

Port of Olympia 2022 Budget

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Income Statement

	2022 Budget			
	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Landing Fees	\$8,152	\$7,800	\$7,367	\$8,160
Moorage	\$2,272,485	\$2,240,482	\$2,274,435	\$2,476,429
Dockage	\$738,496	\$1,102,799	\$1,060,020	\$836,966
Wharfage	\$24,825	\$30,667	\$19,971	\$49,333
Service & Facilities	\$1,196,120	\$1,134,663	\$1,311,230	\$1,537,548
Storage	\$1,161	\$5,000	\$4,741	\$25,000
Loading & Unloading	\$573,766	\$543,606	\$628,082	\$823,150
Handling	\$14,954	\$44,100	\$22,050	\$73,500
Labor	\$156,868	\$95,480	\$124,551	\$160,055
Utility (Pass Thru Costs)	\$173,348	\$280,498	\$270,076	\$356,590
Land Rents	\$3,143,251	\$3,500,647	\$3,343,635	\$3,790,152
Space & Hanger Rental	\$839,330	\$870,658	\$863,047	\$916,966
Fuel Flowage Fees	\$15,799	\$16,000	\$24,889	\$35,000
Collected Fees	\$333,238	\$361,320	\$379,778	\$419,497
General Labor Charge	\$7,073	\$3,000	\$5,928	\$6,000
Property and Land Rents	\$49,008	\$107,985	\$97,747	\$69,780
Space Rentals	\$909,216	\$865,991	\$918,571	\$934,638
Fuel Sales	\$397,039	\$426,200	\$424,665	\$671,192
Equipment Rental with Operator	\$238,646	\$213,212	\$257,256	\$156,052
Equipment Rental without Operator	\$46,732	\$25,320	\$46,228	\$44,960
Stormwater Fees	\$1,186,332	\$1,012,463	\$870,274	\$482,533
Operating Grants - Federal	\$69,000	\$225,000	\$135,500	\$325,000
Operating Grants - State	\$0	\$12,500	\$6,252	\$0
Tenant Revenues	\$0	\$20,000	\$29,002	\$19,000
Other Misc. Income	\$244,038	\$193,167	\$236,752	\$134,703
Total Operating Revenues	\$12,638,877	\$13,338,558	\$13,362,047	\$14,352,204
Operating Expenses:				
Salaries	(\$2,583,582)	(\$2,707,776)	(\$2,645,834)	(\$2,696,126)
Benefits	(\$1,458,434)	(\$1,124,829)	(\$1,090,779)	(\$1,009,024)
Outside Professional Services	(\$2,032,467)	(\$1,861,134)	(\$1,831,637)	(\$2,724,660)
Supplies	(\$509,331)	(\$702,400)	(\$605,202)	(\$850,641)
Equipment Rentals	(\$15,004)	\$910	(\$5,303)	\$2,862
Facility Rental	(\$247,142)	(\$195,750)	(\$193,030)	(\$79,742)
General & Admin - Direct	(\$806,836)	(\$436,305)	(\$463,327)	(\$1,289,275)
Utilities	(\$913,046)	(\$1,037,341)	(\$1,051,643)	(\$788,310)
Other Operating Expense	(\$112,300)	(\$724,580)	(\$567,058)	(\$180,470)
Allocated Costs Internal	\$35,907	\$0	\$95,418	\$0
Allocated Costs to Capital	\$13,987	\$0	\$13,176	\$0
Allocated Costs From Another Unit	(\$219,063)	(\$4,779)	(\$2,388)	\$0
Allocated Costs To Another Unit	\$186,495	\$0	\$0	(\$4,949)
Total Operating Expenses	(\$8,660,816)	(\$8,793,984)	(\$8,347,607)	(\$9,620,334)
Maintenance Expenses:				
Salaries	(\$790,291)	(\$837,403)	(\$758,030)	(\$964,141)
Benefits	(\$338,902)	(\$371,739)	(\$355,589)	(\$410,962)
Outside Professional Services	(\$1,426)	(\$42,800)	(\$22,392)	(\$145,259)

Income Statement

2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Supplies	(\$50,439)	(\$37,850)	(\$32,411)	(\$48,864)
Equipment Rentals	(\$126)	(\$6,200)	(\$3,096)	(\$5,806)
Facility Rental	(\$69,461)	(\$44,000)	(\$59,126)	(\$44,000)
General & Admin - Direct	(\$2,192)	(\$6,000)	(\$6,958)	(\$17,587)
Maintenance and Repairs	(\$123,887)	(\$137,371)	(\$74,183)	(\$143,613)
Utilities	(\$5,817)	(\$6,425)	(\$7,286)	(\$9,500)
Other Operating Expense	(\$569,837)	(\$843,090)	(\$602,312)	(\$704,281)
Allocated Costs Internal	\$19,907	\$0	\$1,583	\$0
Allocated Costs to Capital	\$11,780	\$0	\$0	\$0
Allocated Costs From Another Unit	\$138,580	\$0	\$0	(\$102,157)
Allocated Costs To Another Unit	\$21,744	\$0	\$24,558	\$102,157
Total Maintenance Expenses	(\$1,760,367)	(\$2,332,878)	(\$1,895,242)	(\$2,494,013)
Total Operating & Maintenance Expenses	(\$10,421,183)	(\$11,126,862)	(\$10,242,849)	(\$12,114,346)
Income (Loss) Before Deprec & Overhead	\$2,217,694	\$2,211,696	\$3,119,198	\$2,237,858
Depreciation	(\$3,833,020)	(\$3,659,453)	(\$3,753,246)	(\$3,869,102)
General & Administrative Overhead				
Net Operating Income (Loss)	(\$1,615,326)	(\$1,447,757)	(\$634,048)	(\$1,631,244)
Non Operating Revenues				
Nonoperating Revenues	\$103,233	\$10,000	\$16,938	\$15,000
Interest Income	\$126,016	\$160,500	\$121,220	\$130,000
Ad Valorem Taxes	\$6,663,337	\$6,936,870	\$6,920,845	\$7,124,012
Insurance Settlements	\$225,000	\$0	\$0	\$0
Tax Sharing	\$231,746	\$161,700	\$205,609	\$165,500
Gain (Loss) on Investments	\$0	\$0	(\$5,675)	\$0
Total Non Operating Revenues:	\$7,349,332	\$7,269,070	\$7,258,937	\$7,434,512
Non Operating Expenses				
Salaries	\$0	(\$150,774)	(\$137,578)	(\$122,925)
Benefits	\$0	(\$74,665)	(\$63,474)	(\$53,711)
Other NonOp Expenses	(\$92,303)	(\$35,000)	(\$42,020)	(\$20,000)
Closed Projects	(\$1)	(\$50,000)	(\$25,002)	\$0
Environmental Costs	(\$1,028,595)	(\$1,717,301)	(\$1,296,328)	(\$1,634,897)
Commission	\$0	(\$343,454)	(\$304,349)	(\$446,097)
Banking/Investment Fees	(\$9,661)	(\$120,000)	(\$66,856)	(\$10,000)
Financing Interest Expense	(\$14,982)	(\$12,357)	(\$12,628)	(\$10,151)
Bond Interest Expense	(\$1,551,473)	(\$1,454,235)	(\$1,454,232)	(\$1,342,431)
Bond Disc/Issue Cost	(\$87,005)	(\$125,498)	(\$102,114)	(\$80,445)
Premium on Bonds	\$163,368	\$160,863	\$162,114	\$163,368
Election Expense	\$0	(\$100,000)	(\$49,998)	(\$75,000)
Public Amenities	(\$184,005)	(\$100,625)	(\$70,399)	(\$130,051)
Commission Special Projects	(\$52,590)	(\$117,000)	(\$66,619)	(\$265,642)
Total Non Operating Expenses	(\$2,857,247)	(\$4,240,046)	(\$3,529,483)	(\$4,027,982)
Non Operating Income (Loss)	\$4,492,085	\$3,029,024	\$3,729,454	\$3,406,530
Total Port Income (Deficit)	\$2,876,759	\$1,581,267	\$3,095,406	\$1,775,286

Olympia Regional Airport
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Landing Fees	\$8,152	\$7,800	\$7,367	\$8,160
Utility (Pass Thru Costs)	\$18,566	\$11,520	\$14,308	\$20,890
Land Rents	\$2,015,139	\$2,047,306	\$2,046,386	\$2,085,259
Space & Hanger Rental	\$839,330	\$870,658	\$863,047	\$916,966
Fuel Flowage Fees	\$15,799	\$16,000	\$24,889	\$35,000
Operating Grants - Federal	\$69,000	\$225,000	\$135,500	\$325,000
Operating Grants - State	\$0	\$12,500	\$6,252	\$0
Other Misc. Income	\$27,527	\$1,200	\$20,744	\$2,620
Total Operating Revenues	\$2,993,513	\$3,191,984	\$3,118,493	\$3,393,895
Operating Expenses:				
Salaries	(\$205,137)	(\$293,593)	(\$258,646)	(\$322,329)
Benefits	(\$74,402)	(\$117,321)	(\$101,496)	(\$109,417)
Outside Professional Services	(\$52,576)	(\$303,000)	(\$188,819)	(\$376,980)
Supplies	(\$43)	\$0	\$0	\$0
Equipment Rentals	(\$1,653)	(\$1,700)	(\$1,427)	(\$1,150)
General & Admin - Direct	(\$114,656)	(\$97,774)	(\$93,306)	(\$109,626)
Utilities	(\$85,693)	(\$84,500)	(\$92,361)	(\$96,952)
Other Operating Expense	(\$4,328)	(\$9,930)	(\$8,146)	(\$18,630)
Allocated Costs Internal	\$5,226	\$0	\$7,284	\$0
Allocated Costs From Another Unit	(\$78,724)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$27,634	\$0	\$0	\$0
Total Operating Expenses	(\$584,352)	(\$907,818)	(\$736,917)	(\$1,035,084)
Maintenance Expenses:				
Salaries	(\$103,178)	(\$141,865)	(\$142,102)	(\$186,474)
Benefits	(\$57,431)	(\$70,773)	(\$70,747)	(\$88,240)
Outside Professional Services	(\$416)	(\$30,000)	(\$15,463)	(\$55,340)
Supplies	(\$8,715)	(\$13,500)	(\$13,825)	(\$13,000)
Equipment Rentals	(\$89)	(\$3,000)	(\$1,500)	(\$1,000)
General & Admin - Direct	(\$2,192)	(\$6,000)	(\$5,367)	(\$6,000)
Other Operating Expense	(\$111,214)	(\$249,440)	(\$184,050)	(\$201,500)
Allocated Costs Internal	\$0	\$0	\$306	\$0
Allocated Costs From Another Unit	(\$22,985)	\$0	\$0	(\$38,621)
Allocated Costs To Another Unit	\$19,806	\$0	\$0	\$0
Total Maintenance Expenses	(\$286,414)	(\$514,578)	(\$432,748)	(\$590,175)
Total Operating & Maintenance Expenses	(\$870,766)	(\$1,422,396)	(\$1,169,665)	(\$1,625,259)
Income (Loss) Before Deprec & Overhead	\$2,122,747	\$1,769,588	\$1,948,828	\$1,768,636
Depreciation	(\$1,012,445)	(\$1,003,413)	(\$1,004,548)	(\$967,398)
General & Administrative Overhead	(\$859,301)	(\$643,723)	(\$638,192)	(\$645,483)
Net Operating Income (Loss)	\$251,001	\$122,452	\$306,088	\$155,755

