



Commission Meeting
Monday, November 24, 2025
5:30 PM

The meeting agenda is available on the Port's website as of November 21, 2025.
<https://www.portolympia.com/commission>

AGENDA

- A. Call to Order
- B. Pledge of Allegiance
- C. Approval of Agenda
- D. Executive Director Report
- E. Public Comment

This public comment period is the opportunity for public input on the agenda items on this evening's agenda, in addition to an opportunity for public comment on any other port business. Individual public comments are limited to 3 minutes per person.

*See bottom of agenda for instructions on how to provide public comment.

NOTE: Guidelines for public comment can be found in the Commission Rules in Resolution 2025-03 Article VI.

- *Comments should be directed to Commission:* Comments should be directed to the Commission as a whole and should not include comments about individual Port staff or members of the public.
- *Courtesy:* All speakers (members of the public, Port staff, and Commissioners) shall be courteous in language and demeanor and shall confine remarks to those facts that are germane and relevant to the question or issue under discussion.

F. Consent Calendar

- 1. Comprehensive Scheme of Harbor Improvements (CSHI) Amendment Calendar Planning: Warren Hendrickson, Director of Operations

G. Pending Issues or Business

- 1. Budd Inlet Cleanup
- 2. Marine Terminal Warehouse
- 3. Dancing Goats Building Renovations
- 4. Airport Master Plan Update
- 5. Peninsula Master Plan
- 6. Foreign-Trade Zone

Port of Olympia Mission

Creating economic opportunities and building community for all of Thurston County through responsible resource use.

H. Action Calendar

1. 2026 Budget and Tax Levy Resolutions Adoption: Alex Smith, Executive Director, and Brent Barnes, Director of Enterprise Services

I. Action/Other Calendar

1. None

J. Advisory Calendar

1. Harbor Patrol Briefing and Organizational Transition: Damien Egan, Harbor Senior Manager

K. Commissioner Reports/Discussion

L. Other Business

M. Meeting Announcements

N. Adjourn

***Attendance and Public Comment Hybrid Meeting Information**

Attend Remote or In-Person

The public are welcome to attend the meeting in person, or may view or listen to the meeting using one of the following platforms:

In-Person: 626 Columbia Street NW, Olympia
Olympics Room, Suite 1-B

Zoom: Go to <http://www.zoom.us/join> and enter the Webinar ID 819 6389 2066 and Passcode 496929.
Instructions and access details (a link to the meeting) will be emailed to you once a short registration form is complete. (Check Spam or Junk folder and move Zoom link email to your Inbox to view/access link.)

YouTube: www.youtube.com/@portofolympia1922

Phone: Call (253) 215-8782, listen for the prompts and enter the Webinar ID 819 6389 2066 and Passcode 496929.

Verbal Public Comment

Those wishing to provide verbal public comment may do so in-person or by Zoom:

In-Person: Use the sign-up sheet located at the meeting location.

Virtual / **Must pre-register** using the following Zoom link no later than 90 minutes prior to the meeting:
via Zoom: https://us06web.zoom.us/webinar/register/WN_5T3gxx-cTnufzpQy3wwcVA
Instructions and access details (a link to the meeting) will be emailed to you once registration is complete. (Check Spam or Junk folder and move Zoom link email to your Inbox to view/access link.) Registration for remote/virtual verbal public comment closes at 4:00 p.m. on the day of the meeting.

Written Public Comment

Written public comment may be submitted to commissioncoordinator@portolympia.com by 12:00 p.m. on the date of the meeting. All written comments will be compiled and sent to the Commissioners prior to the meeting.

Port of Olympia Mission

Creating economic opportunities and building community for all of Thurston County through responsible resource use.

COVER MEMO

Briefing Date/Time: November 24, 2025

Staff Contact/Title: Warren Hendrickson, Director of Operations
360.528.8050, warrenh@portolympia.com

Subject: Comprehensive Scheme of Harbor Improvements (CSHI)
Amendment Process

Purpose: ☐ Information Only ☒ Decision Needed

Overview:

- Consent Agenda Action item – Approval requested.
 - o Approval of a revised process for an annual CSHI update.

Background:

In July 2024, the Commission approved a motion requiring an annual CSHI amendment each November in conjunction with the annual budget public hearing process.

Commission Meeting Minutes July 22, 2024:

Motion: Commissioner Tonge moved to adopt a plan to amend the Port of Olympia Comprehensive Scheme of Harbor Improvements on an annual basis, in concert with the annual budget public hearing and approval process each November. Commissioner Harding seconded the motion. Motion passed unanimously.

Approving a CSHI amendment in conjunction with this month's budget public hearing process is problematic on two counts:

- Port counsel has since clarified that a public hearing must be devoted to a single topic. Thus, consideration of both the annual budget and a CSHI amendment would require two separate and independent public hearings, a significant logistical challenge for the Commission in a single meeting and potentially confusing to the public.
- A November 2025 CSHI public hearing is premature. The Port's sale of East Bay Lots 6 and 7 to the City of Olympia for the planned expansion of the Hands On Children's Museum does not close until December 10, 2025. A CSHI amendment will be required after that date.

Recognizing that it remains a best management practice to formally update the CSHI annually, the Commission is being asked to approve the rescission of the July 2024 motion and establish a new policy that the CSHI amendment process be disconnected from the annual budget process yet still be updated annually and no later than the end of each calendar year.

Documents Attached:

- None

Staff Recommendations:

- Adopt a revised process that updates the CSHI annually, and no later than the end of each calendar year.

Suggested Motion – To be Adopted Upon Commission Approval by Consent:

“The approved July 22, 2024, Commission motion calling for an amendment of the Port of Olympia Comprehensive Scheme of Harbor Improvements on an annual basis, in concert with the annual budget public hearing and approval process each November, is hereby rescinded. Beginning in 2026 and annually thereafter, the Port of Olympia will amend its Comprehensive Scheme of Harbor Improvements on no less than an annual basis, and no later than the end of each calendar year.”

COVER MEMO

Briefing Date/Time: November 24, 2025

Staff Contact/Title: Alex Smith, Executive Director, 360.528.8001,
alexs@portolympia.com

Subject: 2026 Draft Budget and Capital Investment Plan

Purpose: ☐ Information Only ☒ Decision Needed

Overview:

This is a request for Commission approval of the 2026 Operating Budget and Capital Investment Plan (CIP), and a request for approval of the 2026 proposed Tax Levy.

This is the culmination of the 2026 Budget development schedule. It follows three Commission reviews of the proposed 2026 Port Operating Budget and two Commission reviews of the proposed 2026 CIP. This also follows a public hearing on the proposed budget and CIP, which was held November 10, 2025.

Background:

The 2026 Budget cycle provided opportunities for Commission review and feedback, and opportunities for public comment on the draft budget prior to it being presented to the Commission for adoption.

Documents Attached:

- PowerPoint presentation
- 2026 Operating Budget
- 2026 CIP
- Budget Resolution, 2025-09
- Tax Levy Resolution, 2025-10



PORT of OLYMPIA
Serving All of Thurston County



Draft 2026 Budget and Capital Investment Plan

November 24, 2025

Today's Presentation

Action Requested

- Budget and Capital Investment Plan
- Request for approval of Resolutions 2025-09 and 2025-10



Agenda

- Review Schedule
- 2026 Draft Budget
- Capital Investment Plan
- Tax Levy
- Questions and Comments



2026 Budget Process

October 27, 2025

Commission Work Session – Operating Budget and Capital Investment Plan (CIP) Review

November 10, 2025

Commission Meeting – Tax Levy Presentation, and Budget and CIP Presentation

November 17, 2025

Final Adjustments (if necessary)

November 24, 2025

Commission Meeting – Request for Budget Adoption: Resolutions 2025-09 and 2025-10

2026 Cash Budget

(in 000's)

Beginning Cash & Investments	\$	24,694
Operating Revenues		17,195
Operating Expense		(16,414)
Income from Operations		781
Property tax revenue		8,210
Grant Revenue- Budd Inlet		3,900
Non-Operating Revenue		926
Non-Operating Expenses		(8,550)
Debt Service Payments		(4,194)
Non-Operations Income		292
Grant Revenue- Capital Projects		3,594
Capital Investments - Planned Projects		(15,678)
Ending Cash & Investments	\$	13,683

Tax Levy Uses – Policy 1201

Estimated 2026 Tax Levy Revenues \$8,325,167 (.1253 per \$1,000)	
Uses of Taxes:	
Debt, Principal and Interest	(4,616,000)
Environmental Expense:	
Cascade Pole	(824,458)
Environmental Administration	(1,200,000)
Budd Inlet Remediation (Port Share Only)	(50,000)
Government Services	(1,875,050)
Community Events	(57,000)
Small Cities Program	(100,000)
Special Projects	(100,000)
Harbor Patrol	(35,000)
Membership and Partner Costs	(175,000)
Total Use of Taxes	(8,565,508)
Net Levy Funds	(240,341)
Funds from Operations/Reserves	\$240,341

2026 Capital Investment Plan

2026 Proposed Capital Budget (Updated 10.13.25)				2026				2027	2028	2029	2030
Business Unit	Description	Project Status	Project Number	Project to Date Spending (Est 12/31/25)	2026 Project Funding	Port Funds	Grant Funds	Anticipated Funds as of 2026 for approved projects			
Airport	A: Runway 17-35 (South) Pavement and Electrical Rehabilitation	Planned	AP240301	\$1,650,873	\$1,098,537	\$27,464	\$1,071,073	N/A	N/A	N/A	N/A
	A: Apron & Taxiway Repair and Striping	Planned	AP2502	\$110,000	\$1,561,948	\$39,049	\$1,522,899	N/A	N/A	N/A	N/A
	A: Equipment - Scissor Lift	Projected	AP2506	N/A	\$23,000	\$23,000	N/A	N/A	N/A	N/A	N/A
Marina & Boatworks	BW: Boatworks Yard Expansion	Planned	MB2509	\$150,000	\$625,000	\$625,000	N/A	N/A	N/A	N/A	N/A
	BW: Stormwater Treatment System	Planned	MB2306	\$116,000	\$850,000	\$300,000	\$550,000	N/A	N/A	N/A	N/A
Marine Terminal	MT: Berth 1 Repairs - MARAD	Projected	MT2309	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	\$2,700,000	N/A	N/A
	MT: Maintenance Facility - MARAD	Projected	MT2310	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	N/A	\$3,500,000	N/A
	MT: Asphalt Paving - MARAD	Projected	MT2311	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	N/A	N/A	\$5,400,000
	MT: Dewatering Facility	Projected	MT2607	N/A	\$500,000	\$500,000	N/A	N/A	N/A	N/A	N/A
	MT: Storage Facility	Projected	MT2516	\$500,000	\$6,500,000	\$6,500,000	N/A	N/A	N/A	N/A	N/A
Real Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Non-Ops	Building T1 (Port HQ)	Planned	PR2523	\$375,000	\$3,800,000	\$3,800,000	N/A	\$2,000,000	N/A	N/A	N/A
	Contingency	N/A	N/A	N/A	\$120,000	\$120,000	N/A	N/A	N/A	N/A	N/A
					Total Project Funding	Total Port Funds	Total Grant Funds	Total Anticipated Funds for approved projects			
					\$15,678,485	\$12,084,513	\$3,593,972	\$2,198,000	\$2,700,000	\$3,500,000	\$5,400,000

Sample Motion(s)

Budget adoption:

"...move to adopt Resolution 2025-10 for the Adoption of the 2026 Tax Levy and move to adopt Resolution 2025-09 for the Adoption of the Budget and Capital Investment Plan."

Questions and Comments

Port of Olympia — placeholder for artwork

2026

Operating Budget and
Capital Investment Plan

Draft as of

November 24, 2025

Port of Olympia 2026 Budget Draft as of 11-24-25

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Port of Olympia 2026 Statutory Budget

The Port prepared a cash budget estimating receipts and disbursements in accordance with RCW 53.35.010. The preliminary 2026 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 26 and November 2, 2025. Notices are published in *The Olympian* as required by law (RCW 53.35.020 and RCW 53.35.045).

Port of Olympia 2026 Statutory Budget

Beginning Cash & Investments	\$ 24,694,000
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Projected Sources of Funds:

Revenues	17,194,567
Operating Expense	(8,661,589)
Maintenance Expense	(3,543,018)
Administration Expense	(4,524,458)
Funds Provided by Operations	465,502

Ad valorem tax revenue	8,325,455
Grant Revenue	7,493,972
Other Non Operating revenue	926,000
Projected Sources of Funds	16,745,427

Projected Uses of Funds:

Debt Service Payments - Existing Debt	(4,194,477)
Capital Spending - Planned Projects	(15,678,485)
Government Services	(1,875,050)
Environmental Remediation	(6,239,931)
Other Non Operating expenses	(435,705)
Projected Uses of Funds	(28,423,648)

Projected Borrowing

none	-
Total Borrowing	-

Projected Ending Cash & Investments	\$ 13,481,281
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Port of Olympia - Income Statement
2026 Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
<u>Operating Activities:</u>				
Operating Revenues:				
Landing Fees	\$7,349	\$12,000	\$10,575	\$12,000
Moorage	\$2,889,466	\$3,176,675	\$3,054,028	\$3,425,638
Dockage	\$792,430	\$853,800	\$640,501	\$661,688
Wharfage	\$260,668	\$270,000	\$247,261	\$242,761
Service & Facilities	\$2,002,268	\$2,050,021	\$1,986,521	\$2,018,309
Storage	\$106,790	\$35,000	\$37,429	\$47,445
Loading & Unloading	\$2,138,363	\$1,330,000	\$1,072,576	\$1,201,385
Handling	\$1,546,456	\$1,485,000	\$1,575,921	\$1,360,131
Labor	\$139,068	\$129,400	\$107,242	\$104,900
Utility (Pass Thru Costs)	\$478,590	\$570,963	\$547,028	\$530,498
Land Rents	\$2,266,121	\$3,877,596	\$3,911,297	\$3,856,657
Space & Hanger Rental	\$903,535	\$1,150,463	\$1,122,811	\$1,104,190
Fuel Flowage Fees	\$18,897	\$22,000	\$19,542	\$22,000
Collected Fees	\$464,611	\$502,215	\$533,834	\$552,645
General Labor Charge	\$5,075	\$20,000	\$10,348	\$10,000
Property and Land Rents	\$42,563	\$61,250	\$60,219	\$61,250
Space Rentals	\$511,976	\$448,569	\$453,745	\$532,058
Fuel Sales	\$562,465	\$701,200	\$556,890	\$558,000
Equipment Rental with Operator	\$219,640	\$219,500	\$159,732	\$178,644
Equipment Rental without Operator	\$27,030	\$16,000	\$16,456	\$4,480
Stormwater Fees	\$561,303	\$595,296	\$571,572	\$589,368
Other Misc. Income	\$219,887	\$152,700	\$93,722	\$120,520
Total Operating Revenues	\$16,164,551	\$17,679,648	\$16,789,250	\$17,194,567

Port of Olympia - Income Statement
2026 Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Operating Expenses:				
Salaries	(\$1,910,582)	(\$2,023,968)	(\$1,942,646)	(\$2,020,577)
Benefits	(\$655,528)	(\$759,640)	(\$679,182)	(\$734,862)
Outside Professional Services	(\$2,939,717)	(\$2,517,080)	(\$2,217,569)	(\$2,345,220)
Supplies	(\$719,681)	(\$827,340)	(\$659,255)	(\$737,750)
Equipment Rentals	(\$76,347)	(\$243,700)	(\$200,936)	(\$205,500)
Facility Rental	(\$11,204)	(\$11,000)	(\$10,224)	(\$11,000)
General & Admin - Direct	(\$1,047,576)	(\$990,661)	(\$1,052,066)	(\$1,242,916)
Utilities	(\$936,782)	(\$1,000,101)	(\$969,712)	(\$1,064,821)
Other Operating Expense	(\$247,245)	(\$245,797)	(\$231,132)	(\$298,943)
Total Operating Expenses	(\$8,544,662)	(\$8,619,287)	(\$7,962,722)	(\$8,661,589)
Maintenance Expenses:				
Salaries	(\$1,029,096)	(\$1,058,494)	(\$1,090,969)	(\$1,248,673)
Benefits	(\$401,265)	(\$601,680)	(\$509,922)	(\$480,745)
Outside Professional Services	(\$37,933)	(\$69,400)	(\$38,071)	(\$47,900)
Supplies	(\$33,921)	(\$49,040)	(\$40,586)	(\$46,600)
Equipment Rentals	(\$3,704)	(\$3,800)	(\$1,898)	(\$3,800)
Facility Rental	(\$92,160)	(\$63,200)	(\$75,381)	\$0
General & Admin - Direct	(\$5,973)	(\$6,500)	(\$2,989)	(\$6,500)
Maintenance and Repairs	(\$23,952)	(\$6,050)	(\$9,771)	(\$11,700)
Utilities	(\$8,086)	(\$7,200)	(\$10,084)	(\$8,000)
Other Maintenance Expense	(\$930,501)	(\$1,231,900)	(\$892,312)	(\$1,689,100)
Total Maintenance Expenses	(\$2,566,591)	(\$3,097,264)	(\$2,671,983)	(\$3,543,018)
Total Ops & Maintenance Expenses	(\$11,111,253)	(\$11,716,551)	(\$10,634,705)	(\$12,204,607)
Operations Gross Profit / (Loss)	\$5,053,298	\$5,963,097	\$6,154,545	\$4,989,960

Port of Olympia - Income Statement
2026 Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Continued from previous page:				
Operations Gross Profit / (Loss)	\$5,053,298	\$5,963,097	\$6,154,545	\$4,989,960
Consolidated Administrative Expenses:				
Salaries	(\$1,533,806)	(\$1,835,456)	(\$1,699,613)	(\$1,884,394)
Benefits	(\$535,908)	(\$658,753)	(\$609,553)	(\$594,489)
Outside Professional Services	(\$612,310)	(\$748,000)	(\$750,137)	(\$809,060)
Supplies	(\$50,852)	(\$58,300)	(\$50,057)	(\$139,262)
Equipment Rentals	(\$10,189)	(\$10,000)	(\$9,905)	(\$15,000)
Facility Rental	(\$278,560)	(\$248,000)	(\$267,489)	(\$282,876)
General & Admin - Direct	(\$333,784)	(\$411,235)	(\$388,686)	(\$469,862)
Utilities	(\$308,399)	(\$146,300)	(\$161,677)	(\$304,015)
Maintenance and Repairs	(\$8,002)	(\$3,250)	(\$9,315)	(\$8,500)
Other Misc Expenses	(\$24,534)	(\$25,000)	(\$14,112)	(\$17,000)
Total Consol. Admin Expenses	(\$3,696,344)	(\$4,144,294)	(\$3,960,544)	(\$4,524,458)
 Ops Net Profit / (Loss) After G&A Alloc.	 \$1,356,954	 \$1,818,803	 \$2,194,001	 \$465,502
 Depreciation - Ops and Consol. Admin.	 (\$4,187,807)	 (\$3,714,833)	 (\$3,742,615)	 (\$3,788,635)
 Ops Net Profit / (Loss) After Depr.	 (\$2,830,853)	 (\$1,896,030)	 (\$1,548,614)	 (\$3,323,133)

Port of Olympia - Income Statement
2026 Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Consolidated Environmental Expenses:				
Salaries	(\$465,553)	(\$479,386)	(\$560,334)	(\$516,047)
Benefits	(\$137,982)	(\$157,920)	(\$168,249)	(\$152,178)
Outside Professional Services	(\$114,728)	(\$485,750)	(\$279,437)	(\$430,450)
Supplies	(\$8,105)	(\$9,750)	(\$6,681)	(\$3,110)
Equipment Rentals	(\$538)	(\$260)	(\$128)	(\$250)
General & Admin - Direct	(\$14,065)	(\$26,988)	(\$8,348)	(\$19,470)
Utilities	(\$11,304)	(\$23,225)	(\$16,746)	(\$22,250)
Maintenance & Repair	(\$144,377)	(\$308,000)	(\$310,758)	(\$343,500)
Budd Inlet Remediation	(\$3,392,962)	(\$4,000,000)	(\$4,298,858)	(\$4,000,000)
Other Operating Expense	(\$71,774)	(\$88,000)	(\$92,506)	(\$93,375)
Depreciation - Environmental	(\$187,855)	(\$180,552)	(\$184,206)	(\$187,855)
G&A Allocation	(\$250,463)	(\$423,687)	(\$415,454)	(\$471,446)
Total Environmental Expenses	(\$4,799,706)	(\$6,183,518)	(\$6,341,705)	(\$6,239,931)
Government Services Expenses:				
Salaries	(\$213,091)	(\$302,588)	(\$254,144)	(\$364,857)
Benefits	(\$134,330)	(\$156,588)	(\$144,097)	(\$173,809)
Outside Professional Services	(\$625,139)	(\$800,000)	(\$468,021)	(\$750,000)
Facility Rental	(\$29,174)	(\$35,547)	(\$31,315)	(\$27,384)
General & Admin - Direct	(\$102,518)	(\$271,000)	(\$202,475)	(\$418,000)
Utilities	(\$3,000)	(\$3,100)	(\$3,129)	(\$4,000)
Public Amenities	\$0	(\$168,000)	(\$126,198)	(\$137,000)
Total Government Services Expenses	(\$1,107,252)	(\$1,736,823)	(\$1,229,379)	(\$1,875,050)
Total Enviro & Government Services	(\$5,906,958)	(\$7,920,341)	(\$7,571,084)	(\$8,114,981)
Transfer to Non-Operating	\$5,906,958	\$7,920,341	\$7,571,084	\$8,114,981

Port of Olympia - Income Statement
2026 Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Carried forward from Operations:				
Ops Net Profit / (Loss) After Depr.	(\$2,830,853)	(\$1,896,030)	(\$1,548,614)	(\$3,323,133)
<u>Non-Operating Activities:</u>				
Non Operating Revenues				
Nonoperating Revenues	\$289,158	\$25,000	\$19,504	\$10,000
Interest Income	\$816,170	\$120,500	\$478,716	\$750,000
Property Tax Levy Revenue	\$7,741,716	\$8,058,061	\$8,078,681	\$8,325,455
Non-Operating Grants	\$1,474,591	\$9,711,250	\$8,033,450	\$7,493,972
Tax Sharing	\$101,486	\$116,000	\$83,259	\$116,000
Gain (Loss) on Investments	\$3,328,851	(\$250,000)	(\$125,002)	\$50,000
Total Non Operating Revenues:	\$13,751,972	\$17,780,811	\$16,568,608	\$16,745,427
Non Operating Expenses				
Other NonOp Expenses	(\$286,592)	(\$1,000)	\$182,507	(\$1,000)
Salaries	(\$57,189)	(\$39,340)	(\$47,321)	\$0
Benefits	(\$19,668)	(\$16,992)	(\$17,336)	\$0
Government Services	(\$1,107,252)	(\$1,736,823)	(\$1,229,433)	(\$1,875,050)
Environmental Costs	(\$4,810,182)	(\$6,183,518)	(\$6,341,716)	(\$6,239,931)
Banking/Investment Fees	(\$28,180)	(\$25,000)	(\$27,108)	(\$29,168)
Financing Interest Expense	(\$5,448)	\$0	(\$1,950)	(\$1,000)
Bond Interest Expense	(\$1,006,013)	(\$822,266)	(\$822,260)	(\$393,235)
Bond Disc/Issue Cost	(\$81,332)	(\$47,765)	(\$63,251)	(\$2,664)
Premium on Bonds	\$88,749	(\$56,591)	\$23,539	(\$8,638)
Election Expense	\$0	(\$300,000)	(\$175,000)	\$0
Public Amenities	(\$94,722)	\$0	(\$32,131)	\$0
Commission Special Projects	(\$39,462)	\$0	(\$27,553)	\$0
Total Non Operating Expenses	(\$7,447,291)	(\$9,229,295)	(\$8,579,013)	(\$8,550,686)
Non Operating Income (Loss)	\$6,304,681	\$8,551,516	\$7,989,595	\$8,194,741
Total Port Income (Loss)	\$3,473,828	\$6,655,486	\$6,440,981	\$4,871,608

Note: Does not include spending on Capital Projects - 2026 Budget \$15.678 million

**Olympia Regional Airport
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Landing Fees	\$7,349	\$12,000	\$10,575	\$12,000
Utility (Pass Thru Costs)	\$46,637	\$53,976	\$101,247	\$50,182
Land Rents	\$1,249,226	\$2,306,216	\$2,273,558	\$2,305,318
Space & Hangar Rental	\$903,535	\$1,150,463	\$1,122,811	\$1,104,190
Fuel Flowage Fees	\$18,897	\$22,000	\$19,542	\$22,000
Interest Income	\$1,906,325	\$320	\$158	\$320
Other Misc. Income	\$88,076	\$1,800	\$3,760	\$1,800
Total Operating Revenues	\$4,220,045	\$3,546,775	\$3,531,651	\$3,495,810
Operating Expenses:				
Salaries	(\$448,632)	(\$481,616)	(\$473,639)	(\$437,915)
Benefits	(\$128,527)	(\$163,827)	(\$143,073)	(\$139,529)
Outside Professional Services	(\$71,711)	(\$201,290)	(\$129,003)	(\$158,600)
Equipment Rentals	\$484	(\$1,600)	(\$1,486)	(\$3,200)
General & Admin - Direct	(\$194,795)	(\$176,440)	(\$168,805)	(\$213,360)
Utilities	(\$108,468)	(\$110,511)	(\$118,829)	(\$126,171)
Other Operating Expense	(\$13,983)	(\$14,364)	(\$9,998)	(\$24,354)
Total Operating Expenses	(\$965,632)	(\$1,149,648)	(\$1,044,833)	(\$1,103,129)
Maintenance Expenses:				
Salaries	(\$147,577)	(\$154,135)	(\$151,505)	(\$230,724)
Benefits	(\$66,009)	(\$72,455)	(\$70,090)	(\$113,648)
Outside Professional Services	(\$28,099)	(\$44,400)	(\$24,422)	(\$22,900)
Supplies	(\$25,903)	(\$29,500)	(\$21,898)	(\$32,500)
Equipment Rentals	(\$493)	(\$2,000)	(\$998)	(\$2,000)
General & Admin - Direct	(\$7,699)	(\$6,500)	(\$2,704)	(\$6,500)
Other Maintenance Expense	(\$325,267)	(\$610,000)	(\$378,595)	(\$805,500)
Total Maintenance Expenses	(\$601,047)	(\$918,990)	(\$650,212)	(\$1,213,772)
Total Operating & Maintenance Expenses	(\$1,566,679)	(\$2,068,638)	(\$1,695,045)	(\$2,316,901)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$2,653,366	\$1,478,137	\$1,836,606	\$1,178,909
Depreciation / Amortization	(\$930,593)	(\$977,479)	(\$960,112)	(\$953,804)
Interest Expense	(\$79)	\$0	\$0	\$0
General & Administrative Overhead	(\$782,859)	(\$837,897)	(\$942,147)	(\$1,211,621)
Net Operating Income (Loss)	\$939,835	(\$337,239)	(\$65,653)	(\$986,516)

Airport Operations Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Landing Fees	\$7,349	\$12,000	\$10,575	\$12,000
Utility (Pass Thru Costs)	\$5,793	\$6,516	\$6,779	\$5,182
Land Rents	\$255,183	\$570,429	\$579,644	\$611,670
Space & Hangar Rental	\$648,363	\$660,649	\$654,252	\$641,513
Fuel Flowage Fees	\$18,897	\$22,000	\$19,542	\$22,000
Interest Income	\$589,283	\$320	\$158	\$320
Other Misc. Income	\$1,440	\$1,800	\$3,760	\$1,800
Total Operating Revenues	\$1,526,308	\$1,273,714	\$1,274,710	\$1,294,485
Operating Expenses:				
Salaries	(\$370,169)	(\$344,147)	(\$384,206)	(\$241,925)
Benefits	(\$97,787)	(\$113,673)	(\$109,643)	(\$73,870)
Outside Professional Services	(\$28,650)	(\$180,790)	(\$113,848)	(\$144,050)
Equipment Rentals	\$484	(\$1,600)	(\$1,486)	(\$3,200)
General & Admin - Direct	(\$99,459)	(\$83,440)	(\$70,519)	(\$99,919)
Utilities	(\$71,179)	(\$72,589)	(\$88,120)	(\$83,889)
Other Operating Expense	(\$12,287)	(\$12,174)	(\$8,140)	(\$12,174)
Total Operating Expenses	(\$679,047)	(\$808,413)	(\$775,962)	(\$659,027)
Maintenance Expenses:				
Salaries	(\$49,500)	(\$51,716)	(\$50,744)	(\$115,362)
Benefits	(\$22,144)	(\$24,253)	(\$23,479)	(\$48,933)
Outside Professional Services	(\$27,198)	(\$44,000)	(\$23,528)	(\$22,000)
Supplies	(\$25,873)	(\$29,500)	(\$21,898)	(\$32,500)
Equipment Rentals	(\$493)	(\$2,000)	(\$998)	(\$2,000)
General & Admin - Direct	(\$7,699)	(\$6,500)	(\$2,704)	(\$6,500)
Other Maintenance Expense	(\$212,029)	(\$495,500)	(\$293,557)	(\$663,500)
Total Maintenance Expenses	(\$344,936)	(\$653,469)	(\$416,908)	(\$890,795)
Total Operating & Maintenance Expenses	(\$1,023,983)	(\$1,461,882)	(\$1,192,870)	(\$1,549,822)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$502,325	(\$188,168)	\$81,840	(\$255,337)
Depreciation / Amortization	(\$690,028)	(\$734,803)	(\$717,997)	(\$712,251)
Interest Expense	(\$79)	\$0	\$0	\$0
General & Administrative Overhead	(\$310,361)	(\$306,032)	(\$360,434)	(\$480,341)
Net Operating Income (Loss)	(\$498,143)	(\$1,229,003)	(\$996,591)	(\$1,447,929)

Airport Operations Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Landing Fees:				
6111000-010 Landing Fees-Airport	\$7,349	\$12,000	\$10,575	\$12,000
Total Landing Fees	\$7,349	\$12,000	\$10,575	\$12,000
Utility (Pass Thru Costs):				
6118101-010 Water - Pass Thru Costs-Airport	\$476	\$463	\$574	\$0
6118301-010 Sewer - Pass Thru Costs-Airport	\$874	\$871	\$874	\$0
6118601-010 Garbage - Pass Thru Costs-Airport	\$3,122	\$3,182	\$3,373	\$3,182
6118901-010 Other User Charges - Pass Thru-Airport	\$1,320	\$2,000	\$1,958	\$2,000
Total Utility (Pass Thru Costs)	\$5,793	\$6,516	\$6,779	\$5,182
Land Rents:				
6141000-010 Real Prop Rent - Land-Airport	\$192,316	\$514,885	\$521,405	\$540,912
6141010-010 Temporary Rental - Land-Airport	\$62,867	\$53,520	\$57,228	\$68,471
6143000-010 Option Fees-Airport	\$0	\$2,024	\$1,010	\$2,287
Total Land Rents	\$255,183	\$570,429	\$579,644	\$611,670
Space & Hangar Rental:				
6151000-010 Space Rental - General-Airport	\$301,043	\$296,649	\$290,921	\$249,513
6152010-010 Hangar Rental-Airport	\$347,319	\$364,000	\$363,331	\$392,000
Total Space & Hangar Rental	\$648,363	\$660,649	\$654,252	\$641,513
Fuel Flowage Fees:				
6163000-010 Fuel Flowage Fees-Airport	\$18,897	\$22,000	\$19,542	\$22,000
Total Fuel Flowage Fees	\$18,897	\$22,000	\$19,542	\$22,000
Interest Income:				
6111070-010 Interest Income-Airport	\$589,283	\$320	\$158	\$320
Total Interest Income	\$589,283	\$320	\$158	\$320
Other Misc. Income:				
6114000-010 License Fees & Permits-Airport	\$840	\$840	\$2,016	\$840
6190000-010 Other Misc. Income-Airport	\$600	\$960	\$1,744	\$960
Total Other Misc. Income	\$1,440	\$1,800	\$3,760	\$1,800
Total Operating Revenues	\$1,526,308	\$1,273,714	\$1,274,710	\$1,294,485

Operating Expenses:

Salaries:				
7111100-010 Salaries: Regular-Airport	(\$315,712)	(\$344,147)	(\$356,882)	\$0

