

# 2021 Adopted Budget

Creating Economic Opportunities by Connecting  
Thurston County to the World by Land, Sea, and Air



# Port of Olympia 2021 Budget

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# Port of Olympia 2021 Statutory Budget

The Port prepared a cash budget estimating receipts and disbursements in accordance with RCW 53.35.010. The preliminary 2021 Statutory Budget is made available to the public and the Port Commission as required by RCW 53.35.010 and RCW 53.35.045.

Notice of the Public Hearing, with an announcement stating that copies of the preliminary budget are available, will be published on October 27, November 1 and November 8, 2020. Notices are published in *The Olympian* as required by law (RCW 53.35.020 and RCW 53.35.045).

## Port of Olympia 2021 Statutory Budget

|  |                     |
|--|---------------------|
| <b>Beginning Cash &amp; Investments</b>        | <b>\$ 9,730,000</b> |
| <b>Projected Sources of Funds</b>              |                     |
| Revenues                                       | 13,338,558          |
| Operating Expense                              | (6,219,092)         |
| Maintenance Expense                            | (2,332,878)         |
| Administration Expense                         | (2,574,892)         |
| <b>Provided by Operations</b>                  | <b>2,211,696</b>    |
| <br>   |                     |
| Interest Income                                | 160,500             |
| Other, Net                                     | (2,641,619)         |
| Ad valorem tax revenue                         | 6,936,870           |
| <b>Projected Sources of Funds</b>              | <b>4,455,751</b>    |
| <br>   |                     |
| <b>Projected Uses of Funds</b>                 |                     |
| Debt Service Payments - Existing Bonds         | (4,612,554)         |
| Service Payments - Bank Financing              | -                   |
| Capital Spending - Planned Projects            | (1,825,000)         |
| <b>Projected Uses of Funds</b>                 | <b>(6,437,554)</b>  |
| <br>   |                     |
| <b>Projected Borrowing</b>                     |                     |
| Equipment Financing                            | -                   |
| <b>Total Borrowing</b>                         | <b>-</b>            |
| <br>   |                     |
| <b>Projected Ending Cash &amp; Investments</b> | <b>\$ 9,959,893</b> |

Port Of Olympia  
Income Statement  
2021 Budget

|                                   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|-----------------------------------|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                  |                              |                           |                                  |                           |
| Landing Fees                      | \$8,788                      | \$8,025                   | \$4,315                          | \$7,800                   |
| Moorage                           | \$2,186,873                  | \$2,161,150               | \$2,154,791                      | \$2,240,482               |
| Dockage                           | \$558,257                    | \$733,503                 | \$710,985                        | \$1,102,799               |
| Wharfage                          | \$6,314                      | \$46,171                  | \$42,685                         | \$30,667                  |
| Service & Facilities              | \$1,292,765                  | \$994,314                 | \$1,014,041                      | \$1,134,663               |
| Storage                           | \$22,657                     | \$9,000                   | \$4,549                          | \$5,000                   |
| Loading & Unloading               | \$422,099                    | \$479,631                 | \$571,189                        | \$543,606                 |
| Handling                          | \$1,582                      | \$95,000                  | \$47,502                         | \$44,100                  |
| Labor                             | \$110,239                    | \$155,061                 | \$159,438                        | \$95,480                  |
| Utility (Pass Thru Costs)         | \$173,909                    | \$189,205                 | \$200,495                        | \$280,498                 |
| Land Rents                        | \$3,137,680                  | \$3,706,126               | \$3,359,610                      | \$3,500,647               |
| Space & Hanger Rental             | \$778,228                    | \$794,237                 | \$812,793                        | \$870,658                 |
| Fuel Flowage Fees                 | \$22,781                     | \$15,000                  | \$10,093                         | \$16,000                  |
| Collected Fees                    | \$328,952                    | \$367,650                 | \$309,889                        | \$361,320                 |
| General Labor Charge              | \$8,743                      | \$6,000                   | \$3,033                          | \$3,000                   |
| Property and Land Rents           | \$57,382                     | \$50,172                  | \$55,499                         | \$107,985                 |
| Space Rentals                     | \$654,124                    | \$816,770                 | \$841,093                        | \$865,991                 |
| Fuel Sales                        | \$441,572                    | \$467,000                 | \$367,115                        | \$426,200                 |
| Equipment Rental with Operator    | \$220,388                    | \$273,044                 | \$248,481                        | \$213,212                 |
| Equipment Rental without Operator | \$9,625                      | \$46,077                  | \$52,638                         | \$25,320                  |
| Stormwater Fees                   | \$913,590                    | \$1,186,332               | \$1,186,332                      | \$1,012,463               |
| Operating Grants - Federal        | \$1,225                      | \$312,500                 | \$225,252                        | \$225,000                 |
| Operating Grants - State          | \$0                          | \$12,500                  | \$6,252                          | \$12,500                  |
| Tenant Revenues                   | \$22,000                     | \$19,000                  | \$28,498                         | \$20,000                  |
| Other Misc. Income                | \$194,297                    | \$167,287                 | \$217,662                        | \$193,167                 |
| <b>Total Operating Revenues</b>   | <b>\$11,574,070</b>          | <b>\$13,110,755</b>       | <b>\$12,634,230</b>              | <b>\$13,338,558</b>       |
| <b>Operating Expenses:</b>        |                              |                           |                                  |                           |
| Salaries                          | (\$2,794,614)                | (\$2,573,116)             | (\$2,551,302)                    | (\$2,707,776)             |
| Benefits                          | \$1,073,208                  | (\$1,049,116)             | (\$1,025,873)                    | (\$1,124,829)             |
| Outside Professional Services     | (\$1,587,792)                | (\$2,404,922)             | (\$2,245,750)                    | (\$1,861,134)             |
| Supplies                          | (\$477,636)                  | (\$744,374)               | (\$588,132)                      | (\$702,400)               |
| Equipment Rentals                 | (\$17,743)                   | (\$37,600)                | (\$26,485)                       | (\$29,200)                |
| Facility Rental                   | (\$292,097)                  | (\$209,000)               | (\$251,660)                      | (\$210,000)               |
| General & Admin - Direct          | (\$872,916)                  | (\$1,052,130)             | (\$944,173)                      | (\$983,695)               |
| Utilities                         | (\$830,322)                  | (\$962,242)               | (\$935,202)                      | (\$1,023,091)             |
| Other Operating Expense           | (\$128,279)                  | (\$133,353)               | (\$122,572)                      | (\$147,080)               |
| Allocated Costs Internal          | (\$24,550)                   | \$0                       | \$1,194                          | \$0                       |
| Allocated Costs to Capital        | \$22,971                     | \$0                       | \$4,470                          | \$0                       |
| Allocated Costs From Another Unit | (\$435,430)                  | \$0                       | (\$99,462)                       | (\$4,779)                 |
| Allocated Costs To Another Unit   | \$390,792                    | \$0                       | \$89,016                         | \$0                       |
| <b>Total Operating Expenses</b>   | <b>(\$5,974,408)</b>         | <b>(\$9,165,853)</b>      | <b>(\$8,695,931)</b>             | <b>(\$8,793,984)</b>      |
| <b>Maintenance Expenses:</b>      |                              |                           |                                  |                           |
| Salaries                          | (\$644,534)                  | (\$719,387)               | (\$688,906)                      | (\$837,403)               |
| Benefits                          | (\$395,367)                  | (\$332,893)               | (\$339,332)                      | (\$371,739)               |
| Outside Professional Services     | (\$62,448)                   | (\$58,000)                | (\$29,414)                       | (\$42,800)                |
| Supplies                          | (\$42,364)                   | (\$41,800)                | (\$35,581)                       | (\$37,850)                |
| Equipment Rentals                 | (\$3,328)                    | (\$7,500)                 | (\$3,876)                        | (\$6,200)                 |

Port Of Olympia  
Income Statement  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| Facility Rental                                   | (\$67,460)                   | (\$66,400)                | (\$64,255)                       | (\$44,000)                |
| General & Admin - Direct                          | (\$3,233)                    | (\$5,000)                 | (\$8,152)                        | (\$6,000)                 |
| Maintenance and Repairs                           | (\$131,462)                  | (\$166,700)               | (\$149,496)                      | (\$137,371)               |
| Utilities   | (\$5,334)                    | (\$5,940)                 | (\$6,942)                        | (\$6,425)                 |
| Other Operating Expense                           | (\$440,657)                  | (\$833,660)               | (\$751,888)                      | (\$843,090)               |
| Allocated Costs to Public Amenities               | \$170,694                    | \$245,000                 | \$122,502                        | \$0                       |
| Allocated Costs Internal                          | \$25,124                     | \$0                       | \$4,052                          | \$0                       |
| Allocated Costs to Capital                        | \$4,630                      | \$0                       | \$2,755                          | \$0                       |
| Allocated Costs From Another Unit                 | (\$32,245)                   | \$0                       | \$73,109                         | \$0                       |
| Allocated Costs To Another Unit                   | \$32,337                     | \$0                       | \$10,032                         | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$1,595,647)</b>         | <b>(\$1,992,280)</b>      | <b>(\$1,865,392)</b>             | <b>(\$2,332,878)</b>      |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$7,570,055)</b>         | <b>(\$11,158,133)</b>     | <b>(\$10,561,323)</b>            | <b>(\$11,126,862)</b>     |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$4,004,015</b>           | <b>\$1,952,622</b>        | <b>\$2,072,907</b>               | <b>\$2,211,696</b>        |
| Depreciation                                      | (\$3,927,425)                | (\$3,979,639)             | (\$3,913,818)                    | (\$3,659,452)             |
| General & Administrative Overhead                 | \$0                          | \$0                       | \$1                              | (\$1)                     |
| <b>Net Operating Income (Loss)</b>                | <b>\$76,590</b>              | <b>(\$2,027,017)</b>      | <b>(\$1,840,910)</b>             | <b>(\$1,447,757)</b>      |
| <b>Non Operating Revenues</b>                     |                              |                           |                                  |                           |
| Nonoperating Revenues                             | \$15,614                     | \$10,000                  | \$5,548                          | \$10,000                  |
| Interest Income                                   | \$204,999                    | \$128,000                 | \$137,596                        | \$160,500                 |
| Ad Valorem Taxes                                  | \$6,438,215                  | \$6,701,036               | \$6,661,900                      | \$6,936,870               |
| Tax Sharing                                       | \$221,894                    | \$146,500                 | \$160,851                        | \$161,700                 |
| <b>Total Non Operating Revenues:</b>              | <b>\$6,880,722</b>           | <b>\$6,985,536</b>        | <b>\$6,965,895</b>               | <b>\$7,269,070</b>        |
| <b>Non Operating Expenses</b>                     |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$150,774)               |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$74,665)                |
| Other NonOp Expenses                              | (\$36,245)                   | (\$30,000)                | (\$22,110)                       | (\$35,000)                |
| Environmental Costs                               | (\$3,402,828)                | (\$1,727,305)             | (\$1,383,698)                    | (\$1,717,301)             |
| Commission  |                              |                           |                                  | (\$343,454)               |
| Closed Projects                                   | (\$82,374)                   | (\$120,000)               | (\$60,000)                       | (\$50,000)                |
| Banking/Investment Fees                           | (\$10,074)                   | (\$11,000)                | (\$10,847)                       | (\$120,000)               |
| Financing Interest Expense                        | (\$34,004)                   | (\$15,149)                | (\$15,430)                       | (\$12,357)                |
| Bond Interest Expense                             | (\$1,659,098)                | (\$1,560,313)             | (\$1,560,312)                    | (\$1,454,235)             |
| Bond Disc/Issue Cost                              | (\$73,883)                   | (\$93,530)                | (\$86,130)                       | (\$125,498)               |
| Premium on Bonds                                  | \$163,368                    | \$160,863                 | \$162,114                        | \$160,863                 |
| Election Expense                                  | (\$84,713)                   | \$0                       | \$0                              | (\$100,000)               |
| Public Amenities                                  | (\$227,184)                  | (\$250,000)               | (\$211,609)                      | (\$100,625)               |
| Commission Special Projects                       | (\$213,175)                  | (\$103,300)               | (\$74,648)                       | (\$117,000)               |
| <b>Total Non Operating Expenses</b>               | <b>(\$5,660,210)</b>         | <b>(\$3,749,734)</b>      | <b>(\$3,262,670)</b>             | <b>(\$4,240,046)</b>      |
| <b>Non Operating Income (Loss)</b>                | <b>\$1,220,512</b>           | <b>\$3,235,802</b>        | <b>\$3,703,225</b>               | <b>\$3,029,024</b>        |
| <b>Total Port Income (Deficit)</b>                | <b>\$1,297,102</b>           | <b>\$1,208,785</b>        | <b>\$1,862,315</b>               | <b>\$1,581,267</b>        |