Airport Operations
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Landing Fees	\$8,152	\$7,800	\$7,367	\$8,160
Utility (Pass Thru Costs)	\$7,022	\$7,020	\$6,418	\$3,890
Land Rents	\$514,423	\$525,863	\$529,152	\$530,995
Space & Hanger Rental	\$603,479	\$617,419	\$609,850	\$640,793
Fuel Flowage Fees	\$15,799	\$16,000	\$24,889	\$35,000
Operating Grants - Federal	\$69,000	\$225,000	\$135,500	\$325,000
Operating Grants - State	\$0	\$12,500	\$6,252	\$0
Other Misc. Income	\$7,861	\$1,200	\$20,744	\$2,120
Total Operating Revenues	\$1,225,736	\$1,412,802	\$1,340,172	\$1,545,958
Operating Expenses:				
Salaries	(\$205,137)	(\$177,077)	(\$142,689)	(\$206,344)
Benefits	(\$74,402)	(\$74,442)	(\$59,439)	(\$71,696)
Outside Professional Services	(\$17,903)	(\$276,500)	(\$169,484)	(\$358,500)
Supplies	(\$43)	\$0	\$0	\$0
Equipment Rentals	(\$1,653)	(\$1,700)	(\$1,427)	(\$1,150)
General & Admin - Direct	(\$35,168)	(\$52,270)	(\$47,802)	(\$57,636)
Utilities	(\$51,657)	(\$56,700)	(\$56,521)	(\$56,969)
Other Operating Expense	(\$3,546)	(\$4,300)	(\$5,194)	(\$13,100)
Allocated Costs Internal	\$5,226	\$0	\$7,284	\$0
Allocated Costs From Another Unit	(\$3,564)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$27,634	\$0	\$0	\$0
Total Operating Expenses	(\$360,213)	(\$642,989)	(\$475,272)	(\$765,395)
Maintenance Expenses:				
Salaries	(\$116,804)	(\$141,865)	(\$142,102)	(\$84,681)
Benefits	(\$57,431)	(\$70,773)	(\$70,747)	(\$36,817)
Outside Professional Services	(\$416)	(\$30,000)	(\$15,372)	(\$36,240)
Supplies	(\$8,715)	(\$13,500)	(\$13,825)	(\$13,000)
Equipment Rentals	(\$89)	(\$3,000)	(\$1,500)	(\$1,000)
General & Admin - Direct	(\$2,192)	(\$3,000)	(\$3,867)	(\$3,000)
Other Operating Expense	(\$71,669)	(\$196,000)	(\$137,525)	(\$153,000)
Allocated Costs Internal	\$0	\$0	\$306	\$0
Allocated Costs From Another Unit	(\$1,305)	\$0	\$0	(\$15,310)
Allocated Costs To Another Unit	\$19,806	\$0	\$0	\$0
Total Maintenance Expenses	(\$238,815)	(\$458,138)	(\$384,632)	(\$343,048)
Total Operating & Maintenance Expenses	(\$599,028)	(\$1,101,127)	(\$859,904)	(\$1,108,443)
Income (Loss) Before Deprec & Overhead	\$626,708	\$311,675	\$480,268	\$437,515
Depreciation	(\$768,105)	(\$758,664)	(\$759,268)	(\$726,573)
General & Administrative Overhead	(\$177,272)	(\$283,238)	(\$280,802)	(\$255,887)
Net Operating Income (Loss)	(\$318,669)	(\$730,227)	(\$559,802)	(\$544,945)

NewMarket Industrial Campus

2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Utility (Pass Thru Costs)	\$262	\$0	\$0	\$0
Land Rents	\$1,500,717	\$1,521,443	\$1,517,234	\$1,554,264
Space & Hanger Rental	\$63,360	\$63,936	\$63,936	\$63,936
Other Misc. Income	\$0	\$0	\$0	\$500
Total Operating Revenues	\$1,564,339	\$1,585,379	\$1,581,170	\$1,618,700
Operating Expenses:				
Salaries	\$0	(\$90,061)	(\$91,471)	(\$99,904)
Benefits	\$0	(\$33,714)	(\$33,538)	(\$32,913)
Outside Professional Services	(\$10,072)	(\$10,000)	(\$9,091)	(\$5,480)
General & Admin - Direct	(\$78,015)	(\$41,085)	(\$41,088)	(\$45,478)
Utilities	(\$5,776)	(\$5,700)	(\$6,179)	(\$6,525)
Other Operating Expense	(\$25)	(\$1,080)	(\$540)	(\$1,280)
Allocated Costs From Another Unit	(\$75,159)	\$0	\$0	\$0
Total Operating Expenses	(\$169,047)	(\$181,640)	(\$181,907)	(\$191,580)
Maintenance Expenses:				
Salaries	\$0	\$0	\$0	(\$50,896)
Benefits	\$0	\$0	\$0	(\$25,711)
Outside Professional Services	\$0	\$0	(\$91)	(\$150)
General & Admin - Direct	\$0	(\$3,000)	(\$1,500)	(\$3,000)
Other Operating Expense	(\$5,623)	(\$22,000)	(\$15,099)	(\$20,000)
Allocated Costs From Another Unit	(\$14,857)	\$0	\$0	(\$20,419)
Total Maintenance Expenses	(\$20,480)	(\$25,000)	(\$16,690)	(\$120,176)
Total Operating & Maintenance Expenses	(\$189,527)	(\$206,640)	(\$198,597)	(\$311,756)
Income (Loss) Before Deprec & Overhead	\$1,374,812	\$1,378,739	\$1,382,573	\$1,306,944
Depreciation	(\$92,734)	(\$97,397)	(\$94,993)	(\$87,606)
General & Administrative Overhead	(\$577,955)	(\$308,987)	(\$306,331)	(\$341,266)
Net Operating Income (Loss)	\$704,123	\$972,355	\$981,249	\$878,072

Cleanwater Centre
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Utility (Pass Thru Costs)	\$11,281	\$4,500	\$7,890	\$17,000
Space & Hanger Rental	\$172,490	\$189,303	\$189,262	\$212,237
Other Misc. Income	\$19,667	\$0	\$0	\$0
Total Operating Revenues	\$203,438	\$193,803	\$197,152	\$229,237
Operating Expenses:				
Salaries	\$0	(\$26,456)	(\$24,487)	(\$16,081)
Benefits	\$0	(\$9,165)	(\$8,515)	(\$4,809)
Outside Professional Services	(\$24,601)	(\$16,500)	(\$10,245)	(\$13,000)
General & Admin - Direct	(\$1,473)	(\$4,419)	(\$4,416)	(\$6,512)
Utilities	(\$28,260)	(\$22,100)	(\$29,662)	(\$33,458)
Other Operating Expense	(\$757)	(\$4,550)	(\$2,405)	(\$4,250)
Total Operating Expenses	(\$55,091)	(\$83,190)	(\$79,730)	(\$78,110)
Maintenance Expenses:				
Salaries	\$0	\$0	\$0	(\$50,896)
Benefits	\$0	\$0	\$0	(\$25,711)
Outside Professional Services	\$0	\$0	\$0	(\$18,950)
Other Operating Expense	(\$33,922)	(\$31,440)	(\$31,419)	(\$28,500)
Allocated Costs From Another Unit	(\$6,822)	\$0	\$0	(\$2,892)
Total Maintenance Expenses	(\$40,744)	(\$31,440)	(\$31,419)	(\$126,949)
Total Operating & Maintenance Expenses	(\$95,835)	(\$114,630)	(\$111,149)	(\$205,059)
Income (Loss) Before Deprec & Overhead	\$107,603	\$79,173	\$86,003	\$24,178
Depreciation	(\$151,605)	(\$147,352)	(\$150,282)	(\$153,219)
General & Administrative Overhead	(\$104,074)	(\$51,498)	(\$51,053)	(\$48,330)
Net Operating Income (Loss)	(\$148,076)	(\$119,677)	(\$115,332)	(\$177,371)

Consolidated Swantown Operations
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Moorage	\$2,272,485	\$2,240,482	\$2,274,435	\$2,476,429
Utility (Pass Thru Costs)	\$144,434	\$242,618	\$234,108	\$235,250
Collected Fees	\$333,238	\$361,320	\$379,778	\$419,497
General Labor Charge	\$7,073	\$3,000	\$5,928	\$6,000
Property and Land Rents	\$49,008	\$107,985	\$97,747	\$69,780
Space Rentals	\$174,274	\$183,943	\$202,084	\$216,625
Fuel Sales	\$397,039	\$426,200	\$424,665	\$671,192
Equipment Rental with Operator	\$27,169	\$17,500	\$21,334	\$21,500
Other Misc. Income	\$6,060	\$11,100	\$8,007	\$10,000
Total Operating Revenues	\$3,410,780	\$3,594,148	\$3,648,086	\$4,126,273
Operating Expenses:				
Salaries	(\$560,288)	(\$660,165)	(\$649,758)	(\$654,884)
Benefits	(\$268,082)	(\$322,384)	(\$311,327)	(\$297,120)
Outside Professional Services	(\$176,496)	(\$183,850)	(\$170,231)	(\$295,713)
Supplies	(\$316,972)	(\$319,800)	(\$327,325)	(\$550,680)
Equipment Rentals	(\$7,272)	(\$3,000)	(\$3,799)	(\$3,000)
General & Admin - Direct	(\$185,219)	(\$312,850)	(\$290,239)	(\$368,988)
Utilities	(\$245,112)	(\$282,520)	(\$291,290)	(\$297,200)
Other Operating Expense	(\$73,377)	(\$92,150)	(\$90,362)	(\$111,500)
Allocated Costs From Another Unit	(\$45,988)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$32,839	\$0	\$0	\$0
Total Operating Expenses	(\$1,845,967)	(\$2,176,719)	(\$2,134,331)	(\$2,579,085)
Maintenance Expenses:				
Salaries	(\$58,297)	(\$141,884)	(\$116,183)	(\$193,442)
Benefits	(\$28,158)	(\$69,076)	(\$54,925)	(\$84,562)
Outside Professional Services	\$0	(\$4,800)	(\$2,491)	(\$3,000)
Supplies	(\$12,368)	(\$10,600)	(\$6,946)	(\$7,400)
Equipment Rentals	(\$37)	(\$3,200)	(\$1,602)	(\$2,100)
Facility Rental	(\$46,308)	(\$44,000)	(\$40,564)	(\$44,000)
General & Admin - Direct	\$0	\$0	(\$430)	\$0
Other Operating Expense	(\$82,854)	(\$107,900)	(\$79,309)	(\$99,100)
Allocated Costs Internal	(\$2,112)	\$0	\$0	\$0
Allocated Costs From Another Unit	(\$5,396)	\$0	\$0	(\$38,620)
Allocated Costs To Another Unit	\$362	\$0	\$0	\$0
Total Maintenance Expenses	(\$235,168)	(\$381,460)	(\$302,450)	(\$472,224)
Total Operating & Maintenance Expenses	(\$2,081,135)	(\$2,558,179)	(\$2,436,781)	(\$3,051,309)
Income (Loss) Before Deprec & Overhead	\$1,329,645	\$1,035,969	\$1,211,305	\$1,074,964
Depreciation	(\$625,324)	(\$596,912)	(\$611,794)	(\$649,229)
General & Administrative Overhead	(\$851,669)	(\$643,723)	(\$638,191)	(\$645,482)
Net Operating Income (Loss)	(\$147,348)	(\$204,666)	(\$38,680)	(\$219,747)