Airport Operations Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7111200-010 Salaries: Overtime-Airport	(\$1,341)	\$0	\$0	\$0
7111300-010 Salaries: Holiday-Airport	(\$16,755)	\$0	(\$7,919)	\$0
7111700-010 Salaries: Vacation-Airport	(\$28,610)	\$0	(\$14,640)	\$0
7111800-010 Salaries: Sick Leave-Airport	(\$7,750)	\$0	(\$4,768)	\$0
7311100-010 Salaries: Regular-Airport	\$0	\$0	\$0	(\$241,925)
Total Salaries	(\$370,169)	(\$344,147)	(\$384,206)	(\$241,925)
Benefits:				
7112100-010 Social Security (FICA)-Airport	(\$28,898)	(\$26,310)	(\$28,841)	\$0
7112200-010 Ind. Ins (L&I)-Airport	(\$2,767)	(\$943)	(\$959)	\$0
7112300-010 Misc. Benefits-Airport	(\$370)	(\$420)	(\$373)	\$0
7112400-010 Pension (PERS)-Airport	(\$33,916)	(\$31,352)	(\$34,405)	\$0
7112500-010 Med/Dent/Life Insurance-Airport	(\$31,836)	(\$54,648)	(\$45,067)	\$0
7312100-010 Social Security Tax (FICA) ER-Airport	\$0	\$0	\$0	(\$13,149)
7312101-010 Medicare Tax (FICA) ER-Airport	\$0	\$0	\$0	(\$3,508)
7312200-010 Ind. Ins (L&I)-Airport	\$0	\$0	\$0	(\$416)
7312400-010 Pension (PERS) ER-Airport	\$0	\$0	\$0	(\$13,499)
7312500-010 Med/Dent/Life Insurance-Airport	\$0	\$0	\$0	(\$43,298)
Total Benefits	(\$97,787)	(\$113,673)	(\$109,643)	(\$73,870)
Outside Professional Services:				
7113010-010 Outside Professional Services-Airport	(\$16,354)	(\$165,000)	(\$84,157)	(\$115,000)
7113013-010 Janitorial Services-Airport	(\$5,580)	(\$2,790)	(\$4,332)	(\$7,050)
7113014-010 Training/Dev.-Fire Fighters-Airport	(\$4,356)	(\$6,000)	(\$8,905)	(\$15,000)
7113104-010 Legal Svc - Special Projects-Airport	(\$2,360)	(\$4,000)	(\$2,771)	(\$4,000)
7113110-010 Injuries and Damages-Airport	\$0	(\$3,000)	(\$13,683)	(\$3,000)
Total Outside Professional Services	(\$28,650)	(\$180,790)	(\$113,848)	(\$144,050)
Equipment Rentals:				
7115000-010 Equipment Rentals-Airport	\$484	(\$1,600)	(\$1,486)	(\$3,200)
Total Equipment Rentals	\$484	(\$1,600)	(\$1,486)	(\$3,200)
General & Admin - Direct:				
7117000-010 Purchase Card Clearing Account-Airport	(\$11,826)	\$0	\$12,134	\$0
7117200-010 Travel-Airport	(\$4,289)	(\$5,500)	(\$2,932)	(\$2,500)
7117300-010 Insurance-Airport	(\$70,168)	(\$65,000)	(\$68,682)	(\$79,679)
7117400-010 Advertising-Airport	(\$3,455)	(\$2,300)	(\$3,615)	(\$2,300)
7117434-010 Advertising & Promo-Airport	\$0	(\$500)	(\$260)	(\$500)
7117500-010 Memberships-Airport	(\$3,834)	(\$5,340)	(\$3,354)	(\$4,140)
7117900-010 Other G & A Direct Costs-Airport	\$0	\$0	(\$291)	\$0
7117910-010 Meeting Expense-Airport	\$0	(\$300)	(\$150)	(\$300)
7117913-010 Employee Development-Airport	(\$5,633)	(\$4,000)	(\$2,880)	(\$10,000)
7117915-010 B & O Excise Taxes-Airport	(\$254)	(\$500)	(\$487)	(\$500)
Total General & Admin - Direct	(\$99,459)	(\$83,440)	(\$70,519)	(\$99,919)

Airport Operations Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Utilities:				
7118100-010 Water-Airport	(\$6,180)	(\$5,400)	(\$7,814)	(\$7,500)
7118200-010 Electricity-Airport	(\$24,360)	(\$30,000)	(\$34,159)	(\$30,000)
7118500-010 Stormwater-Airport	(\$23,987)	(\$21,000)	(\$27,107)	(\$28,000)
7118600-010 Garbage Collection-Airport	(\$6,239)	(\$5,000)	(\$5,800)	(\$5,000)
7118700-010 Natural Gas/Propane/Oil-Airport	(\$2,598)	(\$3,800)	(\$5,892)	(\$6,000)
7118800-010 Telecommunications-Airport	(\$1,986)	(\$1,656)	(\$1,608)	(\$1,656)
7118900-010 Other Utilities-Airport	(\$5,827)	(\$5,733)	(\$5,742)	(\$5,733)
Total Utilities	(\$71,179)	(\$72,589)	(\$88,120)	(\$83,889)
Other Operating Expense:				
7119000-010 Other Operating Expense-Airport	(\$8,989)	(\$8,500)	(\$5,133)	(\$8,500)
7119010-010 Rodent & Pest Control-Airport	(\$1,189)	(\$1,174)	(\$1,204)	(\$1,174)
7119015-010 Environmental Costs-Airport	(\$1,835)	(\$2,500)	(\$1,668)	(\$2,500)
7199000-010 Other Expenses-Airport	(\$273)	\$0	(\$136)	\$0
Total Other Operating Expense	(\$12,287)	(\$12,174)	(\$8,140)	(\$12,174)
Total Operating Expenses	(\$679,047)	(\$808,413)	(\$775,962)	(\$659,027)
Maintenance Expenses:				
Salaries:				
7131100-010 Salaries: Regular-Airport	(\$42,476)	(\$51,716)	(\$47,208)	\$0
7131200-010 Salaries: Overtime-Airport	(\$731)	\$0	(\$405)	\$0
7131300-010 Salaries: Holiday-Airport	(\$2,282)	\$0	(\$990)	\$0
7131700-010 Salaries: Vacation-Airport	(\$2,783)	\$0	(\$356)	\$0
7131800-010 Salaries: Sick Leave-Airport	(\$1,228)	\$0	(\$1,785)	\$0
7331100-010 Salaries: Maint. Regular-Airport	\$0	\$0	\$0	(\$115,362)
Total Salaries	(\$49,500)	(\$51,716)	(\$50,744)	(\$115,362)
Benefits:				
7132100-010 Social Security (FICA)-Airport	(\$3,815)	(\$3,956)	(\$3,981)	\$0
7132200-010 Ind. Ins (L&I)-Airport	(\$1,256)	(\$2,582)	(\$1,932)	\$0
7132300-010 Misc. Benefits-Airport	(\$281)	\$0	(\$115)	\$0
7132400-010 Pension (PERS)-Airport	(\$4,615)	(\$4,711)	(\$4,742)	\$0
7132500-010 Med/Dent/Life Insurance-Airport	(\$12,176)	(\$13,004)	(\$12,708)	\$0
7332100-010 Social Security(FICA) Maint ER-Airport	\$0	\$0	\$0	(\$7,152)
7332101-010 Medicare Tax (FICA) Maint ER-Airport	\$0	\$0	\$0	(\$1,673)
7332200-010 Ind. Ins (L&I) Maint.-Airport	\$0	\$0	\$0	(\$653)
7332400-010 Pension (PERS) Maint.-Airport	\$0	\$0	\$0	(\$6,437)
7332500-010 Med/Dent/Life Insurance Maint.-Airport	\$0	\$0	\$0	(\$33,018)
Total Benefits	(\$22,144)	(\$24,253)	(\$23,479)	(\$48,933)
Outside Professional Services:				
7133011-010 Part-time Temp Services-Airport	(\$27,198)	(\$44,000)	(\$23,528)	(\$22,000)

Airport Operations Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Outside Professional Services	(\$27,198)	(\$44,000)	(\$23,528)	(\$22,000)
Supplies:				
7134000-010 Supplies-Airport	(\$4,696)	(\$7,500)	(\$5,195)	(\$10,500)
7134001-010 Supplies: Tools-Airport	(\$9,075)	(\$10,000)	(\$5,482)	(\$10,000)
7134300-010 Fuel & Lubricants-Airport	(\$12,103)	(\$12,000)	(\$11,221)	(\$12,000)
Total Supplies	(\$25,873)	(\$29,500)	(\$21,898)	(\$32,500)
Equipment Rentals:				
7135000-010 Equipment Rentals-Airport	(\$493)	(\$2,000)	(\$998)	(\$2,000)
Total Equipment Rentals	(\$493)	(\$2,000)	(\$998)	(\$2,000)
General & Admin - Direct:				
7137000-010 Purchase Card Clearing Account-Airport	(\$1,649)	\$0	\$1,910	\$0
7137900-010 Other Maintenance Expense-Airport	(\$6,051)	(\$6,500)	(\$4,615)	(\$6,500)
Total General & Admin - Direct	(\$7,699)	(\$6,500)	(\$2,704)	(\$6,500)
Other Maintenance Expense:				
7139000-010 M&R to Port Owned Bldgs-Airport	(\$55,960)	(\$70,000)	(\$61,373)	(\$110,000)
7139001-010 M&R to Hangars-Airport	(\$599)	(\$75,000)	(\$38,769)	(\$174,000)
7139003-010 M&R to Small Building-Airport	(\$96)	(\$15,000)	(\$7,500)	(\$15,000)
7139020-010 M&R to Runways/Taxiways-Airport	(\$23,703)	(\$165,000)	(\$83,074)	(\$230,000)
7139030-010 M&R to Roads & Park'g Areas-Airport	(\$98,110)	(\$25,000)	(\$15,609)	(\$80,000)
7139040-010 Maint & Repair to Property-Airport	(\$11,930)	(\$20,000)	(\$13,601)	(\$20,000)
7139043-010 Landscaping-Airport	(\$6,224)	(\$6,000)	(\$6,822)	(\$6,000)
7139050-010 Vehicle Maintenance-Airport	(\$4,679)	(\$10,000)	(\$5,230)	(\$10,000)
7139060-010 M&R to Equipment-Airport	(\$9,641)	(\$10,000)	(\$11,638)	(\$10,000)
7139064-010 M&R to Yard Equipment-Airport	(\$117)	(\$6,500)	(\$3,341)	(\$6,500)
7139065-010 Repair/Replace Electronics-Airport	(\$972)	(\$18,000)	(\$9,098)	(\$2,000)
7139500-010 Incidental L/H Improvement-Airport	\$0	(\$75,000)	(\$37,500)	\$0
Total Other Maintenance Expense	(\$212,029)	(\$495,500)	(\$293,557)	(\$663,500)
Total Maintenance Expenses	(\$344,936)	(\$653,469)	(\$416,908)	(\$890,795)
Total Operating & Maintenance Expenses	(\$1,023,983)	(\$1,461,882)	(\$1,192,870)	(\$1,549,822)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$502,325	 (\$188,168)	 \$81,840	 (\$255,337)
Depreciation / Amortization:				
7170000-010 Depreciation-Airport	(\$274,873)	(\$321,463)	(\$304,663)	(\$298,916)
7170001-010 Amortization-Airport	(\$1,821)	\$0	\$0	\$0
7170010-010 Depreciation Grant-Airport	(\$413,335)	(\$413,340)	(\$413,340)	(\$413,335)

Airport Operations **Budget - DRAFT as of 11-24-25**

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Depreciation / Amortization	(\$690,028)	(\$734,803)	(\$717,997)	(\$712,251)
Interest Expense:				
7180000-010 Interest Expense-Airport	(\$79)	\$0	\$0	\$0
Total Interest Expense	(\$79)	\$0	\$0	\$0
General & Administrative Overhead:				
7150080-010 Executive G&A Overhead-Airport	(\$66,838)	\$0	(\$47,438)	\$0
7150082-010 Marketing G&A Overhead-Airport	(\$41,967)	\$0	(\$20,068)	\$0
7150083-010 Finance G&A Overhead-Airport	(\$32,266)	\$0	(\$60,980)	\$0
7150085-010 Engineering G&A Overhead-Airport	(\$34,791)	\$0	(\$17,838)	\$0
7150087-010 I/S G&A Overhead-Airport	(\$45,891)	\$0	(\$21,806)	\$0
7150088-010 Administrative G&A Overhead-Airport	(\$88,608)	\$0	(\$39,291)	\$0
7850088-010 Administrative G&A Overhead-Airport	\$0	(\$306,032)	(\$153,014)	(\$480,341)
Total General & Administrative Overhead	(\$310,361)	(\$306,032)	(\$360,434)	(\$480,341)
Net Operating Income (Loss)	(\$498,143)	(\$1,229,003)	(\$996,591)	(\$1,447,929)

**New Market Industrial Campus
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents	\$1,004,330	\$1,563,556	\$1,533,956	\$1,507,464
Space & Hangar Rental	\$74,756	\$265,290	\$255,415	\$271,642
Interest Income	\$1,140,055	\$0	\$0	\$0
Other Misc. Income	(\$4,645)	\$0	\$0	\$0
Total Operating Revenues	\$2,214,496	\$1,828,846	\$1,789,371	\$1,779,106
Operating Expenses:				
Salaries	(\$67,129)	(\$116,181)	(\$73,302)	(\$148,686)
Benefits	(\$25,328)	(\$42,726)	(\$27,275)	(\$49,285)
Outside Professional Services	(\$21,872)	(\$6,500)	(\$4,217)	(\$1,800)
General & Admin - Direct	(\$89,035)	(\$80,000)	(\$85,580)	(\$100,654)
Utilities	(\$10,946)	(\$8,862)	(\$11,287)	(\$12,350)
Other Operating Expense	(\$252)	(\$500)	(\$310)	(\$10,450)
Total Operating Expenses	(\$214,562)	(\$254,769)	(\$201,971)	(\$323,225)
Maintenance Expenses:				
Salaries	(\$49,354)	(\$51,554)	(\$50,628)	(\$69,217)
Benefits	(\$22,076)	(\$24,018)	(\$23,340)	(\$45,142)
Outside Professional Services	(\$670)	(\$200)	(\$796)	(\$900)
Other Maintenance Expense	(\$49,799)	(\$60,000)	(\$35,508)	(\$70,000)
Total Maintenance Expenses	(\$121,899)	(\$135,772)	(\$110,272)	(\$185,259)
Total Operating & Maintenance Expenses	(\$336,461)	(\$390,541)	(\$312,243)	(\$508,484)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$1,878,035	 \$1,438,305	 \$1,477,128	 \$1,270,622
Depreciation / Amortization	(\$89,654)	(\$89,457)	(\$89,553)	(\$89,654)
General & Administrative Overhead	(\$413,814)	(\$427,925)	(\$490,525)	(\$640,455)
Net Operating Income (Loss)	\$1,374,567	\$920,923	\$897,050	\$540,513

**New Market Industrial Campus
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents:				
6141000-012 Real Prop Rent - Land-New Market Industrial	(\$644,849)	\$0	\$7,302	\$6,027
6142000-012 Industrial Park-New Market Industrial	\$1,649,180	\$1,511,566	\$1,500,661	\$1,449,430
6143000-012 Option Fees-New Market Industrial	\$0	\$51,990	\$25,992	\$52,007
Total Land Rents	\$1,004,330	\$1,563,556	\$1,533,956	\$1,507,464
Space & Hangar Rental:				
6152000-012 Space Rentals - Buildings-New Market Industrial	\$0	\$186,750	\$177,187	\$189,175
6153000-012 Space Rental - Warehouses-New Market Industrial	\$74,756	\$78,540	\$78,225	\$82,467
Total Space & Hangar Rental	\$74,756	\$265,290	\$255,415	\$271,642
Interest Income:				
6111070-012 Interest Income-New Market Industrial	\$1,140,055	\$0	\$0	\$0
Total Interest Income	\$1,140,055	\$0	\$0	\$0
Other Misc. Income:				
6190000-012 Other Misc. Income-New Market Industrial	(\$4,645)	\$0	\$0	\$0
Total Other Misc. Income	(\$4,645)	\$0	\$0	\$0
Total Operating Revenues	\$2,214,496	\$1,828,846	\$1,789,371	\$1,779,106
Operating Expenses:				
Salaries:				
7111100-012 Salaries: Regular-New Market Industrial	(\$48,134)	(\$116,181)	(\$70,295)	\$0
7111300-012 Salaries: Holiday-New Market Industrial	(\$3,358)	\$0	(\$545)	\$0
7111700-012 Salaries: Vacation-New Market Industrial	(\$8,238)	\$0	(\$1,950)	\$0
7111800-012 Salaries: Sick Leave-New Market Industrial	(\$7,399)	\$0	(\$514)	\$0
7311100-012 Salaries: Regular-New Market Industrial	\$0	\$0	\$0	(\$148,686)
Total Salaries	(\$67,129)	(\$116,181)	(\$73,302)	(\$148,686)
Benefits:				
7112100-012 Social Security (FICA)-New Market Industrial	(\$5,712)	(\$8,871)	(\$5,511)	\$0
7112200-012 Ind. Ins (L&I)-New Market Industrial	(\$179)	(\$532)	(\$309)	\$0
7112300-012 Misc. Benefits-New Market Industrial	(\$126)	\$0	(\$55)	\$0
7112303-012 Misc. Benefits - PFML-New Market Industrial	\$0	(\$100)	(\$52)	\$0
7112400-012 Pension (PERS)-New Market Industrial	(\$6,783)	(\$10,584)	(\$6,582)	\$0
7112500-012 Med/Dent/Life Insurance-New Market Industrial	(\$12,528)	(\$22,639)	(\$14,770)	\$0
7312100-012 Social Security Tax (FICA) ER-New Market Industria	\$0	\$0	\$0	(\$9,206)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7312101-012 Medicare Tax (FICA) ER-New Market Industrial	\$0	\$0	\$0	(\$2,156)
7312200-012 Ind. Ins (L&I)-New Market Industrial	\$0	\$0	\$0	(\$369)
7312400-012 Pension (PERS) ER-New Market Industrial	\$0	\$0	\$0	(\$8,297)
7312500-012 Med/Dent/Life Insurance-New Market Industrial	\$0	\$0	\$0	(\$29,257)
Total Benefits	(\$25,328)	(\$42,726)	(\$27,275)	(\$49,285)
Outside Professional Services:				
7113012-012 Security Patrol-New Market Industrial	(\$556)	(\$1,500)	(\$1,719)	(\$1,800)
7113104-012 Legal Svc - Special Projects-New Market Industrial	(\$21,316)	(\$5,000)	(\$2,498)	\$0
Total Outside Professional Services	(\$21,872)	(\$6,500)	(\$4,217)	(\$1,800)
General & Admin - Direct:				
7117300-012 Insurance-New Market Industrial	(\$89,119)	(\$80,000)	(\$85,580)	(\$100,654)
7117915-012 B & O Excise Taxes-New Market Industrial	\$83	\$0	\$0	\$0
Total General & Admin - Direct	(\$89,035)	(\$80,000)	(\$85,580)	(\$100,654)
Utilities:				
7118100-012 Water-New Market Industrial	\$0	\$0	\$0	\$0
7118200-012 Electricity-New Market Industrial	\$0	\$0	\$0	\$0
7118500-012 Stormwater-New Market Industrial	(\$1,864)	(\$1,862)	(\$1,985)	(\$1,850)
7118600-012 Garbage Collection-New Market Industrial	(\$1,243)	(\$2,000)	(\$1,721)	(\$2,000)
7118800-012 Telecommunications-New Market Industrial	(\$7,840)	(\$5,000)	(\$7,581)	(\$8,500)
Total Utilities	(\$10,946)	(\$8,862)	(\$11,287)	(\$12,350)
Other Operating Expense:				
7119000-012 Other Operating Expense-New Market Industrial	(\$187)	(\$250)	(\$150)	(\$250)
7119010-012 Rodent & Pest Control-New Market Industrial	\$0	(\$100)	(\$60)	(\$200)
7119015-012 Environmental Costs-New Market Industrial	(\$65)	(\$150)	(\$100)	(\$10,000)
Total Other Operating Expense	(\$252)	(\$500)	(\$310)	(\$10,450)
Total Operating Expenses	(\$214,562)	(\$254,769)	(\$201,971)	(\$323,225)
Maintenance Expenses:				
Salaries:				
7131100-012 Salaries: Regular-New Market Industrial	(\$42,365)	(\$51,554)	(\$47,080)	\$0
7131200-012 Salaries: Overtime-New Market Industrial	(\$713)	\$0	(\$393)	\$0
7131300-012 Salaries: Holiday-New Market Industrial	(\$2,274)	\$0	(\$985)	\$0
7131700-012 Salaries: Vacation-New Market Industrial	(\$2,760)	\$0	(\$377)	\$0
7131800-012 Salaries: Sick Leave-New Market Industrial	(\$1,242)	\$0	(\$1,792)	\$0
7331100-012 Salaries: Maint. Regular-New Market Industrial	\$0	\$0	\$0	(\$69,217)

**New Market Industrial Campus
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Salaries	(\$49,354)	(\$51,554)	(\$50,628)	(\$69,217)
Benefits:				
7132100-012 Social Security (FICA)-New Market Industrial	(\$3,802)	(\$3,944)	(\$3,969)	\$0
7132200-012 Ind. Ins (L&I)-New Market Industrial	(\$1,248)	(\$2,582)	(\$1,932)	\$0
7132300-012 Misc. Benefits-New Market Industrial	(\$281)	\$0	(\$115)	\$0
7132303-012 Misc. Benefits - PFML-New Market Industrial	\$0	\$0	\$0	\$0
7132400-012 Pension (PERS)-New Market Industrial	(\$4,599)	(\$4,697)	(\$4,729)	\$0
7132500-012 Med/Dent/Life Insurance-New Market Industrial	(\$12,146)	(\$12,795)	(\$12,592)	\$0
7332100-012 Social Security(FICA) Maint ER-New Market Industri	\$0	\$0	\$0	(\$4,291)
7332101-012 Medicare Tax (FICA) Maint ER-New Market Industrial	\$0	\$0	\$0	(\$1,004)
7332200-012 Ind. Ins (L&I) Maint.-New Market Industrial	\$0	\$0	\$0	(\$392)
7332400-012 Pension (PERS) Maint.-New Market Industrial	\$0	\$0	\$0	(\$6,437)
7332500-012 Med/Dent/Life Insurance Maint.-New Market Industri	\$0	\$0	\$0	(\$33,018)
Total Benefits	(\$22,076)	(\$24,018)	(\$23,340)	(\$45,142)
Outside Professional Services:				
7133011-012 Part-time Temp Services-New Market Industrial	(\$670)	(\$200)	(\$796)	(\$900)
Total Outside Professional Services	(\$670)	(\$200)	(\$796)	(\$900)
Other Maintenance Expense:				
7139000-012 M&R to Port Owned Bldgs-New Market Industrial	(\$384)	(\$15,000)	(\$7,500)	(\$15,000)
7139030-012 M&R to Roads & Park'g Areas-New Market Industrial	(\$49,092)	(\$40,000)	(\$21,747)	(\$50,000)
7139040-012 Maint & Repair to Property-New Market Industrial	(\$180)	(\$5,000)	(\$2,583)	(\$5,000)
7139043-012 Landscaping-New Market Industrial	\$0	\$0	(\$3,678)	\$0
7139500-012 Incidental L/H Improvement-New Market Industrial	(\$144)	\$0	\$0	\$0
Total Other Maintenance Expense	(\$49,799)	(\$60,000)	(\$35,508)	(\$70,000)
Total Maintenance Expenses	(\$121,899)	(\$135,772)	(\$110,272)	(\$185,259)
Total Operating & Maintenance Expenses	(\$336,461)	(\$390,541)	(\$312,243)	(\$508,484)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$1,878,035	 \$1,438,305	 \$1,477,128	 \$1,270,622
Depreciation / Amortization:				
7170000-012 Depreciation-New Market Industrial	(\$89,654)	(\$89,457)	(\$89,553)	(\$89,654)

**New Market Industrial Campus
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Depreciation / Amortization	(\$89,654)	(\$89,457)	(\$89,553)	(\$89,654)
General & Administrative Overhead:				
7150080-012 Executive G&A Overhead-New Market Industrial	(\$89,117)	\$0	(\$63,250)	\$0
7150082-012 Marketing G&A Overhead-New Market Industrial	(\$55,955)	\$0	(\$26,757)	\$0
7150083-012 Finance G&A Overhead-New Market Industrial	(\$43,022)	\$0	(\$81,306)	\$0
7150085-012 Engineering G&A Overhead-New Market Industrial	(\$46,388)	\$0	(\$23,783)	\$0
7150087-012 I/S G&A Overhead-New Market Industrial	(\$61,189)	\$0	(\$29,074)	\$0
7150088-012 Administrative G&A Overhead-New Market Industrial	(\$118,143)	\$0	(\$52,388)	\$0
7850088-012 Administrative G&A Overhead-New Market Industrial	\$0	(\$427,925)	(\$213,965)	(\$640,455)
Total General & Administrative Overhead	(\$413,814)	(\$427,925)	(\$490,525)	(\$640,455)
Net Operating Income (Loss)	\$1,374,567	\$920,923	\$897,050	\$540,513

Cleanwater Center
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Utility (Pass Thru Costs)	\$40,844	\$47,460	\$94,468	\$45,000
Land Rents	(\$10,287)	\$172,231	\$159,958	\$186,184
Space & Hangar Rental	\$180,416	\$224,524	\$213,146	\$191,035
Interest Income	\$176,987	\$0	\$0	\$0
Other Misc. Income	\$91,281	\$0	\$0	\$0
Total Operating Revenues	\$479,241	\$444,215	\$467,572	\$422,219
Operating Expenses:				
Salaries	(\$11,334)	(\$21,288)	(\$16,133)	(\$47,304)
Benefits	(\$5,413)	(\$7,428)	(\$6,155)	(\$16,374)
Outside Professional Services	(\$21,189)	(\$14,000)	(\$10,941)	(\$12,750)
General & Admin - Direct	(\$6,301)	(\$13,000)	(\$12,707)	(\$12,787)
Utilities	(\$26,343)	(\$29,060)	(\$19,419)	(\$29,932)
Other Operating Expense	(\$1,444)	(\$1,690)	(\$1,547)	(\$1,730)
Total Operating Expenses	(\$72,024)	(\$86,466)	(\$66,902)	(\$120,877)
Maintenance Expenses:				
Salaries	(\$48,723)	(\$50,865)	(\$50,133)	(\$46,145)
Benefits	(\$21,789)	(\$24,184)	(\$23,271)	(\$19,573)
Outside Professional Services	(\$231)	(\$200)	(\$98)	\$0
Supplies	(\$30)	\$0	\$0	\$0
Other Maintenance Expense	(\$63,439)	(\$54,500)	(\$49,529)	(\$72,000)
Total Maintenance Expenses	(\$134,212)	(\$129,749)	(\$123,031)	(\$137,718)
Total Operating & Maintenance Expenses	(\$206,236)	(\$216,215)	(\$189,933)	(\$258,595)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$273,005	 \$228,000	 \$277,639	 \$163,624
Depreciation / Amortization	(\$150,910)	(\$153,219)	(\$152,556)	(\$151,900)
General & Administrative Overhead	(\$58,684)	(\$103,940)	(\$91,188)	(\$90,825)
Net Operating Income (Loss)	\$63,411	(\$29,159)	\$33,895	(\$79,101)

Cleanwater Center Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Utility (Pass Thru Costs):				
6118901-014 Other User Charges - Pass Thru-Cleanwater Centre	\$40,844	\$47,460	\$94,468	\$45,000
Total Utility (Pass Thru Costs)	\$40,844	\$47,460	\$94,468	\$45,000
Land Rents:				
6141000-014 Real Prop Rent - Land-Cleanwater Centre	(\$10,287)	\$172,231	\$159,958	\$186,184
Total Land Rents	(\$10,287)	\$172,231	\$159,958	\$186,184
Space & Hangar Rental:				
6152000-014 Space Rentals - Buildings-Cleanwater Centre	\$180,416	\$224,524	\$213,146	\$191,035
Total Space & Hangar Rental	\$180,416	\$224,524	\$213,146	\$191,035
Interest Income:				
6111070-014 Interest Income-Cleanwater Centre	\$176,987	\$0	\$0	\$0
Total Interest Income	\$176,987	\$0	\$0	\$0
Other Misc. Income:				
6190000-014 Other Misc. Income-Cleanwater Centre	\$91,281	\$0	\$0	\$0
Total Other Misc. Income	\$91,281	\$0	\$0	\$0
Total Operating Revenues	\$479,241	\$444,215	\$467,572	\$422,219
Operating Expenses:				
Salaries:				
7111100-014 Salaries: Regular-Cleanwater Centre	(\$7,320)	(\$21,288)	(\$14,913)	\$0
7111300-014 Salaries: Holiday-Cleanwater Centre	(\$548)	\$0	(\$190)	\$0
7111700-014 Salaries: Vacation-Cleanwater Centre	(\$1,734)	\$0	(\$858)	\$0
7111800-014 Salaries: Sick Leave-Cleanwater Centre	(\$1,733)	\$0	(\$171)	\$0
7311100-014 Salaries: Regular-Cleanwater Centre	\$0	\$0	\$0	(\$47,304)
Total Salaries	(\$11,334)	(\$21,288)	(\$16,133)	(\$47,304)
Benefits:				
7112100-014 Social Security (FICA)-Cleanwater Centre	(\$882)	(\$1,612)	(\$1,180)	\$0
7112200-014 Ind. Ins (L&I)-Cleanwater Centre	(\$58)	(\$224)	(\$123)	\$0
7112300-014 Misc. Benefits-Cleanwater Centre	(\$42)	\$0	(\$20)	\$0
7112400-014 Pension (PERS)-Cleanwater Centre	(\$1,084)	(\$1,939)	(\$1,417)	\$0
7112500-014 Med/Dent/Life Insurance-Cleanwater Centre	(\$3,347)	(\$3,653)	(\$3,415)	\$0
7312100-014 Social Security Tax (FICA) ER-Cleanwater Centre	\$0	\$0	\$0	(\$2,933)
7312101-014 Medicare Tax (FICA) ER-Cleanwater Centre	\$0	\$0	\$0	(\$686)

Cleanwater Center
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7312200-014 Ind. Ins (L&I)-Cleanwater Centre	\$0	\$0	\$0	(\$119)
7312400-014 Pension (PERS) ER-Cleanwater Centre	\$0	\$0	\$0	(\$2,640)
7312500-014 Med/Dent/Life Insurance-Cleanwater Centre	\$0	\$0	\$0	(\$9,996)
Total Benefits	(\$5,413)	(\$7,428)	(\$6,155)	(\$16,374)
Outside Professional Services:				
7113010-014 Outside Professional Services-Cleanwater Centre	\$0	(\$2,500)	(\$1,252)	(\$2,500)
7113012-014 Security Patrol-Cleanwater Centre	(\$4,875)	(\$4,500)	(\$4,125)	(\$4,750)
7113016-014 Security - Alarms-Cleanwater Centre	(\$16,314)	(\$4,500)	(\$4,312)	(\$5,500)
7113104-014 Legal Svc - Special Projects-Cleanwater Centre	\$0	(\$2,500)	(\$1,252)	\$0
Total Outside Professional Services	(\$21,189)	(\$14,000)	(\$10,941)	(\$12,750)
General & Admin - Direct:				
7117300-014 Insurance-Cleanwater Centre	(\$2,681)	(\$11,000)	(\$11,313)	(\$12,787)
7117915-014 B & O Excise Taxes-Cleanwater Centre	(\$3,620)	(\$2,000)	(\$1,394)	\$0
Total General & Admin - Direct	(\$6,301)	(\$13,000)	(\$12,707)	(\$12,787)
Utilities:				
7118100-014 Water-Cleanwater Centre	(\$6,106)	(\$5,400)	\$4,143	(\$6,200)
7118200-014 Electricity-Cleanwater Centre	(\$890)	(\$5,560)	(\$3,145)	(\$1,000)
7118500-014 Stormwater-Cleanwater Centre	(\$15,003)	(\$14,000)	(\$15,617)	(\$17,500)
7118600-014 Garbage Collection-Cleanwater Centre	(\$1,243)	(\$1,100)	(\$1,272)	(\$1,200)
7118800-014 Telecommunications-Cleanwater Centre	(\$3,102)	(\$3,000)	(\$3,528)	(\$4,032)
Total Utilities	(\$26,343)	(\$29,060)	(\$19,419)	(\$29,932)
Other Operating Expense:				
7119000-014 Other Operating Expense-Cleanwater Centre	(\$15)	(\$300)	(\$535)	(\$300)
7119010-014 Rodent & Pest Control-Cleanwater Centre	(\$1,014)	(\$640)	(\$640)	(\$1,015)
7119015-014 Environmental Costs-Cleanwater Centre	(\$415)	(\$750)	(\$372)	(\$415)
Total Other Operating Expense	(\$1,444)	(\$1,690)	(\$1,547)	(\$1,730)
Total Operating Expenses	(\$72,024)	(\$86,466)	(\$66,902)	(\$120,877)
Maintenance Expenses:				
Salaries:				
7131100-014 Salaries: Regular-Cleanwater Centre	(\$41,788)	(\$50,865)	(\$46,438)	\$0
7131200-014 Salaries: Overtime-Cleanwater Centre	(\$711)	\$0	(\$393)	\$0
7131300-014 Salaries: Holiday-Cleanwater Centre	(\$2,244)	\$0	(\$974)	\$0
7131700-014 Salaries: Vacation-Cleanwater Centre	(\$2,764)	\$0	(\$569)	\$0
7131800-014 Salaries: Sick Leave-Cleanwater Centre	(\$1,216)	\$0	(\$1,763)	\$0
7331100-014 Salaries: Maint. Regular-Cleanwater Centre	\$0	\$0	\$0	(\$46,145)

