94,500	97,335	100,255	
1-220-036-7006-0000	Employee Training	3,000	3,000	3,000	3,000	3,000	3,000	Continued training for graphics programs to support in-house marketing
1-220-036-7050-0000	Travel	2,575	3,000	3,000	3,000	3,000	3,000	Mileage for opening and closing events.
1-220-036-7115-0000	Telephone and Communication	5,150	5,300	5,500	5,600	5,700	5,800	
1-220-036-7203-0000	Equipment Rental	927	900	930	960	990	1,020	
1-220-036-7205-0000	Operating Supplies	5,150	5,150	5,150	5,150	5,150	5,150	
1-220-036-7207-0000	Office Supplies	1,030	1,100	1,133	1,166	1,200	1,236	
1-220-036-7210-0000	Postage	150	150	150	150	150	150	
1-220-036-7211-0000	Janitorial	22,500	22,500	23,000	23,500	24,000	24,500	
1-220-036-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-220-036-7308-0000	Outside Services	12,360	12,730	13,100	13,500	13,900	14,300	5000 kelly TS, \$130 alarm, \$5000 cc fees \$1100 EMS software
1-220-036-7311-0000	Lease Payments to Others	3,276	3,256	3,356	3,456	3,560	3,670	DNR per RE for BCT
1-220-036-7312-0000	Interfund Transfer	29,077	24,836	25,581	26,348	27,138	27,952	BCT utilities and Office Space
1-220-036-7313-0000	Advertising and Promotion	3,100	4,000	4,100	4,200	4,300	4,400	\$1100 Whatcom Talk, \$300 Whatcom kid insider \$300 Skagit kid insider, \$1800 print ads \$500 Social media outreach
1-220-036-7316-0000	Promotional Hosting	-	-	-	-	-	-	
1-220-036-7401-0000	Insurance and Claims	5,049	5,049	5,200	5,356	5,517	5,683	
1-220-036-7402-0000	Taxes	4,142	5,000	5,150	5,305	5,464	5,628	
1-220-036-7405-0000	Uncollectible Revenue	-	-	-	-	-	-	
1-220-036-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-036-7501-0000	Repair and Maintenance	21,140	21,830	22,480	23,154	23,850	24,565	
	Expense	321,035	330,391	339,783	349,351	359,175	369,262	
	Meeting Space	(74,535)	(77,891)	(79,733)	(81,551)	(83,375)	(85,262)	

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.

This program also provides design, implementation and maintenance of the Port's Public Access/ Park System. The Port is pleased with the increased usage of its public facilities. We are proud of the condition of our public access and parks and intend to maintain them consistent with past practices.

2018 Objectives:

1. Continue development of a comprehensive integrated pest management (IPM) program for all Port facilities.
2. Implementation of district-specific technicians to strategic divisions to improve their efficiency of deployment, thus lowering the cost of services.
3. Development of Open Space policy pertaining to use of the Port park facilities.

Staff: 0.2 FTE's

Source of Funding: Property taxes, grants

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	748,123	727,498	686,081
Net Cash Flow	-748,123	-727,498	-686,081

Major 2018 Capital Projects (over \$100,000): None

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Open Space							
1-220-034-7001-0000	Salaries and Wages	47,039	48,215	49,661	51,151	52,686	54,266	
1-220-034-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-034-7003-0000	Employee Benefits	15,061	15,909	16,386	16,878	17,384	17,906	
1-220-034-7006-0000	Employee Training	8,982	7,982	8,221	8,468	8,722	8,984	
1-220-034-7050-0000	Travel	726	1,726	1,778	1,831	1,886	1,943	
1-220-034-7101-0000	Natural Gas	-	-	-	-	-	-	
1-220-034-7102-0000	Water	24,179	24,905	25,652	26,421	27,214	28,030	
1-220-034-7103-0000	Electricity	11,438	12,230	12,597	12,975	13,364	13,765	
1-220-034-7104-0000	Gasoline and Diesel	1,464	-	-	-	-	-	
1-220-034-7114-0000	Garbage	13,927	13,927	14,345	14,775	15,218	15,675	
1-220-034-7115-0000	Telephone and Communication	1,694	1,248	1,286	1,324	1,364	1,405	
1-220-034-7204-0000	Small Tools and Equipment	11,301	11,301	11,640	11,989	12,349	12,719	
1-220-034-7205-0000	Operating Supplies	1,126	500	515	530	546	563	
1-220-034-7207-0000	Office Supplies	530	530	546	562	579	597	
1-220-034-7208-0000	Signage	705	705	726	748	770	793	
1-220-034-7210-0000	Postage	333	333	343	353	364	375	
1-220-034-7211-0000	Janitorial	22,254	18,505	19,060	19,632	20,221	20,828	
1-220-034-7213-0000	Subscriptions	232	232	239	246	254	261	
1-220-034-7301-0000	Legal Expense	3,442	3,442	3,545	3,652	3,761	3,874	
1-220-034-7303-0000	Membership Dues and Fees	-	-	-	-	-	-	
1-220-034-7306-0000	Security	11,400	10,010	10,310	10,620	10,938	11,266	
1-220-034-7308-0000	Outside Services	90,862	86,336	88,926	91,594	94,342	97,172	
1-220-034-7311-0000	Lease Payments to Others	13,992	13,906	14,323	14,753	15,195	15,651	
1-220-034-7313-0000	Advertising and Promotion	1,630	630	649	668	688	709	
1-220-034-7401-0000	Insurance and Claims	13,018	11,714	12,065	12,427	12,800	13,184	
1-220-034-7402-0000	Taxes	966	1,003	1,033	1,064	1,096	1,129	
1-220-034-7501-0000	Repair and Maintenance	41,280	79,084	81,457	83,900	86,417	89,010	
1-220-034-7502-0000	Groundskeeping	326,268	336,056	346,138	356,522	367,217	378,234	
1-220-034-7503-0000	Preventative Maintenance	40,000	27,094	27,907	28,744	29,606	30,495	
1-220-034-7504-0000	Equipment	20,000	20,600	21,218	21,855	22,510	23,185	
	Expense	723,849	748,123	770,567	793,684	817,494	842,019	
	Open Space	(723,849)	(748,123)	(770,567)	(793,684)	(817,494)	(842,019)	

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 2018 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 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.
4. Partner with other Port departments to continue to build a more robust social media presence to help communicate information on Port projects and activities to the public.
5. Provide internal customer support and resources for Port departments to successfully communicate with their customers via social media.