Olympia Regional Airport  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| Revenues:   |                              |                           |                                  |                           |
| Landing Fees                                      | \$8,788                      | \$8,025                   | \$4,315                          | \$7,800                   |
| Utility (Pass Thru Costs)                         | \$12,874                     | \$10,750                  | \$15,296                         | \$11,520                  |
| Land Rents  | \$2,004,242                  | \$2,001,033               | \$2,001,052                      | \$2,047,306               |
| Space & Hanger Rental                             | \$778,228                    | \$794,237                 | \$812,793                        | \$870,658                 |
| Fuel Flowage Fees                                 | \$22,781                     | \$15,000                  | \$10,093                         | \$16,000                  |
| Operating Grants - Federal                        | \$0                          | \$237,500                 | \$187,752                        | \$225,000                 |
| Operating Grants - State                          | \$0                          | \$12,500                  | \$6,252                          | \$12,500                  |
| Other Misc. Income                                | \$15,279                     | \$900                     | \$24,973                         | \$1,200                   |
| <b>Total Operating Revenues</b>                   | <b>\$2,842,192</b>           | <b>\$3,079,945</b>        | <b>\$3,062,526</b>               | <b>\$3,191,984</b>        |
| Operating Expenses:                               |                              |                           |                                  |                           |
| Salaries  | (\$211,124)                  | (\$138,762)               | (\$171,804)                      | (\$293,593)               |
| Benefits  | (\$78,551)                   | (\$53,804)                | (\$62,514)                       | (\$117,321)               |
| Outside Professional Services                     | (\$52,782)                   | (\$292,500)               | (\$175,421)                      | (\$303,000)               |
| Equipment Rentals                                 | (\$1,624)                    | (\$1,500)                 | (\$1,638)                        | (\$1,700)                 |
| General & Admin - Direct                          | (\$150,440)                  | (\$155,875)               | (\$145,507)                      | (\$97,774)                |
| Utilities   | (\$105,372)                  | (\$81,300)                | (\$81,699)                       | (\$84,500)                |
| Other Operating Expense                           | (\$3,655)                    | (\$9,130)                 | (\$7,163)                        | (\$9,930)                 |
| Allocated Costs Internal                          | \$1,395                      | \$0                       | \$423                            | \$0                       |
| Allocated Costs From Another Unit                 | (\$78,705)                   | \$0                       | (\$35,160)                       | \$0                       |
| Allocated Costs To Another Unit                   | \$89,305                     | \$0                       | \$13,818                         | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$591,553)</b>           | <b>(\$732,871)</b>        | <b>(\$666,665)</b>               | <b>(\$907,818)</b>        |
| Maintenance Expenses:                             |                              |                           |                                  |                           |
| Salaries  | (\$93,155)                   | (\$105,155)               | (\$102,409)                      | (\$141,865)               |
| Benefits  | (\$61,262)                   | (\$59,512)                | (\$56,680)                       | (\$70,773)                |
| Outside Professional Services                     | (\$22,899)                   | (\$30,000)                | (\$15,416)                       | (\$30,000)                |
| Supplies  | (\$12,339)                   | (\$16,500)                | (\$12,926)                       | (\$13,500)                |
| Equipment Rentals                                 | (\$928)                      | (\$1,500)                 | (\$839)                          | (\$3,000)                 |
| General & Admin - Direct                          | (\$2,880)                    | (\$5,000)                 | (\$7,142)                        | (\$6,000)                 |
| Other Operating Expense                           | (\$115,693)                  | (\$245,140)               | (\$152,782)                      | (\$249,440)               |
| Allocated Costs From Another Unit                 | (\$12,856)                   | \$0                       | (\$7,686)                        | \$0                       |
| Allocated Costs To Another Unit                   | \$19,976                     | \$0                       | \$10,032                         | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$302,036)</b>           | <b>(\$462,807)</b>        | <b>(\$345,848)</b>               | <b>(\$514,578)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$893,589)</b>           | <b>(\$1,195,678)</b>      | <b>(\$1,012,513)</b>             | <b>(\$1,422,396)</b>      |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$1,948,603</b>           | <b>\$1,884,267</b>        | <b>\$2,050,013</b>               | <b>\$1,769,588</b>        |
| Depreciation                                      | (\$991,641)                  | (\$986,604)               | (\$1,003,554)                    | (\$1,003,413)             |
| General & Administrative Overhead                 | (\$699,348)                  | (\$766,153)               | (\$756,721)                      | (\$643,723)               |
| <b>Net Operating Income (Loss)</b>                | <b>\$257,614</b>             | <b>\$131,510</b>          | <b>\$289,738</b>                 | <b>\$122,452</b>          |

|   | Airport Operations<br>2021 Budget |                           |                                  |                           |
|---|-----------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results      | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                                   |                           |                                  |                           |
| Landing Fees  | \$8,788                           | \$8,025                   | \$4,315                          | \$7,800                   |
| Utility (Pass Thru Costs)                               | \$8,373                           | \$6,250                   | \$7,143                          | \$7,020                   |
| Land Rents  | \$495,109                         | \$506,658                 | \$508,894                        | \$525,863                 |
| Space & Hanger Rental                                   | \$556,728                         | \$568,387                 | \$587,238                        | \$617,419                 |
| Fuel Flowage Fees                                       | \$22,781                          | \$15,000                  | \$10,093                         | \$16,000                  |
| Operating Grants - Federal                              | \$0                               | \$237,500                 | \$187,752                        | \$225,000                 |
| Operating Grants - State                                | \$0                               | \$12,500                  | \$6,252                          | \$12,500                  |
| Other Misc. Income                                      | \$14,979                          | \$900                     | \$5,306                          | \$1,200                   |
| <b>Total Operating Revenues</b>                         | <b>\$1,106,758</b>                | <b>\$1,355,220</b>        | <b>\$1,316,993</b>               | <b>\$1,412,802</b>        |
| <b>Operating Expenses:</b>                              |                                   |                           |                                  |                           |
| Salaries  | (\$211,124)                       | (\$138,762)               | (\$171,804)                      | (\$177,077)               |
| Benefits  | (\$78,551)                        | (\$53,804)                | (\$62,514)                       | (\$74,442)                |
| Outside Professional Services                           | (\$30,723)                        | (\$266,000)               | (\$140,307)                      | (\$276,500)               |
| Equipment Rentals                                       | (\$1,624)                         | (\$1,500)                 | (\$1,638)                        | (\$1,700)                 |
| General & Admin - Direct                                | (\$34,811)                        | (\$35,875)                | (\$37,267)                       | (\$52,270)                |
| Utilities   | (\$69,927)                        | (\$53,500)                | (\$55,159)                       | (\$56,700)                |
| Other Operating Expense                                 | (\$3,131)                         | (\$3,500)                 | (\$4,087)                        | (\$4,300)                 |
| Allocated Costs Internal                                | \$1,395                           | \$0                       | \$423                            | \$0                       |
| Allocated Costs From Another Unit                       | (\$642)                           | \$0                       | (\$690)                          | \$0                       |
| Allocated Costs To Another Unit                         | \$89,305                          | \$0                       | \$13,818                         | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$339,833)</b>                | <b>(\$552,941)</b>        | <b>(\$459,225)</b>               | <b>(\$642,989)</b>        |
| <b>Maintenance Expenses:</b>                            |                                   |                           |                                  |                           |
| Salaries  | (\$93,155)                        | (\$105,155)               | (\$102,409)                      | (\$141,865)               |
| Benefits  | (\$61,262)                        | (\$59,512)                | (\$56,680)                       | (\$70,773)                |
| Outside Professional Services                           | (\$21,796)                        | (\$30,000)                | (\$15,416)                       | (\$30,000)                |
| Supplies  | (\$12,339)                        | (\$16,500)                | (\$12,926)                       | (\$13,500)                |
| Equipment Rentals                                       | (\$928)                           | (\$1,500)                 | (\$839)                          | (\$3,000)                 |
| General & Admin - Direct                                | (\$2,856)                         | (\$3,000)                 | (\$6,140)                        | (\$3,000)                 |
| Other Operating Expense                                 | (\$95,619)                        | (\$206,200)               | (\$119,784)                      | (\$196,000)               |
| Allocated Costs From Another Unit                       | (\$437)                           | \$0                       | (\$462)                          | \$0                       |
| Allocated Costs To Another Unit                         | \$19,976                          | \$0                       | \$10,032                         | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>(\$268,416)</b>                | <b>(\$421,867)</b>        | <b>(\$304,624)</b>               | <b>(\$458,138)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$608,249)</b>                | <b>(\$974,808)</b>        | <b>(\$763,849)</b>               | <b>(\$1,101,127)</b>      |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$498,509</b>                  | <b>\$380,412</b>          | <b>\$553,144</b>                 | <b>\$311,675</b>          |
| Depreciation  | (\$755,131)                       | (\$750,233)               | (\$763,495)                      | (\$758,664)               |
| General & Administrative Overhead                       | (\$144,274)                       | (\$158,056)               | (\$156,109)                      | (\$283,238)               |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$400,896)</b>                | <b>(\$527,877)</b>        | <b>(\$366,460)</b>               | <b>(\$730,227)</b>        |

|   | NewMarket Industrial Campus<br>2021 Budget |                           |                                  |                           |
|---|--|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results               | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                  |  |                           |                                  |                           |
| Utility (Pass Thru Costs)                         | \$0  | \$0                       | \$262                            | \$0                       |
| Land Rents  | \$1,509,133                                | \$1,494,375               | \$1,492,157                      | \$1,521,443               |
| Space & Hanger Rental                             | \$60,480                                   | \$63,360                  | \$63,072                         | \$63,936                  |
| Other Misc. Income                                | \$300                                      | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Revenues</b>                   | <b>\$1,569,913</b>                         | <b>\$1,557,735</b>        | <b>\$1,555,491</b>               | <b>\$1,585,379</b>        |
| <b>Operating Expenses:</b>                        |  |                           |                                  |                           |
| Salaries  | \$0  | \$0                       | \$0                              | (\$90,061)                |
| Benefits  | \$0  | \$0                       | \$0                              | (\$33,714)                |
| Outside Professional Services                     | (\$3,545)                                  | (\$10,000)                | (\$5,716)                        | (\$10,000)                |
| General & Admin - Direct                          | (\$115,629)                                | (\$120,000)               | (\$108,240)                      | (\$41,085)                |
| Utilities   | (\$6,056)                                  | (\$5,700)                 | (\$5,429)                        | (\$5,700)                 |
| Other Operating Expense                           | \$0  | (\$1,080)                 | (\$540)                          | (\$1,080)                 |
| Allocated Costs From Another Unit                 | (\$78,063)                                 | \$0                       | (\$34,470)                       | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$203,293)</b>                         | <b>(\$136,780)</b>        | <b>(\$154,395)</b>               | <b>(\$181,640)</b>        |
| <b>Maintenance Expenses:</b>                      |  |                           |                                  |                           |
| Outside Professional Services                     | (\$1,103)                                  | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                          | \$0  | (\$2,000)                 | (\$1,002)                        | (\$3,000)                 |
| Other Operating Expense                           | (\$2,651)                                  | (\$22,000)                | (\$15,512)                       | (\$22,000)                |
| Allocated Costs From Another Unit                 | (\$9,983)                                  | \$0                       | (\$4,922)                        | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$13,737)</b>                          | <b>(\$24,000)</b>         | <b>(\$21,436)</b>                | <b>(\$25,000)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$217,030)</b>                         | <b>(\$160,780)</b>        | <b>(\$175,831)</b>               | <b>(\$206,640)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$1,352,883</b>                         | <b>\$1,396,955</b>        | <b>\$1,379,660</b>               | <b>\$1,378,739</b>        |
| Depreciation                                      | (\$89,158)                                 | (\$89,158)                | (\$92,775)                       | (\$97,397)                |
| General & Administrative Overhead                 | (\$470,373)                                | (\$515,305)               | (\$508,962)                      | (\$308,987)               |
| <b>Net Operating Income (Loss)</b>                | <b>\$793,352</b>                           | <b>\$792,492</b>          | <b>\$777,923</b>                 | <b>\$972,355</b>          |



Cleanwater Centre  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Utility (Pass Thru Costs)                               | \$4,501                      | \$4,500                   | \$7,890                          | \$4,500                   |
| Space & Hanger Rental                                   | \$161,020                    | \$162,490                 | \$162,492                        | \$189,303                 |
| Other Misc. Income                                      | \$0                          | \$0                       | \$19,667                         | \$0                       |
| <b>Total Operating Revenues</b>                         | <b>\$165,521</b>             | <b>\$166,990</b>          | <b>\$190,049</b>                 | <b>\$193,803</b>          |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$26,456)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$9,165)                 |
| Outside Professional Services                           | (\$18,513)                   | (\$16,500)                | (\$29,398)                       | (\$16,500)                |
| General & Admin - Direct                                | \$0                          | \$0                       | \$0                              | (\$4,419)                 |
| Utilities   | (\$29,389)                   | (\$22,100)                | (\$21,112)                       | (\$22,100)                |
| Other Operating Expense                                 | (\$524)                      | (\$4,550)                 | (\$2,536)                        | (\$4,550)                 |
| <b>Total Operating Expenses</b>                         | <b>(\$48,426)</b>            | <b>(\$43,150)</b>         | <b>(\$53,046)</b>                | <b>(\$83,190)</b>         |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| General & Admin - Direct                                | (\$24)                       | \$0                       | \$0                              | \$0                       |
| Other Operating Expense                                 | (\$17,424)                   | (\$16,940)                | (\$17,486)                       | (\$31,440)                |
| Allocated Costs From Another Unit                       | (\$2,436)                    | \$0                       | (\$2,303)                        | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>(\$19,884)</b>            | <b>(\$16,940)</b>         | <b>(\$19,789)</b>                | <b>(\$31,440)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$68,310)</b>            | <b>(\$60,090)</b>         | <b>(\$72,835)</b>                | <b>(\$114,630)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$97,211</b>              | <b>\$106,900</b>          | <b>\$117,214</b>                 | <b>\$79,173</b>           |
| Depreciation  | (\$147,352)                  | (\$147,213)               | (\$147,282)                      | (\$147,352)               |
| General & Administrative Overhead                       | (\$84,701)                   | (\$92,792)                | (\$91,650)                       | (\$51,498)                |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$134,842)</b>           | <b>(\$133,105)</b>        | <b>(\$121,718)</b>               | <b>(\$119,677)</b>        |