Cleanwater Center
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Salaries	(\$48,723)	(\$50,865)	(\$50,133)	(\$46,145)
Benefits:				
7132100-014 Social Security (FICA)-Cleanwater Centre	(\$3,752)	(\$3,891)	(\$3,920)	\$0
7132200-014 Ind. Ins (L&I)-Cleanwater Centre	(\$1,233)	(\$2,582)	(\$1,923)	\$0
7132300-014 Misc. Benefits-Cleanwater Centre	(\$277)	(\$282)	(\$253)	\$0
7132400-014 Pension (PERS)-Cleanwater Centre	(\$4,538)	(\$4,634)	(\$4,666)	\$0
7132500-014 Med/Dent/Life Insurance-Cleanwater Centre	(\$11,989)	(\$12,795)	(\$12,511)	\$0
7332100-014 Social Security(FICA) Maint ER-Cleanwater Centre	\$0	\$0	\$0	(\$2,861)
7332101-014 Medicare Tax (FICA) Maint ER-Cleanwater Centre	\$0	\$0	\$0	(\$669)
7332200-014 Ind. Ins (L&I) Maint.-Cleanwater Centre	\$0	\$0	\$0	(\$261)
7332400-014 Pension (PERS) Maint.-Cleanwater Centre	\$0	\$0	\$0	(\$2,575)
7332500-014 Med/Dent/Life Insurance Maint.-Cleanwater Centre	\$0	\$0	\$0	(\$13,207)
Total Benefits	(\$21,789)	(\$24,184)	(\$23,271)	(\$19,573)
Outside Professional Services:				
7133011-014 Part-time Temp Services-Cleanwater Centre	(\$231)	(\$200)	(\$98)	\$0
Total Outside Professional Services	(\$231)	(\$200)	(\$98)	\$0
Supplies:				
7134000-014 Supplies-Cleanwater Centre	(\$30)	\$0	\$0	\$0
Total Supplies	(\$30)	\$0	\$0	\$0
Other Maintenance Expense:				
7139000-014 M&R to Port Owned Bldgs-Cleanwater Centre	(\$12,706)	(\$8,000)	(\$7,223)	(\$10,000)
7139030-014 M&R to Roads & Park'g Areas-Cleanwater Centre	(\$5,069)	(\$4,000)	(\$2,002)	(\$10,000)
7139040-014 Maint & Repair to Property-Cleanwater Centre	(\$1,777)	(\$12,500)	(\$6,322)	(\$9,000)
7139043-014 Landscaping-Cleanwater Centre	(\$43,887)	(\$30,000)	(\$33,982)	(\$43,000)
Total Other Maintenance Expense	(\$63,439)	(\$54,500)	(\$49,529)	(\$72,000)
Total Maintenance Expenses	(\$134,212)	(\$129,749)	(\$123,031)	(\$137,718)
Total Operating & Maintenance Expenses	(\$206,236)	(\$216,215)	(\$189,933)	(\$258,595)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$273,005	 \$228,000	 \$277,639	 \$163,624
Depreciation / Amortization:				
7170000-014 Depreciation-Cleanwater Centre	(\$150,910)	(\$153,219)	(\$152,556)	(\$151,900)

Cleanwater Center
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Depreciation / Amortization	(\$150,910)	(\$153,219)	(\$152,556)	(\$151,900)
General & Administrative Overhead:				
7150080-014 Executive G&A Overhead-Cleanwater Centre	(\$12,638)	\$0	(\$8,971)	\$0
7150082-014 Marketing G&A Overhead-Cleanwater Centre	(\$7,935)	\$0	(\$3,795)	\$0
7150083-014 Finance G&A Overhead-Cleanwater Centre	(\$6,101)	\$0	(\$11,530)	\$0
7150085-014 Engineering G&A Overhead-Cleanwater Centre	(\$6,578)	\$0	(\$3,374)	\$0
7150087-014 I/S G&A Overhead-Cleanwater Centre	(\$8,677)	\$0	(\$4,124)	\$0
7150088-014 Administrative G&A Overhead-Cleanwater Centre	(\$16,754)	\$0	(\$7,430)	\$0
7850088-014 Administrative G&A Overhead-Cleanwater Centre	\$0	(\$103,940)	(\$51,968)	(\$90,825)
Total General & Administrative Overhead	(\$58,684)	(\$103,940)	(\$91,188)	(\$90,825)
Net Operating Income (Loss)	\$63,411	(\$29,159)	\$33,895	(\$79,101)

**Consolidated Swantown Operations
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Moorage	\$2,889,466	\$3,176,675	\$3,054,028	\$3,425,638
Utility (Pass Thru Costs)	\$205,242	\$288,867	\$228,193	\$251,161
Collected Fees	\$464,611	\$502,215	\$533,834	\$552,645
General Labor Charge	\$5,075	\$20,000	\$10,348	\$10,000
Property and Land Rents	\$42,563	\$61,250	\$60,219	\$61,250
Space Rentals	\$267,578	\$284,500	\$289,998	\$366,500
Fuel Sales	\$562,465	\$701,200	\$556,890	\$558,000
Equipment Rental with Operator	\$22,584	\$32,000	\$20,311	\$21,000
Interest Income	\$30,734	\$0	\$0	\$0
Other Misc. Income	(\$34,518)	\$18,600	(\$32,157)	\$12,800
Total Operating Revenues	\$4,455,800	\$5,085,307	\$4,721,664	\$5,258,994
Operating Expenses:				
Salaries	(\$655,044)	(\$777,435)	(\$694,639)	(\$899,647)
Benefits	(\$305,445)	(\$362,579)	(\$317,708)	(\$378,965)
Outside Professional Services	(\$225,034)	(\$296,000)	(\$242,987)	(\$320,500)
Supplies	(\$489,539)	(\$515,500)	(\$429,377)	(\$431,400)
Equipment Rentals	\$45,347	(\$5,000)	(\$5,195)	(\$5,200)
General & Admin - Direct	(\$436,871)	(\$474,300)	(\$507,319)	(\$576,312)
Utilities	(\$355,451)	(\$398,750)	(\$395,350)	(\$424,950)
Other Operating Expense	(\$216,245)	(\$195,500)	(\$191,582)	(\$238,889)
Total Operating Expenses	(\$2,638,282)	(\$3,025,064)	(\$2,784,157)	(\$3,275,863)
Maintenance Expenses:				
Salaries	(\$195,969)	(\$269,234)	(\$279,147)	(\$289,781)
Benefits	(\$87,766)	(\$130,091)	(\$119,402)	(\$120,738)
Outside Professional Services	(\$9,834)	(\$25,000)	(\$13,648)	(\$25,000)
Supplies	(\$2,798)	(\$6,500)	(\$9,639)	(\$8,500)
Equipment Rentals	(\$3,211)	(\$1,800)	(\$900)	(\$1,800)
Facility Rental	(\$74,967)	(\$60,000)	(\$64,173)	\$0
General & Admin - Direct	\$2,767	\$0	\$206	\$0
Other Maintenance Expense	(\$131,225)	(\$147,100)	(\$148,186)	(\$297,600)
Total Maintenance Expenses	(\$503,003)	(\$639,725)	(\$634,889)	(\$743,419)
Total Operating & Maintenance Expenses	(\$3,141,285)	(\$3,664,789)	(\$3,419,046)	(\$4,019,282)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$1,314,515	\$1,420,518	\$1,302,618	\$1,239,712
Depreciation / Amortization	(\$612,686)	(\$543,017)	(\$535,815)	(\$553,499)
Interest Expense	(\$4,277)	\$0	\$0	\$0
General & Administrative Overhead	(\$782,557)	(\$1,225,873)	(\$1,135,841)	(\$1,211,152)
Net Operating Income (Loss)	(\$85,005)	(\$348,372)	(\$369,038)	(\$524,939)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Moorage	\$2,561,276	\$2,730,395	\$2,695,987	\$2,935,688
Utility (Pass Thru Costs)	\$198,647	\$281,367	\$218,402	\$241,061
Collected Fees	\$159,429	\$184,441	\$171,185	\$197,735
General Labor Charge	\$1,225	\$0	\$0	\$0
Property and Land Rents	\$11,328	\$15,250	\$14,098	\$15,250
Space Rentals	\$112,236	\$114,500	\$116,374	\$121,500
Interest Income	\$10,494	\$0	\$0	\$0
Other Misc. Income	\$1,486	\$1,800	\$1,198	\$1,800
Total Operating Revenues	\$3,056,121	\$3,327,753	\$3,217,244	\$3,513,034
Operating Expenses:				
Salaries	(\$352,046)	(\$405,353)	(\$349,561)	(\$506,425)
Benefits	(\$157,185)	(\$187,116)	(\$162,139)	(\$210,366)
Outside Professional Services	(\$198,640)	(\$253,000)	(\$218,035)	(\$275,000)
Supplies	(\$44,240)	(\$13,000)	(\$19,368)	(\$20,000)
Equipment Rentals	(\$2,394)	(\$5,000)	(\$5,195)	(\$5,200)
General & Admin - Direct	(\$353,178)	(\$377,100)	(\$419,960)	(\$456,015)
Utilities	(\$303,267)	(\$333,500)	(\$338,688)	(\$359,000)
Other Operating Expense	(\$154,310)	(\$159,000)	(\$153,942)	(\$188,441)
Total Operating Expenses	(\$1,565,260)	(\$1,733,069)	(\$1,666,888)	(\$2,020,447)
Maintenance Expenses:				
Salaries	(\$195,969)	(\$269,234)	(\$279,147)	(\$289,781)
Benefits	(\$87,766)	(\$130,091)	(\$119,402)	(\$120,738)
Outside Professional Services	(\$9,834)	(\$25,000)	(\$13,648)	(\$25,000)
Supplies	(\$2,777)	(\$6,000)	(\$8,695)	(\$7,000)
Equipment Rentals	(\$9)	(\$1,000)	(\$502)	(\$1,000)
Facility Rental	(\$74,967)	(\$60,000)	(\$64,173)	\$0
General & Admin - Direct	\$2,767	\$0	\$206	\$0
Other Maintenance Expense	(\$58,680)	(\$77,600)	(\$67,751)	(\$106,100)
Total Maintenance Expenses	(\$427,235)	(\$568,925)	(\$553,112)	(\$549,619)
Total Operating & Maintenance Expenses	(\$1,992,495)	(\$2,301,994)	(\$2,220,000)	(\$2,570,066)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$1,063,626	\$1,025,759	\$997,244	\$942,968
Depreciation / Amortization	(\$357,773)	(\$338,132)	(\$333,918)	(\$353,339)
Interest Expense	(\$328)	\$0	\$0	\$0
General & Administrative Overhead	(\$517,268)	(\$802,194)	(\$746,707)	(\$800,568)
Net Operating Income (Loss)	\$188,257	(\$114,567)	(\$83,381)	(\$210,939)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Moorage:				
6211000-020 Dockage L/Term-Marina	\$0	\$0	\$804	\$0
6211070-020 Interest Income-Marina	\$0	\$0	\$0	\$0
6211100-020 Permanent Moorage-Marina	\$2,445,151	\$2,614,170	\$2,553,403	\$2,808,743
6211150-020 Float Plane Dock-Marina	\$532	\$630	\$576	\$630
6211200-020 Temporary Moorage-Marina	\$109,123	\$107,195	\$133,646	\$117,915
6211210-020 Plaza Moorage-Marina	\$6,470	\$8,400	\$7,555	\$8,400
Total Moorage	\$2,561,276	\$2,730,395	\$2,695,987	\$2,935,688
Utility (Pass Thru Costs):				
6218200-020 Electricity-Marina	\$7,425	\$6,825	\$8,121	\$8,800
6218201-020 Electricity - Pass Thru Costs-Marina	\$100,790	\$180,354	\$117,770	\$129,547
6218203-020 Utility Fee-Marina	\$88,201	\$92,823	\$91,013	\$101,214
6218600-020 Garbage Collection-Marina	\$2,230	\$1,365	\$1,499	\$1,500
Total Utility (Pass Thru Costs)	\$198,647	\$281,367	\$218,402	\$241,061
Collected Fees:				
6219000-020 Other User Charges-Marina	\$19,472	\$28,850	\$23,613	\$25,975
6219010-020 Launch Fees-Marina	\$28,406	\$32,463	\$27,972	\$28,000
6219012-020 Liveaboard Fee-Marina	\$81,575	\$86,528	\$84,944	\$108,160
6219013-020 Towing Fee-Marina	\$1,803	\$1,000	\$1,717	\$1,500
6219014-020 Dinghy Rack Storage-Marina	\$6,600	\$7,500	\$6,920	\$7,500
6219040-020 Shower Fees-Marina	\$2,993	\$3,000	\$2,368	\$3,000
6219050-020 Parking Fees-Marina	\$5,048	\$8,500	\$6,856	\$7,000
6219051-020 Weekly Parking-Marina	\$2,913	\$1,400	\$3,336	\$1,400
6219060-020 Laundry Revenues-Marina	\$8,754	\$13,000	\$11,866	\$13,000
6219061-020 Crushed/Cubed Ice-Marina	\$1,196	\$1,400	\$952	\$1,400
6219062-020 Block Ice-Marina	\$669	\$800	\$643	\$800
6219070-020 Vendor Commissions-Marina	\$0	\$0	\$0	\$0
Total Collected Fees	\$159,429	\$184,441	\$171,185	\$197,735
General Labor Charge:				
6220000-020 General Labor Charges-Marina	\$1,225	\$0	\$0	\$0
Total General Labor Charge	\$1,225	\$0	\$0	\$0
Property and Land Rents:				
6241000-020 Real Prop Rentals - Land-Marina	\$3,075	\$11,250	\$12,096	\$11,250
6241010-020 Temporary Land Rental-Marina	\$8,254	\$4,000	\$2,002	\$4,000
Total Property and Land Rents	\$11,328	\$15,250	\$14,098	\$15,250
Space Rentals:				
6265100-020 Mini Storage-Marina	\$36,861	\$37,000	\$36,694	\$40,000

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6265400-020 Dry Storage Space Rent-Marina	\$74,046	\$76,000	\$77,795	\$80,000
6265401-020 Kayak Rack - Dockside-Marina	\$1,329	\$1,500	\$1,886	\$1,500
Total Space Rentals	\$112,236	\$114,500	\$116,374	\$121,500
Interest Income:				
6211070-020 Interest Income-Marina	\$10,494	\$0	\$0	\$0
Total Interest Income	\$10,494	\$0	\$0	\$0
Other Misc. Income:				
6290000-020 Other Misc. Income-Marina	\$589	\$1,800	\$1,198	\$1,800
6290010-020 Boat Demo-Marina	\$857	\$0	\$0	\$0
6329001-020 Passenger Fee-Marina	\$40	\$0	\$0	\$0
Total Other Misc. Income	\$1,486	\$1,800	\$1,198	\$1,800
Total Operating Revenues	\$3,056,121	\$3,327,753	\$3,217,244	\$3,513,034

Operating Expenses:

Salaries:				
7211100-020 Salaries: Regular-Marina	(\$275,596)	(\$405,353)	(\$316,095)	\$0
7211200-020 Salaries: Overtime-Marina	(\$7,008)	\$0	(\$1,334)	\$0
7211300-020 Salaries: Holiday-Marina	(\$15,018)	\$0	(\$5,177)	\$0
7211700-020 Salaries: Vacation-Marina	(\$27,079)	\$0	(\$17,607)	\$0
7211800-020 Salaries: Sick Leave-Marina	(\$27,345)	\$0	(\$9,349)	\$0
7311100-020 Salaries: Regular-Marina	\$0	\$0	\$0	(\$506,425)
Total Salaries	(\$352,046)	(\$405,353)	(\$349,561)	(\$506,425)
Benefits:				
7212100-020 Social Security (FICA)-Marina	(\$27,308)	(\$30,991)	(\$26,026)	\$0
7212200-020 Ind. Ins (L&I)-Marina	(\$5,299)	(\$11,459)	(\$7,420)	\$0
7212300-020 Misc. Benefits-Marina	(\$593)	(\$580)	(\$682)	\$0
7212400-020 Pension (PERS)-Marina	(\$32,718)	(\$36,928)	(\$31,037)	\$0
7212500-020 Med/Dent/Life Insurance-Marina	(\$91,268)	(\$107,158)	(\$96,977)	\$0
7312100-020 Social Security Tax (FICA) ER-Marina	\$0	\$0	\$0	(\$31,382)
7312101-020 Medicare Tax (FICA) ER-Marina	\$0	\$0	\$0	(\$7,343)
7312200-020 Ind. Ins (L&I)-Marina	\$0	\$0	\$0	(\$2,284)
7312400-020 Pension (PERS) ER-Marina	\$0	\$0	\$0	(\$28,259)
7312500-020 Med/Dent/Life Insurance-Marina	\$0	\$0	\$0	(\$141,098)
Total Benefits	(\$157,185)	(\$187,116)	(\$162,139)	(\$210,366)
Outside Professional Services:				
7213010-020 Outside Professional Services-Marina	(\$35,969)	(\$65,000)	(\$39,686)	(\$65,000)
7213011-020 Part-time Temp Services-Marina	\$0	(\$25,000)	(\$12,502)	(\$25,000)
7213012-020 Security-Marina	(\$101,409)	(\$100,000)	(\$102,256)	(\$120,000)
7213013-020 Janitorial Services-Marina	(\$61,964)	(\$58,000)	(\$61,087)	(\$60,000)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7213104-020 Legal Svc - Special Projects-Marina	\$0	(\$3,000)	(\$1,500)	(\$3,000)
7213110-020 Injuries and Damages-Marina	\$0	(\$1,000)	(\$502)	(\$1,000)
7213190-020 Bad Debt Expense-Marina	\$702	(\$1,000)	(\$502)	(\$1,000)
Total Outside Professional Services	(\$198,640)	(\$253,000)	(\$218,035)	(\$275,000)
Supplies:				
7214000-020 Supplies-Marina	(\$32,609)	(\$4,000)	(\$10,077)	(\$10,000)
7214300-020 Fuel & Lubricants-Marina	(\$11,631)	(\$9,000)	(\$9,292)	(\$10,000)
Total Supplies	(\$44,240)	(\$13,000)	(\$19,368)	(\$20,000)
Equipment Rentals:				
7215000-020 Equipment Rentals-Marina	(\$2,394)	(\$5,000)	(\$5,195)	(\$5,200)
Total Equipment Rentals	(\$2,394)	(\$5,000)	(\$5,195)	(\$5,200)
General & Admin - Direct:				
7217000-020 Purchase Card Clearing Account-Marina	\$900	\$0	\$705	\$0
7217100-020 Promotional Hosting-Marina	(\$598)	(\$1,000)	(\$693)	(\$1,000)
7217200-020 Travel-Marina	(\$3,841)	(\$3,500)	(\$25,535)	(\$4,000)
7217300-020 Insurance-Marina	(\$276,104)	(\$295,000)	(\$309,854)	(\$351,415)
7217400-020 Advertising-Marina	\$0	\$0	\$0	\$0
7217402-020 Promotional Advertising-Marina	(\$1,958)	\$0	(\$3,596)	\$0
7217441-020 Advertising & Promo-Marina	(\$13,962)	(\$29,000)	(\$31,364)	(\$35,000)
7217500-020 Memberships-Marina	(\$658)	(\$1,750)	(\$1,533)	(\$1,750)
7217900-020 Other G & A Direct Costs-Marina	(\$71)	(\$250)	(\$124)	(\$250)
7217910-020 Meeting Expense-Marina	(\$72)	(\$250)	(\$224)	(\$250)
7217911-020 Subscriptions/Publications-Marina	\$0	(\$100)	(\$52)	(\$100)
7217912-020 Customer Appreciation-Marina	\$0	(\$250)	(\$124)	(\$250)
7217913-020 Employee Development-Marina	(\$6,196)	(\$8,000)	(\$8,717)	(\$15,000)
7217915-020 B & O Excise Taxes-Marina	(\$9,752)	(\$9,000)	(\$10,125)	(\$12,000)
7217930-020 Environmental Compliance-Marina	(\$40,808)	(\$29,000)	(\$28,725)	(\$35,000)
7217940-020 Employee Development-Marina	(\$59)	\$0	\$0	\$0
Total General & Admin - Direct	(\$353,178)	(\$377,100)	(\$419,960)	(\$456,015)
Utilities:				
7218100-020 Water-Marina	(\$52,595)	(\$25,500)	(\$27,583)	(\$28,000)
7218200-020 Electricity-Marina	(\$200,584)	(\$260,000)	(\$257,754)	(\$280,000)
7218500-020 Stormwater-Marina	(\$8,043)	(\$8,500)	(\$8,394)	(\$8,500)
7218600-020 Garbage Collection-Marina	(\$22,103)	(\$20,000)	(\$25,388)	(\$22,000)
7218700-020 Natural Gas/Propane/Oil-Marina	(\$10,352)	(\$14,500)	(\$12,518)	(\$15,500)
7218800-020 Telecommunications-Marina	(\$9,589)	(\$5,000)	(\$7,049)	(\$5,000)
Total Utilities	(\$303,267)	(\$333,500)	(\$338,688)	(\$359,000)
Other Operating Expense:				
7219000-020 Other Operating Expense-Marina	(\$37,003)	(\$65,000)	(\$48,890)	(\$70,000)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7219013-020 IT Equipment Expense-Marina	(\$1,017)	(\$2,500)	(\$1,558)	(\$3,000)
7219014-020 Safety Supplies-Marina	(\$763)	(\$1,500)	(\$1,772)	(\$2,000)
7219100-020 Banking Fees-Marina	(\$115,527)	(\$90,000)	(\$101,721)	(\$113,441)
Total Other Operating Expense	(\$154,310)	(\$159,000)	(\$153,942)	(\$188,441)
Total Operating Expenses	(\$1,565,260)	(\$1,733,069)	(\$1,666,888)	(\$2,020,447)
Maintenance Expenses:				
Salaries:				
7231100-020 Salaries: Regular-Marina	(\$156,391)	(\$269,234)	(\$248,537)	\$0
7231200-020 Salaries: Overtime-Marina	(\$502)	\$0	(\$2,339)	\$0
7231300-020 Salaries: Holiday-Marina	(\$9,865)	\$0	(\$5,369)	\$0
7231700-020 Salaries: Vacation-Marina	(\$13,371)	\$0	(\$7,122)	\$0
7231800-020 Salaries: Sick Leave-Marina	(\$15,839)	\$0	(\$15,780)	\$0
7331100-020 Salaries: Maint. Regular-Marina	\$0	\$0	\$0	(\$289,781)
Total Salaries	(\$195,969)	(\$269,234)	(\$279,147)	(\$289,781)
Benefits:				
7232100-020 Social Security (FICA)-Marina	(\$15,194)	(\$20,596)	(\$21,177)	\$0
7232200-020 Ind. Ins (L&I)-Marina	(\$5,864)	(\$10,972)	(\$7,980)	\$0
7232300-020 Misc. Benefits-Marina	(\$139)	(\$735)	(\$429)	\$0
7232400-020 Pension (PERS)-Marina	(\$18,466)	(\$24,527)	(\$25,218)	\$0
7232500-020 Med/Dent/Life Insurance-Marina	(\$48,103)	(\$73,261)	(\$64,598)	\$0
7332100-020 Social Security(FICA) Maint ER-Marina	\$0	\$0	\$0	(\$17,966)
7332101-020 Medicare Tax (FICA) Maint ER-Marina	\$0	\$0	\$0	(\$4,202)
7332200-020 Ind. Ins (L&I) Maint.-Marina	\$0	\$0	\$0	(\$1,850)
7332400-020 Pension (PERS) Maint.-Marina	\$0	\$0	\$0	(\$16,170)
7332500-020 Med/Dent/Life Insurance Maint.-Marina	\$0	\$0	\$0	(\$80,550)
Total Benefits	(\$87,766)	(\$130,091)	(\$119,402)	(\$120,738)
Outside Professional Services:				
7233011-020 Part-time Temp Services-Marina	(\$9,834)	(\$25,000)	(\$13,648)	(\$25,000)
Total Outside Professional Services	(\$9,834)	(\$25,000)	(\$13,648)	(\$25,000)
Supplies:				
7234001-020 Supplies: Small Tools-Marina	(\$554)	(\$1,500)	(\$4,134)	(\$2,000)
7234220-020 Misc Maintenance Supplies-Marina	(\$2,156)	(\$3,500)	(\$3,899)	(\$4,000)
7234300-020 Fuel & Lubricants-Marina	(\$68)	(\$1,000)	(\$661)	(\$1,000)
Total Supplies	(\$2,777)	(\$6,000)	(\$8,695)	(\$7,000)
Equipment Rentals:				
7235000-020 Equipment Rentals-Marina	(\$9)	(\$1,000)	(\$502)	(\$1,000)
Total Equipment Rentals	(\$9)	(\$1,000)	(\$502)	(\$1,000)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Facility Rental:				
7236000-020 Facility Rental-Marina	(\$74,967)	(\$60,000)	(\$64,173)	\$0
Total Facility Rental	(\$74,967)	(\$60,000)	(\$64,173)	\$0
General & Admin - Direct:				
7237000-020 Purchase Card Clearing Account-Marina	\$2,767	\$0	\$206	\$0
Total General & Admin - Direct	\$2,767	\$0	\$206	\$0
Other Maintenance Expense:				
7239000-020 M&R to Buildings-Marina	(\$1,888)	(\$5,000)	(\$4,646)	(\$6,000)
7239011-020 M&R to Marina Restrooms-Marina	(\$1,026)	(\$5,500)	(\$4,946)	(\$6,500)
7239013-020 M&R to Marina Building-Marina	(\$674)	\$0	(\$349)	\$0
7239014-020 M&R to B/C Restroom-Marina	(\$723)	(\$2,000)	(\$2,743)	(\$10,000)
7239030-020 M&R to Roads/Parking Areas-Marina	\$0	(\$6,000)	(\$3,879)	(\$6,000)
7239040-020 M&R to Property-Marina	(\$6,361)	(\$12,000)	(\$7,493)	(\$12,000)
7239043-020 Landscaping-Marina	(\$175)	\$0	(\$99)	\$0
7239050-020 Vehicle Maintenance-Marina	(\$4,983)	(\$6,000)	(\$3,119)	(\$6,000)
7239060-020 M&R to Misc Equipment-Marina	(\$16,107)	(\$16,000)	(\$21,184)	(\$26,000)
7239070-020 M&R to Wharves & Docks-Marina	(\$19,084)	(\$15,000)	(\$10,055)	(\$15,000)
7239071-020 M&R to Breakwater & A Dock-Marina	(\$4,535)	(\$3,500)	(\$5,046)	(\$5,000)
7239072-020 M&R to Plaza Dock-Marina	(\$13)	(\$300)	\$0	(\$300)
7239073-020 M&R to Launch Ramp-Marina	\$0	(\$300)	\$0	(\$300)
7239074-020 M&R to Port Vessels-Marina	(\$3,111)	(\$6,000)	(\$4,188)	(\$13,000)
Total Other Maintenance Expense	(\$58,680)	(\$77,600)	(\$67,751)	(\$106,100)
Total Maintenance Expenses	(\$427,235)	(\$568,925)	(\$553,112)	(\$549,619)
Total Operating & Maintenance Expenses	(\$1,992,495)	(\$2,301,994)	(\$2,220,000)	(\$2,570,066)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$1,063,626	 \$1,025,759	 \$997,244	 \$942,968
Depreciation / Amortization:				
7170000-020 Depreciation-Marina	(\$882)	\$0	(\$5,751)	(\$11,500)
7270000-020 Depreciation-Marina	(\$342,161)	(\$338,132)	(\$322,604)	(\$330,705)
7270001-020 Amortization-Marina	(\$1,943)	\$0	\$0	\$0
7270010-020 Depreciation Grants-Marina	(\$12,787)	\$0	(\$5,568)	(\$11,134)
Total Depreciation / Amortization	(\$357,773)	(\$338,132)	(\$333,918)	(\$353,339)
Interest Expense:				
7280000-020 Interest Expense-Marina	(\$328)	\$0	\$0	\$0
Total Interest Expense	(\$328)	\$0	\$0	\$0

Swantown Marina
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
General & Administrative Overhead:				
7250080-020 Executive G&A Overhead-Marina	(\$111,396)	\$0	(\$79,063)	\$0
7250082-020 Marketing G&A Overhead-Marina	(\$69,944)	\$0	(\$33,361)	\$0
7250083-020 Finance G&A Overhead-Marina	(\$53,777)	\$0	(\$101,633)	\$0
7250085-020 Engineering G&A Overhead-Marina	(\$57,985)	\$0	(\$29,729)	\$0
7250087-020 I/S G&A Overhead-Marina	(\$76,486)	\$0	(\$36,343)	\$0
7250088-020 Administrative G&A Overhead-Marina	(\$147,679)	\$0	(\$65,486)	\$0
7850088-020 Administrative G&A Overhead-Marina	\$0	(\$802,194)	(\$401,094)	(\$800,568)
Total General & Administrative Overhead	(\$517,268)	(\$802,194)	(\$746,707)	(\$800,568)
Net Operating Income (Loss)	\$188,257	(\$114,567)	(\$83,381)	(\$210,939)

Swantown Boatworks
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Moorage	\$328,190	\$446,280	\$358,040	\$489,950
Utility (Pass Thru Costs)	\$6,595	\$7,500	\$9,793	\$10,100
Collected Fees	\$304,707	\$317,324	\$362,147	\$354,360
General Labor Charge	\$3,850	\$20,000	\$10,348	\$10,000
Property and Land Rents	\$31,234	\$46,000	\$46,126	\$46,000
Space Rentals	\$155,342	\$170,000	\$173,624	\$245,000
Equipment Rental with Operator	\$22,584	\$32,000	\$20,311	\$21,000
Interest Income	\$20,240	\$0	\$0	\$0
Other Misc. Income	(\$36,004)	\$16,800	(\$33,355)	\$11,000
Total Operating Revenues	\$836,738	\$1,055,904	\$947,034	\$1,187,410
Operating Expenses:				
Salaries	(\$267,356)	(\$325,621)	(\$305,411)	(\$352,268)
Benefits	(\$130,812)	(\$155,658)	(\$137,533)	(\$150,497)
Outside Professional Services	(\$16,013)	(\$14,500)	(\$10,702)	(\$17,000)
Supplies	(\$5,247)	(\$2,500)	(\$3,041)	(\$3,250)
Equipment Rentals	\$47,741	\$0	\$0	\$0
General & Admin - Direct	(\$51,724)	(\$65,700)	(\$55,354)	(\$80,694)
Utilities	(\$51,896)	(\$64,900)	(\$56,288)	(\$65,600)
Other Operating Expense	(\$52,932)	(\$27,500)	(\$30,746)	(\$43,648)
Total Operating Expenses	(\$528,239)	(\$656,379)	(\$599,075)	(\$712,957)
Maintenance Expenses:				
Supplies	(\$21)	(\$500)	(\$944)	(\$1,500)
Equipment Rentals	(\$3,202)	(\$800)	(\$398)	(\$800)
Other Maintenance Expense	(\$65,809)	(\$64,000)	(\$70,559)	(\$173,500)
Total Maintenance Expenses	(\$69,032)	(\$65,300)	(\$71,901)	(\$175,800)
Total Operating & Maintenance Expenses	(\$597,271)	(\$721,679)	(\$670,976)	(\$888,757)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$239,467	\$334,225	\$276,058	\$298,653
Depreciation / Amortization	(\$153,816)	(\$114,823)	(\$111,835)	(\$110,098)
Interest Expense	(\$3,949)	\$0	\$0	\$0
General & Administrative Overhead	(\$137,938)	(\$254,538)	(\$219,452)	(\$213,485)
Net Operating Income (Loss)	(\$56,236)	(\$35,136)	(\$55,229)	(\$24,930)