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

Source of Funding: Property taxes, sponsorships

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$5,000	\$5,000	\$7,100
Operating Expenses	128,276	122,489	86,060
Net Cash Flow	-123,276	-117,489	-78,960

Major 2018 Capital Projects (over \$100,000): None

<u>Account</u>	<u>Description</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>Description</u>
	Corporate Events							
	Operating Revenue							
1-220-037-6305-0000	Space and Land Rental							
1-220-037-6360-0000	Miscellaneous Revenue	5,000	5,000	5,000	5,000	5,000	5,000	\$5000 Sponsorship for Holiday Port
	Operating Revenue	5,000	5,000	5,000	5,000	5,000	5,000	
	Expense							
1-220-037-7001-0000	Salaries and Wages	29,806	30,556	31,473	32,417	33,389	34,391	
1-220-037-7002-0000	Salaries & Benefits Recovered	-	-	-	-	-	-	
1-220-037-7003-0000	Employee Benefits	13,546	14,911	15,358	15,819	16,294	16,782	
1-220-037-7006-0000	Employee Training	1,200	1,200	1,200	1,200	1,200	1,200	
1-220-037-7050-0000	Travel	500	500	500	500	500	500	Travel to GSMCON \$500
1-220-037-7115-0000	Telephone and Communication	500	2,000	2,000	2,000	2,000	2,000	
1-220-037-7203-0000	Equipment Rental	265	265	265	265	265	265	
1-220-037-7207-0000	Office Supplies	583	590	590	590	590	590	
1-220-037-7210-0000	Postage	100	100	100	100	100	100	
1-220-037-7211-0000	Janitorial	-	-	-	-	-	-	
1-220-037-7213-0000	Subscriptions	100	100	100	100	100	100	
1-220-037-7303-0000	Membership Dues and Fees	230	230	230	230	230	230	
1-220-037-7306-0000	Security	2,122	2,122	2,190	2,255	2,300	2,370	
1-220-037-7308-0000	Outside Services	38,800	39,960	41,160	42,360	43,560	44,760	Ski to Sea \$2000; 4th of July CoC \$20000 SeaFeast \$5000 Holiday Port \$10000
1-220-037-7312-0000	Interfund Transfer	-	-	-	-	-	-	
1-220-037-7313-0000	Advertising and Promotion	23,480	24,200	24,900	25,600	26,300	27,000	\$6000 for CE Port promotional materials \$6000 July 4th marketing \$6000 Holiday Port marketing \$6000 Overall Port community outreach (bike to work day, Chamber business to business host, waterfront district promos, Port facility promotional video)
1-220-037-7316-0000	Promotional Hosting	100	100	100	100	100	100	
1-220-037-7317-0000	Incidental Meeting Expense	500	500	500	500	500	500	
1-220-037-7401-0000	Insurance and Claims	142	142	146	151	155	160	
1-220-037-7402-0000	Taxes	-	-	-	-	-	-	
1-220-037-7406-0000	Miscellaneous	500	500	500	500	500	500	
1-220-037-7501-0000	Repair and Maintenance	10,015	10,300	10,600	10,900	11,200	11,500	
	Expense	122,489	128,276	131,912	135,587	139,283	143,048	
	Corporate Events	(117,489)	(123,276)	(126,912)	(130,587)	(134,283)	(138,048)	

Division: Records Management

Description of Services:

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

Records Management 2018 Objectives

1. Begin to automate internal processes (ex: PTO requests, Accounts Payable approvals, etc.) through Laserfiche to increase efficiency and minimize paper records.
2. Continue adding record series to Web Link to make commonly requested documents available to the public through the Port website.
3. Work with divisions individually to consolidate and organize their record archives.

Staff: 1 FTE, Public Records Officer

Source of Funding: Property taxes

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	135,077	135,788	91,458
Net Cash Flow	-135,077	-135,788	-91,458

Major 2018 Capital Projects (over \$100,000): None

<u>Account</u>	<u>Description</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>Description</u>
	Records Management							
	Expense							
1-220-039-7001-0000	Salaries and Wages	62,727	72,295	74,464	76,698	78,999	81,369	
1-220-039-7003-0000	Employee Benefits	21,384	23,940	24,658	25,398	26,160	26,945	
1-220-039-7006-0000	Employee Training	1,500	1,500	1,545	1,591	1,639	1,688	WAPRO, Laserfiche seminars
1-220-039-7050-0000	Travel	2,000	1,500	1,545	1,591	1,639	1,688	
1-220-039-7115-0000	Telephone and Communication	1,000	1,000	1,030	1,061	1,093	1,126	
1-220-039-7205-0000	Operating Supplies	3,000	3,000	3,090	3,183	3,278	3,377	Containers and shelving for records storage.
1-220-039-7207-0000	Office Supplies	1,045	850	876	902	929	957	
1-220-039-7301-0000	Legal Expense	5,000	5,000	5,150	5,305	5,464	5,628	Legal review for records management practices.
1-220-039-7303-0000	Membership Dues and Fees	500	500	515	530	546	563	WAPRO membership
1-220-039-7308-0000	Outside Services	42,000	30,000	30,900	31,827	32,782	33,765	Cities Digital Annual Laserfiche Maintenance, ArchiveSocial Annual Social Media Archiving
1-220-039-7312-0000	Interfund Transfer	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,628)	
1-220-039-7401-0000	Insurance and Claims	632	142	146	151	155	160	
1-220-039-7406-0000	Miscellaneous	-	-	-	-	-	-	
1-220-039-7501-0000	Repair and Maintenance	-	500	515	530	546	563	
	Expense	135,788	135,077	139,129	143,303	147,602	152,199	
	Records Management	(135,788)	(135,077)	(139,129)	(143,303)	(147,602)	(152,199)	

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 exempt under Washington's Public Records Act, Chapter 42.56 Revised Code of Washington, and to abide by the spirit and intent of the Public Records Act. The Public Records Officer facilitates the processing and gathering of responsive records and then prepares them for release to the public.

Public Records 2018 Objectives

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

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

Source of Funding: Property taxes, user fees

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$150	\$150	\$23
Operating Expenses	77,787	77,624	17,352
Net Cash Flow	-77,637	-77,474	-17,329

Major 2018 Capital Projects (over \$100,000): None

<u>Account</u>	<u>Description</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>	<u>Description</u>
	Public Disclosure							
	Operating Revenue							
1-220-035-6360-0000	Miscellaneous Revenue	150	150	150	150	150	150	
	Operating Revenue	150	150	150	150	150	150	
	Expense							
1-220-035-7210-0000	Postage	200	200	206	212	219	225	
1-220-035-7301-0000	Legal Expense	60,000	60,000	61,800	63,654	65,564	67,531	Legal review for public disclosure requests.
1-220-035-7302-0000	Public Disclosures	-	-	-	-	-	-	
1-220-035-7308-0000	Outside Services	500	500	515	530	546	563	Scanning services
1-220-035-7312-0000	Interfund Transfer	16,924	17,087	17,255	17,427	17,605	17,620	Staff costs for responding to requests
	Telephone and Communication	-	-	-	-	-	-	
	Travel	-	-	-	-	-	-	
	Employee Training	-	-	-	-	-	-	
	Miscellaneous	-	-	-	-	-	-	
	Insurance and Claims	-	-	-	-	-	-	
	Expense	77,624	77,787	79,776	81,824	83,934	85,938	
	Public Disclosure	(77,474)	(77,637)	(79,626)	(81,674)	(83,784)	(85,788)	

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.

2018 Objectives:

1. Provide the organization recommendations for budgeting and maintenance to Port-wide infrastructure such as marine structures, roads, and stormwater treatment facilities.
2. Continue to maintain the Slater Road Mitigation Site in order to reach Agency sign-off in 2018, three years ahead of schedule.

Staff: This division is managed by the Facilities staff.