Consolidated Swantown Operations  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Moorage   | \$2,186,873                  | \$2,161,150               | \$2,154,791                      | \$2,240,482               |
| Utility (Pass Thru Costs)                         | \$154,093                    | \$166,640                 | \$173,211                        | \$242,618                 |
| Collected Fees                                    | \$328,952                    | \$367,650                 | \$309,889                        | \$361,320                 |
| General Labor Charge                              | \$8,743                      | \$6,000                   | \$3,033                          | \$3,000                   |
| Property and Land Rents                           | \$57,382                     | \$50,172                  | \$55,499                         | \$107,985                 |
| Space Rentals                                     | \$148,230                    | \$159,000                 | \$150,974                        | \$183,943                 |
| Fuel Sales  | \$441,572                    | \$467,000                 | \$367,115                        | \$426,200                 |
| Equipment Rental with Operator                    | \$23,115                     | \$21,400                  | \$17,748                         | \$17,500                  |
| Other Misc. Income                                | \$16,852                     | \$22,800                  | \$13,126                         | \$11,100                  |
| <b>Total Operating Revenues</b>                   | <b>\$3,365,812</b>           | <b>\$3,421,812</b>        | <b>\$3,245,386</b>               | <b>\$3,594,148</b>        |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | (\$572,459)                  | (\$529,441)               | (\$549,813)                      | (\$660,165)               |
| Benefits  | (\$292,359)                  | (\$268,744)               | (\$274,549)                      | (\$322,384)               |
| Outside Professional Services                     | (\$171,616)                  | (\$164,851)               | (\$146,909)                      | (\$183,850)               |
| Supplies  | (\$315,485)                  | (\$375,374)               | (\$312,933)                      | (\$319,800)               |
| Equipment Rentals                                 | (\$9,044)                    | (\$9,600)                 | (\$9,327)                        | (\$3,000)                 |
| General & Admin - Direct                          | (\$131,500)                  | (\$128,556)               | (\$137,435)                      | (\$312,850)               |
| Utilities   | (\$258,488)                  | (\$273,820)               | (\$266,398)                      | (\$282,520)               |
| Other Operating Expense                           | (\$85,626)                   | (\$81,060)                | (\$76,219)                       | (\$92,150)                |
| Allocated Costs From Another Unit                 | (\$76,593)                   | \$0                       | (\$22,794)                       | \$0                       |
| Allocated Costs To Another Unit                   | \$47,766                     | \$0                       | \$21,270                         | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$1,865,404)</b>         | <b>(\$1,831,446)</b>      | <b>(\$1,775,107)</b>             | <b>(\$2,176,719)</b>      |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Salaries  | (\$71,510)                   | (\$122,065)               | (\$89,190)                       | (\$141,884)               |
| Benefits  | (\$56,535)                   | (\$61,444)                | (\$44,188)                       | (\$69,076)                |
| Outside Professional Services                     | (\$1,078)                    | (\$2,400)                 | (\$1,200)                        | (\$4,800)                 |
| Supplies  | (\$10,657)                   | (\$15,600)                | (\$8,700)                        | (\$10,600)                |
| Equipment Rentals                                 | (\$1,922)                    | (\$6,000)                 | (\$3,037)                        | (\$3,200)                 |
| Facility Rental                                   | (\$44,974)                   | (\$44,400)                | (\$42,905)                       | (\$44,000)                |
| General & Admin - Direct                          | \$0                          | \$0                       | (\$545)                          | \$0                       |
| Other Operating Expense                           | (\$124,512)                  | (\$77,520)                | (\$63,634)                       | (\$107,900)               |
| Allocated Costs to Public Amenities               | \$350                        | \$0                       | \$0                              | \$0                       |
| Allocated Costs Internal                          | \$10,814                     | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                 | (\$237)                      | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$300,261)</b>           | <b>(\$329,429)</b>        | <b>(\$253,399)</b>               | <b>(\$381,460)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$2,165,665)</b>         | <b>(\$2,160,875)</b>      | <b>(\$2,028,506)</b>             | <b>(\$2,558,179)</b>      |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$1,200,147</b>           | <b>\$1,260,937</b>        | <b>\$1,216,880</b>               | <b>\$1,035,969</b>        |
| Depreciation                                      | (\$674,433)                  | (\$670,973)               | (\$648,438)                      | (\$596,912)               |
| General & Administrative Overhead                 | (\$693,136)                  | (\$759,349)               | (\$750,000)                      | (\$643,723)               |
| <b>Net Operating Income (Loss)</b>                | <b>(\$167,422)</b>           | <b>(\$169,385)</b>        | <b>(\$181,558)</b>               | <b>(\$204,666)</b>        |

| Swantown Marina<br>2021 Budget                          |                              |                           |                                  |                           |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Moorage   | \$1,968,399                  | \$2,001,550               | \$1,988,594                      | \$2,054,183               |
| Utility (Pass Thru Costs)                               | \$153,193                    | \$163,040                 | \$170,961                        | \$233,686                 |
| Collected Fees  | \$101,060                    | \$125,900                 | \$111,731                        | \$134,000                 |
| Property and Land Rents                                 | \$16,253                     | \$11,880                  | \$15,430                         | \$11,980                  |
| Space Rentals   | \$70,166                     | \$80,400                  | \$84,013                         | \$94,669                  |
| Other Misc. Income                                      | \$11,927                     | \$10,800                  | \$6,789                          | \$6,000                   |
| <b>Total Operating Revenues</b>                         | <b>\$2,320,998</b>           | <b>\$2,393,570</b>        | <b>\$2,377,518</b>               | <b>\$2,534,518</b>        |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | (\$365,916)                  | (\$281,244)               | (\$309,557)                      | (\$360,112)               |
| Benefits  | (\$167,248)                  | (\$138,619)               | (\$155,817)                      | (\$170,995)               |
| Outside Professional Services                           | (\$137,331)                  | (\$145,451)               | (\$133,635)                      | (\$158,600)               |
| Supplies  | (\$6,420)                    | (\$10,200)                | (\$7,867)                        | (\$9,000)                 |
| Equipment Rentals                                       | (\$9,044)                    | (\$9,600)                 | (\$9,327)                        | (\$3,000)                 |
| General & Admin - Direct                                | (\$110,294)                  | (\$108,961)               | (\$122,469)                      | (\$267,765)               |
| Utilities   | (\$213,163)                  | (\$227,600)               | (\$222,951)                      | (\$236,100)               |
| Other Operating Expense                                 | (\$79,668)                   | (\$73,200)                | (\$65,734)                       | (\$85,500)                |
| Allocated Costs From Another Unit                       | (\$28,828)                   | \$0                       | (\$690)                          | \$0                       |
| Allocated Costs To Another Unit                         | \$47,766                     | \$0                       | \$21,512                         | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$1,070,146)</b>         | <b>(\$994,875)</b>        | <b>(\$1,006,535)</b>             | <b>(\$1,291,072)</b>      |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | (\$71,510)                   | (\$122,065)               | (\$89,190)                       | (\$141,884)               |
| Benefits  | (\$56,535)                   | (\$61,444)                | (\$44,188)                       | (\$69,076)                |
| Outside Professional Services                           | (\$1,078)                    | (\$2,400)                 | (\$1,200)                        | (\$4,800)                 |
| Supplies  | (\$10,381)                   | (\$15,000)                | (\$8,338)                        | (\$10,000)                |
| Equipment Rentals                                       | (\$1,075)                    | (\$4,800)                 | (\$2,437)                        | (\$2,000)                 |
| Facility Rental   | (\$44,974)                   | (\$44,400)                | (\$42,905)                       | (\$44,000)                |
| General & Admin - Direct                                | \$0                          | \$0                       | (\$545)                          | \$0                       |
| Other Operating Expense                                 | (\$116,064)                  | (\$62,400)                | (\$46,467)                       | (\$77,000)                |
| Allocated Costs to Public Amenities                     | \$350                        | \$0                       | \$0                              | \$0                       |
| Allocated Costs Internal                                | \$10,814                     | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                       | (\$237)                      | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>(\$290,690)</b>           | <b>(\$312,509)</b>        | <b>(\$235,270)</b>               | <b>(\$348,760)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$1,360,836)</b>         | <b>(\$1,307,384)</b>      | <b>(\$1,241,805)</b>             | <b>(\$1,639,832)</b>      |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$960,162</b>             | <b>\$1,086,186</b>        | <b>\$1,135,713</b>               | <b>\$894,686</b>          |
| Depreciation  | (\$430,672)                  | (\$421,583)               | (\$435,138)                      | (\$419,696)               |
| General & Administrative Overhead                       | (\$474,325)                  | (\$519,636)               | (\$513,239)                      | (\$463,481)               |
| <b>Net Operating Income (Loss)</b>                      | <b>\$55,165</b>              | <b>\$144,967</b>          | <b>\$187,336</b>                 | <b>\$11,509</b>           |

Swantown Boatworks  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                      |                              |                           |                                  |                           |
| Moorage   | \$218,474                    | \$159,600                 | \$166,199                        | \$186,299                 |
| Utility (Pass Thru Costs)                             | \$900                        | \$3,600                   | \$2,250                          | \$8,932                   |
| Collected Fees  | \$226,912                    | \$240,600                 | \$197,378                        | \$226,420                 |
| General Labor Charge                                  | \$8,743                      | \$6,000                   | \$3,033                          | \$3,000                   |
| Property and Land Rents                               | \$41,129                     | \$38,292                  | \$40,069                         | \$96,005                  |
| Space Rentals   | \$78,065                     | \$78,600                  | \$66,961                         | \$89,274                  |
| Equipment Rental with<br>Operator                     | \$23,115                     | \$21,400                  | \$17,748                         | \$17,500                  |
| Other Misc. Income                                    | \$4,925                      | \$12,000                  | \$6,337                          | \$5,100                   |
| <b>Total Operating Revenues</b>                       | <b>\$602,263</b>             | <b>\$560,092</b>          | <b>\$499,975</b>                 | <b>\$632,530</b>          |
| <b>Operating Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | (\$161,700)                  | (\$203,913)               | (\$194,207)                      | (\$274,932)               |
| Benefits  | (\$97,000)                   | (\$103,294)               | (\$93,214)                       | (\$136,923)               |
| Outside Professional Services                         | (\$19,158)                   | (\$7,500)                 | (\$6,017)                        | (\$9,200)                 |
| Supplies  | (\$4,365)                    | (\$4,200)                 | (\$2,796)                        | (\$3,700)                 |
| General & Admin - Direct                              | (\$18,973)                   | (\$16,655)                | (\$12,763)                       | (\$30,701)                |
| Utilities   | (\$44,954)                   | (\$45,800)                | (\$43,055)                       | (\$46,000)                |
| Other Operating Expense                               | (\$5,047)                    | (\$5,700)                 | (\$6,893)                        | (\$4,900)                 |
| Allocated Costs From Another<br>Unit                  | (\$47,766)                   | \$0                       | (\$22,104)                       | \$0                       |
| Allocated Costs To Another<br>Unit                    | \$0                          | \$0                       | (\$242)                          | \$0                       |
| <b>Total Operating Expenses</b>                       | <b>(\$398,963)</b>           | <b>(\$387,062)</b>        | <b>(\$381,291)</b>               | <b>(\$506,356)</b>        |
| <b>Maintenance Expenses:</b>                          |                              |                           |                                  |                           |
| Supplies  | (\$276)                      | (\$600)                   | (\$362)                          | (\$600)                   |
| Equipment Rentals                                     | (\$847)                      | (\$1,200)                 | (\$600)                          | (\$1,200)                 |
| Other Operating Expense                               | (\$7,507)                    | (\$11,700)                | (\$15,459)                       | (\$29,100)                |
| <b>Total Maintenance<br/>Expenses</b>                 | <b>(\$8,630)</b>             | <b>(\$13,500)</b>         | <b>(\$16,421)</b>                | <b>(\$30,900)</b>         |
| <b>Total Operating &amp; Maintenance<br/>Expenses</b> | <b>(\$407,593)</b>           | <b>(\$400,562)</b>        | <b>(\$397,712)</b>               | <b>(\$537,256)</b>        |
| <b>Income (Loss) Before Deprec<br/>&amp; Overhead</b> | <b>\$194,670</b>             | <b>\$159,530</b>          | <b>\$102,263</b>                 | <b>\$95,274</b>           |
| Depreciation  | (\$153,703)                  | (\$159,331)               | (\$123,246)                      | (\$87,154)                |
| General & Administrative<br>Overhead                  | (\$134,110)                  | (\$146,921)               | (\$145,111)                      | (\$102,996)               |
| <b>Net Operating Income (Loss)</b>                    | <b>(\$93,143)</b>            | <b>(\$146,722)</b>        | <b>(\$166,094)</b>               | <b>(\$94,876)</b>         |

|   | Swantown Fuel Facility<br>2021 Budget |                           |                                  |                           |
|---|---------------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results          | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                                       |                           |                                  |                           |
| Collected Fees  | \$981                                 | \$1,150                   | \$783                            | \$900                     |
| Fuel Sales  | \$441,572                             | \$467,000                 | \$367,115                        | \$426,200                 |
| <b>Total Operating Revenues</b>                         | <b>\$442,553</b>                      | <b>\$468,150</b>          | <b>\$367,898</b>                 | <b>\$427,100</b>          |
| <b>Operating Expenses:</b>                              |                                       |                           |                                  |                           |
| Salaries  | (\$44,843)                            | (\$44,284)                | (\$46,049)                       | (\$25,121)                |
| Benefits  | (\$28,110)                            | (\$26,831)                | (\$25,521)                       | (\$14,466)                |
| Outside Professional Services                           | (\$15,126)                            | (\$11,900)                | (\$7,256)                        | (\$16,050)                |
| Supplies  | (\$304,699)                           | (\$360,974)               | (\$302,270)                      | (\$307,100)               |
| General & Admin - Direct                                | (\$2,234)                             | (\$2,940)                 | (\$2,203)                        | (\$14,383)                |
| Utilities   | (\$370)                               | (\$420)                   | (\$398)                          | (\$420)                   |
| Other Operating Expense                                 | (\$911)                               | (\$2,160)                 | (\$3,593)                        | (\$1,750)                 |
| <b>Total Operating Expenses</b>                         | <b>(\$396,293)</b>                    | <b>(\$449,509)</b>        | <b>(\$387,290)</b>               | <b>(\$379,290)</b>        |
| <b>Maintenance Expenses:</b>                            |                                       |                           |                                  |                           |
| Other Operating Expense                                 | (\$941)                               | (\$3,420)                 | (\$1,710)                        | (\$1,800)                 |
| <b>Total Maintenance Expenses</b>                       | <b>(\$941)</b>                        | <b>(\$3,420)</b>          | <b>(\$1,710)</b>                 | <b>(\$1,800)</b>          |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$397,234)</b>                    | <b>(\$452,929)</b>        | <b>(\$389,000)</b>               | <b>(\$381,090)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$45,319</b>                       | <b>\$15,221</b>           | <b>(\$21,102)</b>                | <b>\$46,010</b>           |
| Depreciation  | (\$90,058)                            | (\$90,059)                | (\$90,060)                       | (\$90,062)                |
| General & Administrative Overhead                       | (\$84,701)                            | (\$92,792)                | (\$91,651)                       | (\$77,247)                |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$129,440)</b>                    | <b>(\$167,630)</b>        | <b>(\$202,813)</b>               | <b>(\$121,299)</b>        |