Swantown Boatworks
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Moorage:				
6211000-022 Dockage L/Term-Boatwork's	\$4,958	\$8,715	\$7,272	\$8,950
6211070-022 Interest Income-Boatwork's	\$0	\$0	\$0	\$0
6211300-022 Laytime L/Term-Boatwork's	\$206,602	\$276,698	\$222,381	\$320,000
6211400-022 Boat Storage L/Term-Boatwork's	\$115,579	\$160,170	\$125,877	\$160,000
6211401-022 Boat on Trailer Storage L/Term-Boatwork's	\$1,051	\$697	\$2,509	\$1,000
Total Moorage	\$328,190	\$446,280	\$358,040	\$489,950
Utility (Pass Thru Costs):				
6218200-022 Electricity-Boatwork's	\$5,635	\$6,700	\$9,293	\$9,300
6218202-022 Electricity Nightly-Boatwork's	\$820	\$600	\$312	\$600
6218203-022 Utility Fee-Boatwork's	\$140	\$200	\$188	\$200
Total Utility (Pass Thru Costs)	\$6,595	\$7,500	\$9,793	\$10,100
Collected Fees:				
6219000-022 Other User Charges-Boatwork's	\$2,548	\$0	\$34,886	\$0
6219010-022 Launch Fees-Boatwork's	\$0	\$200	\$98	\$250
6219011-022 Haul & Launch Fees-Boatwork's	\$210,761	\$220,000	\$225,082	\$242,000
6219012-022 Liveaboard Fee-Boatwork's	\$0	\$105	\$51	\$110
6219013-022 Towing Fee-Boatwork's	\$185	\$919	\$457	\$1,000
6219015-022 Pressure Wash Fees-Boatwork's	\$56,302	\$58,000	\$58,280	\$65,250
6219016-022 Special Cleaning Income-Boatwork's	\$0	\$600	\$300	\$600
6219020-022 Hazardous Waste Fees-Boatwork's	\$27,960	\$28,000	\$29,424	\$31,500
6219065-022 Merchandise/Consumables-Boatwork's	\$0	\$1,500	\$750	\$1,650
6219070-022 Vendor Commissions-Boatwork's	\$6,950	\$8,000	\$12,818	\$12,000
6219095-022 Concessionaire Income-Boatwork's	\$0	\$0	\$0	\$0
Total Collected Fees	\$304,707	\$317,324	\$362,147	\$354,360
General Labor Charge:				
6220000-022 General Labor Charges-Boatwork's	\$3,850	\$20,000	\$10,348	\$10,000
Total General Labor Charge	\$3,850	\$20,000	\$10,348	\$10,000
Property and Land Rents:				
6241000-022 Real Prop Rentals - Land-Boatwork's	\$31,234	\$46,000	\$46,126	\$46,000
Total Property and Land Rents	\$31,234	\$46,000	\$46,126	\$46,000
Space Rentals:				
6265000-022 Boat Storage S/Term-Boatwork's	\$1,242	\$6,000	\$3,570	\$5,000
6265200-022 Laytime Charges S/Term-Boatwork's	\$126,258	\$140,000	\$135,356	\$205,000
6265201-022 Boat on Trailer S/Term-Boatwork's	\$2,362	\$0	\$312	\$0
6265300-022 Dockage S/Term-Boatwork's	\$25,480	\$24,000	\$34,385	\$35,000

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Space Rentals	\$155,342	\$170,000	\$173,624	\$245,000
Equipment Rental with Operator:				
6279000-022 Equip Rental with Operator-Boatwork's	\$680	\$5,000	\$2,498	\$3,000
6279010-022 Crane & Forklift Fees-Boatwork's	\$21,904	\$27,000	\$17,813	\$18,000
Total Equipment Rental with Operator	\$22,584	\$32,000	\$20,311	\$21,000
Interest Income:				
6211070-022 Interest Income-Boatwork's	\$20,240	\$0	\$0	\$0
Total Interest Income	\$20,240	\$0	\$0	\$0
Other Misc. Income:				
6290000-022 Other Misc. Income-Boatwork's	\$0	\$10,000	\$5,002	\$5,000
6290010-022 Boat Demo-Boatwork's	(\$36,495)	\$4,800	(\$39,411)	\$5,000
6299001-022 Used Parts Sales-Boatwork's	\$0	\$0	\$0	\$0
6299002-022 Scrap Metal Recycled-Boatwork's	\$492	\$2,000	\$1,054	\$1,000
Total Other Misc. Income	(\$36,004)	\$16,800	(\$33,355)	\$11,000
Total Operating Revenues	\$836,738	\$1,055,904	\$947,034	\$1,187,410

Operating Expenses:

Salaries:

7211100-022 Salaries: Regular-Boatwork's	(\$220,418)	(\$325,621)	(\$281,998)	\$0
7211200-022 Salaries: Overtime-Boatwork's	(\$436)	\$0	(\$2,065)	\$0
7211300-022 Salaries: Holiday-Boatwork's	(\$12,967)	\$0	(\$5,385)	\$0
7211700-022 Salaries: Vacation-Boatwork's	(\$19,726)	\$0	(\$9,114)	\$0
7211800-022 Salaries: Sick Leave-Boatwork's	(\$13,810)	\$0	(\$6,853)	\$0
7311100-022 Salaries: Regular-Boatwork's	\$0	\$0	\$0	(\$352,268)
Total Salaries	(\$267,356)	(\$325,621)	(\$305,411)	(\$352,268)

Benefits:

7212100-022 Social Security (FICA)-Boatwork's	(\$20,300)	(\$24,891)	(\$23,098)	\$0
7212200-022 Ind. Ins (L&I)-Boatwork's	(\$8,079)	(\$11,280)	(\$8,621)	\$0
7212300-022 Misc. Benefits-Boatwork's	(\$494)	(\$480)	(\$240)	\$0
7212400-022 Pension (PERS)-Boatwork's	(\$24,674)	(\$29,664)	(\$27,409)	\$0
7212500-022 Med/Dent/Life Insurance-Boatwork's	(\$77,265)	(\$89,343)	(\$78,168)	\$0
7312100-022 Social Security Tax (FICA) ER-Boatwork's	\$0	\$0	\$0	(\$21,830)
7312101-022 Medicare Tax (FICA) ER-Boatwork's	\$0	\$0	\$0	(\$5,108)
7312200-022 Ind. Ins (L&I)-Boatwork's	\$0	\$0	\$0	(\$1,912)
7312400-022 Pension (PERS) ER-Boatwork's	\$0	\$0	\$0	(\$19,657)
7312500-022 Med/Dent/Life Insurance-Boatwork's	\$0	\$0	\$0	(\$101,990)
Total Benefits	(\$130,812)	(\$155,658)	(\$137,533)	(\$150,497)

Outside Professional Services:

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7213010-022 Outside Professional Services-Boatwork's	(\$7,911)	(\$9,000)	(\$4,500)	(\$10,000)
7213013-022 Janitorial Services-Boatwork's	(\$4,980)	(\$4,500)	(\$5,700)	(\$6,000)
7213104-022 Legal Svc - Special Projects-Boatwork's	\$0	(\$1,000)	(\$502)	(\$1,000)
7213110-022 Injuries and Damages-Boatwork's	\$0	\$0	\$0	\$0
7213190-022 Bad Debt Expense-Boatwork's	(\$3,122)	\$0	\$0	\$0
Total Outside Professional Services	(\$16,013)	(\$14,500)	(\$10,702)	(\$17,000)
Supplies:				
7214000-022 Supplies-Boatwork's	(\$1,653)	(\$500)	(\$870)	(\$1,000)
7214300-022 Fuel & Lubricants-Boatwork's	(\$3,594)	(\$2,000)	(\$2,171)	(\$2,250)
Total Supplies	(\$5,247)	(\$2,500)	(\$3,041)	(\$3,250)
Equipment Rentals:				
7215000-022 Equipment Rentals-Boatwork's	\$47,741	\$0	\$0	\$0
Total Equipment Rentals	\$47,741	\$0	\$0	\$0
General & Admin - Direct:				
7217000-022 Purchase Card Clearing Account-Boatwork's	(\$2,968)	\$0	\$2,622	\$0
7217200-022 Travel-Boatwork's	\$0	(\$500)	(\$248)	(\$500)
7217300-022 Insurance-Boatwork's	(\$30,911)	(\$27,000)	(\$29,664)	(\$35,694)
7217400-022 Advertising-Boatwork's	\$0	(\$11,000)	(\$5,498)	(\$11,000)
7217402-022 Promotional Advertising-Boatwork's	(\$116)	\$0	\$0	\$0
7217441-022 Advertising & Promo-Boatwork's	(\$589)	(\$1,200)	(\$1,844)	(\$1,800)
7217500-022 Memberships-Boatwork's	\$0	\$0	\$0	\$0
7217913-022 Employee Development-Boatwork's	(\$444)	(\$2,500)	(\$1,252)	(\$5,000)
7217915-022 B & O Excise Taxes-Boatwork's	(\$4,306)	(\$6,000)	(\$6,541)	(\$6,700)
7217930-022 Environmental Compliance-Boatwork's	(\$12,390)	(\$17,500)	(\$12,930)	(\$20,000)
Total General & Admin - Direct	(\$51,724)	(\$65,700)	(\$55,354)	(\$80,694)
Utilities:				
7218100-022 Water-Boatwork's	(\$5,065)	(\$3,000)	(\$3,572)	(\$3,700)
7218200-022 Electricity-Boatwork's	(\$33,520)	(\$44,000)	(\$41,477)	(\$44,000)
7218600-022 Garbage Collection-Boatwork's	(\$12,515)	(\$17,000)	(\$10,406)	(\$17,000)
7218700-022 Natural Gas/Propane/Oil-Boatwork's	(\$27)	\$0	\$0	\$0
7218800-022 Telecommunications-Boatwork's	(\$769)	(\$900)	(\$834)	(\$900)
Total Utilities	(\$51,896)	(\$64,900)	(\$56,288)	(\$65,600)
Other Operating Expense:				
7219000-022 Other Operating Expense-Boatwork's	(\$21,643)	(\$12,000)	(\$11,263)	(\$20,000)
7219014-022 Safety Supplies-Boatwork's	(\$3,527)	(\$1,000)	(\$1,408)	(\$2,000)
7219100-022 Banking Fees-Boatwork's	(\$27,763)	(\$14,500)	(\$18,077)	(\$21,648)
Total Other Operating Expense	(\$52,932)	(\$27,500)	(\$30,746)	(\$43,648)
Total Operating Expenses	(\$528,239)	(\$656,379)	(\$599,075)	(\$712,957)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Maintenance Expenses:				
Supplies:				
7234220-022 Misc Maintenance Supplies-Boatwork's	(\$9)	(\$250)	(\$223)	(\$500)
7234300-022 Fuel & Lubricants-Boatwork's	(\$12)	(\$250)	(\$721)	(\$1,000)
Total Supplies	(\$21)	(\$500)	(\$944)	(\$1,500)
Equipment Rentals:				
7235000-022 Equipment Rentals-Boatwork's	(\$3,202)	(\$800)	(\$398)	(\$800)
Total Equipment Rentals	(\$3,202)	(\$800)	(\$398)	(\$800)
Other Maintenance Expense:				
7239000-022 M&R to Buildings-Boatwork's	(\$156)	(\$2,500)	(\$16,637)	(\$5,000)
7239013-022 M&R to Marina Building-Boatwork's	(\$345)	\$0	\$0	\$0
7239030-022 M&R to Roads/Parking Areas-Boatwork's	\$0	(\$6,000)	(\$3,164)	(\$6,000)
7239040-022 M&R to Property-Boatwork's	(\$20,019)	(\$5,000)	(\$2,498)	(\$5,000)
7239050-022 Vehicle Maintenance-Boatwork's	(\$1,012)	(\$2,000)	(\$1,156)	(\$2,000)
7239060-022 M&R to Misc Equipment-Boatwork's	(\$5,863)	(\$4,000)	(\$5,384)	(\$6,000)
7239064-022 M&R to Yard Equipment-Boatwork's	(\$4,718)	(\$7,000)	(\$4,711)	(\$12,000)
7239068-022 M&R to Travellift-Boatwork's	(\$30,938)	(\$35,000)	(\$35,327)	(\$135,000)
7239070-022 M&R to Wharves & Docks-Boatwork's	(\$2,758)	(\$2,500)	(\$1,685)	(\$2,500)
Total Other Maintenance Expense	(\$65,809)	(\$64,000)	(\$70,559)	(\$173,500)
Total Maintenance Expenses	(\$69,032)	(\$65,300)	(\$71,901)	(\$175,800)
Total Operating & Maintenance Expenses	(\$597,271)	(\$721,679)	(\$670,976)	(\$888,757)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$239,467	\$334,225	\$276,058	\$298,653
Depreciation / Amortization:				
7270000-022 Depreciation-Boatwork's	(\$108,848)	(\$114,823)	(\$111,835)	(\$110,098)
7270001-022 Amortization-Boatwork's	(\$44,968)	\$0	\$0	\$0
Total Depreciation / Amortization	(\$153,816)	(\$114,823)	(\$111,835)	(\$110,098)
Interest Expense:				
7280000-022 Interest Expense-Boatwork's	(\$3,949)	\$0	\$0	\$0
Total Interest Expense	(\$3,949)	\$0	\$0	\$0
General & Administrative Overhead:				
7250080-022 Executive G&A Overhead-Boatwork's	(\$29,706)	\$0	(\$21,084)	\$0
7250082-022 Marketing G&A Overhead-Boatwork's	(\$18,652)	\$0	(\$8,919)	\$0

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	2024	2025	2025	2026
	Final	Adopted	End of Year	Proposed
	Unaudited	Budget	Projected	Budget
7250083-022 Finance G&A Overhead-Boatwork's	(\$14,341)	\$0	(\$27,102)	\$0
7250085-022 Engineering G&A Overhead-Boatwork's	(\$15,463)	\$0	(\$7,928)	\$0
7250087-022 I/S G&A Overhead-Boatwork's	(\$20,396)	\$0	(\$9,692)	\$0
7250088-022 Administrative G&A Overhead-Boatwork's	(\$39,381)	\$0	(\$17,463)	\$0
7850088-022 Administrative G&A Overhead-Boatwork's	\$0	(\$254,538)	(\$127,266)	(\$213,485)
Total General & Administrative Overhead	(\$137,938)	(\$254,538)	(\$219,452)	(\$213,485)
Net Operating Income (Loss)	(\$56,236)	(\$35,136)	(\$55,229)	(\$24,930)

Swantown Fuel Facility

Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Collected Fees	\$475	\$450	\$501	\$550
Fuel Sales	\$562,465	\$701,200	\$556,890	\$558,000
Total Operating Revenues	\$562,940	\$701,650	\$557,391	\$558,550
Operating Expenses:				
Salaries	(\$35,643)	(\$46,461)	(\$39,669)	(\$40,954)
Benefits	(\$17,448)	(\$19,805)	(\$18,038)	(\$18,102)
Outside Professional Services	(\$10,381)	(\$28,500)	(\$14,250)	(\$28,500)
Supplies	(\$440,052)	(\$500,000)	(\$406,968)	(\$408,150)
General & Admin - Direct	(\$31,969)	(\$31,500)	(\$32,006)	(\$39,604)
Utilities	(\$289)	(\$350)	(\$373)	(\$350)
Other Operating Expense	(\$9,003)	(\$9,000)	(\$6,895)	(\$6,800)
Total Operating Expenses	(\$544,785)	(\$635,616)	(\$518,199)	(\$542,460)
Maintenance Expenses:				
Other Maintenance Expense	(\$6,736)	(\$5,500)	(\$9,874)	(\$18,000)
Total Maintenance Expenses	(\$6,736)	(\$5,500)	(\$9,874)	(\$18,000)
Total Operating & Maintenance Expenses	(\$551,521)	(\$641,116)	(\$528,073)	(\$560,460)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$11,419	\$60,534	\$29,318	(\$1,910)
Depreciation / Amortization	(\$101,097)	(\$90,062)	(\$90,062)	(\$90,062)
General & Administrative Overhead	(\$127,351)	(\$169,141)	(\$169,681)	(\$197,099)
Net Operating Income (Loss)	(\$217,029)	(\$198,669)	(\$230,425)	(\$289,071)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Collected Fees:				
6219061-024 Crushed/Cubed Ice-Fuel Facility	\$0	\$50	\$26	\$50
6219065-024 Merchandise/Consumables-Fuel Facility	\$475	\$400	\$475	\$500
Total Collected Fees	\$475	\$450	\$501	\$550
Fuel Sales:				
6263001-024 Gasoline Fuel Sales-Fuel Facility	\$260,534	\$282,700	\$226,557	\$227,000
6263002-024 Diesel Fuel Sales-Fuel Facility	\$301,931	\$418,500	\$330,332	\$331,000
Total Fuel Sales	\$562,465	\$701,200	\$556,890	\$558,000
Total Operating Revenues	\$562,940	\$701,650	\$557,391	\$558,550
Operating Expenses:				
Salaries:				
7211100-024 Salaries: Regular-Fuel Facility	(\$27,591)	(\$46,461)	(\$36,537)	\$0
7211200-024 Salaries: Overtime-Fuel Facility	(\$485)	\$0	(\$364)	\$0
7211300-024 Salaries: Holiday-Fuel Facility	(\$1,577)	\$0	(\$606)	\$0
7211700-024 Salaries: Vacation-Fuel Facility	(\$3,167)	\$0	(\$1,116)	\$0
7211800-024 Salaries: Sick Leave-Fuel Facility	(\$2,823)	\$0	(\$1,046)	\$0
7311100-024 Salaries: Regular-Fuel Facility	\$0	\$0	\$0	(\$40,954)
Total Salaries	(\$35,643)	(\$46,461)	(\$39,669)	(\$40,954)
Benefits:				
7212100-024 Social Security (FICA)-Fuel Facility	(\$2,707)	(\$3,542)	(\$3,019)	\$0
7212200-024 Ind. Ins (L&I)-Fuel Facility	(\$1,118)	(\$159)	(\$562)	\$0
7212300-024 Misc. Benefits-Fuel Facility	(\$9)	(\$50)	(\$26)	\$0
7212400-024 Pension (PERS)-Fuel Facility	(\$3,306)	(\$4,233)	(\$3,593)	\$0
7212500-024 Med/Dent/Life Insurance-Fuel Facility	(\$10,308)	(\$11,821)	(\$10,837)	\$0
7312100-024 Social Security Tax (FICA) ER-Fuel Facility	\$0	\$0	\$0	(\$2,539)
7312101-024 Medicare Tax (FICA) ER-Fuel Facility	\$0	\$0	\$0	(\$594)
7312200-024 Ind. Ins (L&I)-Fuel Facility	\$0	\$0	\$0	(\$239)
7312400-024 Pension (PERS) ER-Fuel Facility	\$0	\$0	\$0	(\$2,285)
7312500-024 Med/Dent/Life Insurance-Fuel Facility	\$0	\$0	\$0	(\$12,445)
Total Benefits	(\$17,448)	(\$19,805)	(\$18,038)	(\$18,102)
Outside Professional Services:				
7213010-024 Outside Professional Services-Fuel Facility	(\$5,502)	(\$3,500)	(\$1,748)	(\$3,500)
7213011-024 Part-time Temp Services-Fuel Facility	(\$4,878)	(\$25,000)	(\$12,502)	(\$25,000)
Total Outside Professional Services	(\$10,381)	(\$28,500)	(\$14,250)	(\$28,500)
Supplies:				

Swantown Fuel Facility

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7214000-024 Supplies-Fuel Facility	\$0	(\$150)	(\$72)	(\$150)
7214020-024 Fuel Inventory -Gasoline(COGS)-Fuel Facility	(\$218,871)	(\$200,000)	(\$174,545)	(\$175,000)
7214021-024 Fuel Inventory -Diesel (COGS)-Fuel Facility	(\$220,546)	(\$298,850)	(\$231,648)	(\$232,000)
7214300-024 Fuel & Lubricants-Fuel Facility	(\$635)	(\$1,000)	(\$702)	(\$1,000)
Total Supplies	(\$440,052)	(\$500,000)	(\$406,968)	(\$408,150)
General & Admin - Direct:				
7217000-024 Purchase Card Clearing Account-Fuel Facility	(\$24)	\$0	(\$39)	\$0
7217300-024 Insurance-Fuel Facility	(\$29,371)	(\$26,500)	(\$28,718)	(\$34,104)
7217913-024 Employee Development-Fuel Facility	\$0	(\$1,000)	(\$502)	(\$1,000)
7217915-024 B & O Excise Taxes-Fuel Facility	(\$2,573)	(\$2,500)	(\$1,995)	(\$2,750)
7217930-024 Environmental Compliance-Fuel Facility	\$0	(\$1,500)	(\$750)	(\$1,750)
Total General & Admin - Direct	(\$31,969)	(\$31,500)	(\$32,006)	(\$39,604)
Utilities:				
7218800-024 Telecommunications-Fuel Facility	(\$289)	(\$350)	(\$373)	(\$350)
Total Utilities	(\$289)	(\$350)	(\$373)	(\$350)
Other Operating Expense:				
7219000-024 Other Operating Expense-Fuel Facility	(\$1,131)	(\$3,000)	(\$2,244)	(\$3,000)
7219014-024 Safety Supplies-Fuel Facility	\$0	(\$500)	(\$248)	(\$500)
7219100-024 Banking Fees-Fuel Facility	(\$7,872)	(\$5,500)	(\$4,403)	(\$3,300)
Total Other Operating Expense	(\$9,003)	(\$9,000)	(\$6,895)	(\$6,800)
Total Operating Expenses	(\$544,785)	(\$635,616)	(\$518,199)	(\$542,460)
Maintenance Expenses:				
Other Maintenance Expense:				
7239000-024 M&R to Buildings-Fuel Facility	\$0	(\$500)	(\$248)	(\$500)
7239060-024 M&R to Misc Equipment-Fuel Facility	(\$6,736)	(\$5,000)	(\$9,626)	(\$17,500)
Total Other Maintenance Expense	(\$6,736)	(\$5,500)	(\$9,874)	(\$18,000)
Total Maintenance Expenses	(\$6,736)	(\$5,500)	(\$9,874)	(\$18,000)
Total Operating & Maintenance Expenses	(\$551,521)	(\$641,116)	(\$528,073)	(\$560,460)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$11,419	 \$60,534	 \$29,318	 (\$1,910)
Depreciation / Amortization:				
7270000-024 Depreciation-Fuel Facility	(\$73,564)	(\$73,564)	(\$73,564)	(\$73,564)
7270001-024 Amortization-Fuel Facility	(\$11,035)	\$0	\$0	\$0

Swantown Fuel Facility

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7270010-024 Depreciation Grants-Fuel Facility	(\$16,498)	(\$16,498)	(\$16,498)	(\$16,498)
Total Depreciation / Amortization	(\$101,097)	(\$90,062)	(\$90,062)	(\$90,062)
General & Administrative Overhead:				
7250080-024 Executive G&A Overhead-Fuel Facility	(\$27,426)	\$0	(\$19,465)	\$0
7250082-024 Marketing G&A Overhead-Fuel Facility	(\$17,220)	\$0	(\$8,235)	\$0
7250083-024 Finance G&A Overhead-Fuel Facility	(\$13,240)	\$0	(\$25,022)	\$0
7250085-024 Engineering G&A Overhead-Fuel Facility	(\$14,276)	\$0	(\$7,319)	\$0
7250087-024 I/S G&A Overhead-Fuel Facility	(\$18,831)	\$0	(\$8,947)	\$0
7250088-024 Administrative G&A Overhead-Fuel Facility	(\$36,358)	\$0	(\$16,122)	\$0
7850088-024 Administrative G&A Overhead-Fuel Facility	\$0	(\$169,141)	(\$84,571)	(\$197,099)
Total General & Administrative Overhead	(\$127,351)	(\$169,141)	(\$169,681)	(\$197,099)
Net Operating Income (Loss)	(\$217,029)	(\$198,669)	(\$230,425)	(\$289,071)

Marine Terminal
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Dockage	\$792,430	\$853,800	\$640,501	\$661,688
Wharfage	\$260,668	\$270,000	\$247,261	\$242,761
Service & Facilities	\$2,002,268	\$2,050,021	\$1,986,521	\$2,018,309
Storage	\$106,790	\$35,000	\$37,429	\$47,445
Loading & Unloading	\$2,138,363	\$1,330,000	\$1,072,576	\$1,201,385
Handling	\$1,546,456	\$1,485,000	\$1,575,921	\$1,360,131
Labor	\$139,068	\$129,400	\$107,242	\$104,900
Utility (Pass Thru Costs)	\$223,128	\$221,620	\$212,359	\$228,835
Land Rents	\$492,492	\$622,474	\$650,191	\$662,861
Space Rentals	\$29,669	\$29,664	\$29,664	\$31,153
Equipment Rental with Operator	\$197,057	\$187,500	\$139,422	\$157,644
Equipment Rental without Operator	\$27,030	\$16,000	\$16,456	\$4,480
Stormwater Fees	\$561,303	\$595,296	\$571,572	\$589,368
Interest Income	\$221,788	\$0	\$0	\$0
Other Misc. Income	\$134,995	\$128,600	\$117,935	\$105,920
Total Operating Revenues	\$8,873,505	\$7,954,375	\$7,405,050	\$7,416,880
Operating Expenses:				
Salaries	(\$685,687)	(\$594,294)	(\$561,146)	(\$547,337)
Benefits	(\$143,767)	(\$177,504)	(\$163,182)	(\$167,882)
Outside Professional Services	(\$2,540,644)	(\$1,959,000)	(\$1,785,894)	(\$1,808,120)
Supplies	(\$228,579)	(\$311,000)	(\$228,448)	(\$304,850)
Equipment Rentals	(\$120,731)	(\$236,000)	(\$193,377)	(\$196,000)
Facility Rental	(\$11,204)	(\$11,000)	(\$10,224)	(\$11,000)
General & Admin - Direct	(\$283,708)	(\$270,421)	(\$280,240)	(\$315,683)
Utilities	(\$388,725)	(\$420,090)	(\$390,641)	(\$438,555)
Other Operating Expense	(\$11,536)	(\$30,500)	(\$25,752)	(\$33,700)
Total Operating Expenses	(\$4,414,581)	(\$4,009,809)	(\$3,638,904)	(\$3,823,127)
Maintenance Expenses:				
Salaries	(\$608,595)	(\$566,497)	(\$583,154)	(\$657,472)
Benefits	(\$215,291)	(\$359,884)	(\$283,227)	(\$215,055)
Supplies	(\$5,220)	(\$13,040)	(\$9,049)	(\$5,600)
General & Admin - Direct	(\$1,041)	\$0	(\$489)	\$0
Utilities	(\$7,797)	(\$7,000)	(\$9,812)	(\$8,000)
Other Maintenance Expense	(\$474,009)	(\$474,800)	(\$365,530)	(\$586,000)
Total Maintenance Expenses	(\$1,311,953)	(\$1,421,221)	(\$1,251,261)	(\$1,472,127)
Total Operating & Maintenance Expenses	(\$5,726,534)	(\$5,431,030)	(\$4,890,165)	(\$5,295,254)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$3,146,971	\$2,523,345	\$2,514,885	\$2,121,626
Depreciation / Amortization	(\$1,768,461)	(\$1,723,522)	(\$1,735,390)	(\$1,747,189)
General & Administrative Overhead	(\$843,359)	(\$1,493,810)	(\$1,310,538)	(\$1,305,254)
Net Operating Income (Loss)	\$535,151	(\$693,987)	(\$531,043)	(\$930,817)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Dockage:				
6311000-032 Dockage - Vessel-Terminal Cargo Op's	\$788,572	\$850,000	\$636,676	\$657,830
6311020-032 Dockage LT - 30+ days-Terminal Cargo Op's	\$3,858	\$3,800	\$3,824	\$3,858
6311070-032 Interest Income-Terminal Cargo Op's	\$0	\$0	\$0	\$0
Total Dockage	\$792,430	\$853,800	\$640,501	\$661,688
Wharfage:				
6312000-032 Wharfage-Terminal Cargo Op's	\$260,668	\$270,000	\$247,261	\$242,761
Total Wharfage	\$260,668	\$270,000	\$247,261	\$242,761
Service & Facilities:				
6313000-032 Service & Facilities-Terminal Cargo Op's	\$265,532	\$270,000	\$239,464	\$242,761
6313001-032 Service Fee - WEYCO-Terminal Cargo Op's	\$1,334,936	\$1,375,396	\$1,393,120	\$1,401,683
6313002-032 WeyCo Service Fee Credit-Terminal Cargo Op's	(\$292,471)	(\$292,035)	(\$313,972)	(\$297,710)
6313003-032 Flex Area Service Fee-Terminal Cargo Op's	\$405,713	\$391,680	\$417,048	\$426,000
6313950-032 Security - Vessel-Terminal Cargo Op's	\$230,575	\$240,000	\$183,825	\$184,690
6313955-032 Security - Log Tenant-Terminal Cargo Op's	\$57,983	\$64,980	\$67,030	\$60,885
Total Service & Facilities	\$2,002,268	\$2,050,021	\$1,986,521	\$2,018,309
Storage:				
6314000-032 Storage-Terminal Cargo Op's	\$106,790	\$35,000	\$37,429	\$47,445
Total Storage	\$106,790	\$35,000	\$37,429	\$47,445
Loading & Unloading:				
6315000-032 Loading & Unloading-Terminal Cargo Op's	\$1,942,818	\$1,330,000	\$1,072,576	\$1,201,385
6315100-032 Dock Operators - Vessel-Terminal Cargo Op's	\$132,326	\$0	\$0	\$0
6315200-032 Dock Foreman - Vessel-Terminal Cargo Op's	\$63,219	\$0	\$0	\$0
Total Loading & Unloading	\$2,138,363	\$1,330,000	\$1,072,576	\$1,201,385
Handling:				
6316000-032 Handling-Terminal Cargo Op's	\$1,546,456	\$1,485,000	\$1,575,921	\$1,360,131
Total Handling	\$1,546,456	\$1,485,000	\$1,575,921	\$1,360,131
Labor:				
6317030-032 Line Service-Terminal Cargo Op's	\$139,068	\$129,400	\$107,242	\$104,900
Total Labor	\$139,068	\$129,400	\$107,242	\$104,900
Utility (Pass Thru Costs):				
6318101-032 Tenant Water-Terminal Cargo Op's	\$553	\$400	\$311	\$5,000

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
6318301-032 Sewer - Pass Thru Costs-Terminal Cargo Op's	\$1,252	\$820	\$857	\$1,250
6318501-032 WeyCo Stormwater-Terminal Cargo Op's	\$47,903	\$0	\$22,799	\$54,000
6318540-032 SWTF Facility Charge-Terminal Cargo Op's	\$173,015	\$220,000	\$143,548	\$0
6318540-040 SWTF Facility Charge-Stormwater	\$0	\$0	\$45,104	\$168,585
6318600-032 Garbage Collection-Terminal Cargo Op's	\$406	\$400	(\$259)	\$0
Total Utility (Pass Thru Costs)	\$223,128	\$221,620	\$212,359	\$228,835
Land Rents:				
6341000-032 Real Prop Rent - Land-Terminal Cargo Op's	\$174,947	\$322,474	\$333,400	\$329,438
6341010-032 Temp Land Rental-Terminal Cargo Op's	\$317,545	\$300,000	\$316,792	\$333,423
Total Land Rents	\$492,492	\$622,474	\$650,191	\$662,861
Space Rentals:				
6351000-032 Space Rental - General-Terminal Cargo Op's	\$29,669	\$29,664	\$29,664	\$31,153
Total Space Rentals	\$29,669	\$29,664	\$29,664	\$31,153
Equipment Rental with Operator:				
6373000-032 Log Handler Rental with Operat-Terminal Cargo Op's	\$197,057	\$187,500	\$139,422	\$157,644
Total Equipment Rental with Operator	\$197,057	\$187,500	\$139,422	\$157,644
Equipment Rental without Operator:				
6381000-032 Crane Rental without Operator-Terminal Cargo Op's	\$19,469	\$10,000	\$5,002	\$0
6389000-032 Other Pers Prop Rental w/o Opr-Terminal Cargo Op's	\$7,561	\$6,000	\$11,454	\$4,480
Total Equipment Rental without Operator	\$27,030	\$16,000	\$16,456	\$4,480
Stormwater Fees:				
6418500-040 Stormwater Treatment Fee-Stormwater	\$561,303	\$595,296	\$571,572	\$589,368
Total Stormwater Fees	\$561,303	\$595,296	\$571,572	\$589,368
Interest Income:				
6311070-032 Interest Income-Terminal Cargo Op's	\$221,450	\$0	\$0	\$0
6411070-040 Interest Income-Stormwater	\$338	\$0	\$0	\$0
Total Interest Income	\$221,788	\$0	\$0	\$0
Other Misc. Income:				
6318900-032 Ship Services-Terminal Cargo Op's	\$58,129	\$60,000	\$60,382	\$62,000
6319000-032 CAM Charges-Terminal Cargo Op's	\$3,457	\$3,600	\$3,600	\$3,600
6319040-032 Scale Charges-Terminal Cargo Op's	\$38,317	\$45,000	\$38,920	\$36,000

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
6329000-032 Other Misc. User Charges-Terminal Cargo Op's	\$27,013	\$20,000	\$9,998	\$0
6399000-032 Other Misc. Income-Terminal Cargo Op's	\$5,160	\$0	\$0	\$0
6399002-032 Scrap Metal Recycled-Terminal Cargo Op's	\$2,919	\$0	\$5,035	\$4,320
Total Other Misc. Income	\$134,995	\$128,600	\$117,935	\$105,920
Total Operating Revenues	\$8,873,505	\$7,954,375	\$7,405,050	\$7,416,880

Operating Expenses:

Salaries:

7311015-032 Longshore Fringe Benefits-Terminal Cargo Op's	(\$301,046)	(\$100,000)	(\$94,010)	\$0
7311100-030 Salaries: Regular-Terminal - Admin.	(\$250,774)	(\$325,782)	(\$315,025)	(\$416,182)
7311100-040 Salaries: Regular-Stormwater	\$0	\$0	\$0	(\$131,155)
7311200-030 Salaries: Overtime-Terminal - Admin.	(\$150)	\$0	(\$978)	\$0
7311300-030 Salaries: Holiday-Terminal - Admin.	(\$15,312)	(\$10,145)	(\$11,524)	\$0
7311700-030 Salaries: Vacation-Terminal - Admin.	(\$28,721)	(\$21,333)	(\$25,415)	\$0
7311800-030 Salaries: Sick Leave-Terminal - Admin.	(\$14,404)	(\$6,217)	(\$7,139)	\$0
7411100-040 Salaries: Regular-Stormwater	(\$61,718)	(\$130,817)	(\$101,437)	\$0
7411300-040 Salaries: Holiday-Stormwater	(\$3,436)	\$0	(\$1,514)	\$0
7411700-040 Salaries: Vacation-Stormwater	(\$7,750)	\$0	(\$4,104)	\$0
7411800-040 Salaries: Sick Leave-Stormwater	(\$2,378)	\$0	\$0	\$0
Total Salaries	(\$685,687)	(\$594,294)	(\$561,146)	(\$547,337)