Source of Funding: Property taxes, grants

Financial Summary:

	2018 Budget	2017 Budget	2016 Actual
Operating Revenues	\$0	\$0	\$0
Operating Expenses	252,048	243,403	180,924
Net Cash Flow	-252,048	-243,403	-180,924

Major 2018 Capital Projects (over \$100,000):

Safety upgrades to railroad crossing, Harris Ave	\$688,780
Safety upgrades to railroad crossing, near AK Ferry	\$555,874

Account	Description	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Description
	Infrastructure							
	Expense							
1-228-046-7312-0000	Interfund Transfer	(165,000)	(117,500)	(32,500)	(32,500)	(32,500)	(32,500)	
1-228-046-7401-0000	Insurance and Claims	-	-	-	-	-	-	
1-228-046-7403-0000	Environmental Costs	215,000	220,950	154,504	158,164	161,934	165,817	
1-228-046-7501-0000	Repair and Maintenance	40,000	41,200	42,450	43,750	45,000	46,400	
1-228-046-7502-0000	Groundskeeping	134,270	97,398	100,300	100,600	101,000	101,350	
1-228-046-7503-0000	Preventative Maintenance	19,133	10,000	10,300	10,600	11,000	11,400	
	Expense	243,403	252,048	275,054	280,614	286,434	292,467	
	Infrastructure	(243,403)	(252,048)	(275,054)	(280,614)	(286,434)	(292,467)	

Asset Replacement Schedule

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

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

In 2018, the Port's asset replacement schedule is budgeted at approximately \$340 thousand, and consists mainly of computer equipment, vehicles and shop equipment. These assets will be replaced over the course of the year.

Asset Replacement Schedule

Sum of Repl Cost		Column Labels	
Division	Asset ID	Acquisition Cost	Replace 2018
101			
	65643		
	2011 Ford F150 4X4 - White		
	BLI	28,885.01	35,000
	95468		
	Dell Optiplex 9010		
	Parking PC	1,816.74	1,975
	95479		
	Dell Optiplex 9020		
	Collins	1,961.71	1,975
	95488		
	Dell Optiplex 9020		
	Perout	1,883.38	1,975
	95490		
	Dell Optiplex 9020		
	BLI Reception	1,883.37	1,975
101 Sum			42,900

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
105			
	40023X		
	Stiff leg crane #1 sawtooth		
		3,428.91	7,500
	95454		
	Dell OptiPlex 9010 MNT Lunch Room 6		
	MNT Lunch Room 6	1,704.58	1,975
	95463		
	Dell Optiplex 9010-MNT Lunch Room 7		
	MNT Lunch Room 7	1,953.37	1,975
	95492		
	Dell Optiplex 9020		
	Erb	1,870.81	1,975
	95493		
	Dell Optiplex 9020		
	Tripp	1,870.81	1,975
	95498		
	Dell Optiplex 9020		
	Blaine Counter	1,890.72	1,975
	95502		
	Dell Latitude E6440		
	Peterson	2,846.14	2,600
	95511		
	Additional to PowerEdge T620		
		1,504.33	0
	Dell PowerEdge T620		
	Squalicum	9,931.94	10,000
105 Sum			29,975

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
107			
	95478		
	Dell Optiplex 9020		
	McFearin	1,961.70	1,975
	95506		
	Dell Optiplex 9020		
	Brady Scott	1,841.97	1,975
	95513		
	Dell Optiplex 9020		
	Ilahi	1,863.40	1,975
107 Sum			5,925
108			
	95476		
	Dell Optiplex 9020		
	Goodwin	1,961.71	1,975
	95487		
	Dell Precision T5610		
	McHenry	4,825.05	4,000
108 Sum			5,975

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
109			
	95364		
	Dell Optiplex 960		
	BCTAgent#2	1,957.17	1,975
	95480		
	Dell Optiplex 9020		
	Warter	1,961.64	1,975
	95483		
	Dell Latitude E6440		
	Warter	2,898.79	2,600
	95484		
	Dell Optiplex 9020		
	shrd ticktng PC	1,997.10	1,975
	95485		
	Dell Optiplex 9020		
	Tritz	1,997.10	1,975
	95486		
	Dell Optiplex 9020		
	BCT Security	1,997.10	1,975
109 Sum			12,475

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
110			
	40029		
	Herbicide Sprayer, Rears-Pak	2,711.22	3,643
	42501		
	Welder, Miller, Syncrowave 351	3,782.80	5,555
	44457		
	Design Jet T1200 Eng Dept Plotter	7,030.80	7,500
	Engineering		
	65615		
	2002 Dodge 1Ton Flatbed P/U	24,656.52	38,650
	65673		
	Chev Pickup 1/2 Ton S10 1991	12,359.88	25,000
	65690		
	1996 Ford F350, Series F37, Blue	18,887.64	36,000
	Utility Box/Flatbed, on 65690	8,821.35	17,000
	91870		
	Diesel Tank / Above Ground	2,583.55	8,000
	95392		
	Dell Latitude E5510	2,036.06	2,200
	Shop Laptop		
	95398		
	HP Direct Laser Printer P4015	2,385.32	2,500
	Engineering		
	95459		
	Dell Optiplex 9010 Tracey P	1,844.56	1,975
	Tracey P		
	95460		
	Dell Optiplex 9010-Mnt Lunch Room5	1,844.57	1,975
	MNT Lunch Room 5		

Sum of Repl Cost		Column Labels	
Division	Asset ID	Acquisition Cost	Replace 2018
	95461		
	Dell Optiplex 9010		
	Bailey	1,754.55	1,975
	95477		
	Dell Optiplex 9020		
	Gibson	1,961.71	1,975
	95481		
	Dell Optiplex 9020		
	French	1,961.64	2,000
	95482		
	Dell Latitude E6400		
	McCracken	2,189.78	2,190
	95495		
	Dell Optiplex 9020		
	Williams	1,875.98	1,975
	95500		
	Dell Optiplex 9020		
	Grounds	1,863.39	1,975
	95509		
	Dell Optiplex 9020		
	Maint Key Shop	1,788.24	1,975
110 Sum			164,063

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
111			
	95440		
	Dell Optiplex 990		
	Phone System PC	1,647.46	1,975
	95473		
	Dell Precision T5600		
	Flink	4,554.05	2,600
	95474		
	Dell Precision T5600		
	Reed	4,554.05	2,600
	95475		
	Dell Precision T5600		
	Crocheron	4,914.09	2,600
	95496		
	Dell Optiplex 9020		
	Anderton	1,888.10	1,975
	95501		
	Dell PowerEdge R820		
	Acct Server	15,396.01	16,000
	95505		
	Barracuda 400 (Spam Filter)		
	Spam Filter	9,946.05	5,000
	98036		
	Arc GIS Desktop v10.2		
	McHenry	5,795.89	6,000
		11,591.77	12,000
111 Sum			50,750
114			
	95514		
	Dell OptiPlex 9021		
	Monahan	1,863.39	1,975
114 Sum			1,975

Sum of Repl Cost			Column Labels
Division	Asset ID	Acquisition Cost	Replace 2018
213			
	95497		
	Dell Optiplex 9020		
	Birdsall	1,888.10	1,975
213 Sum			1,975
216			
	95441		
	Dell Optiplex 990		
	Michener	1,222.36	1,975
216 Sum			1,975
220			
	95416		
	Dell Latitude E6520		
	Robbins	2,173.20	2,200
	95447		
	Lenovo IdeaPad Yoga 13		
	McAuley	1,971.58	2,500
	95494		
	Dell Optiplex 9020		
	McGarity	1,875.98	1,975
220 Sum			6,675
Subtotal			324,663
Emergency Replacements/Additions			10,000
Additional Purchases for 2018:			
110	Microsoft Surface Laptops (2)		5,800
Grand Total			340,463