Swantown Marina
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Moorage	\$2,063,411	\$2,054,183	\$2,067,679	\$2,239,729
Utility (Pass Thru Costs)	\$143,534	\$233,686	\$226,190	\$227,500
Collected Fees	\$107,498	\$134,000	\$124,805	\$142,747
Property and Land Rents	\$14,982	\$11,980	\$8,478	\$10,980
Space Rentals	\$91,061	\$94,669	\$99,594	\$102,000
Other Misc. Income	\$4,792	\$6,000	\$4,415	\$4,500
Total Operating Revenues	\$2,425,278	\$2,534,518	\$2,531,161	\$2,727,456
Operating Expenses:				
Salaries	(\$341,445)	(\$360,112)	(\$358,660)	(\$369,803)
Benefits	(\$165,229)	(\$170,995)	(\$169,393)	(\$162,128)
Outside Professional Services	(\$170,951)	(\$158,600)	(\$147,540)	(\$248,113)
Supplies	(\$10,701)	(\$9,000)	(\$8,566)	(\$9,000)
Equipment Rentals	(\$7,272)	(\$3,000)	(\$3,799)	(\$3,000)
General & Admin - Direct	(\$164,459)	(\$267,765)	(\$248,952)	(\$305,094)
Utilities	(\$204,557)	(\$236,100)	(\$239,064)	(\$244,000)
Other Operating Expense	(\$56,254)	(\$85,500)	(\$76,054)	(\$95,250)
Allocated Costs From Another Unit	(\$1,775)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$32,012	\$0	\$0	\$0
Total Operating Expenses	(\$1,090,631)	(\$1,291,072)	(\$1,252,028)	(\$1,436,388)
Maintenance Expenses:				
Salaries	(\$58,297)	(\$141,884)	(\$116,183)	(\$193,442)
Benefits	(\$28,158)	(\$69,076)	(\$54,925)	(\$84,562)
Outside Professional Services	\$0	(\$4,800)	(\$2,491)	(\$3,000)
Supplies	(\$12,187)	(\$10,000)	(\$6,646)	(\$7,000)
Equipment Rentals	(\$37)	(\$2,000)	(\$1,002)	(\$1,500)
Facility Rental	(\$46,308)	(\$44,000)	(\$40,564)	(\$44,000)
General & Admin - Direct	\$0	\$0	(\$430)	\$0
Other Operating Expense	(\$65,225)	(\$77,000)	(\$53,536)	(\$60,000)
Allocated Costs Internal	(\$2,112)	\$0	\$0	\$0
Allocated Costs From Another Unit	(\$4,160)	\$0	\$0	(\$25,528)
Total Maintenance Expenses	(\$216,484)	(\$348,760)	(\$275,777)	(\$419,032)
Total Operating & Maintenance Expenses	(\$1,307,115)	(\$1,639,832)	(\$1,527,805)	(\$1,855,420)
Income (Loss) Before Deprec & Overhead	\$1,118,163	\$894,686	\$1,003,356	\$872,036
Depreciation	(\$444,094)	(\$419,696)	(\$426,556)	(\$455,961)
General & Administrative Overhead	(\$582,812)	(\$463,481)	(\$459,493)	(\$426,662)
Net Operating Income (Loss)	\$91,257	\$11,509	\$117,307	(\$10,587)

Swantown Boatworks
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Moorage	\$209,074	\$186,299	\$206,757	\$236,700
Utility (Pass Thru Costs)	\$900	\$8,932	\$7,918	\$7,750
Collected Fees	\$223,684	\$226,420	\$254,490	\$276,100
General Labor Charge	\$7,073	\$3,000	\$5,928	\$6,000
Property and Land Rents	\$34,026	\$96,005	\$89,263	\$58,800
Space Rentals	\$83,213	\$89,274	\$102,491	\$114,625
Equipment Rental with Operator	\$27,169	\$17,500	\$21,334	\$21,500
Other Misc. Income	\$1,268	\$5,100	\$3,592	\$5,500
Total Operating Revenues	\$586,407	\$632,530	\$691,773	\$726,975
Operating Expenses:				
Salaries	(\$164,139)	(\$274,932)	(\$266,941)	(\$257,791)
Benefits	(\$76,293)	(\$136,923)	(\$128,051)	(\$120,878)
Outside Professional Services	(\$4,241)	(\$9,200)	(\$14,668)	(\$25,100)
Supplies	(\$2,943)	(\$3,700)	(\$4,099)	(\$4,700)
General & Admin - Direct	(\$15,030)	(\$30,701)	(\$28,031)	(\$42,118)
Utilities	(\$40,191)	(\$46,000)	(\$51,874)	(\$52,850)
Other Operating Expense	(\$10,955)	(\$4,900)	(\$9,249)	(\$13,000)
Allocated Costs From Another Unit	(\$44,213)	\$0	\$0	\$0
Allocated Costs To Another Unit	(\$785)	\$0	\$0	\$0
Total Operating Expenses	(\$358,790)	(\$506,356)	(\$502,913)	(\$516,437)
Maintenance Expenses:				
Supplies	(\$181)	(\$600)	(\$300)	(\$400)
Equipment Rentals	\$0	(\$1,200)	(\$600)	(\$600)
Other Operating Expense	(\$16,552)	(\$29,100)	(\$24,726)	(\$37,300)
Allocated Costs From Another Unit	(\$1,236)	\$0	\$0	(\$6,804)
Allocated Costs To Another Unit	\$362	\$0	\$0	\$0
Total Maintenance Expenses	(\$17,607)	(\$30,900)	(\$25,626)	(\$45,104)
Total Operating & Maintenance Expenses	(\$376,397)	(\$537,256)	(\$528,539)	(\$561,541)
Income (Loss) Before Deprec & Overhead	\$210,010	\$95,274	\$163,234	\$165,434
Depreciation	(\$91,167)	(\$87,154)	(\$95,184)	(\$103,206)
General & Administrative Overhead	(\$164,783)	(\$102,996)	(\$102,112)	(\$113,722)
Net Operating Income (Loss)	(\$45,940)	(\$94,876)	(\$34,062)	(\$51,494)

Swantown Fuel Facility
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Collected Fees	\$2,056	\$900	\$481	\$650
Fuel Sales	\$397,039	\$426,200	\$424,665	\$671,192
Total Operating Revenues	\$399,095	\$427,100	\$425,146	\$671,842
Operating Expenses:				
Salaries	(\$54,704)	(\$25,121)	(\$24,153)	(\$27,291)
Benefits	(\$26,560)	(\$14,466)	(\$13,889)	(\$14,115)
Outside Professional Services	(\$1,304)	(\$16,050)	(\$8,028)	(\$22,500)
Supplies	(\$303,328)	(\$307,100)	(\$314,661)	(\$536,980)
General & Admin - Direct	(\$5,731)	(\$14,383)	(\$13,258)	(\$21,776)
Utilities	(\$364)	(\$420)	(\$354)	(\$350)
Other Operating Expense	(\$6,169)	(\$1,750)	(\$5,058)	(\$3,250)
Allocated Costs To Another Unit	\$1,612	\$0	\$0	\$0
Total Operating Expenses	(\$396,548)	(\$379,290)	(\$379,401)	(\$626,262)
Maintenance Expenses:				
Other Operating Expense	(\$1,077)	(\$1,800)	(\$1,047)	(\$1,800)
Allocated Costs From Another Unit	\$0	\$0	\$0	(\$6,288)
Total Maintenance Expenses	(\$1,077)	(\$1,800)	(\$1,047)	(\$8,088)
Total Operating & Maintenance Expenses	(\$397,625)	(\$381,090)	(\$380,448)	(\$634,350)
Income (Loss) Before Deprec & Overhead	\$1,470	\$46,010	\$44,698	\$37,492
Depreciation	(\$90,062)	(\$90,062)	(\$90,060)	(\$90,062)
General & Administrative Overhead	(\$104,074)	(\$77,247)	(\$76,582)	(\$105,098)
Net Operating Income (Loss)	(\$192,666)	(\$121,299)	(\$121,944)	(\$157,668)

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Dockage	\$738,496	\$1,102,799	\$1,060,020	\$836,966
Wharfage	\$24,825	\$30,667	\$19,971	\$49,333
Service & Facilities	\$1,196,120	\$1,134,663	\$1,311,230	\$1,537,548
Storage	\$1,161	\$5,000	\$4,741	\$25,000
Loading & Unloading	\$573,766	\$543,606	\$628,082	\$823,150
Handling	\$14,954	\$44,100	\$22,050	\$73,500
Labor	\$156,868	\$95,480	\$124,551	\$160,055
Utility (Pass Thru Costs)	\$6,026	\$21,180	\$16,620	\$95,150
Land Rents	\$349,298	\$577,591	\$509,723	\$857,202
Space Rentals	\$35,822	\$33,822	\$33,992	\$34,000
Equipment Rental with Operator	\$211,477	\$195,712	\$235,916	\$134,552
Equipment Rental without Operator	\$46,732	\$25,320	\$46,228	\$44,960
Stormwater Fees	\$1,186,332	\$1,012,463	\$870,274	\$482,533
Other Misc. Income	\$115,045	\$101,467	\$115,471	\$42,083
Total Operating Revenues	\$4,656,922	\$4,923,870	\$4,998,869	\$5,196,032
Operating Expenses:				
Salaries	(\$340,110)	(\$374,299)	(\$345,301)	(\$391,086)
Benefits	(\$126,670)	(\$160,227)	(\$151,293)	(\$141,770)
Outside Professional Services	(\$1,158,457)	(\$950,623)	(\$1,015,255)	(\$1,530,237)
Supplies	(\$131,722)	(\$303,750)	(\$212,646)	(\$223,500)
Equipment Rentals	(\$1,436)	(\$9,500)	(\$5,458)	(\$2,500)
Facility Rental	(\$9,906)	(\$17,000)	(\$13,038)	(\$10,000)
General & Admin - Direct	(\$158,476)	(\$186,215)	(\$169,974)	(\$308,680)
Utilities	(\$468,158)	(\$539,871)	(\$460,219)	(\$274,950)
Other Operating Expense	(\$18,839)	(\$25,050)	(\$22,832)	(\$26,550)
Allocated Costs From Another Unit	(\$4,589)	\$0	\$0	\$0
Total Operating Expenses	(\$2,418,363)	(\$2,566,535)	(\$2,396,016)	(\$2,909,273)
Maintenance Expenses:				
Salaries	(\$503,377)	(\$413,330)	(\$379,922)	(\$468,069)
Benefits	(\$189,465)	(\$161,156)	(\$165,846)	(\$178,525)
Supplies	(\$26,194)	(\$13,000)	(\$10,019)	(\$13,000)
General & Admin - Direct	\$0	\$0	\$0	\$0
Utilities	(\$5,675)	(\$6,000)	(\$6,920)	(\$9,000)
Other Operating Expense	(\$375,769)	(\$485,750)	(\$338,958)	(\$391,750)
Allocated Costs Internal	\$3,251	\$0	\$1,277	\$0
Allocated Costs to Capital	\$0	\$0	\$0	\$0
Allocated Costs From Another Unit	\$2,916	\$0	\$0	\$0
Allocated Costs To Another Unit	\$1,576	\$0	\$24,558	\$0
Total Maintenance Expenses	(\$1,092,737)	(\$1,079,236)	(\$875,830)	(\$1,060,344)
Total Operating & Maintenance Expenses	(\$3,511,100)	(\$3,645,771)	(\$3,271,846)	(\$3,969,617)
Income (Loss) Before Deprec & Overhead	\$1,145,822	\$1,278,099	\$1,727,023	\$1,226,415
Depreciation	(\$1,707,300)	(\$1,569,220)	(\$1,643,602)	(\$1,768,102)
General & Administrative Overhead	(\$910,992)	(\$875,463)	(\$867,942)	(\$695,376)
Net Operating Income (Loss)	(\$1,472,470)	(\$1,166,584)	(\$784,521)	(\$1,237,063)