Benefits:

7312100-030 Social Security Tax (FICA) ER-Terminal - Admin.	(\$24,014)	(\$27,755)	(\$27,206)	(\$25,782)
7312100-040 Social Security Tax (FICA) ER-Stormwater	\$0	\$0	\$0	(\$8,132)
7312101-030 Medicare Tax (FICA) ER-Terminal - Admin.	\$0	\$0	\$0	(\$6,035)
7312101-040 Medicare Tax (FICA) ER-Stormwater	\$0	\$0	\$0	(\$1,902)
7312200-030 Ind. Ins (L&I)-Terminal - Admin.	(\$4,369)	(\$5,933)	(\$5,793)	(\$1,166)
7312200-040 Ind. Ins (L&I)-Stormwater	\$0	\$0	\$0	(\$435)
7312300-030 Misc. Benefits-Terminal - Admin.	(\$1,128)	(\$900)	(\$630)	\$0
7312400-030 Pension (PERS) ER-Terminal - Admin.	(\$29,339)	(\$33,113)	(\$32,512)	(\$23,223)
7312400-040 Pension (PERS) ER-Stormwater	\$0	\$0	\$0	(\$7,318)
7312500-030 Med/Dent/Life Insurance-Terminal - Admin.	(\$57,851)	(\$63,068)	(\$60,228)	(\$71,779)
7312500-040 Med/Dent/Life Insurance-Stormwater	\$0	\$0	\$0	(\$22,110)
7412100-040 Social Security (FICA)-Stormwater	(\$5,468)	(\$10,008)	(\$7,878)	\$0
7412200-040 Ind. Ins. (L&I)-Stormwater	(\$1,293)	(\$2,788)	(\$1,563)	\$0
7412303-040 Misc. Benefits PFML-Stormwater	\$0	(\$500)	(\$248)	\$0
7412400-040 Pension (PERS)-Stormwater	(\$6,886)	(\$11,917)	(\$9,547)	\$0
7412500-040 Med/Dent/Life Ins-Stormwater	(\$13,419)	(\$21,522)	(\$17,585)	\$0
Total Benefits	(\$143,767)	(\$177,504)	(\$163,182)	(\$167,882)

Outside Professional Services:

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7313010-030 Outside Professional Services-Terminal - Admin.	(\$13,890)	(\$36,000)	(\$23,406)	(\$2,785)
7313010-032 Outside Professional Services-Terminal Cargo Op's	(\$5,706)	(\$50,000)	(\$25,369)	(\$50,000)
7313013-032 Janitorial Services-Terminal Cargo Op's	(\$13,078)	(\$13,000)	(\$11,842)	(\$13,732)
7313014-030 Training & Development-Terminal - Admin.	\$0	(\$3,000)	(\$1,500)	\$0
7313015-032 Longshore Services-Terminal Cargo Op's	(\$2,119,001)	(\$1,434,000)	(\$1,568,755)	(\$1,436,603)
7313104-030 Legal Svc - Special Projects-Terminal - Admin.	(\$6,639)	(\$10,000)	(\$5,002)	(\$3,000)
7313190-030 Bad Debt Expense-Terminal - Admin.	(\$86,570)	(\$1,000)	\$172,637	\$0
7313949-032 Vessel Ops Security-Terminal Cargo Op's	(\$113,558)	(\$130,000)	(\$92,306)	(\$60,000)
7313950-032 Terminal Security-Terminal Cargo Op's	(\$153,713)	(\$140,000)	(\$144,962)	(\$140,000)
7313951-032 Security Supplies-Terminal Cargo Op's	(\$934)	(\$2,000)	(\$11,619)	(\$1,000)
7413010-040 Outside Professional Services-Stormwater	(\$27,556)	(\$120,000)	(\$63,775)	(\$80,000)
7413104-040 Legal Svc - Spec Projects-Stormwater	\$0	(\$20,000)	(\$9,998)	(\$21,000)
Total Outside Professional Services	(\$2,540,644)	(\$1,959,000)	(\$1,785,894)	(\$1,808,120)
Supplies:				
7314050-032 Computer Equipment-Terminal Cargo Op's	\$0	\$0	\$0	(\$1,500)
7314100-030 Office Supplies & Printing-Terminal - Admin.	(\$6,499)	(\$1,000)	(\$2,063)	\$0
7314100-032 Office Supplies & Printing-Terminal Cargo Op's	\$0	(\$3,000)	(\$1,500)	\$0
7314300-032 Fuel & Lubricants-Terminal Cargo Op's	(\$106,382)	(\$130,000)	(\$103,953)	(\$130,000)
7414000-040 Supplies-Stormwater	(\$10,135)	(\$50,000)	(\$25,491)	(\$40,000)
7414001-040 Supplies: Small Tools-Stormwater	(\$404)	(\$1,000)	(\$502)	(\$1,050)
7414010-040 Chemical Expense-Stormwater	(\$105,160)	(\$125,000)	(\$94,435)	(\$131,250)
7414100-040 Office Supplies-Stormwater	\$0	(\$1,000)	(\$502)	(\$1,050)
7814050-032 Computer Equipment-Terminal Cargo Op's	\$0	\$0	\$0	\$0
Total Supplies	(\$228,579)	(\$311,000)	(\$228,448)	(\$304,850)
Equipment Rentals:				
7315000-030 Equipment Rentals-Terminal - Admin.	(\$4,477)	(\$96,000)	(\$51,623)	(\$4,000)
7315000-032 Equipment Rentals-Terminal Cargo Op's	(\$116,254)	(\$140,000)	(\$141,756)	(\$192,000)
Total Equipment Rentals	(\$120,731)	(\$236,000)	(\$193,377)	(\$196,000)
Facility Rental:				
7316010-032 Porta Potty Rental-Terminal Cargo Op's	(\$11,204)	(\$11,000)	(\$10,224)	(\$11,000)
Total Facility Rental	(\$11,204)	(\$11,000)	(\$10,224)	(\$11,000)
General & Admin - Direct:				
7317000-030 Purchase Card Clearing Account-Terminal - Admin.	(\$89)	\$0	(\$2,868)	\$0
7317200-030 Travel-Terminal - Admin.	(\$1,380)	(\$10,000)	(\$5,002)	(\$3,000)
7317300-030 Insurance-Terminal - Admin.	(\$177,671)	(\$167,640)	(\$169,691)	(\$187,658)
7317400-030 Advertising-Terminal - Admin.	(\$4,199)	(\$10,000)	(\$7,348)	(\$8,000)
7317402-030 Promotional Advertising-Terminal - Admin.	(\$311)	\$0	\$0	\$0
7317500-030 Memberships-Terminal - Admin.	(\$1,408)	(\$2,000)	(\$1,764)	(\$1,500)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7317910-030 Meetings Expense-Terminal - Admin.	(\$1,707)	(\$1,000)	(\$648)	(\$3,000)
7317910-032 Meetings Expense-Terminal Cargo Op's	(\$64)	\$0	\$0	\$0
7317913-030 Employee Development-Terminal - Admin.	(\$485)	\$0	(\$65)	(\$2,000)
7317913-036 Employee Development-Terminal Maintenance	(\$2,499)	(\$6,000)	(\$4,903)	(\$6,000)
7317915-032 B & O Excise Taxes-Terminal Cargo Op's	(\$23,508)	(\$10,000)	(\$18,335)	(\$24,000)
7317925-030 Comp. Software Licenses-Terminal - Admin.	\$0	\$0	\$0	(\$1,003)
7417300-040 Insurance-Stormwater	(\$58,874)	(\$51,345)	(\$55,769)	(\$66,464)
7417900-040 Other G & A Direct Costs-Stormwater	(\$2,438)	(\$1,260)	(\$1,890)	(\$1,323)
7417915-040 B & O Excise Taxes-Stormwater	(\$9,074)	(\$11,176)	(\$11,952)	(\$11,735)
7817925-030 Licenses-Terminal - Admin.	\$0	\$0	\$0	\$0
Total General & Admin - Direct	(\$283,708)	(\$270,421)	(\$280,240)	(\$315,683)
Utilities:				
7318100-032 Water-Terminal Cargo Op's	(\$48,010)	(\$45,000)	(\$38,499)	(\$50,000)
7318102-032 Water - Purple Pipe-Terminal Cargo Op's	(\$2,805)	(\$2,800)	(\$3,163)	(\$2,900)
7318200-032 Electricity-Terminal Cargo Op's	(\$122,289)	(\$115,000)	(\$127,554)	(\$130,000)
7318581-032 Environmental OS Maintenance-Terminal Cargo Op's	(\$358)	(\$1,000)	(\$1,211)	(\$500)
7318600-032 Garbage Collection-Terminal Cargo Op's	(\$10,519)	(\$10,000)	(\$14,737)	(\$3,000)
7318700-032 Natural Gas/Propane/Oil-Terminal Cargo Op's	(\$13,489)	(\$24,000)	(\$16,394)	(\$14,000)
7318800-030 Telecommunications-Terminal - Admin.	(\$8,338)	(\$4,000)	(\$7,312)	(\$9,000)
7418100-040 Water-Stormwater	(\$7,808)	(\$12,000)	(\$7,687)	(\$12,600)
7418200-040 Electricity-Stormwater	(\$25,312)	(\$35,490)	(\$33,030)	(\$37,265)
7418500-040 Permits & Utilities-Stormwater	(\$143,840)	(\$156,000)	(\$129,780)	(\$163,800)
7418582-040 Environmental Professional Ser-Stormwater	\$0	(\$800)	(\$398)	(\$840)
7418600-040 Garbage Collection-Stormwater	\$0	(\$2,500)	(\$1,252)	(\$2,625)
7418601-040 Sludge Collection-Stormwater	\$0	(\$6,000)	(\$3,000)	(\$6,300)
7418800-040 Telecommunications-Stormwater	(\$5,957)	(\$5,500)	(\$6,626)	(\$5,725)
Total Utilities	(\$388,725)	(\$420,090)	(\$390,641)	(\$438,555)
Other Operating Expense:				
7319000-030 Other Operating Expense-Terminal - Admin.	\$0	\$0	\$0	(\$7,000)
7319000-032 Other Operating Expense-Terminal Cargo Op's	(\$6,849)	(\$15,000)	(\$10,655)	(\$20,000)
7319010-032 Rodent & Pest Control-Terminal Cargo Op's	(\$476)	(\$6,500)	(\$4,787)	(\$700)
7319012-032 Welding Expense-Terminal Cargo Op's	(\$1,471)	(\$5,000)	(\$4,694)	(\$2,000)
7319013-032 Hardware Expense-Terminal Cargo Op's	(\$154)	(\$1,000)	(\$502)	(\$1,000)
7319014-032 Safety Supplies-Terminal Cargo Op's	(\$550)	(\$1,000)	(\$502)	(\$800)
7319015-032 Non-Stormwater Enviro Costs-Terminal Cargo Op's	(\$2,036)	(\$2,000)	(\$4,609)	(\$2,200)
Total Other Operating Expense	(\$11,536)	(\$30,500)	(\$25,752)	(\$33,700)
Total Operating Expenses	(\$4,414,581)	(\$4,009,809)	(\$3,638,904)	(\$3,823,127)

Maintenance Expenses:

Salaries:

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7331100-036 Salaries: Maint. Regular-Terminal Maintenance	(\$440,650)	(\$377,590)	(\$417,716)	(\$616,534)
7331100-040 Salaries: Maint. Regular-Stormwater	\$0	\$0	\$0	(\$40,938)
7331200-036 Salaries: Maint. Overtime-Terminal Maintenance	(\$63,579)	(\$47,998)	(\$38,186)	\$0
7331300-036 Salaries: Maint. Holiday-Terminal Maintenance	(\$25,458)	(\$22,703)	(\$21,970)	\$0
7331700-036 Salaries: Maint. Vacation-Terminal Maintenance	(\$35,838)	(\$38,694)	(\$41,388)	\$0
7331800-036 Salaries: Maint. Sick Leave-Terminal Maintenance	(\$22,606)	(\$43,929)	(\$36,115)	\$0
7431100-040 Salaries: Regular-Stormwater	(\$14,595)	(\$35,583)	(\$25,482)	\$0
7431200-040 Salaries: Overtime-Stormwater	(\$2,315)	\$0	(\$542)	\$0
7431300-040 Salaries: Holiday-Stormwater	(\$883)	\$0	(\$355)	\$0
7431700-040 Salaries: Vacation-Stormwater	(\$1,799)	\$0	(\$924)	\$0
7431800-040 Salaries: Sick Leave-Stormwater	(\$872)	\$0	(\$473)	\$0
Total Salaries	(\$608,595)	(\$566,497)	(\$583,154)	(\$657,472)
Benefits:				
7332100-036 Social Security(FICA) Maint ER-Terminal Maintenance	(\$45,935)	(\$40,615)	(\$42,360)	(\$38,220)
7332100-040 Social Security(FICA) Maint ER-Stormwater	\$0	\$0	\$0	(\$2,538)
7332101-036 Medicare Tax (FICA) Maint ER-Terminal Maintenance	\$0	\$0	\$0	(\$8,940)
7332101-040 Medicare Tax (FICA) Maint ER-Stormwater	\$0	\$0	\$0	(\$594)
7332200-036 Ind. Ins (L&I) Maint.-Terminal Maintenance	(\$11,222)	(\$12,133)	(\$10,766)	(\$2,264)
7332200-040 Ind. Ins (L&I) Maint.-Stormwater	\$0	\$0	\$0	(\$153)
7332300-036 Misc. Benefits - Maint.-Terminal Maintenance	(\$420)	(\$48,366)	(\$24,355)	\$0
7332303-036 Misc. Benefits - PFML-Terminal Maintenance	\$0	(\$99,470)	(\$49,736)	\$0
7332400-036 Pension (PERS) Maint.-Terminal Maintenance	(\$55,810)	(\$51,652)	(\$51,879)	(\$34,403)
7332400-040 Pension (PERS) Maint.-Stormwater	\$0	\$0	\$0	(\$2,284)
7332500-036 Med/Dent/Life Insurance Maint.-Terminal Maintenance	(\$91,863)	(\$94,178)	(\$92,692)	(\$117,938)
7332500-040 Med/Dent/Life Insurance Maint.-Stormwater	\$0	\$0	\$0	(\$7,721)
7432100-040 Social Security (FICA)-Stormwater	(\$1,569)	(\$2,722)	(\$2,108)	\$0
7432200-040 Ind.Ins (L&I)-Stormwater	(\$340)	(\$774)	(\$527)	\$0
7432400-040 Pension (PERS)-Stormwater	(\$1,910)	(\$3,242)	(\$2,502)	\$0
7432500-040 Med/Dent/Life Insurance-Stormwater	(\$6,221)	(\$6,732)	(\$6,300)	\$0
Total Benefits	(\$215,291)	(\$359,884)	(\$283,227)	(\$215,055)
Supplies:				
7334001-036 Supplies: Small Tools-Terminal Maintenance	(\$1,711)	(\$1,000)	(\$1,137)	(\$2,000)
7334260-036 Laundry Expense-Terminal Maintenance	(\$1,993)	(\$2,000)	(\$1,843)	(\$2,000)
7334261-036 Safety Supplies-Terminal Maintenance	(\$629)	(\$40)	(\$354)	(\$700)
7334300-036 Fuel & Lubricants-Terminal Maintenance	(\$887)	(\$10,000)	(\$5,715)	(\$900)
Total Supplies	(\$5,220)	(\$13,040)	(\$9,049)	(\$5,600)

General & Admin - Direct:

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7337000-036 Purchase Card Clearing Account-Terminal Maintenance	(\$1,041)	\$0	(\$489)	\$0
Total General & Admin - Direct	(\$1,041)	\$0	(\$489)	\$0
Utilities:				
7338700-036 Natural Gas/Propane/Oil-Terminal Maintenance	(\$7,797)	(\$7,000)	(\$9,812)	(\$8,000)
Total Utilities	(\$7,797)	(\$7,000)	(\$9,812)	(\$8,000)
Other Maintenance Expense:				
7339000-036 Other Maintenance Expense-Terminal Maintenance	(\$4,743)	\$0	(\$1,350)	(\$5,000)
7339003-032 Maint & Repair to Tenant Bldgs-Terminal Cargo Op's	(\$67,538)	(\$200)	(\$345)	(\$1,500)
7339004-032 Equipment Wash Facility-Terminal Cargo Op's	(\$351)	(\$600)	(\$430)	(\$500)
7339006-032 Maint & Repair Warehouse A-Terminal Cargo Op's	(\$77,923)	(\$30,000)	(\$36,310)	(\$30,000)
7339007-032 Maint & Repair Security Buildi-Terminal Cargo Op's	\$0	(\$500)	(\$248)	\$0
7339008-032 Maint & Repair Gate House-Terminal Cargo Op's	(\$14,025)	(\$8,000)	(\$5,509)	(\$15,000)
7339009-036 Maint & Repair Maint Shop-Terminal Maintenance	(\$2,285)	(\$3,000)	(\$1,844)	(\$2,000)
7339025-032 Maint & Repair RR Tracks-Terminal Cargo Op's	(\$30,315)	(\$20,000)	(\$14,512)	(\$25,000)
7339030-032 Maint & Repair Roads-Terminal Cargo Op's	(\$25,306)	(\$100,000)	(\$58,245)	(\$250,000)
7339040-032 Maint & Repair to Property-Terminal Cargo Op's	(\$5,827)	(\$30,000)	(\$15,958)	(\$5,000)
7339050-036 Vehicle Maintenance-Terminal Maintenance	(\$3,800)	(\$5,000)	(\$3,547)	(\$5,000)
7339060-032 Maint & Repair Misc Equipment-Terminal Cargo Op's	(\$11,685)	(\$15,000)	(\$18,411)	(\$10,000)
7339061-032 Maint & Repair Lift Trucks-Terminal Cargo Op's	(\$36,736)	(\$10,000)	(\$57,521)	(\$40,000)
7339062-032 Maint & Repair Log Handlers-Terminal Cargo Op's	(\$22,156)	(\$30,000)	(\$19,571)	(\$20,000)
7339063-032 Maint & Repair Cranes-Terminal Cargo Op's	(\$51,649)	(\$30,000)	(\$15,825)	(\$20,000)
7339064-032 Maint & Repair Yard Equipment-Terminal Cargo Op's	(\$980)	(\$1,000)	(\$838)	(\$1,000)
7339065-036 Replace/Repair Radios-Terminal Maintenance	(\$2,179)	(\$1,500)	(\$1,533)	(\$1,500)
7339070-032 Maint & Repair Wharves/Docks-Terminal Cargo Op's	(\$12,337)	(\$10,000)	(\$14,518)	(\$10,000)
7439000-040 Other Maintenance Expense-Stormwater	(\$69,426)	(\$55,000)	(\$32,518)	(\$57,750)
7439010-040 Maint & Repair Pump-Stormwater	(\$34,750)	(\$50,000)	(\$29,000)	(\$8,000)
7439031-040 Maint & Repair Catch Basins-Stormwater	\$0	(\$25,000)	(\$12,502)	(\$26,250)
7439060-040 Maint & Repair FacilityEquipmt-Stormwater	\$0	(\$50,000)	(\$24,998)	(\$52,500)
Total Other Maintenance Expense	(\$474,009)	(\$474,800)	(\$365,530)	(\$586,000)

Marine Terminal
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Maintenance Expenses	(\$1,311,953)	(\$1,421,221)	(\$1,251,261)	(\$1,472,127)
Total Operating & Maintenance Expenses	(\$5,726,534)	(\$5,431,030)	(\$4,890,165)	(\$5,295,254)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$3,146,971	\$2,523,345	\$2,514,885	\$2,121,626
Depreciation / Amortization:				
7170000-030 Depreciation-Terminal - Admin.	\$0	\$0	(\$8,472)	(\$16,946)
7370000-032 Depreciation-Terminal Cargo Op's	(\$1,423,257)	(\$1,372,282)	(\$1,373,614)	(\$1,374,859)
7370010-032 Depreciation Grants-Terminal Cargo Op's	(\$117,343)	(\$129,462)	(\$128,490)	(\$127,523)
7470000-040 Depreciation-Stormwater	(\$227,861)	(\$221,778)	(\$224,814)	(\$227,861)
Total Depreciation / Amortization	(\$1,768,461)	(\$1,723,522)	(\$1,735,390)	(\$1,747,189)
General & Administrative Overhead:				
7350080-030 Executive G&A Overhead-Terminal - Admin.	(\$181,621)	\$0	(\$128,903)	\$0
7350082-030 Marketing G&A Overhead-Terminal - Admin.	(\$114,038)	\$0	(\$54,532)	\$0
7350083-030 Finance G&A Overhead-Terminal - Admin.	(\$87,679)	\$0	(\$165,703)	\$0
7350085-030 Engineering G&A Overhead-Terminal - Admin.	(\$94,539)	\$0	(\$48,472)	\$0
7350087-030 I/S G&A Overhead-Terminal - Admin.	(\$124,703)	\$0	(\$59,254)	\$0
 7350088-030 Administrative G&A Overhead-Terminal - Admin.	 (\$240,778)	 \$0	 (\$106,768)	 \$0
7450080-040 Executive G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
7450082-040 Marketing G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
7450083-040 Finance G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
7450085-040 Engineering G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
7450087-040 I/S G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
7450088-040 Administrative G&A Overhead-Stormwater	\$0	\$0	\$0	\$0
 7850088-030 Administrative G&A Overhead-Terminal - Admin.	 \$0	 (\$1,493,810)	 (\$746,906)	 (\$1,305,254)
Total General & Administrative Overhead	(\$843,359)	(\$1,493,810)	(\$1,310,538)	(\$1,305,254)
Net Operating Income (Loss)	\$535,151	(\$693,987)	(\$531,043)	(\$930,817)

Consolidated Properties
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Utility (Pass Thru Costs)	\$3,583	\$6,500	\$5,230	\$0
Land Rents	\$524,404	\$948,906	\$987,551	\$888,478
Space Rentals	\$214,729	\$134,405	\$134,079	\$134,405
Interest Income	\$715,176	\$0	\$0	\$0
Other Misc. Income	\$31,334	\$3,700	\$4,186	\$0
Total Operating Revenues	\$1,489,226	\$1,093,511	\$1,131,046	\$1,022,883
Operating Expenses:				
Salaries	(\$121,219)	(\$170,623)	(\$213,222)	(\$135,678)
Benefits	(\$77,789)	(\$55,730)	(\$55,219)	(\$48,486)
Outside Professional Services	(\$102,328)	(\$60,790)	(\$59,685)	(\$58,000)
Supplies	(\$1,563)	(\$840)	(\$1,430)	(\$1,500)
Equipment Rentals	(\$1,447)	(\$1,100)	(\$878)	(\$1,100)
General & Admin - Direct	(\$132,202)	(\$69,500)	(\$95,702)	(\$137,561)
Utilities	(\$84,138)	(\$70,750)	(\$64,892)	(\$75,145)
Other Operating Expense	(\$5,481)	(\$5,430)	(\$3,800)	(\$2,000)
Total Operating Expenses	(\$526,167)	(\$434,763)	(\$494,828)	(\$459,470)
Maintenance Expenses:				
Salaries	(\$76,955)	(\$68,628)	(\$77,163)	(\$70,696)
Benefits	(\$32,199)	(\$39,250)	(\$37,203)	(\$31,304)
Facility Rental	(\$17,193)	(\$3,200)	(\$11,210)	\$0
Maintenance and Repairs	(\$23,952)	(\$6,050)	(\$9,771)	(\$11,700)
Utilities	(\$289)	(\$200)	(\$272)	\$0
Total Maintenance Expenses	(\$150,588)	(\$117,328)	(\$135,619)	(\$113,700)
Total Operating & Maintenance Expenses	(\$676,755)	(\$552,091)	(\$630,447)	(\$573,170)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$812,471	\$541,420	\$500,599	\$449,713
Depreciation / Amortization	(\$267,253)	(\$189,686)	(\$190,778)	(\$189,060)
General & Administrative Overhead	(\$365,721)	(\$263,604)	(\$340,000)	(\$482,214)
Net Operating Income (Loss)	\$179,497	\$88,130	(\$30,179)	(\$221,561)

Properties Overhead
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$43,351)	(\$79,620)	(\$153,631)	(\$29,244)
Benefits	(\$48,292)	(\$24,888)	(\$33,951)	(\$10,473)
Outside Professional Services	(\$67,330)	(\$39,290)	(\$48,937)	(\$44,000)
Supplies	(\$1,563)	(\$840)	(\$1,430)	(\$1,500)
Equipment Rentals	(\$1,447)	(\$1,100)	(\$878)	(\$1,100)
General & Admin - Direct	(\$3,162)	(\$4,000)	(\$1,569)	(\$6,800)
Other Operating Expense	(\$1,254)	(\$430)	(\$605)	(\$1,000)
Total Operating Expenses	(\$166,399)	(\$150,168)	(\$241,001)	(\$94,117)
Maintenance Expenses:				
Utilities	(\$289)	(\$200)	(\$272)	\$0
Total Maintenance Expenses	(\$289)	(\$200)	(\$272)	\$0
Total Operating & Maintenance Expenses	(\$166,688)	(\$150,368)	(\$241,273)	(\$94,117)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$166,688)	(\$150,368)	(\$241,273)	(\$94,117)
Net Operating Income (Loss)	(\$166,688)	(\$150,368)	(\$241,273)	(\$94,117)

**Properties Overhead
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-060 Salaries: Regular-Properties Lease & Rental	\$0	\$0	\$0	(\$29,244)
7611100-060 Salaries: Regular-Properties Lease & Rental	(\$29,444)	(\$79,620)	(\$134,827)	\$0
7611300-060 Salaries: Holiday-Properties Lease & Rental	(\$2,003)	\$0	(\$3,423)	\$0
7611700-060 Salaries: Vacation-Properties Lease & Rental	(\$8,255)	\$0	(\$9,175)	\$0
7611800-060 Salaries: Sick Leave-Properties Lease & Rental	(\$3,648)	\$0	(\$6,205)	\$0
Total Salaries	(\$43,351)	(\$79,620)	(\$153,631)	(\$29,244)
Benefits:				
7312100-060 Social Security Tax (FICA) ER-Properties Lease & R	\$0	\$0	\$0	(\$1,813)
7312101-060 Medicare Tax (FICA) ER-Properties Lease & Rental	\$0	\$0	\$0	(\$424)
7312200-060 Ind. Ins (L&I)-Properties Lease & Rental	\$0	\$0	\$0	(\$81)
7312400-060 Pension (PERS) ER-Properties Lease & Rental	\$0	\$0	\$0	(\$1,632)
7312500-060 Med/Dent/Life Insurance-Properties Lease & Rental	\$0	\$0	\$0	(\$6,523)
7612100-060 Social Security (FICA)-Properties Lease & Rental	(\$3,491)	(\$6,040)	(\$11,270)	\$0
7612200-060 Ind. Ins (L&I)-Properties Lease & Rental	(\$66)	(\$574)	(\$599)	\$0
7612300-060 Misc. Benefits-Properties Lease & Rental	(\$202)	(\$420)	(\$405)	\$0
7612302-060 Misc. Benefits - Unemployment-Properties Lease & R	(\$30,746)	\$0	\$0	\$0
7612400-060 Pension (PERS)-Properties Lease & Rental	(\$4,094)	(\$7,253)	(\$13,629)	\$0
7612500-060 Med/Dent/Life Insurance-Properties Lease & Rental	(\$9,693)	(\$10,601)	(\$8,049)	\$0
Total Benefits	(\$48,292)	(\$24,888)	(\$33,951)	(\$10,473)
Outside Professional Services:				
7613010-060 Outside Professional Services-Properties Lease & R	(\$5,389)	(\$1,500)	(\$750)	(\$3,000)
7613012-060 Properties - Security-Properties Lease & Rental	(\$39,003)	(\$35,000)	(\$37,598)	(\$41,000)
7613013-060 Janitorial Services-Properties Lease & Rental	\$0	(\$2,790)	(\$1,392)	\$0
7613104-060 Legal Svc - Special Projects-Properties Lease & Re	(\$22,938)	\$0	(\$9,198)	\$0
Total Outside Professional Services	(\$67,330)	(\$39,290)	(\$48,937)	(\$44,000)
Supplies:				

Properties Overhead
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7614300-060 Fuel & Lubricants-Properties Lease & Rental	(\$1,563)	(\$840)	(\$1,430)	(\$1,500)
Total Supplies	(\$1,563)	(\$840)	(\$1,430)	(\$1,500)
Equipment Rentals:				
7615000-060 Equipment Rentals-Properties Lease & Rental	(\$1,447)	(\$1,100)	(\$878)	(\$1,100)
Total Equipment Rentals	(\$1,447)	(\$1,100)	(\$878)	(\$1,100)
General & Admin - Direct:				
7617000-060 Purchase Card Clearing Account-Properties Lease &	(\$323)	\$0	\$1,252	\$0
7617200-060 Travel-Properties Lease & Rental	(\$2,397)	(\$1,500)	(\$1,058)	(\$1,800)
7617910-060 Meeting Expense-Properties Lease & Rental	(\$181)	(\$1,000)	(\$1,012)	(\$1,000)
7617911-060 Subscriptions/Publications-Properties Lease & Rent	\$106	\$0	\$0	\$0
7617913-060 Employee Development-Properties Lease & Rental	(\$319)	(\$1,500)	(\$750)	(\$4,000)
7617915-060 B & O Excise Taxes-Properties Lease & Rental	(\$48)	\$0	\$0	\$0
Total General & Admin - Direct	(\$3,162)	(\$4,000)	(\$1,569)	(\$6,800)
Other Operating Expense:				
7619000-060 Other Operating Expense-Properties Lease & Rental	(\$1,254)	(\$430)	(\$605)	(\$1,000)
Total Other Operating Expense	(\$1,254)	(\$430)	(\$605)	(\$1,000)
Total Operating Expenses	(\$166,399)	(\$150,168)	(\$241,001)	(\$94,117)
Maintenance Expenses:				
Utilities:				
7638800-060 Telecommunications-Properties Lease & Rental	(\$289)	(\$200)	(\$272)	\$0
Total Utilities	(\$289)	(\$200)	(\$272)	\$0
Total Maintenance Expenses	(\$289)	(\$200)	(\$272)	\$0
Total Operating & Maintenance Expenses	(\$166,688)	(\$150,368)	(\$241,273)	(\$94,117)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$166,688)	 (\$150,368)	 (\$241,273)	 (\$94,117)
Net Operating Income (Loss)	(\$166,688)	(\$150,368)	(\$241,273)	(\$94,117)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Utility (Pass Thru Costs)	\$3,583	\$6,500	\$5,230	\$0
Land Rents	\$375,229	\$687,000	\$737,384	\$641,079
Interest Income	\$498,009	\$0	\$0	\$0
Other Misc. Income	\$2,791	\$3,700	\$4,186	\$0
Total Operating Revenues	\$879,612	\$697,200	\$746,800	\$641,079
Operating Expenses:				
Salaries	(\$37,363)	(\$44,991)	(\$33,235)	(\$43,866)
Benefits	(\$14,472)	(\$14,830)	(\$10,696)	(\$15,680)
Outside Professional Services	(\$1,914)	(\$13,000)	(\$6,502)	(\$5,000)
General & Admin - Direct	(\$90,026)	(\$40,300)	(\$65,730)	(\$95,951)
Utilities	(\$38,868)	(\$30,750)	(\$27,044)	(\$35,445)
Other Operating Expense	(\$578)	(\$1,000)	(\$502)	(\$1,000)
Total Operating Expenses	(\$183,221)	(\$144,871)	(\$143,709)	(\$196,942)
Maintenance Expenses:				
Salaries	(\$28,632)	(\$22,308)	(\$33,315)	(\$23,002)
Benefits	(\$11,272)	(\$12,848)	(\$13,665)	(\$10,217)
Facility Rental	(\$11,663)	\$0	(\$5,340)	\$0
Maintenance and Repairs	(\$8,012)	(\$4,000)	(\$7,662)	(\$4,500)
Total Maintenance Expenses	(\$59,579)	(\$39,156)	(\$59,982)	(\$37,719)
Total Operating & Maintenance Expenses	(\$242,800)	(\$184,027)	(\$203,691)	(\$234,661)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$636,812	 \$513,173	 \$543,109	 \$406,418
Depreciation / Amortization	(\$52,012)	(\$52,012)	(\$52,006)	(\$49,373)
General & Administrative Overhead	(\$191,782)	(\$168,068)	(\$212,203)	(\$296,819)
Net Operating Income (Loss)	\$393,018	\$293,093	\$278,900	\$60,226