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 2018, the Port's strategic goals include ongoing development of the Waterfront District, environmental cleanup, expansion of marine trades, strategic management of an international airport, redevelopment of the Shipping Terminal and Log Pond Area, and restoration and repair of aging infrastructure. The capital budget supports these goals with the following key projects:

- Blaine Harbor will benefit from upgrades to upland lighting as well as lighting on the docks. The relocation of Webhouse #1 to a location closer to the other web houses will create opportunities for upland growth.
- A new boathouse will be constructed at Squalicum Harbor to house the City of Bellingham's fire boat. Other improvements scheduled at this harbor in 2018 include new dock boxes, pump outs, and new roofs on web houses 2 & 3.
- The Fairhaven Shipyard pier rehabilitation, which was started in 2014, is expected to be substantially completed in 2018.
- There will be a major focus on upgrading the Shipping Terminal in 2018. These upgrades include moving power lines under ground, repairs to the main pier, and the purchase of large equipment including conveyors, forklifts, and other items.
- Stormwater improvements continue into 2018 at the shipping terminal, as well as power in the Log Pond area.
- Waterfront redevelopment efforts will continue into 2018 with additional funds budgeted for upland infrastructure improvements and development-related utilities.

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
1	101 - Aviation	101-422	AP-16-024	001 - Av	AP - Repair pavement GA Apron	2,555,000						2,555,000
2	101 - Aviation			001 - Av	AP - Repair pavement GA Apron (FAA GRANT)	(450,000)						(450,000)
3	101 - Aviation	101-701	AP-16-076	001 - Av	AP - Maintain pavement 2016	115,076						115,076
4	101 - Aviation	101-719	AP-17-072	001 - Av	AP - Maintain pavement 2017	25,000						25,000
5	101 - Aviation			001 - Av	AP - Maintain pavement 2018		25,000					25,000
6	101 - Aviation			001 - Av	AP - Maintain pavement 2019			25,000				25,000
7	101 - Aviation			001 - Av	AP - Maintain pavement 2020				25,000			25,000
8	101 - Aviation			001 - Av	AP - Maintain pavement 2021					25,000		25,000
9	101 - Aviation			001 - Av	AP - Maintain pavement 2022						25,000	25,000
10	101 - Aviation			001 - Av	AP - Design runway shoulders & blast pads			900,000				900,000
11	101 - Aviation			001 - Av	AP - Design runway shoulders & blast pads (FAA GRANT)			(810,000)				(810,000)
12	101 - Aviation			001 - Av	AP - Construct Runway shoulders & blast pads					7,000,000		7,000,000
13	101 - Aviation			001 - Av	AP - Construct Runway shoulders & blast pads (FAA GRANT)					(6,300,000)		(6,300,000)
14	101 - Aviation			001 - Av	AP - Design perimeter ground access road				400,000			400,000
15	101 - Aviation			001 - Av	AP - Design perimeter ground access road (FAA GRANT)				(360,000)			(360,000)
16	101 - Aviation			001 - Av	AP - Construct perimeter ground access road					2,400,000		2,400,000
17	101 - Aviation			001 - Av	AP - Construct perimeter ground access road (FAA GRANT)					(2,160,000)		(2,160,000)
18	228-Infr	101-421	AP-05-001	046 - Infra	AP - Extend sidewalk Mitchell Way	419,100						419,100
19	101 - Aviation			001 - Av	AP - Design CBP Facility Improvements			150,000				150,000
20	101 - Aviation			001 - Av	AP - Construct CBP Facility Improvements				560,000			560,000
21	101 - Aviation			001 - Av	AP - Purchase new ARFF vehicle						1,000,000	1,000,000
22	101 - Aviation			001 - Av	AP - Purchase new ARFF vehicle (FAA GRANT)						(900,000)	(900,000)
23	101 - Aviation			001 - Av	AP - Rental Car QTA Facility - Design/Construction (CFC)			371,000	1,858,500			2,229,500
24	101 - Aviation			001 - Av	AP - Design Snow Removal Equipment Facility				250,000			250,000
25	101 - Aviation			001 - Av	AP - Design Snow Removal Equipment Facility (FAA GRANT)				(225,000)			(225,000)
26	101 - Aviation			001 - Av	AP - Construct Snow Removal Equipment Facility					2,500,000		2,500,000
27	101 - Aviation			001 - Av	AP - Construct Snow Removal Equipment Facility (FAA GRANT)					(2,250,000)		(2,250,000)
28	101 - Aviation	101-501	AP-16-083	001 - Av	AP - Mitigate Trees 2016	10,000						10,000
29	101 - Aviation			001 - Av	AP - Design Taxiway H Widening			200,000				200,000
30	101 - Aviation			001 - Av	AP - Design Taxiway H Widening (FAA GRANT)			(180,000)				(180,000)
31	101 - Aviation			001 - Av	AP - Construct Taxiway H Widening					2,000,000		2,000,000

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
32	101 - Aviation			001 - Av	AP - Construct Taxiway H Widening (FAA GRANT)					(1,800,000)		(1,800,000)
33	101 - Aviation			001 - Av	AP - Des & Construct Taxiway H storm water catchment basin			80,000				80,000
34	101 - Aviation	101-660	AP-17-053	001 - Av	AP - Master plan / AGIS	465,000						465,000
35	101 - Aviation			001 - Av	AP - Master plan / AGIS (FAA GRANT)	(418,000)						(418,000)
36	101 - Aviation	101-661	AP-16-004	001 - Av	AP-Replace CB Lids Gates 6-7	30,000						30,000
37	101 - Aviation	101-717		001 - Av	AP - Parking Lot Equipment Replacement	441,000						441,000
38	101 - Aviation	101-720	AP-17-073	001 - Av	AP-Remove Obstructions	70,000						70,000
39	101 - Aviation	101-721	AP-17-071	001 - Av	AP-Certify Airfield Part 139 Imp	400,000						400,000
40	101 - Aviation	101-722	AP-16-024	001 - Av	AP-Fuel Farm Access Road Gate 9	350,000						350,000
41	101 - Aviation	101-723	AP-17-074	001 - Av	AP-Mitigate Tree Removal	110,000						110,000
42	101 - Aviation			001 - Av	AP - Design Taxiway F Improvements			400,000				400,000
43	101 - Aviation			001 - Av	AP - Design Taxiway F Improvements (FAA GRANT)			(360,000)				(360,000)
44	101 - Aviation			001 - Av	AP - Construct Taxiway F Improvements				3,000,000			3,000,000
45	101 - Aviation			001 - Av	AP - Construct Taxiway F Improvements (FAA GRANT)				(2,700,000)			(2,700,000)
46	101 - Aviation			001 - Av	Conduct Environmental Study of Master Plan Projects		250,000					250,000
47	101 - Aviation			001 - Av	Conduct Environmental Study of Master Plan Projects (FAA GRANT)		(225,000)					(225,000)
48	101 - Aviation			001 - Av	AP - Commercial Terminal Elevator Refurbishment to Code		135,000					135,000
49	101 - Aviation			001 - Av	AP - Commercial Terminal Departures Revolving Door Replacement with Automated double sliding door vestibule			240,000				240,000
50	101 - Aviation		AP-17-181	001 - Av	AP - Install ASEL Deplaning Hallway		380,000					380,000
51	101 - Aviation			001 - Av	AP - Demolish Pit Stop to construct secured airline employee parking lot			160,000				160,000
52	101 - Aviation			001 - Av	AP - Replacement of the Airfield Lighting Control System and Monitoring Panel		60,000					60,000
53	105 - Marinas	105-664	BH-16-056	004- Bl	BH-Install New Siding & Sliding Door Webhouse 3	303,424						303,424
54	105 - Marinas		BH-17-034	004- Bl	BH-17-32 Replace Utility Hangers Gate 1					1,015,000		1,015,000
55	105 - Marinas	105-665	BH-16-010	004- Bl	BH-Dredge Silt Gate 1 & Boat Launch	21,949						21,949
56	105 - Marinas	105-658	BH-16-054	004- Bl	BH-Repair Sawtooth Ph1	507,560						507,560
57	105 - Marinas	105-724	BH-17-076	004- Bl	BH-Repair Sawtooth Ph2	400,000						400,000
58	105 - Marinas	105-596	BH-16-061	004- Bl	BH-Upgrade Electrical Gate 3	144,828						144,828
59	105 - Marinas	105-666	BH-16-012	004- Bl	BH-Replace Roof Webhouse 3	119,310						119,310
60	105 - Marinas	105-667	BH-16-014	004- Bl	BH-Replace Roof Webhouse 2	115,165						115,165
61	105 - Marinas	105-725	BH-17-150	004- Bl	BH-Repair Pavement Webhouses 2-3	132,064	10,000					142,064
62	105 - Marinas	105-668	BH-16-006	004- Bl	BH-Replace Dock Boxes Gates 1-2	652,155						652,155