Consolidated Properties
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Utility (Pass Thru Costs)	\$4,322	\$5,180	\$5,041	\$5,300
Land Rents	\$778,814	\$875,750	\$787,525	\$847,691
Space Rentals	\$699,120	\$648,226	\$682,498	\$684,013
Other Misc. Income	\$95,405	\$79,000	\$92,216	\$80,000
Total Operating Revenues	\$1,577,661	\$1,608,156	\$1,567,280	\$1,617,004
Operating Expenses:				
Salaries	(\$142,051)	(\$224,418)	(\$232,416)	(\$262,995)
Benefits	(\$51,388)	(\$81,136)	(\$84,459)	(\$85,517)
Outside Professional Services	(\$68,066)	(\$60,000)	(\$51,180)	(\$110,000)
Supplies	\$0	(\$3,250)	(\$2,406)	(\$3,500)
Equipment Rentals	(\$350)	\$0	(\$575)	(\$2,000)
General & Admin - Direct	(\$58,840)	(\$104,286)	(\$102,448)	(\$125,383)
Utilities	(\$68,381)	(\$70,700)	(\$61,923)	(\$73,300)
Other Operating Expense	(\$5,332)	(\$5,950)	(\$5,119)	(\$8,350)
Allocated Costs From Another Unit	(\$78,675)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$120,776	\$0	\$0	\$0
Total Operating Expenses	(\$352,307)	(\$549,740)	(\$540,526)	(\$671,045)
Maintenance Expenses:				
Salaries	(\$2,202)	(\$140,324)	(\$119,827)	(\$116,156)
Benefits	(\$324)	(\$70,734)	(\$59,826)	(\$59,635)
Outside Professional Services	(\$1,005)	(\$8,000)	(\$4,438)	(\$23,950)
Supplies	(\$64)	(\$750)	(\$1,557)	(\$2,500)
General & Admin - Direct	\$0	\$0	(\$1,162)	\$0
Maintenance and Repairs	(\$105,640)	(\$134,871)	(\$71,581)	(\$141,200)
Utilities	(\$142)	(\$425)	(\$366)	(\$500)
Allocated Costs From Another Unit	(\$8,349)	\$0	\$0	(\$24,916)
Total Maintenance Expenses	(\$117,726)	(\$355,104)	(\$258,757)	(\$368,857)
Total Operating & Maintenance Expenses	(\$470,033)	(\$904,844)	(\$799,283)	(\$1,039,902)
Income (Loss) Before Depreciation & Overhead	\$1,107,628	\$703,312	\$767,997	\$577,102
Depreciation	(\$369,971)	(\$367,835)	(\$365,461)	(\$362,084)
General & Administrative Overhead	(\$847,159)	(\$411,983)	(\$408,441)	(\$420,966)
Net Operating Income (Loss)	(\$109,502)	(\$76,506)	(\$5,905)	(\$205,948)

Properties Overhead
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$142,051)	(\$140,694)	(\$144,264)	(\$168,485)
Benefits	(\$51,388)	(\$49,026)	(\$51,585)	(\$53,442)
Outside Professional Services	(\$38,841)	(\$40,000)	(\$33,630)	(\$47,500)
Supplies	\$0	(\$3,250)	(\$2,406)	(\$3,500)
Equipment Rentals	(\$350)	\$0	(\$575)	(\$2,000)
General & Admin - Direct	(\$12,678)	(\$7,800)	(\$6,406)	(\$17,350)
Utilities	\$0	(\$200)	(\$102)	(\$200)
Other Operating Expense	(\$20)	(\$450)	(\$345)	(\$450)
Allocated Costs From Another Unit	(\$5,077)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$120,776	\$0	\$0	\$0
Total Operating Expenses	(\$129,629)	(\$241,420)	(\$239,313)	(\$292,927)
Maintenance Expenses:				
Salaries	(\$2,202)	\$0	\$0	\$0
Benefits	(\$324)	\$0	\$0	\$0
Outside Professional Services	(\$1,005)	(\$8,000)	(\$4,438)	(\$5,000)
Supplies	(\$64)	(\$750)	(\$940)	(\$1,500)
General & Admin - Direct	\$0	\$0	(\$1,162)	\$0
Maintenance and Repairs	(\$32,007)	(\$40,500)	(\$20,578)	(\$36,400)
Utilities	(\$142)	(\$425)	(\$366)	(\$500)
Total Maintenance Expenses	(\$35,744)	(\$49,675)	(\$27,484)	(\$43,400)
Total Operating & Maintenance Expenses	(\$165,373)	(\$291,095)	(\$266,797)	(\$336,327)
Income (Loss) Before Deprec & Overhead	(\$165,373)	(\$291,095)	(\$266,797)	(\$336,327)
Net Operating Income (Loss)	(\$165,373)	(\$291,095)	(\$266,797)	(\$336,327)

Market District
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Utility (Pass Thru Costs)	\$4,322	\$5,180	\$5,041	\$5,300
Land Rents	\$575,485	\$653,937	\$575,701	\$587,523
Space Rentals	\$13,997	\$27,439	\$13,722	\$15,000
Total Operating Revenues	\$593,804	\$686,556	\$594,464	\$607,823
Operating Expenses:				
Salaries	\$0	(\$19,387)	(\$20,912)	(\$22,702)
Benefits	\$0	(\$7,509)	(\$7,739)	(\$7,616)
Outside Professional Services	\$0	(\$5,000)	(\$2,502)	(\$17,500)
General & Admin - Direct	(\$26,667)	(\$61,753)	(\$62,472)	(\$63,911)
Utilities	(\$23,982)	(\$20,000)	(\$16,394)	(\$22,300)
Allocated Costs From Another Unit	(\$21,600)	\$0	\$0	\$0
Total Operating Expenses	(\$72,249)	(\$113,649)	(\$110,019)	(\$134,029)
Maintenance Expenses:				
Salaries	\$0	(\$44,904)	(\$38,344)	(\$38,429)
Benefits	\$0	(\$22,635)	(\$19,142)	(\$18,867)
Maintenance and Repairs	(\$6,834)	(\$2,000)	(\$1,002)	(\$2,000)
Allocated Costs From Another Unit	\$0	\$0	\$0	(\$9,366)
Total Maintenance Expenses	(\$6,834)	(\$69,539)	(\$58,488)	(\$68,662)
Total Operating & Maintenance Expenses	(\$79,083)	(\$183,188)	(\$168,507)	(\$202,691)
Income (Loss) Before Deprec & Overhead	\$514,721	\$503,368	\$425,957	\$405,132
Depreciation	(\$67,713)	(\$67,633)	(\$68,688)	(\$69,743)
General & Administrative Overhead	(\$211,790)	(\$180,243)	(\$178,691)	(\$158,239)
Net Operating Income (Loss)	\$235,218	\$255,492	\$178,578	\$177,150

North Point
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Land Rents	\$103,906	\$103,664	\$103,668	\$103,668
Total Operating Revenues	\$103,906	\$103,664	\$103,668	\$103,668
Operating Expenses:				
Salaries	\$0	(\$18,506)	(\$19,533)	(\$20,909)
Benefits	\$0	(\$6,831)	(\$7,009)	(\$6,855)
Outside Professional Services	\$0	\$0	\$0	(\$12,500)
General & Admin - Direct	(\$1,161)	(\$3,484)	(\$3,480)	(\$3,787)
Utilities	(\$7,994)	(\$4,000)	(\$4,673)	(\$4,800)
Other Operating Expense	\$0	(\$1,500)	(\$750)	(\$1,500)
Allocated Costs From Another Unit	(\$11,762)	\$0	\$0	\$0
Total Operating Expenses	(\$20,917)	(\$34,321)	(\$35,445)	(\$50,351)
Maintenance Expenses:				
Salaries	\$0	(\$22,452)	(\$19,172)	(\$21,163)
Benefits	\$0	(\$11,318)	(\$9,571)	(\$11,315)
Maintenance and Repairs	\$0	(\$1,300)	(\$1,140)	(\$1,300)
Allocated Costs From Another Unit	(\$5,543)	\$0	\$0	(\$1,597)
Total Maintenance Expenses	(\$5,543)	(\$35,070)	(\$29,883)	(\$35,375)
Total Operating & Maintenance Expenses	(\$26,460)	(\$69,391)	(\$65,328)	(\$85,726)
Income (Loss) Before Deprec & Overhead	\$77,446	\$34,273	\$38,340	\$17,942
Depreciation	(\$113,975)	(\$111,918)	(\$108,492)	(\$104,058)
General & Administrative Overhead	(\$211,790)	(\$25,749)	(\$25,528)	(\$26,988)
Net Operating Income (Loss)	(\$248,319)	(\$103,394)	(\$95,680)	(\$113,104)