Marine Terminal  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                      |                              |                           |                                  |                           |
| Dockage   | \$558,257                    | \$733,503                 | \$710,985                        | \$1,102,799               |
| Wharfage  | \$6,314                      | \$46,171                  | \$42,685                         | \$30,667                  |
| Service & Facilities                                  | \$1,292,765                  | \$994,314                 | \$1,014,041                      | \$1,134,663               |
| Storage   | \$22,657                     | \$9,000                   | \$4,549                          | \$5,000                   |
| Loading & Unloading                                   | \$422,099                    | \$479,631                 | \$571,189                        | \$543,606                 |
| Handling  | \$1,582                      | \$95,000                  | \$47,502                         | \$44,100                  |
| Labor   | \$110,239                    | \$155,061                 | \$159,438                        | \$95,480                  |
| Utility (Pass Thru Costs)                             | \$2,540                      | \$6,365                   | \$6,983                          | \$21,180                  |
| Land Rents  | \$357,929                    | \$887,042                 | \$595,005                        | \$577,591                 |
| Space Rentals   | \$37,160                     | \$33,822                  | \$34,495                         | \$33,822                  |
| Equipment Rental with<br>Operator                     | \$197,273                    | \$251,644                 | \$230,727                        | \$195,712                 |
| Equipment Rental without<br>Operator                  | \$9,625                      | \$46,077                  | \$52,638                         | \$25,320                  |
| Operating Grants - Federal                            | \$0                          | \$75,000                  | \$37,500                         | \$0                       |
| Other Misc. Income                                    | \$98,061                     | \$64,919                  | \$81,508                         | \$101,467                 |
| <b>Total Operating<br/>Revenues</b>                   | <b>\$3,116,501</b>           | <b>\$3,877,549</b>        | <b>\$3,589,245</b>               | <b>\$3,911,407</b>        |
| <b>Operating Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | (\$880,953)                  | (\$281,706)               | (\$310,386)                      | (\$306,091)               |
| Benefits  | (\$112,763)                  | (\$110,071)               | (\$111,868)                      | (\$135,816)               |
| Outside Professional Services                         | (\$277,573)                  | (\$1,086,671)             | (\$1,048,342)                    | (\$815,623)               |
| Supplies  | (\$52,621)                   | (\$60,200)                | (\$49,031)                       | (\$87,000)                |
| Equipment Rentals                                     | (\$1,580)                    | (\$11,500)                | (\$6,501)                        | (\$9,500)                 |
| Facility Rental                                       | (\$10,626)                   | (\$9,000)                 | (\$9,622)                        | (\$17,000)                |
| General & Admin - Direct                              | (\$168,316)                  | (\$197,465)               | (\$181,382)                      | (\$154,469)               |
| Utilities   | (\$279,910)                  | (\$397,422)               | (\$404,183)                      | (\$455,671)               |
| Other Operating Expense                               | (\$24,391)                   | (\$24,413)                | (\$21,347)                       | (\$25,050)                |
| Allocated Costs to Capital                            | \$2,202                      | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another<br>Unit                  | (\$23,431)                   | \$0                       | (\$2,064)                        | \$0                       |
| <b>Total Operating Expenses</b>                       | <b>(\$1,829,962)</b>         | <b>(\$2,178,448)</b>      | <b>(\$2,144,726)</b>             | <b>(\$2,006,220)</b>      |
| <b>Maintenance Expenses:</b>                          |                              |                           |                                  |                           |
| Salaries  | (\$379,985)                  | (\$367,200)               | (\$388,394)                      | (\$383,216)               |
| Benefits  | (\$202,094)                  | (\$148,195)               | (\$177,382)                      | (\$148,914)               |
| Supplies  | (\$14,566)                   | (\$9,700)                 | (\$12,647)                       | (\$13,000)                |
| Equipment Rentals                                     | (\$478)                      | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                              | \$0                          | \$0                       | (\$575)                          | \$0                       |
| Utilities   | (\$4,495)                    | (\$5,100)                 | (\$6,380)                        | (\$6,000)                 |
| Other Operating Expense                               | (\$192,557)                  | (\$236,000)               | (\$237,549)                      | (\$335,750)               |
| Allocated Costs Internal                              | \$14,274                     | \$0                       | \$2,445                          | \$0                       |
| Allocated Costs to Capital                            | \$26,401                     | \$0                       | \$30,180                         | \$0                       |
| Allocated Costs From Another<br>Unit                  | (\$580)                      | \$0                       | (\$174)                          | \$0                       |
| Allocated Costs To Another<br>Unit                    | \$5,557                      | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance<br/>Expenses</b>                 | <b>(\$748,523)</b>           | <b>(\$766,195)</b>        | <b>(\$790,476)</b>               | <b>(\$886,880)</b>        |
| <b>Total Operating &amp;<br/>Maintenance Expenses</b> | <b>(\$2,578,485)</b>         | <b>(\$2,944,643)</b>      | <b>(\$2,935,202)</b>             | <b>(\$2,893,100)</b>      |
| <b>Income (Loss) Before<br/>Deprec &amp; Overhead</b> | <b>\$538,016</b>             | <b>\$932,906</b>          | <b>\$654,043</b>                 | <b>\$1,018,307</b>        |
| Depreciation  | (\$1,546,738)                | (\$1,542,787)             | (\$1,543,332)                    | (\$1,403,077)             |
| General & Administrative<br>Overhead                  | (\$691,725)                  | (\$757,802)               | (\$748,472)                      | (\$643,723)               |
| <b>Net Operating Income (Loss)</b>                    | <b>(\$1,700,447)</b>         | <b>(\$1,367,683)</b>      | <b>(\$1,637,761)</b>             | <b>(\$1,028,493)</b>      |

Consolidated Properties  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Utility (Pass Thru Costs)                         | \$4,403                      | \$5,450                   | \$5,008                          | \$5,180                   |
| Land Rents  | \$775,509                    | \$818,051                 | \$763,552                        | \$875,750                 |
| Space Rentals                                     | \$468,733                    | \$623,948                 | \$655,631                        | \$648,226                 |
| Other Misc. Income                                | \$63,432                     | \$78,318                  | \$97,588                         | \$79,000                  |
| <b>Total Operating Revenues</b>                   | <b>\$1,312,077</b>           | <b>\$1,525,767</b>        | <b>\$1,521,779</b>               | <b>\$1,608,156</b>        |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | (\$131,429)                  | (\$246,124)               | (\$183,887)                      | (\$224,418)               |
| Benefits  | (\$51,185)                   | (\$91,844)                | (\$65,244)                       | (\$81,136)                |
| Outside Professional Services                     | (\$123,127)                  | (\$45,300)                | (\$74,804)                       | (\$60,000)                |
| Supplies  | \$0                          | \$0                       | \$0                              | (\$3,250)                 |
| Equipment Rentals                                 | (\$215)                      | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                          | (\$93,011)                   | (\$99,900)                | (\$70,282)                       | (\$104,286)               |
| Utilities   | (\$87,358)                   | (\$71,000)                | (\$62,155)                       | (\$70,700)                |
| Other Operating Expense                           | (\$3,135)                    | (\$4,750)                 | (\$6,942)                        | (\$5,950)                 |
| Allocated Costs From Another Unit                 | (\$86,533)                   | \$0                       | (\$33,442)                       | \$0                       |
| Allocated Costs To Another Unit                   | \$131,548                    | \$0                       | \$51,636                         | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$444,445)</b>           | <b>(\$558,918)</b>        | <b>(\$445,120)</b>               | <b>(\$549,740)</b>        |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Salaries  | (\$99,885)                   | \$0                       | \$0                              | (\$140,324)               |
| Benefits  | (\$75,476)                   | \$0                       | (\$324)                          | (\$70,734)                |
| Outside Professional Services                     | (\$38,471)                   | \$0                       | \$0                              | (\$8,000)                 |
| Supplies  | (\$4,803)                    | \$0                       | (\$64)                           | (\$750)                   |
| Facility Rental                                   | (\$22,487)                   | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                          | (\$353)                      | \$0                       | \$109                            | \$0                       |
| Maintenance and Repairs                           | (\$131,461)                  | (\$143,200)               | (\$129,847)                      | (\$134,871)               |
| Utilities   | (\$839)                      | \$0                       | (\$142)                          | (\$425)                   |
| Allocated Costs to Public Amenities               | \$170,344                    | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                 | (\$13,138)                   | \$0                       | (\$5,520)                        | \$0                       |
| Allocated Costs To Another Unit                   | \$6,804                      | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$209,765)</b>           | <b>(\$143,200)</b>        | <b>(\$135,788)</b>               | <b>(\$355,104)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$654,210)</b>           | <b>(\$702,118)</b>        | <b>(\$580,908)</b>               | <b>(\$904,844)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$657,867</b>             | <b>\$823,649</b>          | <b>\$940,871</b>                 | <b>\$703,312</b>          |
| Depreciation                                      | (\$369,812)                  | (\$370,577)               | (\$370,230)                      | (\$367,835)               |
| General & Administrative Overhead                 | (\$689,466)                  | (\$755,328)               | (\$746,030)                      | (\$411,983)               |
| <b>Net Operating Income (Loss)</b>                | <b>(\$401,411)</b>           | <b>(\$302,256)</b>        | <b>(\$175,389)</b>               | <b>(\$76,506)</b>         |

|   | Properties Overhead<br>2021 Budget |                           |                                  |                           |
|---|------------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results       | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                  |                                    |                           |                                  |                           |
| Total Operating Revenues                          | \$0                                | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                        |                                    |                           |                                  |                           |
| Salaries  | (\$131,429)                        | (\$246,124)               | (\$183,887)                      | (\$140,694)               |
| Benefits  | (\$51,185)                         | (\$91,844)                | (\$65,244)                       | (\$49,026)                |
| Outside Professional Services                     | (\$46,763)                         | (\$15,000)                | (\$34,779)                       | (\$40,000)                |
| Supplies  | \$0                                | \$0                       | \$0                              | (\$3,250)                 |
| Equipment Rentals                                 | (\$215)                            | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                          | (\$19,344)                         | (\$23,900)                | (\$18,838)                       | (\$7,800)                 |
| Utilities   | \$0                                | \$0                       | \$0                              | (\$200)                   |
| Other Operating Expense                           | (\$124)                            | (\$250)                   | (\$146)                          | (\$450)                   |
| Allocated Costs From Another Unit                 | (\$17,861)                         | \$0                       | (\$5,077)                        | \$0                       |
| Allocated Costs To Another Unit                   | \$131,548                          | \$0                       | \$51,636                         | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$135,373)</b>                 | <b>(\$377,118)</b>        | <b>(\$256,335)</b>               | <b>(\$241,420)</b>        |
| <b>Maintenance Expenses:</b>                      |                                    |                           |                                  |                           |
| Salaries  | (\$99,885)                         | \$0                       | \$0                              | \$0                       |
| Benefits  | (\$75,476)                         | \$0                       | (\$324)                          | \$0                       |
| Outside Professional Services                     | (\$38,471)                         | \$0                       | \$0                              | (\$8,000)                 |
| Supplies  | (\$4,803)                          | \$0                       | (\$64)                           | (\$750)                   |
| Facility Rental                                   | (\$22,487)                         | \$0                       | \$0                              | \$0                       |
| General & Admin - Direct                          | (\$353)                            | \$0                       | \$109                            | \$0                       |
| Maintenance and Repairs                           | (\$40,218)                         | \$0                       | (\$31,168)                       | (\$40,500)                |
| Utilities   | (\$839)                            | \$0                       | (\$142)                          | (\$425)                   |
| Allocated Costs to Public Amenities               | \$170,344                          | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                 | (\$124)                            | \$0                       | \$0                              | \$0                       |
| Allocated Costs To Another Unit                   | \$6,804                            | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$105,508)</b>                 | <b>\$0</b>                | <b>(\$31,589)</b>                | <b>(\$49,675)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$240,881)</b>                 | <b>(\$377,118)</b>        | <b>(\$287,924)</b>               | <b>(\$291,095)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>(\$240,881)</b>                 | <b>(\$377,118)</b>        | <b>(\$287,924)</b>               | <b>(\$291,095)</b>        |
| <b>Net Operating Income (Loss)</b>                | <b>(\$240,881)</b>                 | <b>(\$377,118)</b>        | <b>(\$287,924)</b>               | <b>(\$291,095)</b>        |



|   | Market District<br>2021 Budget |                           |                                  |                           |
|---|--------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results   | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                                |                           |                                  |                           |
| Utility (Pass Thru Costs)                               | \$4,403                        | \$5,450                   | \$5,008                          | \$5,180                   |
| Land Rents  | \$604,118                      | \$618,221                 | \$560,250                        | \$653,937                 |
| Space Rentals   | \$27,833                       | \$13,997                  | \$20,994                         | \$27,439                  |
| Other Misc. Income                                      | \$600                          | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Revenues</b>                         | <b>\$636,954</b>               | <b>\$637,668</b>          | <b>\$586,252</b>                 | <b>\$686,556</b>          |
| <b>Operating Expenses:</b>                              |                                |                           |                                  |                           |
| Salaries  | \$0                            | \$0                       | \$0                              | (\$19,387)                |
| Benefits  | \$0                            | \$0                       | \$0                              | (\$7,509)                 |
| Outside Professional Services                           | \$0                            | (\$10,000)                | (\$4,998)                        | (\$5,000)                 |
| General & Admin - Direct                                | (\$57,718)                     | (\$56,900)                | (\$35,244)                       | (\$61,753)                |
| Utilities   | (\$21,455)                     | (\$19,700)                | (\$18,997)                       | (\$20,000)                |
| Allocated Costs From Another Unit                       | (\$21,926)                     | \$0                       | (\$10,326)                       | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$101,099)</b>             | <b>(\$86,600)</b>         | <b>(\$69,565)</b>                | <b>(\$113,649)</b>        |
| <b>Maintenance Expenses:</b>                            |                                |                           |                                  |                           |
| Salaries  | \$0                            | \$0                       | \$0                              | (\$44,904)                |
| Benefits  | \$0                            | \$0                       | \$0                              | (\$22,635)                |
| Maintenance and Repairs                                 | (\$25)                         | (\$2,000)                 | (\$7,836)                        | (\$2,000)                 |
| <b>Total Maintenance Expenses</b>                       | <b>(\$25)</b>                  | <b>(\$2,000)</b>          | <b>(\$7,836)</b>                 | <b>(\$69,539)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$101,124)</b>             | <b>(\$88,600)</b>         | <b>(\$77,401)</b>                | <b>(\$183,188)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$535,830</b>               | <b>\$549,068</b>          | <b>\$508,851</b>                 | <b>\$503,368</b>          |
| Depreciation  | (\$92,642)                     | (\$92,510)                | (\$80,070)                       | (\$67,633)                |
| General & Administrative Overhead                       | (\$172,367)                    | (\$188,832)               | (\$186,508)                      | (\$180,243)               |
| <b>Net Operating Income (Loss)</b>                      | <b>\$270,821</b>               | <b>\$267,726</b>          | <b>\$242,273</b>                 | <b>\$255,492</b>          |

|   | North Point<br>2021 Budget   |                           |                                  |                           |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Land Rents  | \$99,060                     | \$103,664                 | \$103,910                        | \$103,664                 |
| <b>Total Operating Revenues</b>                   | <b>\$99,060</b>              | <b>\$103,664</b>          | <b>\$103,910</b>                 | <b>\$103,664</b>          |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$18,506)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$6,831)                 |
| General & Admin - Direct                          | \$0                          | \$0                       | \$0                              | (\$3,484)                 |
| Utilities   | (\$12,174)                   | (\$4,500)                 | (\$3,912)                        | (\$4,000)                 |
| Other Operating Expense                           | \$0                          | (\$1,500)                 | (\$750)                          | (\$1,500)                 |
| Allocated Costs From Another Unit                 | (\$12,109)                   | \$0                       | (\$5,508)                        | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$24,283)</b>            | <b>(\$6,000)</b>          | <b>(\$10,170)</b>                | <b>(\$34,321)</b>         |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$22,452)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$11,318)                |
| Maintenance and Repairs                           | \$0                          | (\$1,300)                 | (\$648)                          | (\$1,300)                 |
| Allocated Costs From Another Unit                 | (\$5,457)                    | \$0                       | (\$2,712)                        | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$5,457)</b>             | <b>(\$1,300)</b>          | <b>(\$3,360)</b>                 | <b>(\$35,070)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$29,740)</b>            | <b>(\$7,300)</b>          | <b>(\$13,530)</b>                | <b>(\$69,391)</b>         |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$69,320</b>              | <b>\$96,364</b>           | <b>\$90,380</b>                  | <b>\$34,273</b>           |
| Depreciation                                      | (\$89,714)                   | (\$89,715)                | (\$101,844)                      | (\$111,918)               |
| General & Administrative Overhead                 | (\$172,367)                  | (\$188,832)               | (\$186,507)                      | (\$25,749)                |
| <b>Net Operating Income (Loss)</b>                | <b>(\$192,761)</b>           | <b>(\$182,183)</b>        | <b>(\$197,971)</b>               | <b>(\$103,394)</b>        |