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Utility (Pass Thru Costs):				
6618201-062 Electricity - Pass Thru Costs-Market District	\$3,583	\$4,500	\$4,232	\$0
6618501-062 Stormwater - Pass Thru Costs-Market District	\$0	\$2,000	\$998	\$0
Total Utility (Pass Thru Costs)	\$3,583	\$6,500	\$5,230	\$0
Land Rents:				
6641000-062 Real Prop Rent - Land-Market District	\$223,356	\$519,000	\$509,848	\$468,036
6641010-062 Temporary Land Rental-Market District	\$30,342	\$34,000	\$30,750	\$32,933
6649001-062 Percentage Rental - Land-Market District	\$121,532	\$134,000	\$196,787	\$140,110
Total Land Rents	\$375,229	\$687,000	\$737,384	\$641,079
Interest Income:				
6611070-062 Interest Income-Market District	\$498,009	\$0	\$0	\$0
Total Interest Income	\$498,009	\$0	\$0	\$0
Other Misc. Income:				
6619000-062 Other User Charges-Market District	\$2,791	\$3,700	\$4,186	\$0
Total Other Misc. Income	\$2,791	\$3,700	\$4,186	\$0
Total Operating Revenues	\$879,612	\$697,200	\$746,800	\$641,079
Operating Expenses:				
Salaries:				
7311100-062 Salaries: Regular-Market District	\$0	\$0	\$0	(\$43,866)
7611100-062 Salaries: Regular-Market District	(\$29,576)	(\$44,991)	(\$32,107)	\$0
7611300-062 Salaries: Holiday-Market District	(\$2,060)	\$0	(\$425)	\$0
7611700-062 Salaries: Vacation-Market District	(\$2,616)	\$0	(\$222)	\$0
7611800-062 Salaries: Sick Leave-Market District	(\$3,111)	\$0	(\$480)	\$0
Total Salaries	(\$37,363)	(\$44,991)	(\$33,235)	(\$43,866)
Benefits:				
7312100-062 Social Security Tax (FICA) ER-Market District	\$0	\$0	\$0	(\$2,720)
7312101-062 Medicare Tax (FICA) ER-Market District	\$0	\$0	\$0	(\$636)
7312200-062 Ind. Ins (L&I)-Market District	\$0	\$0	\$0	(\$91)
7312400-062 Pension (PERS) ER-Market District	\$0	\$0	\$0	(\$2,448)
7312500-062 Med/Dent/Life Insurance-Market District	\$0	\$0	\$0	(\$9,785)
7612100-062 Social Security (FICA)-Market District	(\$3,510)	(\$3,442)	(\$2,583)	\$0
7612200-062 Ind. Ins (L&I)-Market District	(\$72)	(\$103)	(\$80)	\$0
7612300-062 Misc. Benefits-Market District	(\$74)	\$0	(\$47)	\$0
7612400-062 Pension (PERS)-Market District	(\$4,160)	(\$4,099)	(\$3,083)	\$0
7612500-062 Med/Dent/Life Insurance-Market District	(\$6,656)	(\$7,186)	(\$4,906)	\$0

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Benefits	(\$14,472)	(\$14,830)	(\$10,696)	(\$15,680)
Outside Professional Services:				
7613010-062 Outside Professional Services-Market District	(\$1,914)	(\$13,000)	(\$6,502)	(\$5,000)
Total Outside Professional Services	(\$1,914)	(\$13,000)	(\$6,502)	(\$5,000)
General & Admin - Direct:				
7617001-062 Land Rental-Market District	(\$49,299)	(\$20,000)	(\$34,647)	(\$50,000)
7617300-062 Insurance-Market District	(\$40,410)	(\$20,000)	(\$30,808)	(\$45,951)
7617915-062 B & O Excise Taxes-Market District	(\$317)	(\$300)	(\$275)	\$0
Total General & Admin - Direct	(\$90,026)	(\$40,300)	(\$65,730)	(\$95,951)
Utilities:				
7618050-062 Utilities - Port Plaza-Market District	\$0	\$0	\$0	\$0
7618100-062 Water-Market District	(\$16,822)	(\$8,000)	(\$9,603)	(\$12,000)
7618200-062 Electricity-Market District	(\$2,666)	(\$4,000)	(\$3,783)	(\$3,400)
7618700-062 Natural Gas/Propane/Oil-Market District	\$0	(\$750)	(\$372)	\$0
7618800-062 Telecommunications-Market District	(\$3,858)	(\$3,000)	(\$2,355)	(\$4,045)
7618910-062 Other-CAM Charges-Market District	(\$15,522)	(\$15,000)	(\$10,932)	(\$16,000)
Total Utilities	(\$38,868)	(\$30,750)	(\$27,044)	(\$35,445)
Other Operating Expense:				
7619000-062 Other Operating Expense-Market District	(\$578)	(\$1,000)	(\$502)	(\$1,000)
Total Other Operating Expense	(\$578)	(\$1,000)	(\$502)	(\$1,000)
Total Operating Expenses	(\$183,221)	(\$144,871)	(\$143,709)	(\$196,942)
Maintenance Expenses:				
Salaries:				
7331100-062 Salaries: Maint. Regular-Market District	\$0	\$0	\$0	(\$23,002)
7631100-062 Salaries: Regular-Market District	(\$25,069)	(\$22,308)	(\$31,511)	\$0
7631200-062 Salaries: Overtime-Market District	(\$215)	\$0	\$0	\$0
7631300-062 Salaries: Holiday-Market District	(\$1,377)	\$0	(\$905)	\$0
7631700-062 Salaries: Vacation-Market District	(\$681)	\$0	(\$198)	\$0
7631800-062 Salaries: Sick Leave-Market District	(\$1,290)	\$0	(\$702)	\$0
Total Salaries	(\$28,632)	(\$22,308)	(\$33,315)	(\$23,002)
Benefits:				
7332100-062 Social Security(FICA) Maint ER-Market District	\$0	\$0	\$0	(\$1,426)
7332101-062 Medicare Tax (FICA) Maint ER-Market District	\$0	\$0	\$0	(\$334)
7332200-062 Ind. Ins (L&I) Maint.-Market District	\$0	\$0	\$0	(\$522)
7332400-062 Pension (PERS) Maint.-Market District	\$0	\$0	\$0	(\$1,284)
7332500-062 Med/Dent/Life Insurance Maint.-Market District	\$0	\$0	\$0	(\$6,651)
7632100-062 Social Security (FICA)-Market District	(\$2,266)	(\$1,707)	(\$2,654)	\$0

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7632200-062 Ind. Ins. (L&I)-Market District	(\$728)	(\$3,098)	(\$1,859)	\$0
7632300-062 Misc. Benefits-Market District	(\$152)	\$0	(\$90)	\$0
7632400-062 Pension (PERS)-Market District	(\$2,720)	(\$2,032)	(\$3,162)	\$0
7632500-062 Med/Dent/Life Insurance-Market District	(\$5,407)	(\$6,011)	(\$5,903)	\$0
Total Benefits	(\$11,272)	(\$12,848)	(\$13,665)	(\$10,217)
Facility Rental:				
7636000-062 Facility Rental-Market District	(\$11,663)	\$0	(\$5,340)	\$0
Total Facility Rental	(\$11,663)	\$0	(\$5,340)	\$0
Maintenance and Repairs:				
7639000-062 Maint & Repair to Buildings-Market District	\$0	(\$500)	(\$248)	(\$500)
7639040-062 Maint & Repair to Property-Market District	(\$8,012)	(\$3,500)	(\$3,544)	(\$4,000)
7639043-062 Landscaping-Market District	\$0	\$0	(\$3,871)	\$0
Total Maintenance and Repairs	(\$8,012)	(\$4,000)	(\$7,662)	(\$4,500)
Total Maintenance Expenses	(\$59,579)	(\$39,156)	(\$59,982)	(\$37,719)
Total Operating & Maintenance Expenses	(\$242,800)	(\$184,027)	(\$203,691)	(\$234,661)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$636,812	 \$513,173	 \$543,109	 \$406,418
Depreciation / Amortization:				
7670000-062 Depreciation-Market District	(\$52,012)	(\$52,012)	(\$52,006)	(\$49,373)
Total Depreciation / Amortization	(\$52,012)	(\$52,012)	(\$52,006)	(\$49,373)
General & Administrative Overhead:				
7650080-062 Executive G&A Overhead-Market District	(\$41,301)	\$0	(\$29,312)	\$0
7650082-062 Marketing G&A Overhead-Market District	(\$25,933)	\$0	(\$12,401)	\$0
7650083-062 Finance G&A Overhead-Market District	(\$19,939)	\$0	(\$37,682)	\$0
7650085-062 Engineering G&A Overhead-Market District	(\$21,499)	\$0	(\$11,023)	\$0
7650087-062 I/S G&A Overhead-Market District	(\$28,358)	\$0	(\$13,475)	\$0
7650088-062 Administrative G&A Overhead-Market District	(\$54,754)	\$0	(\$24,279)	\$0
7850088-062 Administrative G&A Overhead-Market District	\$0	(\$168,068)	(\$84,032)	(\$296,819)
Total General & Administrative Overhead	(\$191,782)	(\$168,068)	(\$212,203)	(\$296,819)
Net Operating Income (Loss)	\$393,018	\$293,093	\$278,900	\$60,226

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents	\$48,404	\$115,136	\$99,710	\$83,566
Interest Income	\$99,410	\$0	\$0	\$0
Total Operating Revenues	\$147,814	\$115,136	\$99,710	\$83,566
Operating Expenses:				
Salaries	(\$14,023)	(\$30,389)	(\$17,210)	(\$39,173)
Benefits	(\$7,591)	(\$10,554)	(\$6,913)	(\$13,970)
Outside Professional Services	\$0	(\$3,500)	(\$1,748)	(\$4,000)
General & Admin - Direct	(\$8,070)	(\$6,500)	(\$7,800)	(\$10,052)
Utilities	(\$17,129)	(\$15,000)	(\$15,916)	(\$19,700)
Total Operating Expenses	(\$46,813)	(\$65,943)	(\$49,587)	(\$86,895)
Maintenance Expenses:				
Salaries	(\$18,598)	(\$23,160)	(\$21,917)	(\$23,847)
Benefits	(\$9,339)	(\$13,201)	(\$11,501)	(\$10,543)
Facility Rental	(\$2,571)	(\$900)	(\$2,052)	\$0
Maintenance and Repairs	(\$191)	(\$1,250)	(\$1,332)	(\$5,500)
Total Maintenance Expenses	(\$30,699)	(\$38,511)	(\$36,802)	(\$39,890)
Total Operating & Maintenance Expenses	(\$77,512)	(\$104,454)	(\$86,389)	(\$126,785)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$70,302	\$10,682	\$13,321	(\$43,219)
Depreciation / Amortization	(\$102,357)	(\$102,357)	(\$102,903)	(\$103,363)
General & Administrative Overhead	(\$32,670)	(\$27,755)	(\$35,679)	(\$50,562)
Net Operating Income (Loss)	(\$64,725)	(\$119,430)	(\$125,261)	(\$197,144)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents:				
6641000-064 Real Prop Rent - Land-NorthPoint	\$48,404	\$115,136	\$99,710	\$83,566
Total Land Rents	\$48,404	\$115,136	\$99,710	\$83,566
Interest Income:				
6611070-064 Interest Income-NorthPoint	\$99,410	\$0	\$0	\$0
Total Interest Income	\$99,410	\$0	\$0	\$0
Total Operating Revenues	\$147,814	\$115,136	\$99,710	\$83,566
Operating Expenses:				
Salaries:				
7311100-064 Salaries: Regular-NorthPoint	\$0	\$0	\$0	(\$39,173)
7611100-064 Salaries: Regular-NorthPoint	(\$10,294)	(\$30,389)	(\$16,834)	\$0
7611300-064 Salaries: Holiday-NorthPoint	(\$710)	\$0	(\$74)	\$0
7611700-064 Salaries: Vacation-NorthPoint	(\$1,596)	\$0	(\$222)	\$0
7611800-064 Salaries: Sick Leave-NorthPoint	(\$1,424)	\$0	(\$80)	\$0
Total Salaries	(\$14,023)	(\$30,389)	(\$17,210)	(\$39,173)
Benefits:				
7312100-064 Social Security Tax (FICA) ER-NorthPoint	\$0	\$0	\$0	(\$2,429)
7312101-064 Medicare Tax (FICA) ER-NorthPoint	\$0	\$0	\$0	(\$568)
7312200-064 Ind. Ins (L&I)-NorthPoint	\$0	\$0	\$0	(\$81)
7312400-064 Pension (PERS) ER-NorthPoint	\$0	\$0	\$0	(\$2,186)
7312500-064 Med/Dent/Life Insurance-NorthPoint	\$0	\$0	\$0	(\$8,706)
7612100-064 Social Security (FICA)-NorthPoint	(\$1,222)	(\$2,325)	(\$1,307)	\$0
7612200-064 Ind. Ins (L&I)-NorthPoint	(\$24)	(\$75)	(\$44)	\$0
7612300-064 Misc. Benefits-NorthPoint	(\$21)	\$0	(\$9)	\$0
7612400-064 Pension (PERS)-NorthPoint	(\$1,438)	(\$2,768)	(\$1,560)	\$0
7612500-064 Med/Dent/Life Insurance-NorthPoint	(\$4,886)	(\$5,386)	(\$3,995)	\$0
Total Benefits	(\$7,591)	(\$10,554)	(\$6,913)	(\$13,970)
Outside Professional Services:				
7613010-064 Outside Professional Services-NorthPoint	\$0	(\$3,500)	(\$1,748)	(\$4,000)
Total Outside Professional Services	\$0	(\$3,500)	(\$1,748)	(\$4,000)
General & Admin - Direct:				
7617300-064 Insurance-NorthPoint	(\$8,070)	(\$6,500)	(\$7,800)	(\$10,052)
Total General & Admin - Direct	(\$8,070)	(\$6,500)	(\$7,800)	(\$10,052)
Utilities:				

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7618100-064 Water-NorthPoint	\$0	\$0	(\$164)	\$0
7618200-064 Electricity-NorthPoint	\$0	\$0	(\$1,958)	(\$4,700)
7618500-064 Stormwater-NorthPoint	(\$17,129)	(\$15,000)	(\$13,794)	(\$15,000)
Total Utilities	(\$17,129)	(\$15,000)	(\$15,916)	(\$19,700)
Total Operating Expenses	(\$46,813)	(\$65,943)	(\$49,587)	(\$86,895)
Maintenance Expenses:				
Salaries:				
7331100-064 Salaries: Maint. Regular-NorthPoint	\$0	\$0	\$0	(\$23,847)
7631100-064 Salaries: Regular-NorthPoint	(\$16,112)	(\$23,160)	(\$20,975)	\$0
7631200-064 Salaries: Overtime-NorthPoint	(\$157)	\$0	\$0	\$0
7631300-064 Salaries: Holiday-NorthPoint	(\$879)	\$0	(\$419)	\$0
7631700-064 Salaries: Vacation-NorthPoint	(\$711)	\$0	(\$192)	\$0
7631800-064 Salaries: Sick Leave-NorthPoint	(\$740)	\$0	(\$335)	\$0
Total Salaries	(\$18,598)	(\$23,160)	(\$21,917)	(\$23,847)
Benefits:				
7332100-064 Social Security(FICA) Maint ER-NorthPoint	\$0	\$0	\$0	(\$1,478)
7332101-064 Medicare Tax (FICA) Maint ER-NorthPoint	\$0	\$0	\$0	(\$346)
7332200-064 Ind. Ins (L&I) Maint.-NorthPoint	\$0	\$0	\$0	(\$522)
7332400-064 Pension (PERS) Maint.-NorthPoint	\$0	\$0	\$0	(\$1,331)
7332500-064 Med/Dent/Life Insurance Maint.-NorthPoint	\$0	\$0	\$0	(\$6,866)
7632100-064 Social Security (FICA)-NorthPoint	(\$1,443)	(\$1,772)	(\$1,717)	\$0
7632200-064 Ind. Ins. (L&I)-NorthPoint	(\$453)	(\$3,098)	(\$1,701)	\$0
7632300-064 Misc. Benefits-NorthPoint	(\$99)	\$0	(\$40)	\$0
7632400-064 Pension (PERS)-NorthPoint	(\$1,745)	(\$2,110)	(\$2,043)	\$0
7632500-064 Med/Dent/Life Insurance-NorthPoint	(\$5,600)	(\$6,221)	(\$6,001)	\$0
Total Benefits	(\$9,339)	(\$13,201)	(\$11,501)	(\$10,543)
Facility Rental:				
7636000-064 Facility Rental-NorthPoint	(\$2,571)	(\$900)	(\$2,052)	\$0
Total Facility Rental	(\$2,571)	(\$900)	(\$2,052)	\$0
Maintenance and Repairs:				
7639030-064 Maint & Repair Roads-NorthPoint	\$0	(\$500)	(\$248)	(\$500)
7639040-064 Maint & Repair to Property-NorthPoint	(\$191)	(\$750)	(\$1,084)	(\$5,000)
Total Maintenance and Repairs	(\$191)	(\$1,250)	(\$1,332)	(\$5,500)
Total Maintenance Expenses	(\$30,699)	(\$38,511)	(\$36,802)	(\$39,890)
Total Operating & Maintenance Expenses	(\$77,512)	(\$104,454)	(\$86,389)	(\$126,785)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Income (Loss) Before Deprec, Interest Expense & Overhead	\$70,302	\$10,682	\$13,321	(\$43,219)
Depreciation / Amortization:				
7270000-064 Depreciation-NorthPoint	\$0	\$0	(\$552)	(\$1,007)
7670000-064 Depreciation-NorthPoint	(\$102,357)	(\$102,357)	(\$102,357)	(\$102,357)
Total Depreciation / Amortization	(\$102,357)	(\$102,357)	(\$102,903)	(\$103,363)
General & Administrative Overhead:				
7650080-064 Executive G&A Overhead-NorthPoint	(\$7,036)	\$0	(\$4,993)	\$0
7650082-064 Marketing G&A Overhead-NorthPoint	(\$4,418)	\$0	(\$2,112)	\$0
7650083-064 Finance G&A Overhead-NorthPoint	(\$3,396)	\$0	(\$6,389)	\$0
7650085-064 Engineering G&A Overhead-NorthPoint	(\$3,662)	\$0	(\$1,877)	\$0
7650087-064 I/S G&A Overhead-NorthPoint	(\$4,831)	\$0	(\$2,296)	\$0
7650088-064 Administrative G&A Overhead-NorthPoint	(\$9,327)	\$0	(\$4,137)	\$0
7850088-064 Administrative G&A Overhead-NorthPoint	\$0	(\$27,755)	(\$13,877)	(\$50,562)
Total General & Administrative Overhead	(\$32,670)	(\$27,755)	(\$35,679)	(\$50,562)
Net Operating Income (Loss)	(\$64,725)	(\$119,430)	(\$125,261)	(\$197,144)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents	\$100,771	\$146,770	\$150,460	\$163,833
Space Rentals	\$106,149	\$134,405	\$134,079	\$134,405
Interest Income	\$87,968	\$0	\$0	\$0
Total Operating Revenues	\$294,888	\$281,175	\$284,539	\$298,238
Operating Expenses:				
Salaries	(\$7,387)	(\$15,623)	(\$9,146)	(\$23,395)
Benefits	(\$3,962)	(\$5,458)	(\$3,648)	(\$8,363)
Outside Professional Services	(\$10,934)	(\$5,000)	(\$2,498)	(\$5,000)
General & Admin - Direct	(\$20,942)	(\$18,700)	(\$20,604)	(\$24,758)
Utilities	(\$21,750)	(\$25,000)	(\$21,931)	(\$20,000)
Other Operating Expense	(\$3,214)	(\$4,000)	(\$2,693)	\$0
Total Operating Expenses	(\$68,189)	(\$73,781)	(\$60,520)	(\$81,516)
Maintenance Expenses:				
Salaries	(\$18,598)	(\$23,160)	(\$21,932)	(\$23,847)
Benefits	(\$9,339)	(\$13,201)	(\$11,990)	(\$10,544)
Facility Rental	(\$5,496)	(\$2,300)	(\$3,817)	\$0
Maintenance and Repairs	(\$6,100)	(\$800)	(\$778)	(\$1,700)
Total Maintenance Expenses	(\$39,533)	(\$39,461)	(\$38,517)	(\$36,091)
Total Operating & Maintenance Expenses	(\$107,722)	(\$113,242)	(\$99,037)	(\$117,607)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 \$187,166	 \$167,933	 \$185,502	 \$180,631
Depreciation / Amortization	(\$73,203)	(\$35,317)	(\$35,869)	(\$36,323)
General & Administrative Overhead	(\$87,119)	(\$67,781)	(\$92,116)	(\$134,833)
Net Operating Income (Loss)	\$26,844	\$64,835	\$57,517	\$9,475

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Land Rents:				
6641000-066 Real Prop Rent - Land-East Bay	\$55,797	\$111,770	\$111,469	\$114,387
6649001-066 Percentage Rental - Land-East Bay	\$44,974	\$35,000	\$38,993	\$49,446
Total Land Rents	\$100,771	\$146,770	\$150,460	\$163,833
Space Rentals:				
6652000-066 Space Rental - Buildings-East Bay	\$106,149	\$134,405	\$134,079	\$134,405
Total Space Rentals	\$106,149	\$134,405	\$134,079	\$134,405
Interest Income:				
6611070-066 Interest Income-East Bay	\$87,968	\$0	\$0	\$0
Total Interest Income	\$87,968	\$0	\$0	\$0
Total Operating Revenues	\$294,888	\$281,175	\$284,539	\$298,238
Operating Expenses:				
Salaries:				
7311100-066 Salaries: Regular-East Bay	\$0	\$0	\$0	(\$23,395)
7611100-066 Salaries: Regular-East Bay	(\$5,389)	(\$15,623)	(\$8,911)	\$0
7611300-066 Salaries: Holiday-East Bay	(\$374)	\$0	(\$50)	\$0
7611700-066 Salaries: Vacation-East Bay	(\$841)	\$0	(\$132)	\$0
7611800-066 Salaries: Sick Leave-East Bay	(\$784)	\$0	(\$51)	\$0
Total Salaries	(\$7,387)	(\$15,623)	(\$9,146)	(\$23,395)
Benefits:				
7312100-066 Social Security Tax (FICA) ER-East Bay	\$0	\$0	\$0	(\$1,451)
7312101-066 Medicare Tax (FICA) ER-East Bay	\$0	\$0	\$0	(\$339)
7312200-066 Ind. Ins (L&I)-East Bay	\$0	\$0	\$0	(\$49)
7312400-066 Pension (PERS) ER-East Bay	\$0	\$0	\$0	(\$1,305)
7312500-066 Med/Dent/Life Insurance-East Bay	\$0	\$0	\$0	(\$5,219)
7612100-066 Social Security (FICA)-East Bay	(\$640)	(\$1,195)	(\$691)	\$0
7612200-066 Ind. Ins (L&I)-East Bay	(\$13)	(\$39)	(\$26)	\$0
7612300-066 Misc. Benefits-East Bay	(\$13)	\$0	(\$5)	\$0
7612400-066 Pension (PERS)-East Bay	(\$754)	(\$1,423)	(\$829)	\$0
7612500-066 Med/Dent/Life Insurance-East Bay	(\$2,543)	(\$2,801)	(\$2,100)	\$0
Total Benefits	(\$3,962)	(\$5,458)	(\$3,648)	(\$8,363)
Outside Professional Services:				
7613010-066 Outside Professional Services-East Bay	(\$10,934)	(\$5,000)	(\$2,498)	(\$5,000)
Total Outside Professional Services	(\$10,934)	(\$5,000)	(\$2,498)	(\$5,000)

East Bay District
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
General & Admin - Direct:				
7617300-066 Insurance-East Bay	(\$20,942)	(\$18,700)	(\$20,604)	(\$24,758)
Total General & Admin - Direct	(\$20,942)	(\$18,700)	(\$20,604)	(\$24,758)
Utilities:				
7618500-066 Stormwater-East Bay	(\$21,750)	(\$25,000)	(\$21,931)	(\$20,000)
Total Utilities	(\$21,750)	(\$25,000)	(\$21,931)	(\$20,000)
Other Operating Expense:				
7619000-066 Other Operating Expense-East Bay	(\$3,214)	(\$4,000)	(\$2,693)	\$0
Total Other Operating Expense	(\$3,214)	(\$4,000)	(\$2,693)	\$0
Total Operating Expenses	(\$68,189)	(\$73,781)	(\$60,520)	(\$81,516)
Maintenance Expenses:				
Salaries:				
7331100-066 Salaries: Maint. Regular-East Bay	\$0	\$0	\$0	(\$23,847)
7631100-066 Salaries: Regular-East Bay	(\$16,115)	(\$23,160)	(\$20,976)	\$0
7631200-066 Salaries: Overtime-East Bay	(\$154)	\$0	\$0	\$0
7631300-066 Salaries: Holiday-East Bay	(\$879)	\$0	(\$419)	\$0
7631700-066 Salaries: Vacation-East Bay	(\$713)	\$0	(\$203)	\$0
7631800-066 Salaries: Sick Leave-East Bay	(\$737)	\$0	(\$334)	\$0
Total Salaries	(\$18,598)	(\$23,160)	(\$21,932)	(\$23,847)
Benefits:				
7332100-066 Social Security(FICA) Maint ER-East Bay	\$0	\$0	\$0	(\$1,478)
7332101-066 Medicare Tax (FICA) Maint ER-East Bay	\$0	\$0	\$0	(\$346)
7332200-066 Ind. Ins (L&I) Maint.-East Bay	\$0	\$0	\$0	(\$523)
7332400-066 Pension (PERS) Maint.-East Bay	\$0	\$0	\$0	(\$1,331)
7332500-066 Med/Dent/Life Insurance Maint.-East Bay	\$0	\$0	\$0	(\$6,866)
7632100-066 Social Security (FICA)-East Bay	(\$1,443)	(\$1,772)	(\$1,717)	\$0
7632200-066 Ind. Ins. (L&I)-East Bay	(\$452)	(\$3,098)	(\$1,701)	\$0
7632300-066 Misc. Benefits-East Bay	(\$99)	\$0	(\$40)	\$0
7632400-066 Pension (PERS)-East Bay	(\$1,745)	(\$2,110)	(\$2,043)	\$0
7632500-066 Med/Dent/Life Insurance-East Bay	(\$5,600)	(\$6,221)	(\$6,491)	\$0
Total Benefits	(\$9,339)	(\$13,201)	(\$11,990)	(\$10,544)
Facility Rental:				
7636000-066 Facility Rental-East Bay	(\$5,496)	(\$2,300)	(\$3,817)	\$0
Total Facility Rental	(\$5,496)	(\$2,300)	(\$3,817)	\$0
Maintenance and Repairs:				
7639000-066 Maint & Repair to Buildings-East Bay	(\$1,598)	(\$600)	(\$680)	(\$1,500)

East Bay District
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7639040-066 Maint & Repair to Property-East Bay	(\$4,502)	(\$200)	(\$98)	(\$200)
Total Maintenance and Repairs	(\$6,100)	(\$800)	(\$778)	(\$1,700)
Total Maintenance Expenses	(\$39,533)	(\$39,461)	(\$38,517)	(\$36,091)
Total Operating & Maintenance Expenses	(\$107,722)	(\$113,242)	(\$99,037)	(\$117,607)
Income (Loss) Before Deprec, Interest Expense & Overhead	\$187,166	\$167,933	\$185,502	\$180,631
Depreciation / Amortization:				
7270000-066 Depreciation-East Bay	\$0	\$0	(\$552)	(\$1,007)
7670000-066 Depreciation-East Bay	(\$58,695)	(\$35,317)	(\$35,317)	(\$35,317)
7670001-066 Amortization-East Bay	(\$14,508)	\$0	\$0	\$0
Total Depreciation / Amortization	(\$73,203)	(\$35,317)	(\$35,869)	(\$36,323)
General & Administrative Overhead:				
7650080-066 Executive G&A Overhead-East Bay	(\$18,761)	\$0	(\$13,317)	\$0
7650082-066 Marketing G&A Overhead-East Bay	(\$11,780)	\$0	(\$5,634)	\$0
7650083-066 Finance G&A Overhead-East Bay	(\$9,057)	\$0	(\$17,117)	\$0
7650085-066 Engineering G&A Overhead-East Bay	(\$9,766)	\$0	(\$5,008)	\$0
7650087-066 I/S G&A Overhead-East Bay	(\$12,882)	\$0	(\$6,121)	\$0
7650088-066 Administrative G&A Overhead-East Bay	(\$24,872)	\$0	(\$11,029)	\$0
7850088-066 Administrative G&A Overhead-East Bay	\$0	(\$67,781)	(\$33,893)	(\$134,833)
Total General & Administrative Overhead	(\$87,119)	(\$67,781)	(\$92,116)	(\$134,833)
Net Operating Income (Loss)	\$26,844	\$64,835	\$57,517	\$9,475

**Consolidated Administration
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$1,533,806)	(\$1,835,456)	(\$1,699,613)	(\$1,884,394)
Benefits	\$131,665	(\$658,753)	(\$609,553)	(\$594,489)
Outside Professional Services	(\$612,310)	(\$748,000)	(\$750,137)	(\$809,060)
Supplies	(\$50,635)	(\$57,300)	(\$49,461)	(\$138,262)
Equipment Rentals	\$233,541	(\$10,000)	(\$9,905)	(\$15,000)
Facility Rental	(\$278,560)	(\$248,000)	(\$267,489)	(\$282,876)
General & Admin - Direct	(\$240,984)	(\$411,235)	(\$388,656)	(\$469,862)
Utilities	(\$308,399)	(\$146,300)	(\$161,677)	(\$304,015)
Other Operating Expense	(\$24,534)	(\$25,000)	(\$14,112)	(\$17,000)
Total Operating Expenses	(\$2,684,022)	(\$4,140,044)	(\$3,950,603)	(\$4,514,958)
Maintenance Expenses:				
Supplies	(\$217)	(\$1,000)	(\$596)	(\$1,000)
General & Admin - Direct	\$0	\$0	(\$30)	\$0
Maintenance and Repairs	(\$8,002)	(\$3,250)	(\$9,315)	(\$8,500)
Total Maintenance Expenses	(\$8,219)	(\$4,250)	(\$9,941)	(\$9,500)
Total Operating & Maintenance Expenses	(\$2,692,241)	(\$4,144,294)	(\$3,960,544)	(\$4,524,458)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$2,692,241)	(\$4,144,294)	(\$3,960,544)	(\$4,524,458)
Depreciation / Amortization	(\$402,723)	(\$100,577)	(\$136,316)	(\$157,229)
Interest Expense	(\$13,878)	\$0	\$0	\$0
General & Administrative Overhead	\$3,024,959	\$4,244,871	\$4,143,980	\$4,681,687
Net Operating Income (Loss)	(\$83,883)	\$0	\$47,120	\$0

**Executive
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$273,770)	(\$348,328)	(\$299,247)	(\$285,383)
Benefits	(\$90,416)	(\$106,292)	(\$104,399)	(\$67,038)
Outside Professional Services	(\$234,223)	(\$232,000)	(\$362,410)	(\$300,000)
Supplies	(\$746)	(\$100)	(\$182)	(\$100)
General & Admin - Direct	(\$37,476)	(\$46,655)	(\$62,423)	(\$41,175)
Utilities	(\$277)	(\$1,000)	(\$775)	(\$700)
Other Operating Expense	(\$14,528)	(\$15,000)	(\$7,607)	(\$10,000)
Total Operating Expenses	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
General & Administrative Overhead	\$651,438	\$749,375	\$837,037	\$704,396
Net Operating Income (Loss)	\$2	\$0	(\$6)	\$0