East Bay District
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Land Rents	\$99,423	\$118,149	\$108,168	\$156,500
Space Rentals	\$114,545	\$116,110	\$116,112	\$119,013
Total Operating Revenues	\$213,968	\$234,259	\$224,280	\$275,513
Operating Expenses:				
Salaries	\$0	(\$9,619)	(\$10,134)	(\$10,835)
Benefits	\$0	(\$3,568)	(\$3,657)	(\$3,573)
Outside Professional Services	(\$2,000)	\$0	\$0	(\$12,500)
General & Admin - Direct	(\$2,866)	(\$8,961)	(\$9,054)	(\$12,537)
Utilities	(\$7,332)	(\$4,000)	(\$4,673)	(\$5,000)
Other Operating Expense	(\$532)	(\$1,000)	(\$2,140)	(\$2,400)
Allocated Costs From Another Unit	(\$5,906)	\$0	\$0	\$0
Total Operating Expenses	(\$18,636)	(\$27,148)	(\$29,658)	(\$46,845)
Maintenance Expenses:				
Salaries	\$0	(\$28,065)	(\$23,967)	(\$24,372)
Benefits	\$0	(\$14,147)	(\$11,968)	(\$13,017)
Maintenance and Repairs	(\$5,231)	(\$3,000)	(\$2,858)	(\$4,000)
Allocated Costs From Another Unit	\$0	\$0	\$0	(\$4,245)
Total Maintenance Expenses	(\$5,231)	(\$45,212)	(\$38,793)	(\$45,634)
Total Operating & Maintenance Expenses	(\$23,867)	(\$72,360)	(\$68,451)	(\$92,479)
Income (Loss) Before Depreciation & Overhead	\$190,101	\$161,899	\$155,829	\$183,034
Depreciation	(\$62,999)	(\$62,999)	(\$63,000)	(\$62,999)
General & Administrative Overhead	(\$211,790)	(\$51,498)	(\$51,051)	(\$71,727)
Net Operating Income (Loss)	(\$84,688)	\$47,402	\$41,778	\$48,308

Lacey Commerce Business Center
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Space Rentals	\$570,579	\$504,677	\$552,667	\$550,000
Other Misc. Income	\$95,405	\$79,000	\$92,216	\$80,000
Total Operating Revenues	\$665,984	\$583,677	\$644,883	\$630,000
Operating Expenses:				
Salaries	\$0	(\$36,210)	(\$37,585)	(\$40,064)
Benefits	\$0	(\$14,203)	(\$14,476)	(\$14,031)
Outside Professional Services	(\$27,225)	(\$15,000)	(\$15,046)	(\$20,000)
General & Admin - Direct	(\$15,468)	(\$22,288)	(\$21,036)	(\$27,798)
Utilities	(\$29,072)	(\$42,500)	(\$36,082)	(\$41,000)
Other Operating Expense	(\$4,781)	(\$3,000)	(\$1,883)	(\$4,000)
Allocated Costs From Another Unit	(\$34,331)	\$0	\$0	\$0
Total Operating Expenses	(\$110,877)	(\$133,201)	(\$126,108)	(\$146,893)
Maintenance Expenses:				
Salaries	\$0	(\$44,904)	(\$38,344)	(\$32,192)
Benefits	\$0	(\$22,635)	(\$19,140)	(\$16,435)
Outside Professional Services	\$0	\$0	\$0	(\$18,950)
Supplies	\$0	\$0	(\$617)	(\$1,000)
Maintenance and Repairs	(\$61,567)	(\$88,071)	(\$46,003)	(\$97,500)
Allocated Costs From Another Unit	(\$2,806)	\$0	\$0	(\$9,708)
Total Maintenance Expenses	(\$64,373)	(\$155,610)	(\$104,104)	(\$175,785)
Total Operating & Maintenance Expenses	(\$175,250)	(\$288,811)	(\$230,212)	(\$322,678)
Income (Loss) Before Depreciation & Overhead	\$490,734	\$294,866	\$414,671	\$307,322
Depreciation	(\$125,283)	(\$125,284)	(\$125,280)	(\$125,284)
General & Administrative Overhead	(\$211,790)	(\$154,494)	(\$153,162)	(\$164,012)
Net Operating Income (Loss)	\$153,661	\$15,088	\$136,229	\$18,026

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$1,335,996)	(\$1,155,301)	(\$1,159,712)	(\$1,103,454)
Benefits	(\$937,892)	(\$443,762)	(\$442,200)	(\$388,808)
Outside Professional Services	(\$576,535)	(\$359,160)	(\$403,464)	(\$422,000)
Supplies	(\$60,594)	(\$75,400)	(\$62,728)	(\$75,400)
Equipment Rentals	(\$4,293)	(\$15,000)	(\$11,197)	(\$15,000)
Facility Rental	(\$237,236)	(\$193,000)	(\$191,658)	(\$167,860)
General & Admin - Direct	(\$289,406)	(\$271,270)	(\$208,789)	(\$258,100)
Utilities	(\$45,702)	(\$45,500)	(\$46,458)	(\$45,500)
Other Operating Expense	(\$10,423)	(\$14,000)	(\$14,652)	(\$16,000)
Allocated Costs Internal	\$30,682	\$0	\$408	\$0
Allocated Costs to Capital	\$13,987	\$0	\$13,176	\$0
Allocated Costs From Another Unit	(\$6,515)	\$0	\$0	\$0
Allocated Costs To Another Unit	\$5,245	\$0	\$0	\$0
Total Operating Expenses	(\$3,454,678)	(\$2,572,393)	(\$2,527,274)	(\$2,492,122)
Maintenance Expenses:				
Salaries	(\$109,359)	\$0	\$0	\$0
Benefits	(\$63,524)	\$0	(\$4,251)	\$0
Supplies	(\$3,098)	\$0	(\$65)	\$0
Facility Rental	(\$23,153)	\$0	(\$18,562)	\$0
Maintenance and Repairs	(\$18,248)	(\$2,500)	(\$2,595)	(\$2,500)
Allocated Costs Internal	\$18,768	\$0	\$0	\$0
Allocated Costs to Capital	\$11,780	\$0	\$0	\$0
Allocated Costs From Another Unit	\$172,394	\$0	\$0	\$0
Total Maintenance Expenses	(\$14,440)	(\$2,500)	(\$25,473)	(\$2,500)
Total Operating & Maintenance Expenses	(\$3,469,118)	(\$2,574,893)	(\$2,552,747)	(\$2,494,622)
Income (Loss) Before Deprec & Overhead	(\$3,469,118)	(\$2,574,893)	(\$2,552,747)	(\$2,494,622)
Depreciation	(\$117,981)	(\$122,072)	(\$127,841)	(\$122,289)
General & Administrative Overhead	\$3,469,120	\$2,574,892	\$2,552,753	\$2,494,622
Net Operating Income (Loss)	(\$117,979)	(\$122,073)	(\$127,835)	(\$122,289)

Executive
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$607,827)	(\$214,348)	(\$220,315)	(\$332,247)
Benefits	(\$205,602)	(\$74,641)	(\$75,702)	(\$105,962)
Outside Professional Services	(\$15,814)	(\$20,000)	(\$37,463)	(\$75,000)
Supplies	\$0	\$0	(\$33)	\$0
General & Admin - Direct	(\$10,092)	(\$18,000)	(\$15,433)	(\$37,000)
Utilities	(\$519)	\$0	(\$305)	\$0
Other Operating Expense	(\$9,265)	(\$10,000)	(\$8,853)	(\$12,000)
Allocated Costs To Another Unit	\$4,571	\$0	\$0	\$0
Total Operating Expenses	(\$844,548)	(\$336,989)	(\$358,104)	(\$562,209)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$844,548)	(\$336,989)	(\$358,104)	(\$562,209)
Income (Loss) Before Depreciation & Overhead	(\$844,548)	(\$336,989)	(\$358,104)	(\$562,209)
General & Administrative Overhead	\$844,548	\$336,989	\$358,103	\$562,209
Net Operating Income (Loss)	\$0	\$0	(\$1)	\$0

Communications, Marketing and Outreach
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$42,880)	(\$144,450)	(\$147,294)	(\$159,183)
Benefits	(\$16,944)	(\$61,298)	(\$61,036)	(\$61,042)
Outside Professional Services	(\$57,119)	(\$52,400)	(\$36,694)	(\$54,700)
Supplies	(\$58)	\$0	\$0	\$0
General & Admin - Direct	(\$60,237)	(\$87,860)	(\$52,709)	(\$92,260)
Total Operating Expenses	(\$177,238)	(\$346,008)	(\$297,733)	(\$367,185)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$177,238)	(\$346,008)	(\$297,733)	(\$367,185)
Income (Loss) Before Deprec & Overhead	(\$177,238)	(\$346,008)	(\$297,733)	(\$367,185)
General & Administrative Overhead	\$177,238	\$346,008	\$297,726	\$367,185
Net Operating Income (Loss)	\$0	\$0	(\$7)	\$0

Finance and Accounting
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$351,861)	(\$350,295)	(\$376,453)	(\$292,118)
Benefits	(\$574,383)	(\$138,268)	(\$150,435)	(\$104,933)
Outside Professional Services	(\$70,790)	(\$62,600)	(\$57,525)	(\$71,000)
Supplies	(\$44)	\$0	\$0	\$0
Facility Rental	(\$8,191)	(\$8,000)	(\$7,817)	(\$8,000)
General & Admin - Direct	(\$32,766)	(\$49,600)	(\$47,079)	(\$18,230)
Allocated Costs From Another Unit	\$310	\$0	\$0	\$0
Allocated Costs To Another Unit	\$673	\$0	\$0	\$0
Total Operating Expenses	(\$1,037,052)	(\$608,763)	(\$639,309)	(\$494,281)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$1,037,052)	(\$608,763)	(\$639,309)	(\$494,281)
Income (Loss) Before Depreciation & Overhead	(\$1,037,052)	(\$608,763)	(\$639,309)	(\$494,281)
Depreciation	(\$112,329)	(\$116,420)	(\$121,523)	(\$115,305)
General & Administrative Overhead	\$1,037,052	\$608,763	\$639,306	\$494,281
Net Operating Income (Loss)	(\$112,329)	(\$116,420)	(\$121,526)	(\$115,305)

Planning and Public Works
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$244,782)	(\$105,274)	(\$95,800)	(\$99,749)
Benefits	(\$86,595)	(\$45,712)	(\$42,978)	(\$36,945)
Outside Professional Services	(\$5,814)	(\$40,000)	(\$20,628)	(\$40,000)
Supplies	(\$2,017)	\$0	(\$161)	\$0
General & Admin - Direct	(\$4,484)	\$0	(\$5,934)	(\$3,700)
Utilities	\$174	\$0	\$0	\$0
Allocated Costs Internal	\$30,682	\$0	\$408	\$0
Allocated Costs to Capital	\$13,987	\$0	\$13,176	\$0
Total Operating Expenses	(\$298,849)	(\$190,986)	(\$151,917)	(\$180,394)
Maintenance Expenses:				
Salaries	(\$89,245)	\$0	\$0	\$0
Benefits	(\$63,524)	\$0	(\$4,251)	\$0
Supplies	(\$3,098)	\$0	(\$65)	\$0
Facility Rental	(\$23,153)	\$0	(\$18,562)	\$0
Maintenance and Repairs	(\$17,696)	\$0	(\$756)	\$0
Allocated Costs Internal	\$18,768	\$0	\$0	\$0
Allocated Costs to Capital	\$11,780	\$0	\$0	\$0
Allocated Costs From Another Unit	\$172,394	\$0	\$0	\$0
Total Maintenance Expenses	\$6,226	\$0	(\$23,634)	\$0
Total Operating & Maintenance Expenses	(\$292,623)	(\$190,986)	(\$175,551)	(\$180,394)
Income (Loss) Before Depreciation & Overhead	(\$292,623)	(\$190,986)	(\$175,551)	(\$180,394)
Depreciation	(\$5,652)	(\$5,652)	(\$6,318)	(\$6,984)
General & Administrative Overhead	\$312,737	\$190,986	\$175,556	\$180,394
Net Operating Income (Loss)	\$14,462	(\$5,652)	(\$6,313)	(\$6,984)