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
63	105 - Marinas	105-726	BH-17-032	004- Bl	BH-Replace Utility Hangers Ph2 Gate 3	187,063						187,063
64	105 - Marinas	105-670	BH-16-021	004- Bl	BH-Install Portable Pumpouts Gates 1-2	244,419	7,300					251,719
65	105 - Marinas			004- Bl	BH-Install Portable Pumpouts Gates 1-2 (WA STATE PARKS GRANT)	(147,888)	(40,901)					(188,789)
66	105 - Marinas	105-671	BH-17-167	004- Bl	BH-Upgrade Antique Light Poles Upland	40,000	120,000					160,000
67	220 - Pub			034 - Open	Retrofit Blaine Promenade Lighting to LED		25,000					25,000
68	105 - Marinas		BH-17-174	004- Bl	BH - Upgrade Antique Light Poles Docks			370,000				370,000
69	105 - Marinas	105-672	BH-17-077	004- Bl	BH-Replace Boathouse Pressure Line D&E	50,000						50,000
70	105 - Marinas		BH-17-032	004- Bl	BH - Replace Boathouse Pressure Line				350,000			350,000
71	105 - Marinas	105-727	BH-17-033	004- Bl	BH - Repr Pavement Parking Areas Gate 2	19,500						19,500
72	105 - Marinas		BH-17-036	004- Bl	BH - Repr Pavement Webs 2-3			72,000	74,000			146,000
73	105 - Marinas		BH-16-021	004- Bl	BH - Replace Gate 1-A Pumpout			15,000				15,000
74	105 - Marinas			004- Bl	BH - Replace Gate 1-A Pumpout (Grant)			(11,250)				(11,250)
75	105 - Marinas			004- Bl	BH - Replace Gate 2-I Pumpout				15,000			15,000
76	105 - Marinas			004- Bl	BH - Replace Gate 2-I Pumpout (Grant)				(11,250)			(11,250)
77	216 - Ec Dev		BH-17-125	032 - Ec Dev	BH - Demo and Relocate/Rebuild Webhouse #1		2,626,000					2,626,000
78	105 - Marinas	105-445	SH-16-060	005- Sq	SH-Repair Sawtooth	325,569						325,569
79	105 - Marinas	105-674	SH-16-016	005- Sq	SH-Repair Siding Webhouse 2	18,510						18,510
80	105 - Marinas		SH-11-001	005- Sq	SH - Paint Interior Harbor Office			20,000				20,000
81	105 - Marinas	105-606	SH-15-035	005- Sq	SH-Upgrade Power Gate 3	550,000						550,000
82	105 - Marinas	105-677	SH-16-030	005- Sq	SH-Replace Ramp Repair Float Gate 1	79,120						79,120
83	105 - Marinas	105-678	SH-16-005	005- Sq	SH-Remodel Public Facilities HCB	181,723	58,000					239,723
84	220 - Pub			034 - Open	SH-Remodel Public Facilities HCB - Public Portion		31,000					31,000
85	105 - Marinas	105-728	SH-17-030	005- Sq	SH-Replace Security Surveillance System	75,436						75,436
86	105 - Marinas	105-679	SH-16-064	005- Sq	SH-Condition Survey Sawtooth	50,000						50,000
87	105 - Marinas			005- Sq	SH - Life Extension Gt. 5, A & B floats				515,000			515,000
88	105 - Marinas			005- Sq	SH - Refurbish Gate 3 Restroom & Comfort Station						350,000	350,000
89	105 - Marinas		SH-17-107	005- Sq	SH - Replace Roof Webhouse 2, 3,4						962,500	962,500
90	105 - Marinas	105-729	SH-17-078	005- Sq	SH-Install Crane & Pier Improvements	35,000			115,000			150,000
91	105 - Marinas	105-730	SH-17-057	005- Sq	SH-Fire boat boathouse & demo existing	100,000	235,000					335,000
92	105 - Marinas	105-731	SH-17-051	005- Sq	SH-Install Sewer Pumpout Sawtooth	185,000						185,000
93	105 - Marinas			005- Sq	SH - Sawtooth Commercial pumpout system (DOE GRANT)	(185,000)						(185,000)