East Bay District  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Land Rents  | \$72,331                     | \$96,166                  | \$99,396                         | \$118,149                 |
| Space Rentals   | \$106,719                    | \$108,498                 | \$110,736                        | \$116,110                 |
| Other Misc. Income                                      | \$300                        | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Revenues</b>                         | <b>\$179,350</b>             | <b>\$204,664</b>          | <b>\$210,132</b>                 | <b>\$234,259</b>          |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$9,619)                 |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$3,568)                 |
| Outside Professional Services                           | (\$211)                      | \$0                       | (\$2,000)                        | \$0                       |
| General & Admin - Direct                                | \$0                          | \$0                       | \$0                              | (\$8,961)                 |
| Utilities   | (\$8,223)                    | (\$4,000)                 | (\$3,660)                        | (\$4,000)                 |
| Other Operating Expense                                 | (\$532)                      | (\$1,000)                 | (\$1,030)                        | (\$1,000)                 |
| Allocated Costs From Another Unit                       | (\$6,097)                    | \$0                       | (\$2,754)                        | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$15,063)</b>            | <b>(\$5,000)</b>          | <b>(\$9,444)</b>                 | <b>(\$27,148)</b>         |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$28,065)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$14,147)                |
| Maintenance and Repairs                                 | (\$1,247)                    | (\$3,000)                 | (\$2,130)                        | (\$3,000)                 |
| <b>Total Maintenance Expenses</b>                       | <b>(\$1,247)</b>             | <b>(\$3,000)</b>          | <b>(\$2,130)</b>                 | <b>(\$45,212)</b>         |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$16,310)</b>            | <b>(\$8,000)</b>          | <b>(\$11,574)</b>                | <b>(\$72,360)</b>         |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$163,040</b>             | <b>\$196,664</b>          | <b>\$198,558</b>                 | <b>\$161,899</b>          |
| Depreciation  | (\$62,172)                   | (\$62,173)                | (\$62,586)                       | (\$62,999)                |
| General & Administrative Overhead                       | (\$172,367)                  | (\$188,832)               | (\$186,507)                      | (\$51,498)                |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$71,499)</b>            | <b>(\$54,341)</b>         | <b>(\$50,535)</b>                | <b>\$47,402</b>           |

Lacey Commerce Business Center  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Space Rentals   | \$334,182                    | \$501,454                 | \$523,894                        | \$504,677                 |
| Other Misc. Income                                      | \$62,532                     | \$78,318                  | \$97,588                         | \$79,000                  |
| <b>Total Operating Revenues</b>                         | <b>\$396,714</b>             | <b>\$579,772</b>          | <b>\$621,482</b>                 | <b>\$583,677</b>          |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$36,210)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$14,203)                |
| Outside Professional Services                           | (\$76,153)                   | (\$20,300)                | (\$33,025)                       | (\$15,000)                |
| General & Admin - Direct                                | (\$15,949)                   | (\$19,100)                | (\$16,206)                       | (\$22,288)                |
| Utilities   | (\$45,506)                   | (\$42,800)                | (\$35,586)                       | (\$42,500)                |
| Other Operating Expense                                 | (\$2,479)                    | (\$2,000)                 | (\$5,016)                        | (\$3,000)                 |
| Allocated Costs From Another Unit                       | (\$28,541)                   | \$0                       | (\$9,776)                        | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$168,628)</b>           | <b>(\$84,200)</b>         | <b>(\$99,609)</b>                | <b>(\$133,201)</b>        |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$44,904)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$22,635)                |
| Maintenance and Repairs                                 | (\$89,972)                   | (\$136,900)               | (\$88,065)                       | (\$88,071)                |
| Allocated Costs From Another Unit                       | (\$7,557)                    | \$0                       | (\$2,806)                        | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>(\$97,529)</b>            | <b>(\$136,900)</b>        | <b>(\$90,871)</b>                | <b>(\$155,610)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$266,157)</b>           | <b>(\$221,100)</b>        | <b>(\$190,480)</b>               | <b>(\$288,811)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$130,557</b>             | <b>\$358,672</b>          | <b>\$431,002</b>                 | <b>\$294,866</b>          |
| Depreciation  | (\$125,284)                  | (\$126,180)               | (\$125,730)                      | (\$125,284)               |
| General & Administrative Overhead                       | (\$172,367)                  | (\$188,832)               | (\$186,507)                      | (\$154,494)               |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$167,094)</b>           | <b>\$43,660</b>           | <b>\$118,765</b>                 | <b>\$15,088</b>           |

Stormwater Treatment Facility  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Stormwater Fees                                   | \$913,590                    | \$1,186,332               | \$1,186,332                      | \$1,012,463               |
| <b>Total Operating Revenues</b>                   | <b>\$913,590</b>             | <b>\$1,186,332</b>        | <b>\$1,186,332</b>               | <b>\$1,012,463</b>        |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | \$0                          | (\$97,340)                | (\$73,926)                       | (\$68,208)                |
| Benefits  | \$0                          | (\$42,013)                | (\$30,690)                       | (\$24,411)                |
| Outside Professional Services                     | (\$269,147)                  | (\$306,200)               | (\$290,730)                      | (\$135,000)               |
| Supplies  | (\$59,275)                   | (\$226,750)               | (\$159,133)                      | (\$216,750)               |
| General & Admin - Direct                          | (\$1,771)                    | (\$1,998)                 | (\$1,384)                        | (\$31,746)                |
| Utilities   | (\$54,711)                   | (\$92,200)                | (\$74,600)                       | (\$84,200)                |
| Allocated Costs Internal                          | (\$29,906)                   | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$414,810)</b>           | <b>(\$766,501)</b>        | <b>(\$630,463)</b>               | <b>(\$560,315)</b>        |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$30,114)                |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$12,242)                |
| Other Operating Expense                           | (\$7,895)                    | (\$275,000)               | (\$297,924)                      | (\$150,000)               |
| Allocated Costs Internal                          | (\$150)                      | \$0                       | \$0                              | \$0                       |
| Allocated Costs to Capital                        | (\$21,770)                   | \$0                       | (\$30,180)                       | \$0                       |
| Allocated Costs From Another Unit                 | (\$5,432)                    | \$0                       | \$0                              | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>(\$35,247)</b>            | <b>(\$275,000)</b>        | <b>(\$328,104)</b>               | <b>(\$192,356)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$450,057)</b>           | <b>(\$1,041,501)</b>      | <b>(\$958,567)</b>               | <b>(\$752,671)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$463,533</b>             | <b>\$144,831</b>          | <b>\$227,765</b>                 | <b>\$259,792</b>          |
| Depreciation                                      | (\$166,122)                  | (\$164,235)               | (\$165,186)                      | (\$166,143)               |
| General & Administrative Overhead                 | (\$49,691)                   | (\$54,438)                | (\$53,769)                       | (\$231,740)               |
| <b>Net Operating Income (Loss)</b>                | <b>\$247,720</b>             | <b>(\$73,842)</b>         | <b>\$8,810</b>                   | <b>(\$138,091)</b>        |

Consolidated Administration  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Total Operating Revenues                          | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | (\$998,648)                  | (\$1,275,496)             | (\$1,259,354)                    | (\$1,155,301)             |
| Benefits  | \$1,608,065                  | (\$482,640)               | (\$481,007)                      | (\$443,762)               |
| Outside Professional Services                     | (\$692,869)                  | (\$504,900)               | (\$506,966)                      | (\$359,160)               |
| Supplies  | (\$50,255)                   | (\$81,850)                | (\$66,943)                       | (\$75,400)                |
| Equipment Rentals                                 | (\$5,281)                    | (\$15,000)                | (\$9,017)                        | (\$15,000)                |
| Facility Rental                                   | (\$281,471)                  | (\$200,000)               | (\$242,039)                      | (\$193,000)               |
| General & Admin - Direct                          | (\$326,387)                  | (\$457,036)               | (\$402,470)                      | (\$271,270)               |
| Utilities   | (\$44,483)                   | (\$46,500)                | (\$46,164)                       | (\$45,500)                |
| Other Operating Expense                           | (\$11,471)                   | (\$14,000)                | (\$10,900)                       | (\$14,000)                |
| Allocated Costs Internal                          | \$3,960                      | \$0                       | \$771                            | \$0                       |
| Allocated Costs to Capital                        | \$20,768                     | \$0                       | \$4,470                          | \$0                       |
| Allocated Costs From Another Unit                 | (\$116,662)                  | \$0                       | (\$3,712)                        | \$0                       |
| Allocated Costs To Another Unit                   | \$73,072                     | \$0                       | \$2,286                          | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$821,662)</b>           | <b>(\$3,077,422)</b>      | <b>(\$3,021,045)</b>             | <b>(\$2,572,393)</b>      |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Salaries  | \$0                          | (\$124,966)               | (\$108,914)                      | \$0                       |
| Benefits  | \$0                          | (\$63,742)                | (\$60,754)                       | \$0                       |
| Outside Professional Services                     | \$0                          | (\$25,600)                | (\$12,798)                       | \$0                       |
| Supplies  | \$0                          | \$0                       | (\$1,244)                        | \$0                       |
| Facility Rental                                   | \$0                          | (\$22,000)                | (\$21,350)                       | \$0                       |
| Maintenance and Repairs                           | \$0                          | (\$23,500)                | (\$19,650)                       | (\$2,500)                 |
| Utilities   | \$0                          | (\$840)                   | (\$420)                          | \$0                       |
| Allocated Costs to Public Amenities               | \$0                          | \$245,000                 | \$122,502                        | \$0                       |
| Allocated Costs Internal                          | \$185                        | \$0                       | \$1,607                          | \$0                       |
| Allocated Costs to Capital                        | \$0                          | \$0                       | \$2,755                          | \$0                       |
| Allocated Costs From Another Unit                 | \$0                          | \$0                       | \$86,491                         | \$0                       |
| <b>Total Maintenance Expenses</b>                 | <b>\$185</b>                 | <b>(\$15,648)</b>         | <b>(\$11,775)</b>                | <b>(\$2,500)</b>          |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$821,477)</b>           | <b>(\$3,093,070)</b>      | <b>(\$3,032,820)</b>             | <b>(\$2,574,893)</b>      |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>(\$821,477)</b>           | <b>(\$3,093,070)</b>      | <b>(\$3,032,820)</b>             | <b>(\$2,574,893)</b>      |
| Depreciation                                      | (\$178,680)                  | (\$244,463)               | (\$183,068)                      | (\$122,072)               |
| General & Administrative Overhead                 | \$2,823,366                  | \$3,093,070               | \$3,054,993                      | \$2,574,892               |
| <b>Net Operating Income (Loss)</b>                | <b>\$1,823,209</b>           | <b>(\$244,463)</b>        | <b>(\$160,895)</b>               | <b>(\$122,073)</b>        |

|   | Executive<br>2021 Budget     |                           |                                  |                           |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                      |                              |                           |                                  |                           |
| Total Operating Revenues                              | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | (\$565,089)                  | (\$524,173)               | (\$548,786)                      | (\$214,348)               |
| Benefits  | (\$200,736)                  | (\$179,229)               | (\$183,799)                      | (\$74,641)                |
| Outside Professional Services                         | (\$51,039)                   | (\$40,000)                | (\$19,998)                       | (\$20,000)                |
| General & Admin - Direct                              | (\$37,178)                   | (\$45,850)                | (\$47,470)                       | (\$18,000)                |
| Other Operating Expense                               | (\$7,897)                    | (\$10,000)                | (\$8,536)                        | (\$10,000)                |
| Allocated Costs To Another<br>Unit                    | \$71,964                     | \$0                       | \$2,286                          | \$0                       |
| <b>Total Operating Expenses</b>                       | <b>(\$789,975)</b>           | <b>(\$799,252)</b>        | <b>(\$806,303)</b>               | <b>(\$336,989)</b>        |
| <b>Maintenance Expenses:</b>                          |                              |                           |                                  |                           |
| Total Maintenance<br>Expenses                         | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Total Operating &amp; Maintenance<br/>Expenses</b> | <b>(\$789,975)</b>           | <b>(\$799,252)</b>        | <b>(\$806,303)</b>               | <b>(\$336,989)</b>        |
| <b>Income (Loss) Before Deprec<br/>&amp; Overhead</b> | <b>(\$789,975)</b>           | <b>(\$799,252)</b>        | <b>(\$806,303)</b>               | <b>(\$336,989)</b>        |
| <b>General &amp; Administrative<br/>Overhead</b>      | <b>\$789,975</b>             | <b>\$799,252</b>          | <b>\$806,305</b>                 | <b>\$336,989</b>          |
| <b>Net Operating Income (Loss)</b>                    | <b>\$0</b>                   | <b>\$0</b>                | <b>\$2</b>                       | <b>\$0</b>                |