Executive Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-080 Salaries: Regular-Executive	\$0	\$0	\$0	(\$285,383)
7811100-080 Salaries: Regular-Executive	(\$235,466)	(\$348,328)	(\$285,366)	\$0
7811200-080 Salaries: Overtime-Executive	(\$3,890)	\$0	(\$2,438)	\$0
7811300-080 Salaries: Holiday-Executive	(\$12,483)	\$0	(\$4,782)	\$0
7811700-080 Salaries: Vacation-Executive	(\$21,795)	\$0	(\$5,880)	\$0
7811800-080 Salaries: Sick Leave-Executive	(\$135)	\$0	(\$783)	\$0
Total Salaries	(\$273,770)	(\$348,328)	(\$299,247)	(\$285,383)
Benefits:				
7312100-080 Social Security Tax (FICA) ER-Executive	\$0	\$0	\$0	(\$15,488)
7312101-080 Medicare Tax (FICA) ER-Executive	\$0	\$0	\$0	(\$4,138)
7312200-080 Ind. Ins (L&I)-Executive	\$0	\$0	\$0	(\$283)
7312400-080 Pension (PERS) ER-Executive	\$0	\$0	\$0	(\$15,924)
7312500-080 Med/Dent/Life Insurance-Executive	\$0	\$0	\$0	(\$31,205)
7812100-080 Social Security (FICA)-Executive	(\$22,705)	(\$24,722)	(\$22,100)	\$0
7812200-080 Ind. Ins (L&I)-Executive	(\$442)	(\$698)	(\$535)	\$0
7812300-080 Misc. Benefits-Executive	(\$123)	(\$420)	(\$210)	\$0
7812400-080 Pension (PERS)-Executive	(\$24,971)	(\$31,733)	(\$27,466)	\$0
7812500-080 Med/Dent/Life Insurance-Executive	(\$42,175)	(\$48,719)	(\$54,090)	\$0
Total Benefits	(\$90,416)	(\$106,292)	(\$104,399)	(\$67,038)
Outside Professional Services:				
7813010-080 O/S Professional Services-Executive	(\$87,343)	(\$175,000)	(\$201,259)	(\$50,000)
7813014-080 Intern Program-Executive	(\$46,373)	(\$32,000)	(\$15,998)	\$0
7813104-080 Legal Svc - Special Projects-Executive	(\$25,508)	(\$25,000)	(\$145,155)	(\$250,000)
7813115-080 Settlement of Claim-Executive	(\$75,000)	\$0	\$0	\$0
Total Outside Professional Services	(\$234,223)	(\$232,000)	(\$362,410)	(\$300,000)
Supplies:				
7814050-080 Computer Equipment-Executive	(\$746)	\$0	\$0	\$0
7814100-080 Office Supplies-Executive	\$0	(\$100)	(\$182)	(\$100)
Total Supplies	(\$746)	(\$100)	(\$182)	(\$100)
General & Admin - Direct:				
7817000-080 Purchase Card Clearing Account-Executive	(\$4,978)	\$0	\$4,341	\$0
7817100-080 Promotional Hosting-Executive	(\$440)	(\$2,000)	(\$998)	(\$1,000)
7817200-080 Travel-Executive	(\$3,252)	(\$13,000)	(\$7,933)	(\$8,000)
7817500-080 Memberships-Executive	(\$4,069)	(\$4,000)	(\$21,563)	(\$5,000)
7817900-080 Other G & A Direct Costs-Executive	(\$65)	(\$2,000)	(\$4,107)	(\$4,000)

**Executive
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817910-080 Meeting Expense-Executive	(\$18,951)	(\$20,000)	(\$26,798)	(\$16,000)
7817920-080 Publications/Subscriptions-Executive	\$0	(\$55)	(\$25)	(\$25)
7817925-080 Licenses-Executive	(\$325)	(\$600)	(\$510)	(\$500)
7817940-080 Employee Development-Executive	(\$5,396)	(\$5,000)	(\$4,832)	(\$6,650)
Total General & Admin - Direct	(\$37,476)	(\$46,655)	(\$62,423)	(\$41,175)
Utilities:				
7818800-080 Telecommunications-Executive	(\$277)	(\$1,000)	(\$775)	(\$700)
Total Utilities	(\$277)	(\$1,000)	(\$775)	(\$700)
Other Operating Expense:				
7819041-080 Employee Recognition-Executive	(\$14,528)	(\$15,000)	(\$7,607)	(\$10,000)
Total Other Operating Expense	(\$14,528)	(\$15,000)	(\$7,607)	(\$10,000)
Total Operating Expenses	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$651,436)	(\$749,375)	(\$837,043)	(\$704,396)
General & Administrative Overhead:				
7850080-080 Executive G&A Overhead-Executive	\$651,438	\$749,375	\$837,037	\$704,396
Total General & Administrative Overhead	\$651,438	\$749,375	\$837,037	\$704,396
Net Operating Income (Loss)	\$2	\$0	(\$6)	\$0

**Communications, Marketing and Outreach
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$244,032)	(\$212,698)	(\$223,335)	(\$346,655)
Benefits	(\$82,053)	(\$77,274)	(\$77,822)	(\$115,459)
Outside Professional Services	(\$7,044)	(\$175,000)	(\$96,080)	(\$138,600)
General & Admin - Direct	(\$75,039)	(\$84,000)	(\$72,232)	(\$98,500)
Utilities	(\$868)	(\$200)	(\$619)	\$0
Total Operating Expenses	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
General & Administrative Overhead	\$409,031	\$549,172	\$470,099	\$699,214
Net Operating Income (Loss)	(\$5)	\$0	\$11	\$0

**Communications, Marketing and Outreach
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-082 Salaries: Regular-Communications & Marketing	\$0	\$0	\$0	(\$346,655)
7811100-082 Salaries: Regular-Communications & Marketing	(\$216,341)	(\$212,698)	(\$209,338)	\$0
7811200-082 Salaries: Overtime-Communications & Marketing	(\$2,857)	\$0	(\$2,673)	\$0
7811300-082 Salaries: Holiday-Communications & Marketing	(\$10,627)	\$0	(\$4,297)	\$0
7811700-082 Salaries: Vacation-Communications & Marketing	(\$12,179)	\$0	(\$6,684)	\$0
7811800-082 Salaries: Sick Leave-Communications & Marketing	(\$2,028)	\$0	(\$344)	\$0
Total Salaries	(\$244,032)	(\$212,698)	(\$223,335)	(\$346,655)
Benefits:				
7312100-082 Social Security Tax (FICA) ER-Communications & Mar	\$0	\$0	\$0	(\$21,493)
7312101-082 Medicare Tax (FICA) ER-Communications & Marketing	\$0	\$0	\$0	(\$5,027)
7312200-082 Ind. Ins (L&I)-Communications & Marketing	\$0	\$0	\$0	(\$607)
7312400-082 Pension (PERS) ER-Communications & Marketing	\$0	\$0	\$0	(\$19,343)
7312500-082 Med/Dent/Life Insurance-Communications & Marketing	\$0	\$0	\$0	(\$68,989)
7812100-082 Social Security (FICA)-Communications & Marketing	(\$18,378)	(\$16,271)	(\$16,875)	\$0
7812200-082 Ind. Ins (L&I)-Communications & Marketing	(\$2,684)	(\$558)	(\$689)	\$0
7812300-082 Misc. Benefits-Communications & Marketing	(\$1,005)	(\$420)	(\$210)	\$0
7812303-082 Misc. Benefits - PFML-Communications & Marketing	\$0	\$0	\$1	\$0
7812400-082 Pension (PERS)-Communications & Marketing	(\$22,348)	(\$19,377)	(\$20,088)	\$0
7812500-082 Med/Dent/Life Insurance-Communications & Marketing	(\$37,638)	(\$40,648)	(\$39,960)	\$0
Total Benefits	(\$82,053)	(\$77,274)	(\$77,822)	(\$115,459)
Outside Professional Services:				
7813010-082 O/S Professional Services-Communications & Marketi	(\$7,044)	(\$175,000)	(\$96,080)	(\$138,600)
Total Outside Professional Services	(\$7,044)	(\$175,000)	(\$96,080)	(\$138,600)
General & Admin - Direct:				
7217441-082 Advertising & Promo-Communications & Marketing	\$0	\$0	\$0	\$0

**Communications, Marketing and Outreach
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817000-082 Purchase Card Clearing Account-Communications & Ma	(\$4,674)	\$0	\$2,818	(\$5,000)
7817200-082 Travel-Communications & Marketing	(\$1,597)	(\$2,000)	(\$2,206)	(\$5,000)
7817400-082 Advertising-Communications & Marketing	(\$265)	\$0	\$0	(\$5,000)
7817401-082 Marketing Material-Communications & Marketing	\$0	\$0	(\$10)	\$0
7817402-082 Promotional Advertising-Communications & Marketing	\$89	(\$1,500)	(\$2,383)	(\$15,000)
7817403-082 Advertising/Promo-Community-Communications & Marke	(\$45,067)	(\$60,000)	(\$40,101)	(\$50,000)
7817432-082 Advertising & Promo: Property-Communications & Mar	(\$11,705)	(\$2,000)	(\$8,214)	\$0
7817433-082 Marketing Matl: Property-Communications & Marketin	(\$2,505)	(\$1,500)	(\$857)	\$0
7817441-082 Advertising & Promo-Communications & Marketing	(\$8,088)	(\$10,000)	(\$5,002)	\$0
7817500-082 Memberships-Communications & Marketing	(\$10)	(\$500)	(\$3,284)	(\$500)
7817910-082 Meeting Expense-Communications & Marketing	(\$130)	(\$2,000)	(\$1,412)	(\$2,000)
7817925-082 Licenses-Communications & Marketing	(\$44)	(\$500)	(\$308)	(\$10,000)
7817940-082 Employee Development-Communications & Marketing	(\$1,044)	(\$4,000)	(\$11,272)	(\$6,000)
Total General & Admin - Direct	(\$75,039)	(\$84,000)	(\$72,232)	(\$98,500)
Utilities:				
7818800-082 Telecommunications-Communications & Marketing	(\$868)	(\$200)	(\$619)	\$0
Total Utilities	(\$868)	(\$200)	(\$619)	\$0
Total Operating Expenses	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$409,036)	(\$549,172)	(\$470,088)	(\$699,214)
General & Administrative Overhead:				
7850082-082 Marketing G&A Overhead-Communications & Marketing	\$409,031	\$549,172	\$470,099	\$699,214
Total General & Administrative Overhead	\$409,031	\$549,172	\$470,099	\$699,214
Net Operating Income (Loss)	(\$5)	\$0	\$11	\$0

Finance and Accounting
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$501,986)	(\$541,570)	(\$550,758)	(\$486,703)
Benefits	\$477,856	(\$201,302)	(\$211,444)	(\$177,001)
Outside Professional Services	(\$245,561)	(\$111,000)	(\$121,739)	(\$185,000)
Supplies	(\$126)	\$0	(\$26)	(\$500)
Facility Rental	(\$8,514)	(\$8,000)	(\$8,750)	\$0
General & Admin - Direct	\$35,681	(\$27,580)	(\$30,616)	(\$93,925)
Utilities	(\$875)	(\$2,500)	(\$2,097)	(\$15,000)
Total Operating Expenses	(\$243,525)	(\$891,952)	(\$925,430)	(\$958,129)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$243,525)	(\$891,952)	(\$925,430)	(\$958,129)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$243,525)	(\$891,952)	(\$925,430)	(\$958,129)
Depreciation / Amortization	(\$137,078)	(\$61,551)	(\$98,566)	(\$87,500)
General & Administrative Overhead	\$314,488	\$953,503	\$1,071,092	\$1,045,629
Net Operating Income (Loss)	(\$66,115)	\$0	\$47,096	\$0

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-083 Salaries: Regular-Finance & Accounting	\$0	\$0	\$0	(\$486,703)
7811100-083 Salaries: Regular-Finance & Accounting	(\$421,914)	(\$541,570)	(\$513,188)	\$0
7811200-083 Salaries: Overtime-Finance & Accounting	(\$106)	\$0	(\$6,846)	\$0
7811300-083 Salaries: Holiday-Finance & Accounting	(\$22,511)	\$0	(\$8,592)	\$0
7811700-083 Salaries: Vacation-Finance & Accounting	(\$39,901)	\$0	(\$15,011)	\$0
7811800-083 Salaries: Sick Leave-Finance & Accounting	(\$17,554)	\$0	(\$7,122)	\$0
Total Salaries	(\$501,986)	(\$541,570)	(\$550,758)	(\$486,703)
Benefits:				
7312100-083 Social Security Tax (FICA) ER-Finance & Accounting	\$0	\$0	\$0	(\$30,176)
7312101-083 Medicare Tax (FICA) ER-Finance & Accounting	\$0	\$0	\$0	(\$7,057)
7312200-083 Ind. Ins (L&I)-Finance & Accounting	\$0	\$0	\$0	(\$1,012)
7312400-083 Pension (PERS) ER-Finance & Accounting	\$0	\$0	\$0	(\$27,158)
7312500-083 Med/Dent/Life Insurance-Finance & Accounting	\$0	\$0	\$0	(\$111,598)
7812100-083 Social Security (FICA)-Finance & Accounting	(\$38,162)	(\$41,309)	(\$42,161)	\$0
7812200-083 Ind. Ins (L&I)-Finance & Accounting	(\$3,094)	(\$1,396)	(\$1,534)	\$0
7812300-083 Misc. Benefits-Finance & Accounting	(\$3,688)	(\$480)	(\$18,166)	\$0
7812303-083 Misc. Benefits - PFML-Finance & Accounting	\$0	\$0	\$0	\$0
7812400-083 Pension (PERS)-Finance & Accounting	(\$45,099)	(\$49,337)	(\$45,389)	\$0
7812500-083 Med/Dent/Life Insurance-Finance & Accounting	(\$99,674)	(\$108,780)	(\$104,193)	\$0
7812700-083 OPEB - Normal Cost Net-Finance & Accounting	\$147,983	\$0	\$0	\$0
7812800-083 GASB 68 - Pension Expense Net-Finance & Accounting	\$519,590	\$0	\$0	\$0
Total Benefits	\$477,856	(\$201,302)	(\$211,444)	(\$177,001)
Outside Professional Services:				
7813009-083 Audit, Finance, Acct'g & Treas-Finance & Accountin	(\$105,684)	(\$60,000)	(\$34,796)	(\$135,000)
7813010-083 O/S Professional Services-Finance & Accounting	(\$139,877)	(\$50,000)	(\$85,311)	(\$50,000)
7813104-083 Legal Svc - Special Projects-Finance & Accounting	\$0	(\$1,000)	(\$502)	\$0
7813189-083 Penalties & Late Fees-Finance & Accounting	\$0	\$0	(\$1,131)	\$0
Total Outside Professional Services	(\$245,561)	(\$111,000)	(\$121,739)	(\$185,000)
Supplies:				
7814000-083 Computer Supplies-Finance & Accounting	\$0	\$0	(\$26)	(\$500)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7814010-083 Postage-Finance & Accounting	(\$126)	\$0	\$0	\$0
Total Supplies	(\$126)	\$0	(\$26)	(\$500)
Facility Rental:				
7816000-083 Facility Rental-Finance & Accounting	(\$8,514)	(\$8,000)	(\$8,750)	\$0
Total Facility Rental	(\$8,514)	(\$8,000)	(\$8,750)	\$0
General & Admin - Direct:				
7817000-083 Purchase Card Clearing Account-Finance & Accountin	(\$3,062)	\$0	\$1,283	\$0
7817100-083 Promotional Hosting-Finance & Accounting	(\$180)	\$0	\$0	\$0
7817200-083 Travel-Finance & Accounting	(\$579)	(\$10,000)	(\$5,002)	(\$5,000)
7817300-083 Property Liab. Insurance-Finance & Accounting	\$0	(\$880)	(\$442)	(\$880)
7817500-083 Memberships-Finance & Accounting	(\$125)	(\$2,500)	(\$13,531)	(\$5,000)
7817900-083 Other G & A Direct Costs-Finance & Accounting	\$46,396	(\$4,000)	(\$3,693)	(\$2,000)
7817910-083 Meeting Expense-Finance & Accounting	(\$210)	(\$1,000)	(\$502)	(\$1,000)
7817915-083 B & O Excise Taxes-Finance & Accounting	\$231	\$0	\$0	\$0
7817920-083 Publications/Subscriptions-Finance & Accounting	(\$567)	(\$200)	(\$98)	\$0
7817925-083 Licenses-Finance & Accounting	(\$4,160)	(\$1,500)	(\$2,754)	(\$73,045)
7817940-083 Employee Development-Finance & Accounting	(\$1,506)	(\$4,000)	(\$4,131)	(\$4,000)
7817945-083 Training Program-Finance & Accounting	(\$557)	(\$3,500)	(\$1,748)	(\$3,000)
Total General & Admin - Direct	\$35,681	(\$27,580)	(\$30,616)	(\$93,925)
Utilities:				
7818800-083 Telecommunications-Finance & Accounting	(\$875)	(\$2,500)	(\$2,097)	(\$2,500)
7818810-083 Network Expenses-Finance & Accounting	\$0	\$0	\$0	(\$12,500)
Total Utilities	(\$875)	(\$2,500)	(\$2,097)	(\$15,000)
Total Operating Expenses	(\$243,525)	(\$891,952)	(\$925,430)	(\$958,129)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$243,525)	(\$891,952)	(\$925,430)	(\$958,129)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$243,525)	 (\$891,952)	 (\$925,430)	 (\$958,129)
Depreciation / Amortization:				
7870000-083 Depreciation-Finance & Accounting	(\$137,078)	(\$61,551)	(\$98,566)	(\$87,500)

Finance and Accounting
Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Depreciation / Amortization	(\$137,078)	(\$61,551)	(\$98,566)	(\$87,500)
General & Administrative Overhead:				
7850083-083 Finance G&A Overhead-Finance & Accounting	\$314,488	\$953,503	\$1,071,092	\$1,045,629
Total General & Administrative Overhead	\$314,488	\$953,503	\$1,071,092	\$1,045,629
Net Operating Income (Loss)	(\$66,115)	\$0	\$47,096	\$0

**Planning and Public Works
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$191,777)	(\$254,671)	(\$247,742)	(\$279,196)
Benefits	(\$58,241)	(\$88,445)	(\$76,350)	(\$85,862)
Outside Professional Services	(\$51,293)	(\$70,000)	(\$38,406)	(\$70,000)
Supplies	(\$367)	(\$200)	(\$98)	(\$250)
General & Admin - Direct	(\$27,952)	(\$39,500)	(\$32,265)	(\$37,697)
Utilities	(\$287)	\$0	(\$240)	(\$1,000)
Total Operating Expenses	(\$329,917)	(\$452,816)	(\$395,101)	(\$474,005)
Maintenance Expenses:				
Supplies	(\$217)	(\$1,000)	(\$596)	(\$1,000)
General & Admin - Direct	\$0	\$0	(\$30)	\$0
Maintenance and Repairs	(\$4,347)	(\$1,250)	(\$846)	(\$1,500)
Total Maintenance Expenses	(\$4,564)	(\$2,250)	(\$1,472)	(\$2,500)
Total Operating & Maintenance Expenses	(\$334,481)	(\$455,066)	(\$396,573)	(\$476,505)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$334,481)	 (\$455,066)	 (\$396,573)	 (\$476,505)
Depreciation / Amortization	(\$8,101)	(\$10,120)	(\$9,892)	(\$9,665)
General & Administrative Overhead	\$339,094	\$465,186	\$406,447	\$486,170
Net Operating Income (Loss)	(\$3,488)	\$0	(\$18)	\$0

**Planning and Public Works
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-085 Salaries: Regular-Planning & Public Works	\$0	\$0	\$0	(\$279,196)
7811100-085 Salaries: Regular-Planning & Public Works	(\$169,657)	(\$254,671)	(\$232,304)	\$0
7811200-085 Salaries: Overtime-Planning & Public Works	(\$967)	\$0	(\$3,858)	\$0
7811300-085 Salaries: Holiday-Planning & Public Works	(\$8,821)	\$0	(\$4,351)	\$0
7811700-085 Salaries: Vacation-Planning & Public Works	(\$9,617)	\$0	(\$5,289)	\$0
7811800-085 Salaries: Sick Leave-Planning & Public Works	(\$2,716)	\$0	(\$1,938)	\$0
Total Salaries	(\$191,777)	(\$254,671)	(\$247,742)	(\$279,196)
Benefits:				
7312100-085 Social Security Tax (FICA) ER-Planning & Public Wo	\$0	\$0	\$0	(\$17,283)
7312101-085 Medicare Tax (FICA) ER-Planning & Public Works	\$0	\$0	\$0	(\$4,048)
7312200-085 Ind. Ins (L&I)-Planning & Public Works	\$0	\$0	\$0	(\$747)
7312400-085 Pension (PERS) ER-Planning & Public Works	\$0	\$0	\$0	(\$15,579)
7312500-085 Med/Dent/Life Insurance-Planning & Public Works	\$0	\$0	\$0	(\$48,205)
7812100-085 Social Security (FICA)-Planning & Public Works	(\$14,676)	(\$19,432)	(\$18,800)	\$0
7812200-085 Ind. Ins (L&I)-Planning & Public Works	(\$2,468)	(\$3,377)	(\$2,089)	\$0
7812300-085 Misc. Benefits-Planning & Public Works	(\$210)	(\$420)	(\$210)	\$0
7812400-085 Pension (PERS)-Planning & Public Works	(\$17,789)	(\$23,201)	(\$22,418)	\$0
7812500-085 Med/Dent/Life Insurance-Planning & Public Works	(\$23,099)	(\$42,015)	(\$32,833)	\$0
Total Benefits	(\$58,241)	(\$88,445)	(\$76,350)	(\$85,862)
Outside Professional Services:				
7813010-085 O/S Professional Services-Planning & Public Works	(\$51,293)	(\$70,000)	(\$38,406)	(\$70,000)
Total Outside Professional Services	(\$51,293)	(\$70,000)	(\$38,406)	(\$70,000)
Supplies:				
7814300-085 Fuel & Lubricants-Planning & Public Works	(\$367)	(\$200)	(\$98)	(\$250)
Total Supplies	(\$367)	(\$200)	(\$98)	(\$250)
General & Admin - Direct:				
7817000-085 Purchase Card Clearing Account-Planning & Public W	(\$1,211)	\$0	\$397	\$0
7817200-085 Travel-Planning & Public Works	(\$3,248)	(\$6,000)	(\$3,228)	(\$5,750)

**Planning and Public Works
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817400-085 Advertising-Planning & Public Works	(\$3,568)	(\$6,000)	(\$3,266)	(\$5,000)
7817500-085 Memberships-Planning & Public Works	\$0	(\$3,000)	(\$2,789)	(\$850)
7817910-085 Meeting Expense-Planning & Public Works	(\$161)	(\$1,000)	(\$502)	(\$1,000)
7817920-085 Publications/Subscriptions-Planning & Public Works	(\$18,629)	(\$17,500)	(\$17,777)	(\$18,675)
7817925-085 Licenses-Planning & Public Works	\$0	(\$1,000)	(\$502)	(\$1,422)
7817940-085 Employee Development-Planning & Public Works	(\$1,136)	(\$5,000)	(\$4,597)	(\$5,000)
Total General & Admin - Direct	(\$27,952)	(\$39,500)	(\$32,265)	(\$37,697)
Utilities:				
7818800-085 Telecommunications-Planning & Public Works	(\$287)	\$0	(\$240)	(\$1,000)
Total Utilities	(\$287)	\$0	(\$240)	(\$1,000)
Total Operating Expenses	(\$329,917)	(\$452,816)	(\$395,101)	(\$474,005)
Maintenance Expenses:				
Supplies:				
7834225-085 Supplies: Small Tools-Planning & Public Works	(\$217)	(\$1,000)	(\$596)	(\$1,000)
Total Supplies	(\$217)	(\$1,000)	(\$596)	(\$1,000)
General & Admin - Direct:				
7837940-085 Employee Development-Planning & Public Works	\$0	\$0	(\$30)	\$0
Total General & Admin - Direct	\$0	\$0	(\$30)	\$0
Maintenance and Repairs:				
7839050-085 Vehicle Maintenance-Planning & Public Works	(\$4,347)	(\$1,000)	(\$502)	(\$1,000)
7839060-085 Maint & Repair Misc Equipment-Planning & Public Works	\$0	(\$250)	(\$344)	(\$500)
Total Maintenance and Repairs	(\$4,347)	(\$1,250)	(\$846)	(\$1,500)
Total Maintenance Expenses	(\$4,564)	(\$2,250)	(\$1,472)	(\$2,500)
Total Operating & Maintenance Expenses	(\$334,481)	(\$455,066)	(\$396,573)	(\$476,505)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$334,481)	(\$455,066)	(\$396,573)	(\$476,505)
Depreciation / Amortization:				
7870000-085 Depreciation-Planning & Public Works	(\$8,101)	(\$10,120)	(\$9,892)	(\$9,665)
Total Depreciation / Amortization	(\$8,101)	(\$10,120)	(\$9,892)	(\$9,665)

Planning and Public Works
Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
General & Administrative Overhead: 7850085-085 Engineering G&A Overhead-Planning & Public Works	\$339,094	\$465,186	\$406,447	\$486,170
Total General & Administrative Overhead	\$339,094	\$465,186	\$406,447	\$486,170
Net Operating Income (Loss)	(\$3,488)	\$0	(\$18)	\$0

Information Systems
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$9,718)	(\$100,000)	(\$50,002)	(\$110,364)
Benefits	\$0	(\$37,963)	(\$18,979)	(\$36,472)
Outside Professional Services	(\$26,135)	(\$100,000)	(\$97,841)	(\$60,460)
Supplies	(\$3,728)	(\$17,000)	(\$8,654)	(\$31,212)
General & Admin - Direct	(\$97,059)	(\$104,200)	(\$125,029)	(\$153,437)
Utilities	(\$297,008)	(\$141,000)	(\$148,699)	(\$271,115)
Total Operating Expenses	(\$433,648)	(\$500,163)	(\$449,204)	(\$663,060)
Maintenance Expenses:				
Maintenance and Repairs	(\$231)	(\$1,500)	(\$750)	(\$1,000)
Total Maintenance Expenses	(\$231)	(\$1,500)	(\$750)	(\$1,000)
Total Operating & Maintenance Expenses	(\$433,879)	(\$501,663)	(\$449,954)	(\$664,060)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$433,879)	(\$501,663)	(\$449,954)	(\$664,060)
Depreciation / Amortization	(\$26,811)	(\$28,906)	(\$27,856)	(\$60,064)
General & Administrative Overhead	\$447,286	\$530,569	\$477,816	\$724,124
Net Operating Income (Loss)	(\$13,404)	\$0	\$6	\$0

Information Systems
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-087 Salaries: Regular-Information Systems	\$0	\$0	\$0	(\$110,364)
7811100-087 Salaries: Regular-Information Systems	\$0	(\$100,000)	(\$50,002)	\$0
7811200-087 Salaries: Overtime-Information Systems	\$0	\$0	\$0	\$0
7811700-087 Salaries: Vacation-Information Systems	(\$9,718)	\$0	\$0	\$0
Total Salaries	(\$9,718)	(\$100,000)	(\$50,002)	(\$110,364)
Benefits:				
7312100-087 Social Security Tax (FICA) ER-Information Systems	\$0	\$0	\$0	(\$6,843)
7312101-087 Medicare Tax (FICA) ER-Information Systems	\$0	\$0	\$0	(\$1,600)
7312200-087 Ind. Ins (L&I)-Information Systems	\$0	\$0	\$0	(\$202)
7312400-087 Pension (PERS) ER-Information Systems	\$0	\$0	\$0	(\$6,158)
7312500-087 Med/Dent/Life Insurance-Information Systems	\$0	\$0	\$0	(\$21,669)
7812100-087 Social Security (FICA)-Information Systems	\$0	(\$7,650)	(\$3,822)	\$0
7812200-087 Ind. Ins (L&I)-Information Systems	\$0	(\$195)	(\$99)	\$0
7812400-087 Pension (PERS)-Information Systems	\$0	(\$9,110)	(\$4,556)	\$0
7812500-087 Med/Dent/Life Insurance-Information Systems	\$0	(\$21,008)	(\$10,502)	\$0
Total Benefits	\$0	(\$37,963)	(\$18,979)	(\$36,472)
Outside Professional Services:				
7813010-087 O/S Professional Services-Information Systems	(\$26,135)	(\$100,000)	(\$97,841)	(\$60,460)
Total Outside Professional Services	(\$26,135)	(\$100,000)	(\$97,841)	(\$60,460)
Supplies:				
7814000-087 Computer Supplies-Information Systems	(\$33)	(\$5,000)	(\$2,498)	(\$1,096)
7814050-087 Computer Equipment-Information Systems	(\$3,695)	(\$8,000)	(\$4,154)	(\$29,616)
7814110-087 Printer Supplies-Information Systems	\$0	(\$3,000)	(\$1,500)	\$0
7814125-087 Network Supplies-Information Systems	\$0	(\$1,000)	(\$502)	(\$500)
Total Supplies	(\$3,728)	(\$17,000)	(\$8,654)	(\$31,212)
General & Admin - Direct:				
7817200-087 Travel-Information Systems	(\$1,139)	\$0	\$0	(\$1,000)
7817900-087 Other G & A Direct Costs-Information Systems	(\$3,046)	(\$2,000)	(\$5,213)	(\$32,477)
7817910-087 Meeting Expense-Information Systems	(\$60)	(\$200)	(\$592)	\$0
7817925-087 Licenses-Information Systems	(\$92,814)	(\$100,000)	(\$118,226)	(\$119,460)
7817940-087 Employee Development-Information Systems	\$0	(\$2,000)	(\$998)	(\$500)
Total General & Admin - Direct	(\$97,059)	(\$104,200)	(\$125,029)	(\$153,437)

Information Systems
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Utilities:				
7818800-087 Telecommunications-Information Systems	(\$47,067)	(\$24,000)	(\$43,322)	(\$63,000)
7818805-087 Portable Telecom-Information Systems	\$0	(\$2,000)	(\$998)	\$0
7818810-087 Network Expenses-Information Systems	(\$249,942)	(\$115,000)	(\$104,380)	(\$208,115)
Total Utilities	(\$297,008)	(\$141,000)	(\$148,699)	(\$271,115)
Total Operating Expenses	(\$433,648)	(\$500,163)	(\$449,204)	(\$663,060)
Maintenance Expenses:				
Maintenance and Repairs:				
7839060-087 Maint & Repair Misc Equipment-Information Systems	(\$231)	(\$1,500)	(\$750)	(\$1,000)
Total Maintenance and Repairs	(\$231)	(\$1,500)	(\$750)	(\$1,000)
Total Maintenance Expenses	(\$231)	(\$1,500)	(\$750)	(\$1,000)
Total Operating & Maintenance Expenses	(\$433,879)	(\$501,663)	(\$449,954)	(\$664,060)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$433,879)	 (\$501,663)	 (\$449,954)	 (\$664,060)
 Depreciation / Amortization:				
7870000-087 Depreciation-Information Systems	(\$26,811)	(\$28,906)	(\$27,856)	(\$60,064)
Total Depreciation / Amortization	(\$26,811)	(\$28,906)	(\$27,856)	(\$60,064)
 General & Administrative Overhead:				
7850087-087 I/S G&A Overhead-Information Systems	\$447,286	\$530,569	\$477,816	\$724,124
Total General & Administrative Overhead	\$447,286	\$530,569	\$477,816	\$724,124
Net Operating Income (Loss)	(\$13,404)	\$0	\$6	\$0

Administrative Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$312,522)	(\$378,189)	(\$328,529)	(\$376,093)
Benefits	(\$115,482)	(\$147,477)	(\$120,562)	(\$112,657)
Outside Professional Services	(\$48,056)	(\$60,000)	(\$33,662)	(\$55,000)
Supplies	(\$45,668)	(\$40,000)	(\$40,501)	(\$106,200)
Equipment Rentals	\$233,541	(\$10,000)	(\$9,905)	(\$15,000)
Facility Rental	(\$270,046)	(\$240,000)	(\$258,739)	(\$282,876)
General & Admin - Direct	(\$39,139)	(\$109,300)	(\$66,093)	(\$45,128)
Utilities	(\$9,083)	(\$1,600)	(\$9,244)	(\$16,200)
Other Operating Expense	(\$10,006)	(\$10,000)	(\$6,505)	(\$7,000)
Total Operating Expenses	(\$616,461)	(\$996,566)	(\$873,740)	(\$1,016,154)
Maintenance Expenses:				
Maintenance and Repairs	(\$3,425)	(\$500)	(\$7,719)	(\$6,000)
Total Maintenance Expenses	(\$3,425)	(\$500)	(\$7,719)	(\$6,000)
Total Operating & Maintenance Expenses	(\$619,886)	(\$997,066)	(\$881,459)	(\$1,022,154)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$619,886)	 (\$997,066)	 (\$881,459)	 (\$1,022,154)
Depreciation / Amortization	(\$230,733)	\$0	\$0	\$0
Interest Expense	(\$13,878)	\$0	\$0	\$0
General & Administrative Overhead	\$863,622	\$997,066	\$881,489	\$1,022,154
Net Operating Income (Loss)	(\$875)	\$0	\$30	\$0