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
94	105 - Marinas		SH-17-103	005- Sq	SH - Life Extension Roofing - Webhouse 2 & 3		145,500					145,500
95	105 - Marinas		SH-17-029	005- Sq	SH - Sealed Curb Around Oil Dump Enclosure (shared with Environmental)			4,500				4,500
96	213- Env		SH-17-029	030- env	SH - Sealed Curb Around Oil Dump Enclosure (shared with Marinas - SH)			4,500				4,500
97	105 - Marinas		SH-17-116	005- Sq	SH - Level Gate 3 Main Walkway		30,000					30,000
98	105 - Marinas		SH-17-121	005- Sq	SH - Level Dinghy Floats Gate 8 & 9		15,000					15,000
99	105 - Marinas		SH-14-029	005- Sq	SH - Anchor Pressure Line Gate 3		20,000					20,000
100	105 - Marinas			005- Sq	SH - Connect Island Mariner Dock to Gate 3 Visitor Dock				200,000			200,000
101	105 - Marinas		SH-17-123	005- Sq	SH - Replace 80 Dock Boxes Annually Gate 8 & 9		113,000	137,000	141,000	145,000		536,000
102	105 - Marinas			005- Sq	SH - Replace 2 Pumpouts (Gate 6 & 12)		27,000					27,000
103	105 - Marinas			005- Sq	SH - Replace 2 Pumpouts (Gate 6 & 12) (Grant)		(20,250)					(20,250)
104	105 - Marinas		SH-17-092	005- Sq	SH - Replace Pumpout Gate 1		20,000					20,000
105	105 - Marinas			005- Sq	SH - Replace Pumpout Gate 1 (Grant)		(15,000)					(15,000)
106	105 - Marinas			005- Sq	SH - Replace Pumpout Gate 10			20,600				20,600
107	105 - Marinas			005- Sq	SH - Replace Pumpout Gate 10 (Grant)			(15,450)				(15,450)
108	105 - Marinas			005- Sq	SH - Replace 2 Pumpouts (Gate 8 & 9)					29,500		29,500
109	105 - Marinas			005- Sq	SH - Replace 2 Pumpouts (Gate 8 & 9) (Grant)					(22,125)		(22,125)
110	105 - Marinas			005- Sq	SH - Move commercial gear storage to 2800 Roeder & add lighting		72,000					72,000
111	107 - RE	107-680		007 - RE	PW-Tenant Improvements 2016	52,355						52,355
112	107 - RE	107-732		007 - RE	PW-Tenant Improvements 2017	50,000						50,000
113	107 - RE			007 - RE	PW-Tenant Improvements 2018-2022		75,000	75,000	75,000	90,000	90,000	405,000
114	107 - RE	107-455	FH-14-001	007 - RE	FH-Replace Shipyard Pier	8,709,208	2,075,000	950,000				11,734,208
115	107 - RE			007 - RE	FH-Replace Shipyard Pier (MTCA GRANT)	(2,500,000)	(1,400,000)	(500,000)				(4,400,000)
116	107 - RE	107-462	SH-12-001	007 - RE	SH-Replace Fire Sys Below Esplanade	164,250						164,250
117	107 - RE		FH-14-024	007 - RE	FH - Demo FMIP 8					257,740		257,740
118	107 - RE	107-610	BW-16-020	007 - RE	BW-Replace HVAC 2nd floor BV Bldg	35,000	535,000					570,000
119	107 - RE	107-681		007 - RE	PW - Short Platts, LLA & BSP's 2016	32,645						32,645
120	107 - RE	107-733		007 - RE	PW - Short Platts, LLA & BSP's 2017-2022	25,000	50,000	25,000	25,000	25,000	25,000	175,000
121	107 - RE	107-614		007 - RE	BW-Repair Ceiling Leaks Parking Garage	94,569						94,569
122	107 - RE	107-734	BW-17-039	007 - RE	BW-17-39 Seal Exterior Bayview	131,689	8,311					140,000
123	107 - RE	107-684	SH-16-044	007 - RE	SH-Replace OH Sprinklers Esplanade	187,216						187,216
124	107 - RE	107-685	FH-16-037	007 - RE	FH-Upgrade Lighting FMIP 1, 2, 7	113,962						113,962

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
125	107 - RE			007 - RE	FH-Upgrade Lighting FMIP 1, 2, 7 (PSE GRANT)	(47,386)						(47,386)
126	107 - RE	107-686	FH-16-034	007 - RE	FH-Replace Sprinkler System FMIP 2	294,319						294,319
127	107 - RE	107-688	FH-16-058	007 - RE	FH-Repair Overall Site FMIP	20,000						20,000
128	107 - RE	107-689	BH-17-047	007 - RE	BH-Rehabilitate N-S Pier	936,829						936,829
129	107 - RE	107-690	CW-16-047	007 - RE	CW-Construct AAM Building	10,938,774						10,938,774
130	107 - RE			007 - RE	CW-Construct AAM Building (EDI GRANT)	(1,000,000)						(1,000,000)
131	107 - RE	107-735	BW-17-040	007 - RE	BW-Replace Ballroom Music Sys, Window Coverings, Paint BV Bldg	103,507						103,507
132	107 - RE		BW-17-041	007 - RE	BW-Repair Ballroom Ext Patio Bayview		12,500					12,500
133	107 - RE		BW-17-042	007 - RE	BW-Seal North Side of Bellwether		80,000					80,000
134	107 - RE		BW-17-044	007 - RE	BW-Replace Carpet Common Areas Bellwether & Bayview			55,000				55,000
135	107 - RE	107-766	BH-17-033	007 - RE	BH-Repair Pavement Parking Areas Gate 2 (See Maritime for 50% share)	19,500						19,500
136	107 - RE	107-736		007 - RE	FH-Public improvements near boat launch	30,000						30,000
137	107 - RE		FH-17-020	007 - RE	FH-Replace Roof WH 9 FSF					672,941		672,941
138	107 - RE	107-737	FH-17-052	007 - RE	FH-Replace Radiant Heaters FMIP 5-6	87,518						87,518
139	107 - RE	107-738	FH-17-021	007 - RE	FH-Replace Fire Suppression Sys FMIP 1	490,885						490,885
140	107 - RE		BH-17-151	007 - RE	BH- Construct Prefab Bldg Walsh Marine		140,000					140,000
141	107 - RE	107-740	CW-17-058	007 - RE	CW-Replace Monument Sign Hilton Ave	25,000						25,000
142	107 - RE		FH-17-005	007 - RE	FH-Replace Fire Suppression System FMIP 3		245,884					245,884
143	107 - RE	107-741	FH-17-006	007 - RE	FH-Upgrade Lighting FMIP 4-5	49,967						49,967
144	107 - RE			007 - RE	FH-Upgrade Lighting FMIP 4-5 (GRANT)		(13,820)					(13,820)
145	107 - RE		FH-17-007	007 - RE	FH-Upgrade Lighting FMIP 3		43,093					43,093
146	107 - RE			007 - RE	FH-Upgrade Lighting FMIP 3 (GRANT)		(10,000)					(10,000)
147	107 - RE	107-742		007 - RE	PW - Real estate assets seal & restripe	50,000	50,000					100,000
148	107 - RE	107-743	BW-17-079	007 - RE	BW-Public Art	30,000						30,000
149	107 - RE	107-744	CW-16-046	007 - RE	CW-Replace Bulkhead & Pads I&J Waterway	20,000		185,000	185,000			390,000
150	107 - RE	107-714	FH-15-026	007 - RE	FH - Backflow Harris Pier	25,387						25,387
151	107 - RE	107-715	FH-17-087	007 - RE	FH - Sewer Line FMIP	25,993						25,993
152	107 - RE	107-716	FH-17-004	007 - RE	FH - Sprinklers FMIP 4	161,616						161,616
153	107 - RE		BW-17-129	007 - RE	BW-Recalibrate HVAC Sys BW Bldg		165,000					165,000
154	107 - RE			007 - RE	BW- Bellwether Bldg - (PSE GRANT)		(55,000)					(55,000)
155	107 - RE		FH-17-101	007 - RE	FH-Construct Exterior Exit FMIP 6		80,000					80,000