Communications, Marketing and Outreach  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Total Operating Revenues                                | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | \$0                          | (\$130,846)               | (\$86,256)                       | (\$144,450)               |
| Benefits  | \$0                          | (\$43,524)                | (\$30,234)                       | (\$61,298)                |
| Outside Professional Services                           | (\$41,036)                   | (\$79,900)                | (\$51,921)                       | (\$52,400)                |
| General & Admin - Direct                                | (\$52,825)                   | (\$126,610)               | (\$79,163)                       | (\$87,860)                |
| <b>Total Operating Expenses</b>                         | <b>(\$93,861)</b>            | <b>(\$380,880)</b>        | <b>(\$247,574)</b>               | <b>(\$346,008)</b>        |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Total Maintenance Expenses                              | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$93,861)</b>            | <b>(\$380,880)</b>        | <b>(\$247,574)</b>               | <b>(\$346,008)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>(\$93,861)</b>            | <b>(\$380,880)</b>        | <b>(\$247,574)</b>               | <b>(\$346,008)</b>        |
| <b>General &amp; Administrative Overhead</b>            | <b>\$93,861</b>              | <b>\$380,880</b>          | <b>\$247,573</b>                 | <b>\$346,008</b>          |
| <b>Net Operating Income (Loss)</b>                      | <b>\$0</b>                   | <b>\$0</b>                | <b>(\$1)</b>                     | <b>\$0</b>                |



|   | Finance and Accounting<br>2021 Budget |                           |                                  |                           |
|---|---------------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results          | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                  |                                       |                           |                                  |                           |
| Total Operating Revenues                          | \$0                                   | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                        |                                       |                           |                                  |                           |
| Salaries  | (\$332,112)                           | (\$381,061)               | (\$359,997)                      | (\$350,295)               |
| Benefits  | \$1,859,253                           | (\$152,955)               | (\$155,759)                      | (\$138,268)               |
| Outside Professional Services                     | (\$93,093)                            | (\$61,000)                | (\$88,835)                       | (\$62,600)                |
| Facility Rental                                   | (\$281,471)                           | \$0                       | (\$3,767)                        | (\$8,000)                 |
| General & Admin - Direct                          | (\$27,763)                            | (\$69,350)                | (\$49,856)                       | (\$49,600)                |
| Allocated Costs Internal                          | \$497                                 | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                 | \$0                                   | \$0                       | \$310                            | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>\$1,125,311</b>                    | <b>(\$664,366)</b>        | <b>(\$657,904)</b>               | <b>(\$608,763)</b>        |
| <b>Maintenance Expenses:</b>                      |                                       |                           |                                  |                           |
| Total Maintenance Expenses                        | \$0                                   | \$0                       | \$0                              | \$0                       |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>\$1,125,311</b>                    | <b>(\$664,366)</b>        | <b>(\$657,904)</b>               | <b>(\$608,763)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>\$1,125,311</b>                    | <b>(\$664,366)</b>        | <b>(\$657,904)</b>               | <b>(\$608,763)</b>        |
| Depreciation                                      | (\$174,440)                           | (\$242,463)               | (\$179,240)                      | (\$116,420)               |
| General & Administrative Overhead                 | \$872,549                             | \$664,366                 | \$657,908                        | \$608,763                 |
| <b>Net Operating Income (Loss)</b>                | <b>\$1,823,420</b>                    | <b>(\$242,463)</b>        | <b>(\$179,236)</b>               | <b>(\$116,420)</b>        |

Planning and Public Works  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Total Operating Revenues                                | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | (\$42,983)                   | (\$145,667)               | (\$178,468)                      | (\$105,274)               |
| Benefits  | (\$8,900)                    | (\$57,821)                | (\$65,810)                       | (\$45,712)                |
| Outside Professional Services                           | (\$189,266)                  | (\$25,000)                | (\$15,662)                       | (\$40,000)                |
| Supplies  | (\$71)                       | (\$6,450)                 | (\$4,519)                        | \$0                       |
| General & Admin - Direct                                | (\$5,883)                    | (\$7,900)                 | (\$7,221)                        | \$0                       |
| Utilities   | \$0                          | \$0                       | (\$206)                          | \$0                       |
| Other Operating Expense                                 | (\$197)                      | \$0                       | \$0                              | \$0                       |
| Allocated Costs Internal                                | \$3,463                      | \$0                       | \$771                            | \$0                       |
| Allocated Costs to Capital                              | \$20,768                     | \$0                       | \$4,470                          | \$0                       |
| Allocated Costs From Another Unit                       | (\$49,102)                   | \$0                       | \$0                              | \$0                       |
| Allocated Costs To Another Unit                         | \$1,109                      | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$271,062)</b>           | <b>(\$242,838)</b>        | <b>(\$266,645)</b>               | <b>(\$190,986)</b>        |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Salaries  | \$0                          | (\$124,966)               | (\$108,914)                      | \$0                       |
| Benefits  | \$0                          | (\$63,742)                | (\$60,754)                       | \$0                       |
| Outside Professional Services                           | \$0                          | (\$25,600)                | (\$12,798)                       | \$0                       |
| Supplies  | \$0                          | \$0                       | (\$1,244)                        | \$0                       |
| Facility Rental   | \$0                          | (\$22,000)                | (\$21,350)                       | \$0                       |
| Maintenance and Repairs                                 | \$0                          | (\$21,000)                | (\$18,402)                       | \$0                       |
| Utilities   | \$0                          | (\$840)                   | (\$420)                          | \$0                       |
| Allocated Costs to Public Amenities                     | \$0                          | \$245,000                 | \$122,502                        | \$0                       |
| Allocated Costs Internal                                | \$185                        | \$0                       | \$1,607                          | \$0                       |
| Allocated Costs to Capital                              | \$0                          | \$0                       | \$2,755                          | \$0                       |
| Allocated Costs From Another Unit                       | \$0                          | \$0                       | \$86,491                         | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>\$185</b>                 | <b>(\$13,148)</b>         | <b>(\$10,527)</b>                | <b>\$0</b>                |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$270,877)</b>           | <b>(\$255,986)</b>        | <b>(\$277,172)</b>               | <b>(\$190,986)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>(\$270,877)</b>           | <b>(\$255,986)</b>        | <b>(\$277,172)</b>               | <b>(\$190,986)</b>        |
| Depreciation  | (\$4,239)                    | (\$2,000)                 | (\$3,828)                        | (\$5,652)                 |
| General & Administrative Overhead                       | \$274,905                    | \$255,986                 | \$299,352                        | \$190,986                 |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$211)</b>               | <b>(\$2,000)</b>          | <b>\$18,352</b>                  | <b>(\$5,652)</b>          |

|   | Information Systems<br>2021 Budget |                           |                                  |                           |
|---|------------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results       | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                                    |                           |                                  |                           |
| Total Operating Revenues                                | \$0                                | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                              |                                    |                           |                                  |                           |
| Outside Professional Services                           | (\$147,206)                        | (\$165,000)               | (\$157,896)                      | (\$169,160)               |
| Supplies  | (\$13,288)                         | (\$25,400)                | (\$20,693)                       | (\$25,400)                |
| General & Admin - Direct                                | (\$40,510)                         | (\$61,110)                | (\$73,046)                       | (\$65,760)                |
| Utilities   | (\$41,690)                         | (\$44,000)                | (\$43,815)                       | (\$45,000)                |
| <b>Total Operating Expenses</b>                         | <b>(\$242,694)</b>                 | <b>(\$295,510)</b>        | <b>(\$295,450)</b>               | <b>(\$305,320)</b>        |
| <b>Maintenance Expenses:</b>                            |                                    |                           |                                  |                           |
| Maintenance and Repairs                                 | \$0                                | (\$2,000)                 | (\$1,002)                        | (\$2,000)                 |
| <b>Total Maintenance Expenses</b>                       | <b>\$0</b>                         | <b>(\$2,000)</b>          | <b>(\$1,002)</b>                 | <b>(\$2,000)</b>          |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$242,694)</b>                 | <b>(\$297,510)</b>        | <b>(\$296,452)</b>               | <b>(\$307,320)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>(\$242,694)</b>                 | <b>(\$297,510)</b>        | <b>(\$296,452)</b>               | <b>(\$307,320)</b>        |
| General & Administrative Overhead                       | \$242,694                          | \$297,510                 | \$296,446                        | \$307,320                 |
| <b>Net Operating Income (Loss)</b>                      | <b>\$0</b>                         | <b>\$0</b>                | <b>(\$6)</b>                     | <b>\$0</b>                |

|   | Administrative<br>2021 Budget |                           |                                  |                           |
|---|-------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results  | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>  |                               |                           |                                  |                           |
| Total Operating Revenues                                | \$0                           | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                              |                               |                           |                                  |                           |
| Salaries  | \$0                           | \$0                       | \$0                              | (\$340,933)               |
| Benefits  | \$0                           | \$0                       | \$0                              | (\$123,843)               |
| Outside Professional Services                           | (\$6,812)                     | (\$55,000)                | (\$45,398)                       | (\$15,000)                |
| Supplies  | (\$36,897)                    | (\$50,000)                | (\$41,734)                       | (\$50,000)                |
| Equipment Rentals                                       | (\$5,281)                     | (\$15,000)                | (\$9,017)                        | (\$15,000)                |
| Facility Rental   | \$0                           | (\$200,000)               | (\$238,272)                      | (\$185,000)               |
| General & Admin - Direct                                | (\$40,475)                    | (\$36,550)                | (\$32,351)                       | (\$50,050)                |
| Utilities   | (\$812)                       | (\$500)                   | (\$568)                          | (\$500)                   |
| Other Operating Expense                                 | (\$3,334)                     | (\$4,000)                 | (\$2,357)                        | (\$4,000)                 |
| Allocated Costs From Another Unit                       | \$0                           | \$0                       | (\$4,022)                        | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$93,611)</b>             | <b>(\$361,050)</b>        | <b>(\$373,719)</b>               | <b>(\$784,326)</b>        |
| <b>Maintenance Expenses:</b>                            |                               |                           |                                  |                           |
| Maintenance and Repairs                                 | \$0                           | (\$500)                   | (\$252)                          | (\$500)                   |
| <b>Total Maintenance Expenses</b>                       | <b>\$0</b>                    | <b>(\$500)</b>            | <b>(\$252)</b>                   | <b>(\$500)</b>            |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$93,611)</b>             | <b>(\$361,550)</b>        | <b>(\$373,971)</b>               | <b>(\$784,826)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>(\$93,611)</b>             | <b>(\$361,550)</b>        | <b>(\$373,971)</b>               | <b>(\$784,826)</b>        |
| <b>General &amp; Administrative Overhead</b>            | <b>\$93,611</b>               | <b>\$361,550</b>          | <b>\$373,966</b>                 | <b>\$784,826</b>          |
| <b>Net Operating Income (Loss)</b>                      | <b>\$0</b>                    | <b>\$0</b>                | <b>(\$5)</b>                     | <b>\$0</b>                |

Non Operating Income and Expense  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Operating Grants - Federal                              | \$1,225                      | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Revenues</b>                         | <b>\$1,225</b>               | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Total Operating Expenses                                | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Total Maintenance Expenses                              | \$0                          | \$0                       | \$0                              | \$0                       |
| Total Operating & Maintenance Expenses                  | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$1,225</b>               | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                |
| <b>Net Operating Income (Loss)</b>                      | <b>\$1,225</b>               | <b>\$0</b>                | <b>\$0</b>                       | <b>\$0</b>                |
| <b>Non Operating Revenues</b>                           |                              |                           |                                  |                           |
| Nonoperating Revenues                                   | \$15,614                     | \$10,000                  | \$5,548                          | \$10,000                  |
| Interest Income   | \$204,949                    | \$128,000                 | \$137,574                        | \$160,500                 |
| Ad Valorem Taxes  | \$6,438,215                  | \$6,701,036               | \$6,661,900                      | \$6,936,870               |
| Tax Sharing   | \$221,894                    | \$146,500                 | \$160,851                        | \$161,700                 |
| <b>Total Non Operating Revenues:</b>                    | <b>\$6,880,672</b>           | <b>\$6,985,536</b>        | <b>\$6,965,873</b>               | <b>\$7,269,070</b>        |
| <b>Non Operating Expenses</b>                           |                              |                           |                                  |                           |
| Salaries  | \$0                          | \$0                       | \$0                              | (\$150,774)               |
| Benefits  | \$0                          | \$0                       | \$0                              | (\$74,665)                |
| Other NonOp Expenses                                    | (\$36,245)                   | (\$30,000)                | (\$22,110)                       | (\$35,000)                |
| Environmental Costs                                     | (\$3,402,828)                | (\$1,727,305)             | (\$1,383,698)                    | (\$1,717,301)             |
| Commission  |                              |                           |                                  | (\$343,454)               |
| Closed Projects   | (\$82,374)                   | (\$120,000)               | (\$60,000)                       | (\$50,000)                |
| Banking/Investment Fees                                 | (\$10,074)                   | (\$11,000)                | (\$10,847)                       | (\$120,000)               |
| Financing Interest Expense                              | (\$34,004)                   | (\$15,149)                | (\$15,430)                       | (\$12,357)                |
| Bond Interest Expense                                   | (\$1,659,098)                | (\$1,560,313)             | (\$1,560,312)                    | (\$1,454,235)             |
| Bond Disc/Issue Cost                                    | (\$73,883)                   | (\$93,530)                | (\$86,130)                       | (\$125,498)               |
| Premium on Bonds  | \$163,368                    | \$160,863                 | \$162,114                        | \$160,863                 |
| Election Expense  | (\$84,713)                   | \$0                       | \$0                              | (\$100,000)               |
| Public Amenities  | (\$227,184)                  | (\$250,000)               | (\$211,609)                      | (\$100,625)               |
| Commission Special Projects                             | (\$213,175)                  | (\$103,300)               | (\$74,648)                       | (\$117,000)               |
| <b>Total Non Operating Expenses</b>                     | <b>(\$5,660,210)</b>         | <b>(\$3,749,734)</b>      | <b>(\$3,262,670)</b>             | <b>(\$4,240,046)</b>      |
| <b>Non Operating Income (Loss)</b>                      | <b>\$1,220,462</b>           | <b>\$3,235,802</b>        | <b>\$3,703,203</b>               | <b>\$3,029,024</b>        |
| <b>Total Port Income (Deficit)</b>                      | <b>\$1,221,687</b>           | <b>\$3,235,802</b>        | <b>\$3,703,203</b>               | <b>\$3,029,024</b>        |