Information Systems
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Outside Professional Services	(\$153,454)	(\$169,160)	(\$166,073)	(\$179,300)
Supplies	(\$18,442)	(\$25,400)	(\$18,340)	(\$25,400)
General & Admin - Direct	(\$62,282)	(\$65,760)	(\$57,314)	(\$56,860)
Utilities	(\$43,372)	(\$45,000)	(\$45,408)	(\$45,000)
Total Operating Expenses	(\$277,550)	(\$305,320)	(\$287,135)	(\$306,560)
Maintenance Expenses:				
Maintenance and Repairs	\$0	(\$2,000)	(\$1,002)	(\$2,000)
Total Maintenance Expenses	\$0	(\$2,000)	(\$1,002)	(\$2,000)
Total Operating & Maintenance Expenses	(\$277,550)	(\$307,320)	(\$288,137)	(\$308,560)
Income (Loss) Before Depreciation & Overhead	(\$277,550)	(\$307,320)	(\$288,137)	(\$308,560)
General & Administrative Overhead	\$277,550	\$307,320	\$288,131	\$308,560
Net Operating Income (Loss)	\$0	\$0	(\$6)	\$0

Administrative
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$2,207)	(\$340,933)	(\$319,850)	(\$220,155)
Benefits	\$0	(\$123,843)	(\$112,043)	(\$79,926)
Outside Professional Services	(\$113,553)	(\$15,000)	(\$85,090)	(\$2,000)
Supplies	(\$39,891)	(\$50,000)	(\$44,200)	(\$50,000)
Equipment Rentals	(\$4,293)	(\$15,000)	(\$11,197)	(\$15,000)
Facility Rental	(\$229,045)	(\$185,000)	(\$183,847)	(\$159,860)
General & Admin - Direct	(\$21,893)	(\$50,050)	(\$30,323)	(\$50,050)
Utilities	(\$753)	(\$500)	(\$752)	(\$500)
Other Operating Expense	(\$1,158)	(\$4,000)	(\$5,793)	(\$4,000)
Allocated Costs From Another Unit	(\$6,825)	\$0	\$0	\$0
Total Operating Expenses	(\$419,618)	(\$784,326)	(\$793,095)	(\$581,491)
Maintenance Expenses:				
Maintenance and Repairs	(\$552)	(\$500)	(\$843)	(\$500)
Total Maintenance Expenses	(\$552)	(\$500)	(\$843)	(\$500)
Total Operating & Maintenance Expenses	(\$420,170)	(\$784,826)	(\$793,938)	(\$581,991)
Income (Loss) Before Depreciation & Overhead	(\$420,170)	(\$784,826)	(\$793,938)	(\$581,991)
General & Administrative Overhead	\$420,170	\$784,826	\$793,931	\$581,991
Net Operating Income (Loss)	\$0	\$0	(\$7)	\$0

Non Operating Income and Expenses
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Non Operating Revenues				
Nonoperating Revenues	\$103,233	\$10,000	\$16,938	\$15,000
Interest Income	\$126,016	\$160,500	\$121,220	\$130,000
Ad Valorem Taxes	\$6,663,337	\$6,936,870	\$6,920,845	\$7,124,012
Insurance Settlements	\$225,000	\$0	\$0	\$0
Tax Sharing	\$231,746	\$161,700	\$205,609	\$165,500
Gain (Loss) on Investments	\$0	\$0	(\$5,675)	\$0
Total Non Operating Revenues:	\$7,349,332	\$7,269,070	\$7,258,937	\$7,434,512
Non Operating Expenses				
Salaries	\$0	(\$150,774)	(\$137,578)	(\$122,925)
Benefits	\$0	(\$74,665)	(\$63,474)	(\$53,711)
Other NonOp Expenses	(\$92,303)	(\$35,000)	(\$42,020)	(\$20,000)
Closed Projects	(\$1)	(\$50,000)	(\$25,002)	\$0
Environmental Costs	(\$1,028,595)	(\$1,717,301)	(\$1,296,328)	(\$1,634,897)
Commission	\$0	(\$343,454)	(\$304,349)	(\$446,097)
Banking/Investment Fees	(\$9,661)	(\$120,000)	(\$66,856)	(\$10,000)
Financing Interest Expense	(\$14,982)	(\$12,357)	(\$12,628)	(\$10,151)
Bond Interest Expense	(\$1,551,473)	(\$1,454,235)	(\$1,454,232)	(\$1,342,431)
Bond Disc/Issue Cost	(\$87,005)	(\$125,498)	(\$102,114)	(\$80,445)
Premium on Bonds	\$163,368	\$160,863	\$162,114	\$163,368
Election Expense	\$0	(\$100,000)	(\$49,998)	(\$75,000)
Public Amenities	(\$184,005)	(\$100,625)	(\$70,399)	(\$130,051)
Commission Special Projects	(\$52,590)	(\$117,000)	(\$66,619)	(\$265,642)
Total Non Operating Expenses	(\$2,857,247)	(\$4,240,046)	(\$3,529,483)	(\$4,027,982)
Non Operating Income (Loss)	\$4,492,085	\$3,029,024	\$3,729,454	\$3,406,530

Facility
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Total Operating Expenses	\$0	\$0	\$0	\$0
Maintenance Expenses:				
Outside Professional Services	\$0	\$0	\$0	(\$76,792)
Supplies	\$0	\$0	\$0	(\$15,810)
Equipment Rentals	\$0	\$0	\$0	(\$3,300)
General & Admin - Direct	\$0	\$0	\$0	(\$14,130)
Other Operating Expense	\$0	\$0	\$0	(\$14,550)
Allocated Costs To Another Unit	\$0	\$0	\$0	\$102,157
Total Maintenance Expenses	\$0	\$0	\$0	(\$22,425)
Total Operating & Maintenance Expenses	\$0	\$0	\$0	(\$22,425)
Income (Loss) Before Depreciation & Overhead	\$0	\$0	\$0	(\$22,425)
Net Operating Income (Loss)	\$0	\$0	\$0	(\$22,425)

Commission
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$86,439)	(\$87,154)	(\$90,406)	(\$140,325)
Benefits	(\$54,368)	(\$62,570)	(\$63,225)	(\$78,612)
Outside Professional Services	(\$159,991)	(\$97,000)	(\$58,341)	(\$80,000)
Supplies	(\$142)	\$0	\$0	\$0
Facility Rental	\$0	\$0	\$0	(\$26,930)
General & Admin - Direct	(\$97,652)	(\$94,730)	(\$91,015)	(\$118,230)
Utilities	(\$1,233)	(\$2,000)	(\$1,362)	(\$2,000)
Total Operating Expenses	(\$399,825)	(\$343,454)	(\$304,349)	(\$446,097)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$399,825)	(\$343,454)	(\$304,349)	(\$446,097)
Income (Loss) Before Depreciation & Overhead	(\$399,825)	(\$343,454)	(\$304,349)	(\$446,097)
General & Administrative Overhead	\$399,825	\$0	\$0	\$0
Net Operating Income (Loss)	\$0	(\$343,454)	(\$304,349)	(\$446,097)

Consolidated Environmental
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Operating Grants - Federal	\$37,680	\$0	\$0	\$100,000
Total Operating Revenues	\$37,680	\$0	\$0	\$100,000
Operating Expenses:				
Salaries	(\$226,494)	(\$176,408)	(\$164,296)	(\$192,693)
Benefits	(\$73,463)	(\$62,983)	(\$60,025)	(\$59,532)
Outside Professional Services	(\$218,816)	(\$378,500)	(\$269,049)	(\$385,060)
Supplies	(\$584)	(\$5,000)	(\$3,022)	(\$5,100)
General & Admin - Direct	(\$5,128)	(\$30,110)	(\$17,147)	(\$31,500)
Utilities	(\$10,407)	(\$14,250)	(\$11,666)	(\$15,650)
Other Operating Expense	(\$258,885)	(\$577,500)	(\$425,955)	(\$472,000)
Allocated Costs Internal	\$159,713	\$0	\$87,727	\$0
Allocated Costs From Another Unit	(\$1,092)	\$0	\$0	\$0
Total Operating Expenses	(\$635,156)	(\$1,244,751)	(\$863,433)	(\$1,161,535)
Maintenance Expenses:				
Supplies	(\$34)	(\$450)	(\$271)	(\$450)
Equipment Rentals	(\$3,377)	(\$500)	(\$252)	(\$500)
Maintenance and Repairs	(\$206,338)	(\$288,900)	(\$249,672)	(\$302,400)
Allocated Costs From Another Unit	(\$990)	\$0	\$0	\$0
Total Maintenance Expenses	(\$210,739)	(\$289,850)	(\$250,195)	(\$303,350)
Total Operating & Maintenance Expenses	(\$845,895)	(\$1,534,601)	(\$1,113,628)	(\$1,464,885)
Income (Loss) Before Depreciation & Overhead	(\$808,215)	(\$1,534,601)	(\$1,113,628)	(\$1,364,885)
Depreciation	(\$182,700)	(\$182,700)	(\$182,700)	(\$182,700)
General & Administrative Overhead	\$0	\$0	\$0	(\$87,312)
Net Operating Income (Loss)	(\$990,915)	(\$1,717,301)	(\$1,296,328)	(\$1,634,897)