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
156	107 - RE		FH-17-153	007 - RE	FH-Repl Sprinkler Sys FMIP 5		315,000					315,000
157	107 - RE		FH-17-101	007 - RE	FH-Repl Sprinkler Sys FMIP 6		650,000					650,000
158	107 - RE		SH-17-149	007 - RE	SH-Construct Bldg Seaview N Site		0	2,400,000				2,400,000
159	107 - RE		SH-17-172	007 - RE	SH - Install Safety Anchors Marina Sq		50,000					50,000
160	108 - Planning	108-485		008-Plan	Short Plats, LLA & BSP's 2012 (Amend Preliminary & file Final BLI General BSP)	131,418						131,418
161	109 - MT	109-745		009- BCT	FH - TI 2017	10,000						10,000
162	109 - MT			009- BCT	FH - TI 2018		10,000					10,000
163	109 - MT			009- BCT	FH - TI 2019			10,000				10,000
164	109 - MT			009- BCT	FH - TI 2020				10,000			10,000
165	109 - MT			009- BCT	FH - TI 2021					10,000		10,000
166	109 - MT			009- BCT	FH - TI 2022						10,000	10,000
167	109 - MT			009- BCT	FH - Replace signage: Passenger Terminals and Boat Launch			61,218				61,218
168	228-Infr	228-692	FH-16-015	046 - Infra	FH-Replace Fire Line BCT	522,102						522,102
169	109 - MT	109-746	FH-17-016	009- BCT	FH-Repaint Berth 1 Fuel Line BCT	83,511						83,511
170	109 - MT	109-693	FH-16-017	009- BCT	FH-Replace Domestic Water Line BCT	43,004						43,004
171	109 - MT		FH-17-011	009- BCT	FH-Replace Fire Suppression Sys WH 4			643,849				643,849
172	109 - MT	109-747	FH-17-013	009- BCT	FH-Replace Gutters BCT	26,326						26,326
173	109 - MT	109-749	FH-17-015	009- BCT	FH-Repaint & Repair East Wing Ext Wall FH Station	61,480	115,679					177,159
174	109 - MT	109-750	FH-17-012	009- BCT	FH-Install Electrical Transfer Switch SH4	62,414						62,414
175	109 - MT			009- BCT	BCT Repair to steel piling & supports			2,070,473				2,070,473
176	109 - MT		FH-17-131	009- BCT	FH-Upgrade HVAC BCT		106,000					106,000
177	109 - MT		FH-17-143	009- BCT	FH-Paint Fairhaven Station Interior Walls		48,000					48,000
178	109 - MT		FH-17-144	009- BCT	FH-Clean Repaint all parking lots BCT		273,000					273,000
179	109 - MT		FH-17-145	009- BCT	FH-Repl Light Fixtures BCT Canopy		57,000					57,000
180	109 - MT		FH-17-146	009- BCT	FH-Replace 2 HVAC Units FS Bldg		369,000					369,000
181	109 - MT	109-500	ST-16-066	010 - BST	ST-Stormwater Improvements	3,763,101						3,763,101
182	109 - MT			010 - BST	BST Stormwater Improvements - (ELSA Grant)	(1,500,000)						(1,500,000)
183	109 - MT	109-659	ST-16-049	010 - BST	ST-Replace Roofs WH 1 & 2	544,255						544,255
184	109 - MT	109-751	ST-17-019	010 - BST	ST- Repair Roof WH 2	601,972						601,972
185	109 - MT	109-768		010 - BST	ST -Fendering Equipment	250,000						250,000
186	109 - MT	109-769		010 - BST	ST - Grain hopper extension	65,595						65,595

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
187	109 - MT			010 - BST	ST-Replace Lights WH 1 2		124,000					124,000
188	109 - MT		ST-17-141	010 - BST	ST-Repair & Upgrades to Main Pier		1,325,000					1,325,000
189	109 - MT		ST-17-142	010 - BST	ST-Upgrade Pwr to Main Pier & WHs Drop OH Lines		2,721,000					2,721,000
190	109 - MT		ST-17-170	010 - BST	ST-Install Safety Anchors WH 1 2		74,000					74,000
191	109 - MT			010 - BST	ST-Purchase Hopper/ 42" Conveyor(s)/Stacker		1,030,000					1,030,000
192	109 - MT			010 - BST	ST-Purchase Equip. - 15ton Capacity Forklift(s) & Loader		1,650,000					1,650,000
193	109 - MT			010 - BST	ST-Roll & Gathering Trailer(s) 60MT cap.		150,000					150,000
194	109 - MT			010 - BST	ST-Purchase Equip. - Reach Stacker		425,000					425,000
195	228-Infr	228-706	ST-16-001	046 - Infra	ST-Des & Eng Rail Span Chemical Dock	162,550						162,550
196	109 - MT			010 - BST	ST - Condition Survey (5 year cycle)				120,000			120,000
197	109 - MT		ST-17-017	010 - BST	ST-Replace Fire Suppression System WH 1-2			1,503,958				1,503,958
198	110 - Fac			018-Maint	EQ - Stormwater Utility Vacuum Truck				150,000			150,000
199	110 - Fac	110-696	PW-16-079	018-Maint	PW-Mx Digital Conversion	92,853	50,000	25,000	25,000			192,853
200	110 - Fac			018-Maint	EQ - Mini excavator			88,000				88,000
201	110 - Fac			016-Eng	CW - Remodel Engineering Vault		50,000					50,000
202	111 - Admin			113-IS	PW - Phone system upgrade			150,000				150,000
203	105 - Marinas			005- Sq	Squalicum Waterway Dredge		250,000					250,000
204	215 - BWAS	215-554	CW-09-001	031- BWAS	CW-Design & Permitting ASB	1,705,772	25,000					1,730,772
205	215 - BWAS	215-555	WF-17-096	031- BWAS	WF - De-Construction	2,445,000	50,000					2,495,000
206	215 - BWAS	215-566		031- BWAS	Short Plats, LLA & BSP's	185,000	50,000	50,000	50,000	25,000	25,000	385,000
207	215 - BWAS	215-567		031- BWAS	WF - Appraisals	57,000	10,000					67,000
208	215 - BWAS	215-568	CW-17-094	031- BWAS	CW-C Street Ph1, incl barge ramp	4,359,134						4,359,134
209	215 - BWAS			031- BWAS	CW-C Street Ph1, incl barge ramp (COB SHARE)	(255,000)						(255,000)
210	215 - BWAS	215-718	CW-17-060	031- BWAS	CW-Crane C St Terminal	700,000						700,000
211	215 - BWAS			031- BWAS	WF - Design & Engineering Visitor Moorage			150,000				150,000
212	215 - BWAS	215-630	WF-16-067	031- BWAS	WF-Condition Survey Wharf GP	92,282						92,282
213	215 - BWAS			031- BWAS	WF - GP Wharf Improvements		100,000	1,000,000	1,000,000	1,000,000	6,000,000	9,100,000
214	215 - BWAS	215-705	WF-16-070	031- BWAS	WF-Upgrade Lignin Bldg	1,500,000	(1,325,000)					175,000
215	215 - BWAS	215-699	WF-16-068	031- BWAS	WF-Prep Site	150,000	50,000	50,000	50,000			300,000
216	215 - BWAS	215-700	WF-16-069	031- BWAS	WF-Install Public Safety Elements	150,000						150,000
217	215 - BWAS	215-764	WF-17-081	031- BWAS	WF-Franchise Utilities 2017-2021	600,000	850,000					1,450,000