|   | Commission<br>2021 Budget    |                           |                                  |                           |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                  |                              |                           |                                  |                           |
| Total Operating Revenues                          | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                        |                              |                           |                                  |                           |
| Salaries  | (\$58,464)                   | (\$93,750)                | (\$85,855)                       | (\$87,154)                |
| Benefits  | (\$41,552)                   | (\$49,110)                | (\$45,403)                       | (\$62,570)                |
| Outside Professional Services                     | (\$164,417)                  | (\$79,000)                | (\$127,244)                      | (\$97,000)                |
| General & Admin - Direct                          | (\$121,753)                  | (\$109,666)               | (\$113,369)                      | (\$94,730)                |
| Utilities   | (\$1,981)                    | (\$2,000)                 | (\$1,582)                        | (\$2,000)                 |
| Other Operating Expense                           | (\$43)                       | \$0                       | \$0                              | \$0                       |
| Allocated Costs From Another Unit                 | (\$67,561)                   | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Expenses</b>                   | <b>(\$455,771)</b>           | <b>(\$333,526)</b>        | <b>(\$373,453)</b>               | <b>(\$343,454)</b>        |
| <b>Maintenance Expenses:</b>                      |                              |                           |                                  |                           |
| Total Maintenance Expenses                        | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Total Operating &amp; Maintenance Expenses</b> | <b>(\$455,771)</b>           | <b>(\$333,526)</b>        | <b>(\$373,453)</b>               | <b>(\$343,454)</b>        |
| <b>Income (Loss) Before Deprec &amp; Overhead</b> | <b>(\$455,771)</b>           | <b>(\$333,526)</b>        | <b>(\$373,453)</b>               | <b>(\$343,454)</b>        |
| <b>General &amp; Administrative Overhead</b>      | <b>\$455,771</b>             | <b>\$333,526</b>          | <b>\$373,443</b>                 | <b>\$0</b>                |
| <b>Net Operating Income (Loss)</b>                | <b>\$0</b>                   | <b>\$0</b>                | <b>(\$10)</b>                    | <b>(\$343,454)</b>        |

|   | Consolidated Environmental<br>2021 Budget |                           |                                  |                           |
|---|---|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results              | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                      |   |                           |                                  |                           |
| Operating Grants - Federal                            | \$0                                       | \$72,400                  | \$36,198                         | \$0                       |
| <b>Total Operating Revenues</b>                       | <b>\$0</b>                                | <b>\$72,400</b>           | <b>\$36,198</b>                  | <b>\$0</b>                |
| <b>Operating Expenses:</b>                            |   |                           |                                  |                           |
| Salaries  | (\$311,179)                               | (\$224,008)               | (\$228,894)                      | (\$176,408)               |
| Benefits  | (\$125,247)                               | (\$80,897)                | (\$75,137)                       | (\$62,983)                |
| Outside Professional Services                         | (\$2,151,559)                             | (\$355,500)               | (\$285,201)                      | (\$378,500)               |
| Supplies  | (\$1,938)                                 | (\$7,400)                 | (\$3,940)                        | (\$5,000)                 |
| General & Admin - Direct                              | (\$14,324)                                | (\$26,500)                | (\$23,405)                       | (\$30,110)                |
| Utilities   | (\$11,381)                                | (\$14,900)                | (\$11,894)                       | (\$14,250)                |
| Other Operating Expense                               | (\$593,583)                               | (\$660,000)               | (\$462,633)                      | (\$577,500)               |
| Allocated Costs Internal                              | \$117,966                                 | \$0                       | \$82,334                         | \$0                       |
| Allocated Costs to Capital                            | \$3,914                                   | \$0                       | \$0                              | \$0                       |
| Allocated Costs To Another<br>Unit                    | \$49,102                                  | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Expenses</b>                       | <b>(\$3,038,229)</b>                      | <b>(\$1,369,205)</b>      | <b>(\$1,008,770)</b>             | <b>(\$1,244,751)</b>      |
| <b>Maintenance Expenses:</b>                          |   |                           |                                  |                           |
| Supplies  | (\$402)                                   | (\$500)                   | (\$264)                          | (\$450)                   |
| Equipment Rentals                                     | (\$3,295)                                 | (\$500)                   | (\$1,848)                        | (\$500)                   |
| Maintenance and Repairs                               | (\$222,604)                               | (\$368,600)               | (\$286,716)                      | (\$288,900)               |
| Allocated Costs From Another<br>Unit                  | (\$1,273)                                 | \$0                       | (\$498)                          | \$0                       |
| <b>Total Maintenance<br/>Expenses</b>                 | <b>(\$227,574)</b>                        | <b>(\$369,600)</b>        | <b>(\$289,326)</b>               | <b>(\$289,850)</b>        |
| <b>Total Operating &amp;<br/>Maintenance Expenses</b> | <b>(\$3,265,803)</b>                      | <b>(\$1,738,805)</b>      | <b>(\$1,298,096)</b>             | <b>(\$1,534,601)</b>      |
| <b>Income (Loss) Before Deprec<br/>&amp; Overhead</b> | <b>(\$3,265,803)</b>                      | <b>(\$1,666,405)</b>      | <b>(\$1,261,898)</b>             | <b>(\$1,534,601)</b>      |
| Depreciation  | (\$137,025)                               | (\$60,900)                | (\$121,800)                      | (\$182,700)               |
| <b>Net Operating Income (Loss)</b>                    | <b>(\$3,402,828)</b>                      | <b>(\$1,727,305)</b>      | <b>(\$1,383,698)</b>             | <b>(\$1,717,301)</b>      |

|   | Environmental Administration<br>2021 Budget |                           |                                  |                           |
|---|---|---------------------------|----------------------------------|---------------------------|
|   | 2019<br>Financial<br>Results                | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
| <b>Revenues:</b>                                      |   |                           |                                  |                           |
| Operating Grants - Federal                            | \$0   | \$72,400                  | \$36,198                         | \$0                       |
| <b>Total Operating Revenues</b>                       | <b>\$0</b>                                  | <b>\$72,400</b>           | <b>\$36,198</b>                  | <b>\$0</b>                |
| <b>Operating Expenses:</b>                            |   |                           |                                  |                           |
| Salaries  | (\$219,957)                                 | (\$113,363)               | (\$120,205)                      | (\$75,898)                |
| Benefits  | (\$78,521)                                  | (\$39,909)                | (\$37,177)                       | (\$26,368)                |
| Outside Professional Services                         | (\$2,145,448)                               | (\$305,000)               | (\$248,868)                      | (\$332,500)               |
| Supplies  | (\$791)                                     | (\$1,250)                 | (\$672)                          | (\$1,300)                 |
| General & Admin - Direct                              | (\$13,767)                                  | (\$22,850)                | (\$21,180)                       | (\$27,000)                |
| Utilities   | (\$916)                                     | (\$700)                   | (\$692)                          | (\$750)                   |
| Other Operating Expense                               | (\$539,178)                                 | (\$600,000)               | (\$419,253)                      | (\$530,000)               |
| Allocated Costs Internal                              | \$42,361                                    | \$0                       | \$29,926                         | \$0                       |
| Allocated Costs to Capital                            | \$3,914                                     | \$0                       | \$0                              | \$0                       |
| Allocated Costs To Another<br>Unit                    | \$49,102                                    | \$0                       | \$0                              | \$0                       |
| <b>Total Operating Expenses</b>                       | <b>(\$2,903,201)</b>                        | <b>(\$1,083,072)</b>      | <b>(\$818,121)</b>               | <b>(\$993,816)</b>        |
| <b>Maintenance Expenses:</b>                          |   |                           |                                  |                           |
| Supplies  | \$0   | (\$200)                   | (\$102)                          | (\$200)                   |
| <b>Total Maintenance<br/>Expenses</b>                 | <b>\$0</b>                                  | <b>(\$200)</b>            | <b>(\$102)</b>                   | <b>(\$200)</b>            |
| <b>Total Operating &amp;<br/>Maintenance Expenses</b> | <b>(\$2,903,201)</b>                        | <b>(\$1,083,272)</b>      | <b>(\$818,223)</b>               | <b>(\$994,016)</b>        |
| <b>Income (Loss) Before Deprec<br/>&amp; Overhead</b> | <b>(\$2,903,201)</b>                        | <b>(\$1,010,872)</b>      | <b>(\$782,025)</b>               | <b>(\$994,016)</b>        |
| <b>Net Operating Income (Loss)</b>                    | <b>(\$2,903,201)</b>                        | <b>(\$1,010,872)</b>      | <b>(\$782,025)</b>               | <b>(\$994,016)</b>        |



Cascade Pole  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Total Operating Revenues                                | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | (\$91,222)                   | (\$110,645)               | (\$108,689)                      | (\$100,511)               |
| Benefits  | (\$46,725)                   | (\$40,988)                | (\$37,965)                       | (\$36,615)                |
| Outside Professional Services                           | (\$6,111)                    | (\$50,500)                | (\$36,332)                       | (\$46,000)                |
| Supplies  | (\$1,147)                    | (\$6,150)                 | (\$3,266)                        | (\$3,700)                 |
| General & Admin - Direct                                | (\$557)                      | (\$3,650)                 | (\$2,226)                        | (\$3,110)                 |
| Utilities   | (\$10,465)                   | (\$14,200)                | (\$11,196)                       | (\$13,500)                |
| Other Operating Expense                                 | (\$54,405)                   | (\$60,000)                | (\$43,380)                       | (\$47,500)                |
| Allocated Costs Internal                                | \$75,605                     | \$0                       | \$52,410                         | \$0                       |
| <b>Total Operating Expenses</b>                         | <b>(\$135,027)</b>           | <b>(\$286,133)</b>        | <b>(\$190,644)</b>               | <b>(\$250,936)</b>        |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Supplies  | (\$402)                      | (\$300)                   | (\$162)                          | (\$250)                   |
| Equipment Rentals                                       | (\$3,295)                    | (\$500)                   | (\$1,848)                        | (\$500)                   |
| Maintenance and Repairs                                 | (\$222,604)                  | (\$368,600)               | (\$286,716)                      | (\$288,900)               |
| Allocated Costs From Another Unit                       | (\$1,273)                    | \$0                       | (\$498)                          | \$0                       |
| <b>Total Maintenance Expenses</b>                       | <b>(\$227,574)</b>           | <b>(\$369,400)</b>        | <b>(\$289,224)</b>               | <b>(\$289,650)</b>        |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$362,601)</b>           | <b>(\$655,533)</b>        | <b>(\$479,868)</b>               | <b>(\$540,586)</b>        |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>(\$362,601)</b>           | <b>(\$655,533)</b>        | <b>(\$479,868)</b>               | <b>(\$540,586)</b>        |
| Depreciation  | (\$137,025)                  | (\$60,900)                | (\$121,800)                      | (\$182,700)               |
| <b>Net Operating Income (Loss)</b>                      | <b>(\$499,626)</b>           | <b>(\$716,433)</b>        | <b>(\$601,668)</b>               | <b>(\$723,286)</b>        |

Foreign Trade Zone  
2021 Budget

|   | 2019<br>Financial<br>Results | 2020<br>Adopted<br>Budget | 2020<br>End of Year<br>Projected | 2021<br>Adopted<br>Budget |
|---|------------------------------|---------------------------|----------------------------------|---------------------------|
| <b>Revenues:</b>  |                              |                           |                                  |                           |
| Tenant Revenues   | \$22,000                     | \$19,000                  | \$28,498                         | \$20,000                  |
| Other Misc. Income                                      | \$673                        | \$350                     | \$468                            | \$400                     |
| <b>Total Operating Revenues</b>                         | <b>\$22,673</b>              | <b>\$19,350</b>           | <b>\$28,966</b>                  | <b>\$20,400</b>           |
| <b>Operating Expenses:</b>                              |                              |                           |                                  |                           |
| Salaries  | \$0                          | (\$4,248)                 | (\$2,124)                        | \$0                       |
| Outside Professional Services                           | (\$678)                      | (\$4,500)                 | (\$2,588)                        | (\$4,500)                 |
| Supplies  | \$0                          | (\$200)                   | (\$102)                          | (\$200)                   |
| General & Admin - Direct                                | (\$1,490)                    | (\$11,300)                | (\$5,712)                        | (\$11,300)                |
| Allocated Costs From Another Unit                       | (\$4,403)                    | \$0                       | (\$2,286)                        | (\$4,779)                 |
| <b>Total Operating Expenses</b>                         | <b>(\$6,571)</b>             | <b>(\$20,248)</b>         | <b>(\$12,812)</b>                | <b>(\$20,779)</b>         |
| <b>Maintenance Expenses:</b>                            |                              |                           |                                  |                           |
| Total Maintenance Expenses                              | \$0                          | \$0                       | \$0                              | \$0                       |
| <b>Total Operating &amp; Maintenance Expenses</b>       | <b>(\$6,571)</b>             | <b>(\$20,248)</b>         | <b>(\$12,812)</b>                | <b>(\$20,779)</b>         |
| <b>Income (Loss) Before Depreciation &amp; Overhead</b> | <b>\$16,102</b>              | <b>(\$898)</b>            | <b>\$16,154</b>                  | <b>(\$379)</b>            |
| <b>Net Operating Income (Loss)</b>                      | <b>\$16,102</b>              | <b>(\$898)</b>            | <b>\$16,154</b>                  | <b>(\$379)</b>            |