Environmental Administration
2022 Budget

	2020	2021	2021	2022
	Actual	Adopted	End of Year	Adopted
	Audited	Budget	Projected	Budget
Revenues:				
Operating Grants - Federal	\$37,680	\$0	\$0	\$100,000
Total Operating Revenues	\$37,680	\$0	\$0	\$100,000
Operating Expenses:				
Salaries	(\$121,729)	(\$75,898)	(\$66,541)	(\$89,346)
Benefits	(\$37,327)	(\$26,368)	(\$24,326)	(\$25,517)
Outside Professional Services	(\$188,027)	(\$332,500)	(\$236,940)	(\$349,000)
Supplies	(\$123)	(\$1,300)	(\$648)	(\$1,300)
General & Admin - Direct	(\$4,682)	(\$27,000)	(\$15,460)	(\$28,300)
Utilities	\$0	(\$750)	(\$378)	(\$750)
Other Operating Expense	(\$230,074)	(\$530,000)	(\$387,199)	(\$424,500)
Allocated Costs Internal	\$51,965	\$0	\$29,942	\$0
Allocated Costs From Another Unit	(\$1,092)	\$0	\$0	\$0
Total Operating Expenses	(\$531,089)	(\$993,816)	(\$701,550)	(\$918,713)
Maintenance Expenses:				
Supplies	\$0	(\$200)	(\$127)	(\$200)
Total Maintenance Expenses	\$0	(\$200)	(\$127)	(\$200)
Total Operating & Maintenance Expenses	(\$531,089)	(\$994,016)	(\$701,677)	(\$918,913)
Income (Loss) Before Deprec & Overhead	(\$493,409)	(\$994,016)	(\$701,677)	(\$818,913)
General & Administrative Overhead	\$0	\$0	\$0	(\$87,312)
Net Operating Income (Loss)	(\$493,409)	(\$994,016)	(\$701,677)	(\$906,225)

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$104,765)	(\$100,511)	(\$97,755)	(\$103,347)
Benefits	(\$36,135)	(\$36,615)	(\$35,692)	(\$34,015)
Outside Professional Services	(\$30,789)	(\$46,000)	(\$32,103)	(\$36,060)
Supplies	(\$461)	(\$3,700)	(\$2,368)	(\$3,800)
General & Admin - Direct	(\$446)	(\$3,110)	(\$1,687)	(\$3,200)
Utilities	(\$10,407)	(\$13,500)	(\$11,294)	(\$14,900)
Other Operating Expense	(\$28,811)	(\$47,500)	(\$38,756)	(\$47,500)
Allocated Costs Internal	\$107,748	\$0	\$57,782	\$0
Total Operating Expenses	(\$104,066)	(\$250,936)	(\$161,873)	(\$242,822)
Maintenance Expenses:				
Supplies	(\$34)	(\$250)	(\$144)	(\$250)
Equipment Rentals	(\$3,377)	(\$500)	(\$252)	(\$500)
Maintenance and Repairs	(\$206,338)	(\$288,900)	(\$249,672)	(\$302,400)
Allocated Costs From Another Unit	(\$990)	\$0	\$0	\$0
Total Maintenance Expenses	(\$210,739)	(\$289,650)	(\$250,068)	(\$303,150)
Total Operating & Maintenance Expenses	(\$314,805)	(\$540,586)	(\$411,941)	(\$545,972)
Income (Loss) Before Depreciation & Overhead	(\$314,805)	(\$540,586)	(\$411,941)	(\$545,972)
Depreciation	(\$182,700)	(\$182,700)	(\$182,700)	(\$182,700)
Net Operating Income (Loss)	(\$497,505)	(\$723,286)	(\$594,641)	(\$728,672)

Foreign Trade Zone
2022 Budget

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Tenant Revenues	\$19,000	\$20,000	\$29,002	\$19,000
Other Misc. Income	\$453	\$400	\$311	\$0
Total Operating Revenues	\$19,453	\$20,400	\$29,313	\$19,000
Operating Expenses:				
Outside Professional Services	(\$338)	(\$4,500)	(\$2,700)	(\$4,500)
Supplies	\$0	(\$200)	(\$102)	(\$200)
General & Admin - Direct	(\$240)	(\$11,300)	(\$7,372)	(\$11,300)
Allocated Costs From Another Unit	(\$4,571)	(\$4,779)	(\$2,388)	\$0
Allocated Costs To Another Unit	\$0	\$0	\$0	(\$4,949)
Total Operating Expenses	(\$5,149)	(\$20,779)	(\$12,562)	(\$20,949)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$5,149)	(\$20,779)	(\$12,562)	(\$20,949)
Income (Loss) Before Deprec & Overhead	\$14,304	(\$379)	\$16,751	(\$1,949)
Net Operating Income (Loss)	\$14,304	(\$379)	\$16,751	(\$1,949)

	2020 Actual Audited	2021 Adopted Budget	2021 End of Year Projected	2022 Adopted Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Total Operating Expenses	\$0	\$0	\$0	\$0
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	\$0	\$0	\$0	\$0
Income (Loss) Before Deprec & Overhead	\$0	\$0	\$0	\$0
Net Operating Income (Loss)	\$0	\$0	\$0	\$0
Non Operating Revenues				
Interest Income	\$34	\$0	\$9	\$0
Total Non Operating Revenues:	\$34	\$0	\$9	\$0
Non Operating Expenses				
Non Operating Income (Loss)	\$34	\$0	\$9	\$0
Total Port Income (Deficit)	\$34	\$0	\$9	\$0

Appendix B - Schedule of Proprietary Type User Charges

Schedule of Proprietary Type User Charges - Marina Effective 1/1/2022

MARINA CHARGES

Lengths shown are the boat length or the slip size, whichever is longer.

"Long-Term" Moorage amounts include leasehold excise tax.

Base Rate	
Rate for 20-28 Ft	\$8.71 per foot per month
Rate for 32-36 Ft.	\$9.79 per foot per month
Rate for 40-44 Ft.	\$10.32 per foot per month
Rate for 50 Ft. Slip	\$10.65 per foot per month
Rate for over 50 Ft.	\$11.08 per foot per month

Live Aboard Charge & Limits	\$100.00 per vessel min. per month or based on holding tank size
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Boat (Includes crew)	
Scheduled towing	\$175.00/hr – 1/2 minimum
Un-schedule towing	\$225.00/hr - 1/2 minimum

Utilities Charges	
	As metered or allocated, not subject to leasehold tax
Rate	\$12 utility fee all tenants
	\$30.00 flat monthly fee for non-metered slips
	metered electric KWH charged as pass thru rate

Labor	
Administration	\$85.00/hr
Supervisor	\$75.00/hr
General Labor	\$75.00/hr
Standby	\$75.00/hr

Equipment Use by Port Staff	
Pump (Unlimited use per event)	General Labor cost

Guest Moorage Rate	\$1.25 per ft per day
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Guest Electric	\$5 nightly Electric - 30 amp \$10 nightly Electric - 50 amp
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Storage	
Mini Storage unit	\$95.00/month (includes Leasehold Tax)
Dinghy Rack Fee	\$10.00/month (tenants only)

Schedule of Proprietary Type User Charges - Marina Effective 1/1/2022

MARINA CHARGES

Plaza Moorage	
Rate	\$1.00 per ft per day - \$20 minimum

Other Charges	
Delinquency, Sale & Impound Fee	\$150 plus actual costs incurred by the Port

Launch Ramp Charge	
Rate – General Public (recreational)	\$10.00 per launch, free haul
Rate – Annual (recreational)	\$85.00 unlimited launches for one year
Rate – Commercial Operator	\$85.00 per launch or haul
Rate – Annual Commercial	\$275.00 unlimited launches for one year

Marine Fuel Dock	
Rates	Executive Director or designee will set rates based on market conditions taking into consideration local and regional markets, cost of fuel purchased, maximization of sales and rate of return to the Port.

Events	
User Fee	\$50.00 minimum
Reservation Fee	\$50.00 non-refundable (applied to rental fee)
Utility Charge	\$15.00 minimum (4 hour) \$35.00 minimum (8 hour)
Spider Box Rental	\$35.00 per day
Tents – 10'x10'	\$35.00 per day
10'x20'	\$75.00 first tent and \$50.00 each additional tent
Propane Fireplace	\$50.00 each per day
Charcoal Barbeque	\$25.00 each per day
Picnic Tables	\$5.00 each per day
Banquet Tables	\$5.00 each per day
Folding Chairs	\$1.00 each per day
Sign Boards	\$3.00 each per day
Traffic cones	\$1.00 each per day
Propane Grill	\$50 each per day

Party Package	
Includes:	\$225 per day
User/Reservation Fee. 2 propane fireplaces, 2 propane grills, 8 picnic tables, 1 charcoal grill, spider box	

Dry Storage	
Rate	\$4.25 per foot/per month, tax
Parking	\$10.00 per day

Schedule of Proprietary Type User Charges - Boatworks Effective 1/1/2022

BOATWORKS CHARGES

Haul out & Launch	
Up to 32 ft. vessel	\$8.77 per ft. per haul & launch
33 – 39 ft. vessel	\$9.61 per ft. per haul & launch
40 – 49 ft. vessel	\$10.45 per ft. per haul &
50 – 59 ft. vessel	\$12.39 per ft. per haul &
over 59 ft. vessel	\$13.8 per ft. per haul & launch
Above includes hauling, blocking & launching. No lay time charge on the day of haul out.	

Environmental Fees	
Environmental Fee	\$1.5 per foot, pressure washed and/or blocked

Laytime	
First Seven Days	\$0.85 per foot per day
Additional Days	\$1.10 per foot per day

Winter Long Term Storage	
Available October through March	\$9.75 per foot per month as available
LTS - Summer (limited to 5 spaces) Apr 1st. - Sept 30th	\$16.50 per foot per month as available
Monthly Electric	\$30.00 flat monthly fee for non-metered spaces

One-Way Haul & Launch	(Minimum \$100 charge)
Up to 32 ft. vessel	\$6.20 per ft. per haul
32 – 39 ft. vessel	\$6.77 per ft. per haul
40 – 49 ft. vessel	\$7.67 per ft. per haul
50 – 59 ft. vessel	\$8.56 per ft. per haul
over 60 ft. vessel	\$9.35 per ft. per haul
Additional Time in Slings	\$200.00 per hour or part thereof

Towing	
Scheduled towing	\$175.00/hr – 1/2 minimum
Un-schedule towing	\$225.00/hr - 1/2 minimum

Labor Rates	
General Labor	\$75.00 per hour
Forklift	\$100.00 per hour, ½ hour minimum
Crane/Travelift	\$210.00 per hour, ½ hour minimum
Delinquency Fee & Impound Fee	\$150.00 plus actual costs incurred by the Port

Pressure Wash Bottom	
Rate	\$3.50 per foot
Additional Cleanup/	General Labor Rate

Waste Handling	
Waste Collection and	
Dumpster Rental	Based on waste management pass thru fees and General Labor rates
Dumpster Delivery/	
Landfill Cost	

Daily Work Dock Moorage	\$1.25 per ft per day
Nightly Electric	\$5 nightly Electric - 30 amp \$10 nightly Electric - 50 amp

Monthly Work Dock	
Rate for under 32 feet	\$8.71 per foot per month
Rate for 32- 36 ft.	\$9.79 per foot per month
Rate for 36- 44 Ft.	\$10.32 per foot per month
Rate for 45 - 50 Ft.	\$10.65 per foot per month
Rate for over 50 Ft	\$11.08 per foot per month

Storage	
Mast Storage	\$8.00 per day
Boat on Trailer Storage (limited availability)	\$8.00 per day
Boat on Trailer Storage (Monthly Storage Yard)	\$4.25 per ft per month

Schedule of Proprietary Type User Charges - Boatworks Effective 1/1/2022
BOATWORKS CHARGES