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
218	215 - BWAS	215-765	WF-17-082	031- BWAS	WF-District Utilities ECO	550,000	150,000					700,000
219	215 - BWAS	215-753	WF-17-062	031- BWAS	WF-Waypoint Park Beach	400,000						400,000
220	215 - BWAS			031- BWAS	WF-Waypoint Park Beach (DEPT OF ECOLOGY GRANT)	(150,000)						(150,000)
221	215 - BWAS	215-754	CW-17-023	031- BWAS	CW-Repair Stormwater Tissue WH	25,000						25,000
222	215 - BWAS	215-755	CW-17-046	031- BWAS	CW-C Street Ph 2, incl subgrade improvements	358,029	575,000					933,029
223	215 - BWAS	215-756	CW-17-063	031- BWAS	CW-Repair Tissue WH	40,000						40,000
224	215 - BWAS			031- BWAS	CW - 801 Roeder Ave Improvements		100,000					100,000
225	215 - BWAS		CW-17-148	031- BWAS	CW - Demise F-Street Warehouse		490,250					490,250
226	215 - BWAS		CW-17-165	031- BWAS	WF - GP Dockside Pump Replacement & ASB Outfall Repair		190,000					190,000
227	215 - BWAS			031- BWAS	CW - Demo Compressor Bldg			200,000				200,000
228	220 - Pub	220-702		034 - Open	PW - Misc. repairs, amenity replacements, etc. 2016	25,000						25,000
229	220 - Pub			034 - Open	FH-Replace boat launch float (RCO GRANT)	(228,832)						(228,832)
230	220 - Pub	220-586	BH-16-072	034 - Open	BH-Repair Boardwalk & Promenade	10,000						10,000
231	220 - Pub	220-635	SH-16-073	034 - Open	SH-Repair Boardwalk HCB	50,000						50,000
232	220 - Pub	220-757	BH-16-018	034 - Open	BH-Repair Pavement Boat Launch Parking	35,000						35,000
233	220 - Pub	220-758	SH-17-064	034 - Open	FH-Repair Irrigation & Platform Marine Park	45,530						45,530
234	220 - Pub	220-759	SH-17-065	034 - Open	SH-Upgrade Power Zuanich	51,469						51,469
235	220 - Pub		SH-17-066	034 - Open	SH-Zuanich Point Park visitor float repl		25,000	250,000				275,000
236	220 - Pub			034 - Open	Zuanich Point Park visitor float repl - (RCO GRANT not secured)							-
237	220 - Pub	220-761	SH-17-002	036 - Mtg Sp	SH-Upgrade Interior Boathouse	31,000						31,000
238	220 - Pub			036 - Mtg Sp	FH-Purchase for BCT: stage, dance floor, sound system upgrade, mobile bar		15,000					15,000
239	220 - Pub	220-637		039 - Rec	Electronic Records Management System & Web Server	96,154						96,154
240	228-Infr	228-594	FH-16-082	046 - Infra	FH-Upgrade Shoreline	288,518						288,518
241	228-Infr	228-597	BH-16-086	046 - Infra	BH-Cathodic Protection Breakwater	25,000	50,000	250,000				325,000
242	228-Infr			046 - Infra	BH-Blaine Breakwater Cathodic Protection 2020				100,000			100,000
243	228-Infr	228-639	SH-15-041	046 - Infra	SH-Demo Wharf & Replace Bulkhead	206,739						206,739
244	228-Infr	228-640	CW-17-049	046 - Infra	CW-Fit-up Float & I&J Waterway	780,000	162,000					942,000
245	228-Infr	228-657	BH-16-032	046 - Infra	BH-Condition Survey N&S Piers	40,000						40,000
246	228-Infr	228-643	AP-15-008	046 - Infra	AP-Replace streetlights B Lot to Roundabout	15,300						15,300
247	228-Infr	228-703	SH-16-011	046 - Infra	SH-Reconstruct Rip Rap Zuanich	69,868						69,868
248	228-Infr	228-708	SH-16-075	046 - Infra	SH-Modify Boat Launch	242,821						242,821

Line #	Division	PROJECT GL #	Engineering Project ID	Program	Description	THRU 2017	2018	2019	2020	2021	2022	TOTAL BUDGET
249	228-Infr	228-704	BH-16-043	046 - Infra	BH-Repair Bulkheads (incl D&E, permit)	660,000						660,000
250	228-Infr	228-763		046 - Infra	CW - C St bulkhead safety ladders	5,000						5,000
251	228-Infr	228-767		046 - Infra	Hilton Ave Infrastructure Development	30,000						30,000
252	228-Infr			046 - Infra	BW-Repair Bellwether Way crosswalk		35,000					35,000
253	228-Infr			046 - Infra	SH-Paving Btwn Harbor Mall & Seaview N		21,000					21,000
254	228-Infr			046 - Infra	Blaine Marine Drive			1,500,000				1,500,000
255	228-Infr			046 - Infra	Blaine Marine Drive - grant			(500,000)				(500,000)
256	228-Infr			046 - Infra	RR Crossing - Harris Ave		350,000					350,000
257	228-Infr			046 - Infra	RR Crossing - Harris Ave (Wa State DOT GRANT)		(315,000)					(315,000)
258	228-Infr			046 - Infra	RR Crossing - AK Ferry, by boat launch		555,874					555,874
259	228-Infr			046 - Infra	Infrastructure capital improvements (to be determined)	40,000	60,000	100,000	100,000	100,000	100,000	500,000
						48,036,251	18,301,420	12,585,398	6,097,250	4,763,056	7,687,500	97,470,875

UNFUNDED CAPITAL & OPERATING

Line	Division	Program	Location	OP/CAP	Description	Yr1	Yr2	Yr3	TOTAL
A	105	005	SQ	CAP	Fisherman's Pavilion	1,088,000			1,088,000
B	105	005	SQ	OP	Add'l security guard at Squalicum Harbor, 2 shifts	96,360			96,360
C	228	046	INFR	CAP	Structural Upgrades to Rail Span & Stub Pier	2,780,593			2,780,593
D	107	007		CAP	Acquire Foothills Property	1,400,000			1,400,000
E	109	010	BST	CAP	Purchase Equip. - Harbor Crane	4,000,000			4,000,000
F	215	031	BWAS	CAP	CW - Subgrade Improvement	425,000			425,000
G	101	001	AIR	CAP	Airport industrial area wetland mitigation Ph 2	1,700,000			1,700,000
H	101	001	AIR	CAP	Airport trail		1,000,000		1,000,000
I	215	031	BWAS	CAP	C St Term - Ph 2 Const		3,000,000		3,000,000
J	228	046	INFR	CAP	Blaine Bulkhead Repairs - Coordinate with Env Cleanup		3,700,000		3,700,000
K	105	004	BL	CAP	Gate 1 & 2 Parking Lot Upgrades (Bl)		106,067		106,067
L	107	007	RE	CAP	Blaine Gate 1/Dockside Parking realignment 50% cost shared with Maritime		106,067		106,067
M	105	004	BL	CAP	Blaine Sawtooth - Ph 3			750,000	750,000
N	215	031	BWAS	CAP	Waterfront District Visitor Moorage			898,000	898,000
O	105	004	BL	CAP	BH - Electrical Power Upgrades Gate 3			175,000	175,000
P	105	005	SQ	CAP	SH - Upgrade power for Gates 8 and 9			4,855,000	4,855,000
Q	215	031	BWAS	CAP	WF - Alcohol Plant - Core and Shell			5,000,000	5,000,000
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11,489,953 7,912,134 11,678,000 31,080,087



2018 Strategic Budget

Industrial Development Corporation



Port of Bellingham

November 21, 2017

Industrial Development Corporation

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

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

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

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

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

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