## Appendix C - Memberships

|   | 2021 Budget      |
|---|------------------|
| <b>Commission</b>   | <b>\$ 76,880</b> |
| Intercity Transit - Amtrak Station                              | 3,500            |
| Lacey Chamber of Commerce                                       | 820              |
| Olympia Downtown Alliance                                       | 300              |
| Roundtable of Thurston County                                   | 150              |
| Thurston County Chamber of Commerce                             | 750              |
| Thurston Regional Planning Council                              | 40,777           |
| Tumwater Chamber of Commerce                                    | 600              |
| Experience Olympia & Beyond                                     | 200              |
| Washington Public Ports Association                             | 25,133           |
| Tenino Chamber of Commerce                                      | 50               |
| Yelm Area Chamber of Commerce                                   | 600              |
| Pacific Northwest Waterways Association                         | 3000             |
| Washington State Dept. of Enterprise Services (purchasing coop) | 1,000            |
| <b>FTZ</b>  | <b>1,800</b>     |
| National Association of Foreign-Trade Zones (FTZ)               | 1,800            |
| <b>Marine Terminal</b>  | <b>3,600</b>     |
| Northwest Marine Terminal                                       | 1,250            |
| Washington Coalition for International Trade                    | 400              |
| Propeller Club  | 200              |
| Livestock Exporters Association                                 | 1,000            |
| Transportation Club   | 130              |
| WCIT  | 500              |
| Women's International Shipping and Trading Assoc                | 120              |
| <b>Airport</b>  | <b>3,475</b>     |
| AAAE Contract Tower Association                                 | 2,700            |
| AAAE Executive Membership                                       | 275              |
| WA Airport Management Assoc                                     | 500              |
| G & A (Exec, Marketing, Public Works, Finance)                  | <b>7,360</b>     |
| SHRM/HRCI   | 1,000            |
| MISC (Executive/Business Development)                           | 1,000            |
| Public Relations Society  | 255              |
| International Assoc. of Public Participation                    | 260              |
| 3CMA  | 845              |
| Finance   | 4,000            |
| <b>Marina &amp; Boatworks</b>                                   | <b>1,720</b>     |
| Association of Marina Industries                                | 470              |
| Northwest Marine Trade Association                              | 460              |
| American Boat Builders & Repairers Association                  | 525              |
| Pacific Coast Congress  | 265              |
| <b>Properties</b>   | <b>300</b>       |
| LoopNet Commercial RE Listings Site                             | 300              |
| <b>Grand Total</b>  | <b>\$ 95,135</b> |

## 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 2021 (2019 audited revenues as of 12/31/19 are used.):

| Total Gross Operating Revenues   | \$11,550,173     |
|----------------------------------|------------------|
| 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         | 16,375           |
| <b>Promotional Hosting Limit</b> | <b>\$ 53,875</b> |

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            | 2021 Budget     |
|-----------------------|-----------------|
| Marine Terminal       | \$ 2,000        |
| Properties            | 500             |
| Executive             | 2,000           |
| Administrative        | 5,000           |
| <b>Total Budgeted</b> | <b>\$ 9,500</b> |

## Appendix E - 2021 Tax Levy

### 2021 Tax Levy Calculation

|   |                   |                         |
|---|-------------------|-------------------------|
| 2020 levy amount                          |                   | 6,701,015               |
| 1% Increase on prior year levy            | 1%                | 67,010                  |
| New construction                          | 738,761,633       | 6,768,025               |
| 2020 levy rate (\$ per \$1,000)           | <u>0.1763</u>     |                         |
| Levy increase for new construction        |                   | 130,251                 |
| Levy increase for assessed property value | \$ -              | -                       |
| Administrative Refund Re-Levy             |                   | <u>38,594</u>           |
| Proposed 2021 tax levy                    |                   | <u><u>6,936,870</u></u> |
| 2021 Preliminary Assessed Valuation       | \$ 40,692,145,790 |                         |
| 2021 Millage Rate (calculated)            |                   | \$ 0.1705               |

## Appendix F - Bond Debt

### Outstanding Long Term General Obligation Bond Debt

Includes Series: 2013A, 2013B, 2015, 2016A, 2016B, 2018A, 2018B  
As of December 31, 2020

| Fiscal Year(s)     | Principal         | Interest          | Annual Debt Service |
|--------------------|-------------------|-------------------|---------------------|
| 2021               | 3,095,000         | 1,454,235         | 4,549,235           |
| 2022               | 3,205,000         | 1,342,431         | 4,547,431           |
| 2023               | 3,310,000         | 1,231,368         | 4,541,368           |
| 2024               | 3,430,000         | 1,123,131         | 4,553,131           |
| 2025               | 3,570,000         | 999,919           | 4,569,919           |
| 2026               | 8,340,000         | 871,981           | 9,211,981           |
| 2027               | 3,580,000         | 578,932           | 4,158,932           |
| 2028               | 2,680,000         | 447,154           | 3,127,154           |
| 2029               | 440,000           | 386,050           | 826,050             |
| 2030               | 460,000           | 364,050           | 824,050             |
| 2031-2042          | 7,455,000         | 2,460,950         | 9,915,950           |
| <b>Grand Total</b> | <b>39,565,000</b> | <b>11,260,201</b> | <b>50,825,201</b>   |

### Outstanding Financed Equipment Debt with Key Bank

As of December 31, 20120

| Fiscal Year(s)     | Principal      | Interest      | Annual Debt Service |
|--------------------|----------------|---------------|---------------------|
| 2021               | 50,963         | 12,357        | 63,320              |
| 2022               | 53,169         | 10,151        | 63,320              |
| 2023               | 55,470         | 7,850         | 63,320              |
| 2024               | 57,871         | 5,449         | 63,320              |
| 2025               | 60,376         | 2,944         | 63,320              |
| 2026               | 31,161         | 499           | 31,660              |
| <b>Grand Total</b> | <b>309,009</b> | <b>39,250</b> | <b>348,259</b>      |

## Appendix B - Schedule of Proprietary Type User Charges

### Schedule of Proprietary Type User Charges - Marina Effective 1/1/2021

#### 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    | \$8.22 per foot per month  |
| Rate for 32-36 Ft.   | \$9.24 per foot per month  |
| Rate for 40-44 Ft.   | \$9.74 per foot per month  |
| Rate for 50 Ft. Slip | \$10.05 per foot per month |
| Rate for over 50 Ft. | \$10.45 per foot per month |

|                             |  |
|-----------------------------|--|
| Live Aboard Charge & Limits | \$100.00 per vessel min. per month or based on holding tank size |
|-----------------------------|--|

| 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 | \$1.00 per ft per day - \$20 minimum |
|--------------------|--------------------------------------|

|                |   |
|----------------|---|
| Guest Electric | \$5 nightly Electric - 30 amp<br>\$10 nightly Electric - 50 amp |
|----------------|---|

| Storage           |  |
|-------------------|--|
| Mini Storage unit | \$90.00/month (includes Leasehold Tax) |
| Dinghy Rack Fee   | \$10.00/month (tenants only)           |

## Schedule of Proprietary Type User Charges - Marina Effective 1/1/2021

### MARINA CHARGES

| Plaza Moorage |   |
|---------------|---|
| Rate          | \$15.00 per day for all vessels up to 20 ft. in length plus \$0.50 per foot in excess of 21 ft. per day |

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

| Launch Ramp Charge                   |  |
|--------------------------------------|--|
| Rate – General Public (recreational) | \$7.00 per launch, free haul             |
| Rate – Annual (recreational)         | \$60.00 unlimited launches for one year  |
| Rate – Commercial Operator           | \$70.00 per launch or haul               |
| Rate – Annual Commercial             | \$240.00 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)<br>\$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        | 24             |
| Parking     | \$7.00 per day |



# Schedule of Proprietary Type User Charges - Boatworks Effective 1/1/2021

## BOATWORKS CHARGES

| Haul out & Launch  |                                  |
|--|----------------------------------|
| Up to 32 ft. vessel  | \$8.35 per ft. per haul & launch |
| 33 – 39 ft. vessel   | \$9.15 per ft. per haul & launch |
| 40 – 49 ft. vessel   | \$9.95 per ft. per haul & launch |
| 50 – 59 ft. vessel   | \$11.80 per ft. per haul &       |
| over 59 ft. vessel   | \$13.15 per ft. per haul &       |
| 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 | \$0.80 per foot per day |
| Additional Days  | \$1.00 per foot per day |

| Winter Long Term Storage                                |   |
|---|---|
| Available October through March                         | \$9.50 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       | \$5.90 per ft. per haul           |
| 32 – 39 ft. vessel        | \$6.45 per ft. per haul           |
| 40 – 49 ft. vessel        | \$7.30 per ft. per haul           |
| 50 – 59 ft. vessel        | \$8.15 per ft. per haul           |
| over 60 ft. vessel        | \$8.90 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 | Minimum \$20.00 per day for all vessels up to 20 ft. in length plus \$1.00 per foot for vessels 21 ft. and over, per day |
| Nightly Electric        | \$5 nightly Electric - 30 amp<br>\$10 nightly Electric - 50 amp  |

| Monthly Work Dock      |                            |
|------------------------|----------------------------|
| Rate for under 32 feet | \$8.22 per foot per month  |
| Rate for 32- 36 ft.    | \$9.24 per foot per month  |
| Rate for 36- 44 Ft.    | \$9.74 per foot per month  |
| Rate for 45 - 50 Ft.   | \$10.05 per foot per month |
| Rate for over 50 Ft    | \$10.45 per foot per month |

| Storage  |                |
|--|----------------|
| Mast Storage                                   | \$7.00 per day |
| Boat on Trailer Storage (limited availability) | \$7.00 per day |

Schedule of Proprietary Type User Charges - Boatworks Effective 1/1/2021  
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,<br>current insurance and be approved thru the Port's |                                   |

## Schedule of Proprietary Type User Charges - Airport Effective 1/1/2021

### AIRPORT CHARGES

| "Long-Term" Space Rental – amounts include leasehold excise tax |                               |
|---|-------------------------------|
| Open Hangar Planeports 40 x 28                                  | \$232.66 per hangar per month |
| T-Hangars 40 x 32   | \$298.79 per hangar per month |
| T-Hangars 45 x 40   | \$432.30 per hangar per month |
| Executive Hangars 60 x 46 ft.                                   | \$741.32 per hangar per month |
| Tie-Downs, Large  | \$95.08 per tie-down per      |
| Tie-Downs, Small  | \$58.65 per tie-down per      |
| G-Storage   | \$225.00 per space per month  |

| Apron Fees – Commercial Aviation/Itinerant |       |
|--|-------|
| Gross Weight                               | Daily |
| 0 to 12,000 lbs.                           | \$5   |
| 12,001 to 26,000                           | \$10  |
| 26,001 to 54,000                           | \$20  |
| 54,001 to 117,000                          | \$30  |

| 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  | \$10 daily |
| T-Hangars   | \$25 daily |
| Executive Hangars   | \$30 daily |

|  |   |
|--|---|
| Commercial Aeronautical Activity License | \$265 Minimum plus leasehold excise tax |
| Aircraft Impound                         | \$75                                    |

| 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) |

| Other Rates                    |                                       |
|--------------------------------|---------------------------------------|
| FOD-Boss Rental                | \$25 per hour                         |
| Lift truck                     | \$70 per hour – one half hour minimum |
| Labor                          | \$70 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 1/1/2021

### 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 1/1/2021

### PROPERTY LEASE CHARGES

| Rents*                                      |  |
|---|--|
| Ground Rent – Airport Land-Aeronautical     | \$0.29 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 1/1/2021

### 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. |
|-------|---|

#### 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.

| 2021 Capital Investment Plan     |                               |           |                        |                        |                      |                        |  |
|----------------------------------|-------------------------------|-----------|------------------------|------------------------|----------------------|------------------------|--|
| Line of Business                 | Project Name                  | Project # | 2021                   | Total Project Cost     | 2021 Funding Source  |                        |  |
|                                  |                               |           |                        |                        | Bonds                | General Fund           |  |
| Admin/IT                         | IT General                    | ZPL2101   | \$ 50,000.00           | \$ 50,000.00           | \$ -                 | \$ 50,000.00           |  |
| <b>Admin/IT Total</b>            |                               |           | <b>\$ 50,000.00</b>    | <b>\$ 50,000.00</b>    | <b>\$ -</b>          | <b>\$ 50,000.00</b>    |  |
| Airport                          | Replacement                   | ZPL2102   | \$ 20,000.00           | \$ 20,000.00           | \$ -                 | \$ 20,000.00           |  |
| <b>Airport Total</b>             |                               |           | <b>\$ 20,000.00</b>    | <b>\$ 20,000.00</b>    | <b>\$ -</b>          | <b>\$ 20,000.00</b>    |  |
| Marina                           | Dry Storage Yard              | ZPL2103   | \$ 60,000.00           | \$ 60,000.00           | \$ -                 | \$ 60,000.00           |  |
|                                  | Electronic Kiosk              | ZPL2104   | \$ 15,000.00           | \$ 15,000.00           | \$ -                 | \$ 15,000.00           |  |
|                                  | Maintenance Building*         | ZPL2105   | \$ 10,000.00           | \$ 510,000.00          | \$ -                 | \$ 10,000.00           |  |
| <b>Marina Total</b>              |                               |           | <b>\$ 85,000.00</b>    | <b>\$ 585,000.00</b>   | <b>\$ -</b>          | <b>\$ 85,000.00</b>    |  |
| Marine Terminal                  | Berth 1 Piling Repair*        | ZPL2107   | \$ 50,000.00           | \$ 375,000.00          | \$ -                 | \$ 50,000.00           |  |
| <b>Marine Terminal Total</b>     |                               |           | <b>\$ 50,000.00</b>    | <b>\$ 375,000.00</b>   | <b>\$ -</b>          | <b>\$ 50,000.00</b>    |  |
| <b>Grand Total New Requests</b>  |                               |           | <b>\$ 205,000.00</b>   | <b>\$ 1,030,000.00</b> | <b>\$ -</b>          | <b>\$ 205,000.00</b>   |  |
| 2020 Carry-over Capital Projects |                               |           |                        |                        | 2021 Funding Source  |                        |  |
| Properties                       | Marina/Admin Office*          | PR1902    | \$ 325,000.00          | \$ 3,400,000.00        | \$ 325,000.00        | \$ -                   |  |
| Airport                          | Runway Lights Control Module  | AP2022    | \$ 12,000.00           | \$ 12,000.00           | \$ -                 | \$ 12,000.00           |  |
| Marina                           | Marina Electrical Replacement | MB2001    | \$ 498,000.00          | \$ 498,000.00          | \$ -                 | \$ 498,000.00          |  |
| Marina                           | Breakwater piling replacement | MB2022    | \$ 35,000.00           | \$ 35,000.00           | \$ -                 | \$ 35,000.00           |  |
| Executive                        | RV Resort Infrastructure*     | MB2023    | \$ 750,000.00          | \$ 900,000.00          | \$ 400,000.00        | \$ 350,000.00          |  |
| <b>Grand Total Carry-over</b>    |                               |           | <b>\$ 1,620,000.00</b> | <b>\$ 4,845,000.00</b> | <b>\$ 725,000.00</b> | <b>\$ 895,000.00</b>   |  |
| <b>Grand Total</b>               |                               |           | <b>\$ 1,825,000.00</b> | <b>\$ 5,875,000.00</b> | <b>\$ 725,000.00</b> | <b>\$ 1,100,000.00</b> |  |