Marine Trade Contractors/Vendors	
Annual/Renewal	\$200 per year
Project/Monthly	\$50 per project and/or per month
All Contractors must supply a business license, current insurance and be approved thru the Port's	

Schedule of Proprietary Type User Charges - Airport Effective 1/1/2022

AIRPORT CHARGES

"Long-Term" Space Rental – amounts include leasehold excise tax

Open Hangar Planeports 40 x 28	\$244.30 per hangar per month
T-Hangars 40 x 32	\$313.70 per hangar per month
T-Hangars 45 x 40	\$453.90 per hangar per month
Executive Hangars 60 x 46 ft.	\$778.40 per hangar per month
Tie-Downs, Large	\$99.85 per tie-down per
Tie-Downs, Small	\$61.60 per tie-down per
G-Storage	\$236.00 per space per month

Apron Fees – Commercial Aviation/Itinerant

Gross Weight	Daily
0 to 12,000 lbs.	\$10
12,001 to 26,000	\$15
26,001 to 54,000	\$25
54,001 to 117,000	\$35

Key and Security Cards

Key Deposit	\$20 (refundable when key returned)
Security Card Deposit	\$20 (refundable when card returned)
Security Card Replacement	\$20

"Short-Term" Space Rental – amounts include leasehold excise tax when appropriate

Open Hangar Planeports	\$15 daily
T-Hangars	\$30 daily
Executive Hangars	\$35 daily

Commercial Aeronautical Activity License	\$280 Minimum plus leasehold excise tax
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Aircraft Impound	\$75
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Fuel Flowage

Licensed dealer for FBO line service	Rate \$0.07 per gallon
Other	Rate \$0.14 per gallon
Fuel Farm Pad License Fee	\$1,060 per year plus tax (LET)

Landing Fees

Aircraft 12,500 lbs & greater	\$1.50 per 1,000 pounds maximum certificated landing weight (\$18.75 minimum)
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Other Rates

FOD-Boss Rental	\$30 per hour
Lift truck	\$75 per hour – one half hour minimum
Labor	\$80 per hour - one hour minimum
Landside Aircraft Launch Fee	\$10 per day
A/C Launch Vehicle Parking Fee	\$3.75 per day

Schedule of Proprietary Type User Charges - Marine Terminal Effective 1/1/2022

MARINE TERMINAL CHARGES

Basic Rate	Port of Olympia Marine Terminal Tariff as published on the 31st of December, 2005 or as amended
Other Rates	As negotiated with terminal customers

Schedule of Proprietary Type User Charges - Properties Effective 1/1/2022

PROPERTY LEASE CHARGES

Rents*	
Ground Rent – Airport Land-Aeronautical	\$0.35 per square foot per year
Ground Rent – Airport Land-Non-Aeronautical	Port Policy 1101 / Appraisal (Initial Ground Rent)
Ground Rent - Port Properties	Port Policy 1101 / Appraisal (Initial Ground Rent)
Ground Rent - Special Event, Temporary	Minimum \$250 per day
Space Rent	Port Policy 1101 / Appraisal (Initial Space Rent)
Port Plaza Rental Charges	Non-Profit Organization -- \$250 per event
	Other -- \$500 per event (Minimum)
	Deposit -- \$250 required

Surety Requirements**	
Lease, over one year	One year rent plus leasehold excise tax
Lease, one year or less	Three months rent plus leasehold excise tax
Retail and/or Flex Space	Two months rent plus leasehold excise tax

Service & Other Charges	
Labor, Maintenance & Other	\$70.00 per hour (2 hour minimum)
Holdover / CAM / Late Charges	Per lease agreement
Insurance	100% allocated premiums to Port
Keys	\$20 deposit per key
Lease Reinstatement	\$500
Lease Modification	\$500
Fees & Taxes	100% imposed by other jurisdictions
Audit Fees	100% pass through of costs
Payments by Port for Tenant	100% pass through of costs
Interest Charges	Per lease agreement or 18% per annum
SEPA Appeal Fee	\$750

* All leases, other than those with tax exempt entities, are subject to leasehold excise tax.

** Surety waived for government/public agencies.

9 Schedule of Proprietary Type User Charges Effective 1/1/2022

FOREIGN TRADE ZONE, PORT EDC, AND ADMINISTRATIVE FEES

Foreign Trade Zone Charges

Rates	In accordance with the Port of Olympia published tariff for the South Puget Sound Foreign Trade Zone (FTZ #216) in compliance with the Department of Commerce Foreign Trade Zones Board and effective as amended February 28, 2014.
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Port of Olympia Economic Development Corporation Fees

Application for Industrial	\$750
On Bond Issuance	¼ of 1% of the principal amount of the bond issue

Administrative Fees

Copies, paper	\$0.15 per page
Copies, scanned	\$0.10 per page
Electronic files	\$0.05 per 4 files
Electronic files	\$0.10 per gig of records
8GB USB Flash Drive	Actual Cost
16GB USB Flash Drive	Actual Cost
CD's & DVD's	Actual Cost
8½x11 Color	\$0.50 per page
8½x14 Color	\$0.75 per page
11x17 Color	\$1.00 per page
Outside Vendors	Actual Cost

The Port will waive charges under \$2.00. Fees will not be waived if multiple requests are made by the same requestor regarding the same topic within a reasonable period of time for the intent to qualify for the waiver.

Appendix C - Memberships

	2022 Budget
Commission	\$ 76,380
Intercity Transit - Centennial Station	6,000
Lacey Chamber of Commerce	820
Olympia Downtown Association	300
Roundtable of Thurston County	150
Thurston County Chamber of Commerce	750
Thurston Regional Planning Council	40,777
Tumwater Chamber of Commerce	600
Visitors and Convection Bureau	200
Washington Public Ports Association	25,133
Tenino Chamber of Commerce	50
Yelm Area Chamber of Commerce	600
Washington State Dept. of Enterprise Services (purchasing coop)	1,000
FTZ	1,800
National Association of Foreign-Trade Zones (FTZ)	1,800
Marine Terminal	3,959
Northwest Marine Terminal Association	1,700
Marine Exchange of Puget Sound	400
Washington Council for International Trade	500
Propeller Club	180
Livestock Exporters Association	1,000
Transportation Club	75
Women in Shipping and Trade Association (WISTA)	104
Airport	3,475
AAAE Contract Tower Association	2,700
AAAE Executive Membership	275
WA Airport Management Assoc	500
G & A (Exec, Marketing, Public Works, Finance)	10,360
SHRM/HRCI	1,000
Pacific Northwest Waterways Association	3000
MISC (Executive/Business Development)	1,500
Public Relations Society	255
International Assoc. of Public Participation	260
3CMA	845
083 - 1000	1,000
085 - 500	500
084 - 2000	2,000
Marina & Boatworks	1,300
020 - 1000	1,000
022 - 300	300
Properties	300
LoopNet Commercial RE Listings Site	500
Grand Total	\$ 97,574

Appendix D - Promotional Hosting

RCW 53.36.140: Port commissions shall adopt, in writing, rules and regulations governing promotional hosting expenditures by port employees or agents. Such rules shall identify officials and agents authorized to make such expenditures and the approved objectives of such spending, which are part of Policy number 604. Port commissioners shall not personally make such expenditures, or seek reimbursement therefore, except where specific authorization of such expenditures has been approved by the port commission. All payments and reimbursements shall be identified and supported appropriately.

RCW 53.36.130: Promotional Hosting - Source and Amount of Funds- Only from Gross Operating revenues and shall not exceed one percent thereof upon the first \$2,500,000 of such gross operating revenues, one-half of one percent upon the next \$2,500,000 of such operating gross revenues, and 1/4 of one percent on the excess over \$5,000,000 of such operating revenues.

Calculations of an estimated promotional hosting limit for the budget year 2022 (2020 audited revenues as of 12/31/20 are used.):

Total Gross Operating Revenues	\$12,638,873
1% of the 1st \$2,500,000	\$ 25,000
1/2 of 1% of 2nd \$2,500,000	12,500
1/4 of 1% of excess over	19,097
Promotional Hosting Limit	\$ 56,597

RCW 53.36.120: Under the authority of Article VIII, section 8, of the state Constitution, port district expenditures for industrial development, trade promotion or promotional hosting shall be pursuant to specific budget items as approved by the port commission at the annual public hearings on the port district budget.

Department	2022 Budget
Marine Terminal	\$ 5,000
Properties	500
Executive	2,000
Administrative	0
Total Budgeted	\$ 7,500

2022 Capital Budget				
Business Unit	Project Name	Capital Budget	Grant Funds	Notes, Comments, Assumptions
Airport	Airport Hangar Expansion Pilot Project	\$50,000	\$0	Planning, design and permitting
	Airport Maintenance Shop	\$20,000	\$0	Planning, conceptual design and cost estimate
	Airport Runway 8/26 Reconstruction	\$50,000	\$0	Planning, design and permitting
	Habitat Conservation Plan Mitigation	\$50,000	\$0	Initial estimate of advanced mitigation credit
	Subtotal Airport	\$170,000	\$0	
Marina & Boatworks	Boatworks dry storage yard	\$50,000	\$0	Construction
	Marina Electrical Replacement Phase II	\$292,000	\$0	Construction B/C docks
	BW Washdown Filtration System Replacement	\$44,000	\$0	Construction
	BW Asphalt Resurfacing and Utility Upgrades	\$0	\$0	Planning, design and permitting
	Breakwater Piling Sleeves	\$77,000	\$0	Construction
Subtotal Marina & Boatworks	\$463,000	\$0		
Marine Terminal	Sweeper	\$350,000	\$0	Equipment purchase
	Terminal Paving	\$510,250	\$382,688	Design, engineering, permitting; Grant
	Warehouse Firefighting System	\$10,000	\$0	Assessment, implementation
	Subtotal Marine Terminal	\$870,250	\$382,688	
Properties	Marina/Admin Office	\$425,000	\$250,000	Design, engineering, permitting, funding
	RV Resort Infrastructure	\$250,000	\$0	prep
	Subtotal Properties	\$675,000	\$250,000	
Unified Maintenance	Ford 2022 E-Transit Cargo Van	\$55,000	\$0	Equipment purchase
	JD Compact Tractor w/ Front Loader	\$34,000	\$0	Equipment purchase
	JD X758 Mower - Shared	\$16,500	\$0	Equipment purchase
	JD Z-Trak Z994R Z Mower - Airport	\$20,500	\$0	Equipment purchase
	Shared Maintenance Facility - Port Peninsula	\$112,500	\$0	Plan, design, engineering, permits, bid
	Subtotal Unified Maintenance	\$238,500	\$0	
General & Admin	PC Hardware Upgrade - Port Wide	\$50,000	\$0	Equipment purchase
	Port Cyber Security Infrastructure	\$304,976	\$228,731	Equipment purchase; Grant Dependent
	Centennial Legacy Project	\$50,000	\$0	Plan, design, engineering, permits
	Broadband	\$50,000	\$0	Broadband related project(s)
	Subtotal General & Admin	\$454,976	\$228,731	
Total		\$2,871,726	\$861,419	