Administrative Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-088 Salaries: Regular-Administrative	\$0	\$0	\$0	(\$376,093)
7811100-088 Salaries: Regular-Administrative	(\$266,765)	(\$378,189)	(\$304,621)	\$0
7811200-088 Salaries: Overtime-Administrative	(\$335)	\$0	\$0	\$0
7811300-088 Salaries: Holiday-Administrative	(\$14,549)	\$0	(\$5,226)	\$0
7811700-088 Salaries: Vacation-Administrative	(\$16,917)	\$0	(\$13,395)	\$0
7811800-088 Salaries: Sick Leave-Administrative	(\$13,956)	\$0	(\$5,287)	\$0
Total Salaries	(\$312,522)	(\$378,189)	(\$328,529)	(\$376,093)
Benefits:				
7312100-088 Social Security Tax (FICA) ER-Administrative	\$0	\$0	\$0	(\$23,318)
7312101-088 Medicare Tax (FICA) ER-Administrative	\$0	\$0	\$0	(\$5,453)
7312200-088 Ind. Ins (L&I)-Administrative	\$0	\$0	\$0	(\$546)
7312400-088 Pension (PERS) ER-Administrative	\$0	\$0	\$0	(\$20,986)
7312500-088 Med/Dent/Life Insurance-Administrative	\$0	\$0	\$0	(\$62,354)
7812100-088 Social Security (FICA)-Administrative	(\$24,038)	(\$28,931)	(\$24,521)	\$0
7812200-088 Ind. Ins (L&I)-Administrative	(\$754)	(\$1,061)	(\$810)	\$0
7812300-088 Misc. Benefits-Administrative	(\$924)	(\$1,000)	(\$912)	\$0
7812303-088 Misc. Benefits - PFML-Administrative	\$0	(\$1,000)	(\$496)	\$0
7812400-088 Pension (PERS)-Administrative	(\$29,360)	(\$34,453)	(\$28,811)	\$0
7812500-088 Med/Dent/Life Insurance-Administrative	(\$60,406)	(\$81,032)	(\$65,012)	\$0
Total Benefits	(\$115,482)	(\$147,477)	(\$120,562)	(\$112,657)
Outside Professional Services:				
7813010-088 O/S Professional Services-Administrative	(\$33,193)	(\$38,000)	(\$22,660)	(\$35,000)
7813013-088 Janitorial Services-Administrative	\$225	\$0	\$0	\$0
7813104-088 Legal Svc - Special Projects-Administrative	(\$15,088)	(\$22,000)	(\$11,002)	(\$20,000)
Total Outside Professional Services	(\$48,056)	(\$60,000)	(\$33,662)	(\$55,000)
Supplies:				
7814010-088 Postage-Administrative	(\$22,856)	(\$15,000)	(\$19,888)	(\$31,500)
7814100-088 Office Supplies-Administrative	(\$18,564)	(\$10,000)	(\$13,107)	(\$20,000)
7814105-088 Office Furniture-Administrative	(\$2,111)	(\$4,000)	(\$2,002)	(\$51,500)
7814115-088 Printing Expense-Administrative	(\$1,024)	(\$4,000)	(\$2,002)	(\$1,200)
7814200-088 Janitorial Supplies-Administrative	(\$1,113)	(\$7,000)	(\$3,502)	(\$2,000)
Total Supplies	(\$45,668)	(\$40,000)	(\$40,501)	(\$106,200)
Equipment Rentals:				
7815000-088 Equipment Rentals-Administrative	\$233,541	(\$10,000)	(\$9,905)	(\$15,000)

Administrative Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Equipment Rentals	\$233,541	(\$10,000)	(\$9,905)	(\$15,000)
Facility Rental:				
7816000-088 Facility Rental-Administrative	(\$270,046)	(\$240,000)	(\$258,739)	(\$282,876)
Total Facility Rental	(\$270,046)	(\$240,000)	(\$258,739)	(\$282,876)
General & Admin - Direct:				
7817000-088 Purchase Card Clearing Account-Administrative	(\$549)	\$0	(\$425)	\$0
7817100-088 Promotional Hosting-Administrative	(\$682)	\$0	\$0	\$0
7817200-088 Travel-Administrative	(\$1,068)	(\$3,000)	(\$2,172)	(\$3,000)
7817500-088 Memberships-Administrative	(\$800)	(\$1,000)	(\$520)	(\$600)
7817900-088 Other G & A Direct Costs-Administrative	(\$1,760)	(\$3,000)	(\$2,086)	(\$2,000)
7817905-088 Recruiting-Administrative	(\$20,243)	(\$80,000)	(\$44,236)	(\$7,941)
7817910-088 Meeting Expense-Administrative	(\$6,329)	(\$1,000)	(\$4,490)	(\$2,000)
7817920-088 Publications/Subscriptions-Administrative	(\$2,782)	(\$500)	(\$703)	(\$1,000)
7817925-088 Licenses-Administrative	(\$457)	(\$800)	(\$746)	(\$5,288)
7817940-088 Employee Development-Administrative	(\$2,711)	(\$12,000)	(\$7,045)	(\$8,099)
7817945-088 Training Program-Administrative	\$0	(\$3,000)	(\$1,500)	(\$6,000)
7817948-088 Wellness Program-Administrative	(\$1,760)	(\$5,000)	(\$2,167)	(\$9,200)
Total General & Admin - Direct	(\$39,139)	(\$109,300)	(\$66,093)	(\$45,128)
Utilities:				
7818100-088 Water-Administrative	(\$894)	(\$800)	(\$1,905)	(\$2,400)
7818800-088 Telecommunications-Administrative	(\$8,189)	(\$800)	(\$7,339)	(\$13,800)
Total Utilities	(\$9,083)	(\$1,600)	(\$9,244)	(\$16,200)
Other Operating Expense:				
7819014-088 Safety Supplies-Administrative	(\$10,006)	(\$10,000)	(\$6,505)	(\$7,000)
Total Other Operating Expense	(\$10,006)	(\$10,000)	(\$6,505)	(\$7,000)
Total Operating Expenses	(\$616,461)	(\$996,566)	(\$873,740)	(\$1,016,154)
Maintenance Expenses:				
Maintenance and Repairs:				
7839015-088 Maint & Repair Admin Building-Administrative	(\$3,425)	(\$500)	(\$7,719)	(\$6,000)
Total Maintenance and Repairs	(\$3,425)	(\$500)	(\$7,719)	(\$6,000)
Total Maintenance Expenses	(\$3,425)	(\$500)	(\$7,719)	(\$6,000)
Total Operating & Maintenance Expenses	(\$619,886)	(\$997,066)	(\$881,459)	(\$1,022,154)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$619,886)	 (\$997,066)	 (\$881,459)	 (\$1,022,154)

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Depreciation / Amortization:				
7870001-088 Amortization-Administrative	(\$230,733)	\$0	\$0	\$0
Total Depreciation / Amortization	(\$230,733)	\$0	\$0	\$0
Interest Expense:				
7880000-088 Interest Expense-Administrative	(\$13,878)	\$0	\$0	\$0
Total Interest Expense	(\$13,878)	\$0	\$0	\$0
General & Administrative Overhead:				
7850088-088 Administrative G&A Overhead-Administrative	\$863,622	\$997,066	\$881,489	\$1,022,154
Total General & Administrative Overhead	\$863,622	\$997,066	\$881,489	\$1,022,154
Net Operating Income (Loss)	(\$875)	\$0	\$30	\$0

Non Operating Income and Expenses Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Total Operating Expenses	\$0	\$0	\$0	\$0
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	\$0	\$0	\$0	\$0
Income (Loss) Before Deprec, Interest Expense & Overhead	\$0	\$0	\$0	\$0
Net Operating Income (Loss)	\$0	\$0	\$0	\$0
Non Operating Revenues				
Nonoperating Revenues	\$276,158	\$10,000	\$5,504	\$10,000
Interest Income	\$815,040	\$120,000	\$477,800	\$750,000
Property Tax Levy Revenue - estimate as of 11-10-25	\$7,741,716	\$8,058,061	\$8,015,681	\$8,325,455
Non-Operating Grants	\$1,474,591	\$9,711,250	\$5,863,450	\$7,493,972
Tax Sharing	\$101,486	\$116,000	\$83,259	\$116,000
Gain (Loss) on Investments	\$3,328,851	(\$250,000)	(\$125,002)	\$50,000
Total Non Operating Revenues:	\$13,737,842	\$17,765,311	\$14,320,692	\$16,745,427
Non Operating Expenses				
Other NonOp Expenses	(\$286,592)	(\$1,000)	\$182,507	(\$1,000)
Salaries	(\$57,189)	(\$39,340)	(\$47,321)	\$0
Benefits	(\$19,668)	(\$16,992)	(\$17,336)	\$0
Government Services	(\$1,107,252)	(\$1,736,823)	(\$1,229,433)	(\$1,875,050)
Environmental Costs	(\$4,810,182)	(\$6,183,518)	(\$6,341,716)	(\$6,239,931)
Banking/Investment Fees	(\$28,180)	(\$25,000)	(\$27,108)	(\$29,168)
Financing Interest Expense	(\$5,448)	\$0	(\$1,950)	(\$1,000)
Bond Interest Expense	(\$1,006,013)	(\$822,266)	(\$822,260)	(\$393,235)
Bond Disc/Issue Cost	(\$81,332)	(\$47,765)	(\$63,251)	(\$2,664)
Premium on Bonds	\$88,749	(\$56,591)	\$23,539	(\$8,638)
Election Expense	\$0	(\$300,000)	(\$175,000)	\$0
Public Amenities	(\$94,722)	\$0	(\$32,131)	\$0
Commission Special Projects	(\$39,462)	\$0	(\$27,553)	\$0
Total Non Operating Expenses	(\$7,447,291)	(\$9,229,295)	(\$8,579,013)	(\$8,550,686)
Non Operating Income (Loss)	\$6,290,551	\$8,536,016	\$5,741,679	\$8,194,741

Non Operating Income and Expenses Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Total Operating Expenses	\$0	\$0	\$0	\$0
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	\$0	\$0	\$0	\$0
Income (Loss) Before Deprec, Interest Expense & Overhead	\$0	\$0	\$0	\$0
Net Operating Income (Loss)	\$0	\$0	\$0	\$0
Non Operating Revenues				
Nonoperating Revenues:				
6990000-090 Nonoperating Revenues-NonOperating Business Relate	\$276,158	\$10,000	\$5,504	\$10,000
Total Nonoperating Revenues	\$276,158	\$10,000	\$5,504	\$10,000
Interest Income:				
6991022-090 Interest Income: GO P&I Fund-NonOperating Business	\$816,140	\$120,000	\$472,381	\$750,000
6991070-090 Interest: Accts Rec Late Fees-NonOperating Busines	(\$1,100)	\$0	\$5,420	\$0
Total Interest Income	\$815,040	\$120,000	\$477,800	\$750,000
Property Tax Levy Revenue - estimate as of 11-10-25				
6992000-090 Ad Valorem Taxes-NonOperating Business Related	\$7,741,716	\$8,058,061	\$8,015,681	\$8,325,455
Total Ad Valorem Taxes	\$7,741,716	\$8,058,061	\$8,015,681	\$8,325,455
Non-Operating Grants:				
6992050-090 Operating Grant-WA State Agenc-NonOperating Busine	\$1,452,943	\$1,795,000	\$1,514,137	\$1,000,000
6992051-090 Operating Grant-FEMA-NonOperating Business Related	\$21,549	\$146,250	\$79,750	\$0
6992060-090 Fed Grant - FAA-NonOperating Business Related	\$100	\$4,570,000	\$2,669,563	\$2,593,972
6992082-090 Non-Operating Grant - Other-NonOperating Business	\$0	\$3,200,000	\$1,600,000	\$3,900,000

Non Operating Income and Expenses Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Non-Operating Grants	\$1,474,591	\$9,711,250	\$5,863,450	\$7,493,972
Tax Sharing:				
6993010-090 Forest Board Taxes-NonOperating Business Related	\$80,306	\$100,000	\$68,038	\$100,000
6993020-090 Excise/Leasehold Tax Sharing-NonOperating Business	\$17,811	\$12,000	\$12,127	\$12,000
6993030-090 Misc Tax Sharing-NonOperating Business Related	\$3,369	\$4,000	\$3,097	\$4,000
Total Tax Sharing	\$101,486	\$116,000	\$83,259	\$116,000
Gain (Loss) on Investments:				
6990300-090 NonOp Rev - Bond Fund-NonOperating Business Relate	\$0	\$0	\$0	\$0
6994000-090 Gains & Losses-NonOperating Business Related	\$3,035,163	(\$250,000)	(\$125,002)	\$50,000
6994011-090 Unrealized Gain/Loss-NonOperating Business Related	\$293,687	\$0	\$0	\$0
Total Gain (Loss) on Investments	\$3,328,851	(\$250,000)	(\$125,002)	\$50,000
Total Non Operating Revenues:	\$13,737,842	\$17,765,311	\$14,320,692	\$16,745,427
Non Operating Expenses				
Other NonOp Expenses:				
7990000-090 Other NonOp Expenses-NonOperating Business Related	(\$286,592)	(\$1,000)	\$182,507	(\$1,000)
Total Other NonOp Expenses	(\$286,592)	(\$1,000)	\$182,507	(\$1,000)
Salaries:				
7990010-090 Salaries:Regular-NonOperating Business Related	(\$48,253)	(\$39,340)	(\$44,705)	\$0
7990012-090 Salaries:Overtime-NonOperating Business Related	(\$295)	\$0	\$0	\$0
7990013-090 Salaries:Holiday-NonOperating Business Related	(\$2,554)	\$0	(\$1,120)	\$0
7990017-090 Salaries:Vacation-NonOperating Business Related	(\$3,315)	\$0	(\$420)	\$0
7990018-090 Salaries:Sick Leave-NonOperating Business Related	(\$2,771)	\$0	(\$1,076)	\$0
Total Salaries	(\$57,189)	(\$39,340)	(\$47,321)	\$0
Benefits:				
7990021-090 Social Security (FICA)-NonOperating Business Relat	(\$4,339)	(\$3,010)	(\$3,731)	\$0
7990022-090 Ind. Ins (L&I)-NonOperating Business Related	(\$1,337)	(\$1,162)	(\$1,116)	\$0

Non Operating Income and Expenses Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7990023-090 Misc. Benefits-NonOperating Business Related	(\$1,453)	\$0	(\$125)	\$0
7990024-090 Pension (PERS)-NonOperating Business Related	(\$5,257)	(\$3,584)	(\$4,443)	\$0
7990025-090 Med/Dent/Life Insurance-NonOperating Business Rela	(\$7,282)	(\$9,236)	(\$7,924)	\$0
Total Benefits	(\$19,668)	(\$16,992)	(\$17,336)	\$0
Government Services:				
7999081-090 Allocated Commission Costs-NonOperating Business R	(\$1,107,252)	(\$1,736,823)	(\$1,229,433)	(\$1,875,050)
Total Government Services	(\$1,107,252)	(\$1,736,823)	(\$1,229,433)	(\$1,875,050)
Environmental Costs:				
7999084-090 Allocated Environmental Costs-NonOperating Busines	(\$4,241,731)	(\$5,209,172)	(\$5,480,588)	(\$5,227,618)
7999086-090 Allocated Cascade Pole Costs-NonOperating Business	(\$568,451)	(\$974,346)	(\$861,128)	(\$1,012,313)
Total Environmental Costs	(\$4,810,182)	(\$6,183,518)	(\$6,341,716)	(\$6,239,931)
Banking/Investment Fees:				
7990100-090 Banking Expense-NonOperating Business Related	(\$28,180)	(\$25,000)	(\$27,108)	(\$29,168)
Total Banking/Investment Fees	(\$28,180)	(\$25,000)	(\$27,108)	(\$29,168)
Financing Interest Expense:				
7999001-090 Interest Exp: Equipment Financ-NonOperating Busine	(\$5,448)	\$0	(\$1,950)	(\$1,000)
Total Financing Interest Expense	(\$5,448)	\$0	(\$1,950)	(\$1,000)
Bond Interest Expense:				
7999013-090 Interest Exp: 2013A Bond-NonOperating Business Rel	(\$2,683)	\$0	\$0	\$0
7999014-090 Interest Exp: 2013B Bond-NonOperating Business Rel	(\$327,271)	(\$258,876)	(\$258,876)	(\$129,438)
7999015-090 Interest Exp: 2015 Refund LTGO-NonOperating Busine	(\$77,053)	(\$42,250)	(\$42,250)	(\$21,125)
7999016-090 Interest Exp: 2016A Bonds-NonOperating Business Re	(\$136,354)	(\$135,090)	(\$135,090)	(\$49,647)
7999017-090 Interest Exp: 2016B Bonds-NonOperating Business Re	(\$76,604)	\$0	\$0	\$0
7999018-090 Interest Exp: 2018A Bonds-NonOperating Business Re	(\$305,550)	(\$305,550)	(\$305,550)	(\$152,775)
7999019-090 Interest Exp: 2018B Bonds-NonOperating Business Re	(\$80,500)	(\$80,500)	(\$80,500)	(\$40,250)

**Non Operating Income and Expenses
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Bond Interest Expense	(\$1,006,013)	(\$822,266)	(\$822,260)	(\$393,235)
Bond Disc/Issue Cost:				
7990300-090 Misc Bond Expenses-NonOperating Business Related	(\$2,598)	(\$1,000)	(\$502)	\$0
7999030-090 Bond Deferred Outflow Amort-NonOperating Business	(\$78,734)	(\$46,765)	(\$62,749)	(\$2,664)
Total Bond Disc/Issue Cost	(\$81,332)	(\$47,765)	(\$63,251)	(\$2,664)
Premium on Bonds:				
7999053-090 2013A Amortized Premium exp-NonOperating Business	(\$14,924)	\$0	\$0	\$0
7999054-090 2013B Amortized Premium exp-NonOperating Business	\$56,591	(\$56,591)	\$1	(\$4,715)
7999055-090 2018A Amortized Premium exp-NonOperating Business	\$30,054	\$0	\$15,030	(\$2,504)
7999056-090 2018B Amortized Premium exp-NonOperating Business	\$17,028	\$0	\$8,514	(\$1,419)
Total Premium on Bonds	\$88,749	(\$56,591)	\$23,539	(\$8,638)
Election Expense:				
7999200-090 Election Expense-NonOperating Business Related	\$0	(\$300,000)	(\$175,000)	\$0
Total Election Expense	\$0	(\$300,000)	(\$175,000)	\$0
Public Amenities:				
7990500-090 Public Amenity - Plaza-NonOperating Business Relat	(\$26,225)	\$0	(\$17,390)	\$0
7990501-090 Public Amenity - Trail-NonOperating Business Relat	(\$16,041)	\$0	(\$9,555)	\$0
7990502-090 Public Amenity - Roads-NonOperating Business Relat	(\$7,304)	\$0	(\$1,833)	\$0
7990503-090 Public Amenity - Street Lights-NonOperating Busine	(\$15,247)	\$0	\$4,072	\$0
7990513-090 Public Amenity NM-Street Light-NonOperating Busine	(\$6,134)	\$0	(\$1,634)	\$0
7990550-090 Public Amenity - Harbor Patrol-NonOperating Busine	(\$23,771)	\$0	(\$5,791)	\$0
Total Public Amenities	(\$94,722)	\$0	(\$32,131)	\$0
Commission Special Projects:				
7990600-090 Commission Special Projects-NonOperating Business	(\$21,410)	\$0	(\$249)	\$0

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7990610-090 Small Cities Program-NonOperating Business Related	(\$10,000)	\$0	\$0	\$0
7990630-090 Special Events/Promo/Staff-NonOperating Business R	(\$5,321)	\$0	(\$27,271)	\$0
7993104-090 Legal Svc - Special Projects-NonOperating Business	(\$2,500)	\$0	\$0	\$0
7999000-090 2018 Levy Commish Projects-NonOperating Business R	(\$230)	\$0	(\$33)	\$0
Total Commission Special Projects	(\$39,462)	\$0	(\$27,553)	\$0
Total Non Operating Expenses	(\$7,447,291)	(\$9,229,295)	(\$8,579,013)	(\$8,550,686)
Non Operating Income (Loss)	\$6,290,551	\$8,536,016	\$5,741,679	\$8,194,741

Government Services
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$213,091)	(\$302,588)	(\$254,144)	(\$323,764)
Benefits	(\$134,330)	(\$156,588)	(\$144,097)	(\$158,078)
Outside Professional Services	(\$625,139)	(\$800,000)	(\$468,021)	(\$750,000)
Facility Rental	(\$29,174)	(\$35,547)	(\$31,315)	(\$27,384)
General & Admin - Direct	(\$102,518)	(\$271,000)	(\$202,475)	(\$418,000)
Utilities	(\$3,000)	(\$3,100)	(\$3,129)	(\$4,000)
Total Operating Expenses	(\$1,107,252)	(\$1,568,823)	(\$1,103,181)	(\$1,681,226)
Maintenance Expenses:				
Salaries	\$0	\$0	\$0	(\$41,093)
Benefits	\$0	\$0	\$0	(\$15,731)
Public Amenities	\$0	(\$168,000)	(\$126,198)	(\$137,000)
Total Maintenance Expenses	\$0	(\$168,000)	(\$126,198)	(\$193,824)
Total Operating & Maintenance Expenses	(\$1,107,252)	(\$1,736,823)	(\$1,229,379)	(\$1,875,050)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$1,107,252)	 (\$1,736,823)	 (\$1,229,379)	 (\$1,875,050)
 Allocated Costs to Non Operations	 \$1,107,252	 \$1,736,823	 \$1,229,433	 \$1,875,050
Net Operating Income (Loss)	\$0	\$0	\$54	\$0

Government Services
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-081 Salaries: Regular-Government Services	\$0	\$0	\$0	(\$323,764)
7811100-081 Salaries: Regular-Government Services	(\$199,491)	(\$302,588)	(\$245,783)	\$0
7811200-081 Salaries: Overtime-Government Services	(\$5,583)	\$0	(\$4,446)	\$0
7811300-081 Salaries: Holiday-Government Services	(\$5,940)	\$0	(\$2,682)	\$0
7811700-081 Salaries: Vacation-Government Services	(\$1,942)	\$0	(\$870)	\$0
7811800-081 Salaries: Sick Leave-Government Services	(\$135)	\$0	(\$363)	\$0
Total Salaries	(\$213,091)	(\$302,588)	(\$254,144)	(\$323,764)
Benefits:				
7312100-081 Social Security Tax (FICA) ER-Government Services	\$0	\$0	\$0	(\$19,338)
7312101-081 Medicare Tax (FICA) ER-Government Services	\$0	\$0	\$0	(\$4,695)
7312200-081 Ind. Ins (L&I)-Government Services	\$0	\$0	\$0	(\$324)
7312400-081 Pension (PERS) ER-Government Services	\$0	\$0	\$0	(\$11,290)
7312500-081 Med/Dent/Life Insurance-Government Services	\$0	\$0	\$0	(\$122,431)
7812100-081 Social Security (FICA)-Government Services	(\$17,140)	(\$22,506)	(\$19,469)	\$0
7812200-081 Ind. Ins (L&I)-Government Services	(\$260)	(\$419)	(\$331)	\$0
7812300-081 Misc. Benefits-Government Services	(\$123)	(\$420)	(\$210)	\$0
7812303-081 Misc. Benefits - PFML-Government Services	\$0	\$0	(\$2)	\$0
7812400-081 Pension (PERS)-Government Services	(\$10,539)	(\$17,377)	(\$15,655)	\$0
7812500-081 Med/Dent/Life Insurance-Government Services	(\$106,269)	(\$115,866)	(\$108,429)	\$0
Total Benefits	(\$134,330)	(\$156,588)	(\$144,097)	(\$158,078)
Outside Professional Services:				
7813010-081 O/S Professional Services-Government Services	(\$625,139)	(\$700,000)	(\$418,019)	(\$650,000)
7813100-081 Legal Services-Government Services	\$0	\$0	\$0	(\$100,000)
7813104-081 Legal Svc - Special Projects-Government Services	\$0	(\$100,000)	(\$50,002)	\$0
Total Outside Professional Services	(\$625,139)	(\$800,000)	(\$468,021)	(\$750,000)
Facility Rental:				
7816000-081 Facility Rental-Government Services	(\$29,174)	(\$35,547)	(\$31,315)	(\$27,384)
Total Facility Rental	(\$29,174)	(\$35,547)	(\$31,315)	(\$27,384)
General & Admin - Direct:				
7817000-081 Purchase Card Clearing Account-Government Services	(\$223)	\$0	\$203	\$0

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817050-081 Small Cities Program-Govt Svc-Government Services	\$0	\$0	\$0	(\$100,000)
7817060-081 Community Events-Govt Svc-Government Services	\$0	\$0	\$0	(\$57,000)
7817100-081 Promotional Hosting-Government Services	(\$200)	(\$2,500)	(\$9,597)	\$0
7817200-081 Travel-Government Services	(\$5,869)	(\$52,000)	(\$29,676)	(\$50,000)
7817500-081 Memberships-Government Services	(\$86,872)	(\$175,000)	(\$130,822)	(\$170,000)
7817600-081 Local Marketing Expense-Government Services	\$0	(\$2,500)	(\$1,312)	(\$2,500)
7817900-081 Other G & A Direct Costs-Government Services	(\$515)	\$0	(\$5,908)	\$0
7817908-081 Citizens Advisory Committee-Government Services	(\$83)	(\$2,500)	(\$1,252)	(\$2,000)
7817909-081 Televised Meeting Expenses-Government Services	(\$512)	(\$6,500)	(\$5,217)	(\$6,500)
7817910-081 Meeting Expense-Government Services	(\$6,234)	(\$25,000)	(\$16,259)	(\$25,000)
7817925-081 Licenses-Government Services	(\$183)	\$0	(\$138)	\$0
7817940-081 Employee Development-Government Services	(\$1,828)	(\$5,000)	(\$2,498)	(\$5,000)
Total General & Admin - Direct	(\$102,518)	(\$271,000)	(\$202,475)	(\$418,000)
Utilities:				
7818800-081 Telecommunications-Government Services	(\$3,000)	(\$1,600)	(\$2,379)	(\$2,500)
7818805-081 Portable Telecom-Government Services	\$0	(\$1,500)	(\$750)	(\$1,500)
Total Utilities	(\$3,000)	(\$3,100)	(\$3,129)	(\$4,000)
Total Operating Expenses	(\$1,107,252)	(\$1,568,823)	(\$1,103,181)	(\$1,681,226)
Maintenance Expenses:				
Salaries:				
7331100-081 Salaries: Maint. Regular-Government Services	\$0	\$0	\$0	(\$41,093)
Total Salaries	\$0	\$0	\$0	(\$41,093)
Benefits:				
7332100-081 Social Security(FICA) Maint ER-Government Services	\$0	\$0	\$0	(\$2,548)
7332101-081 Medicare Tax (FICA) Maint ER-Government Services	\$0	\$0	\$0	(\$596)
7332200-081 Ind. Ins (L&I) Maint.-Government Services	\$0	\$0	\$0	(\$196)
7332400-081 Pension (PERS) Maint.-Government Services	\$0	\$0	\$0	(\$2,293)
7332500-081 Med/Dent/Life Insurance Maint.-Government Services	\$0	\$0	\$0	(\$10,098)
Total Benefits	\$0	\$0	\$0	(\$15,731)
Public Amenities:				

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7810500-081 Public Amenities - Plaza NonOp-Government Services	\$0	(\$25,000)	(\$25,232)	(\$27,000)
7810501-081 Public Amenities - Trail NonOp-Government Services	\$0	(\$25,000)	(\$16,209)	(\$25,000)
7810502-081 Public Amenities - Roads NonOp-Government Services	\$0	(\$85,000)	(\$44,644)	(\$50,000)
7810503-081 Public Amenities-Street Lights-Government Services	\$0	\$0	(\$4,670)	\$0
7810513-081 Public Amenity NM-St Lights-Government Services	\$0	\$0	(\$1,001)	\$0
7810550-081 Public Amenity-Harbor Patrol-Government Services	\$0	(\$33,000)	(\$34,442)	(\$35,000)
Total Public Amenities	\$0	(\$168,000)	(\$126,198)	(\$137,000)
Total Maintenance Expenses	\$0	(\$168,000)	(\$126,198)	(\$193,824)
Total Operating & Maintenance Expenses	(\$1,107,252)	(\$1,736,823)	(\$1,229,379)	(\$1,875,050)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$1,107,252)	(\$1,736,823)	(\$1,229,379)	(\$1,875,050)
Allocated Costs to Non Operations:				
7899999-081 Allocated Costs to NonOp-Government Services	\$1,107,252	\$1,736,823	\$1,229,433	\$1,875,050
Total Allocated Costs to Non Operations	\$1,107,252	\$1,736,823	\$1,229,433	\$1,875,050
Net Operating Income (Loss)	\$0	\$0	\$54	\$0

**Consolidated Environmental
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$465,553)	(\$479,386)	(\$560,334)	(\$516,047)
Benefits	(\$137,982)	(\$157,920)	(\$168,249)	(\$152,178)
Outside Professional Services	(\$114,728)	(\$485,750)	(\$279,437)	(\$430,450)
Supplies	(\$8,002)	(\$9,450)	(\$6,455)	(\$2,860)
General & Admin - Direct	(\$14,065)	(\$26,988)	(\$8,348)	(\$19,470)
Utilities	(\$11,304)	(\$23,225)	(\$16,746)	(\$22,250)
Other Operating Expense	(\$3,464,736)	(\$4,088,000)	(\$4,391,364)	(\$4,093,375)
Total Operating Expenses	(\$4,216,370)	(\$5,270,719)	(\$5,430,933)	(\$5,236,630)
Maintenance Expenses:				
Supplies	(\$103)	(\$300)	(\$226)	(\$250)
Equipment Rentals	(\$538)	(\$260)	(\$128)	(\$250)
Maintenance and Repairs	(\$144,377)	(\$308,000)	(\$310,758)	(\$343,500)
Total Maintenance Expenses	(\$145,018)	(\$308,560)	(\$311,112)	(\$344,000)
Total Operating & Maintenance Expenses	(\$4,361,388)	(\$5,579,279)	(\$5,742,045)	(\$5,580,630)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$4,361,388)	(\$5,579,279)	(\$5,742,045)	(\$5,580,630)
Depreciation / Amortization	(\$187,855)	(\$180,552)	(\$184,206)	(\$187,855)
General & Administrative Overhead	(\$250,463)	(\$423,687)	(\$415,454)	(\$471,446)
Allocated Costs to Non Operations	\$4,810,182	\$6,183,518	\$6,341,716	\$6,239,931
Net Operating Income (Loss)	\$10,476	\$0	\$11	\$0

**Environmental Administration
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$353,544)	(\$290,534)	(\$400,775)	(\$332,466)
Benefits	(\$94,984)	(\$92,851)	(\$114,046)	(\$97,921)
Outside Professional Services	(\$86,541)	(\$342,600)	(\$204,485)	(\$268,250)
Supplies	(\$341)	(\$1,000)	(\$209)	(\$410)
General & Admin - Direct	(\$13,216)	(\$24,500)	(\$7,226)	(\$17,500)
Utilities	(\$1,313)	(\$1,000)	(\$1,586)	(\$1,250)
Other Operating Expense	(\$3,430,856)	(\$4,033,000)	(\$4,336,811)	(\$4,038,375)
Total Operating Expenses	(\$3,980,795)	(\$4,785,485)	(\$5,065,138)	(\$4,756,172)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$3,980,795)	(\$4,785,485)	(\$5,065,138)	(\$4,756,172)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$3,980,795)	(\$4,785,485)	(\$5,065,138)	(\$4,756,172)
General & Administrative Overhead	(\$250,463)	(\$423,687)	(\$415,454)	(\$471,446)
Allocated Costs to Non Operations	\$4,241,731	\$5,209,172	\$5,480,588	\$5,227,618
Net Operating Income (Loss)	\$10,473	\$0	(\$4)	\$0

Environmental Administration Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-084 Salaries: Regular-Environmental	\$0	\$0	\$0	(\$332,466)
7811100-084 Salaries: Regular-Environmental	(\$305,886)	(\$290,534)	(\$373,795)	\$0
7811300-084 Salaries: Holiday-Environmental	(\$17,113)	\$0	(\$9,606)	\$0
7811700-084 Salaries: Vacation-Environmental	(\$18,616)	\$0	(\$12,024)	\$0
7811800-084 Salaries: Sick Leave-Environmental	(\$11,929)	\$0	(\$5,352)	\$0
Total Salaries	(\$353,544)	(\$290,534)	(\$400,775)	(\$332,466)
Benefits:				
7312100-084 Social Security Tax (FICA) ER-Environmental	\$0	\$0	\$0	(\$20,613)
7312101-084 Medicare Tax (FICA) ER-Environmental	\$0	\$0	\$0	(\$4,821)
7312200-084 Ind. Ins (L&I)-Environmental	\$0	\$0	\$0	(\$694)
7312400-084 Pension (PERS) ER-Environmental	\$0	\$0	\$0	(\$18,552)
7312500-084 Med/Dent/Life Insurance-Environmental	\$0	\$0	\$0	(\$53,241)
7812100-084 Social Security (FICA)-Environmental	(\$27,188)	(\$22,226)	(\$30,721)	\$0
7812200-084 Ind. Ins (L&I)-Environmental	(\$1,127)	(\$1,970)	(\$1,838)	\$0
7812300-084 Misc. Benefits-Environmental	(\$80)	\$0	\$0	\$0
7812400-084 Pension (PERS)-Environmental	(\$33,115)	(\$26,468)	(\$36,695)	\$0
7812500-084 Med/Dent/Life Insurance-Environmental	(\$33,474)	(\$42,187)	(\$44,792)	\$0
Total Benefits	(\$94,984)	(\$92,851)	(\$114,046)	(\$97,921)
Outside Professional Services:				
7813010-084 O/S Professional Services-Environmental	(\$22,559)	(\$150,000)	(\$83,564)	(\$75,000)
7813070-084 Marine Sediments Remediation-Environmental	\$0	\$0	\$0	\$0
7813072-084 Operating Permits-Environmental	(\$14,678)	(\$25,000)	(\$13,159)	(\$26,250)
7813073-084 E. Bay Enviro. Remedi Study-Environmental	(\$33)	\$0	(\$68)	(\$10,000)
7813074-084 Municipal Permit Phase 2 Compl-Environmental	\$0	(\$36,750)	(\$18,372)	(\$39,000)
7813075-084 Dangerous Waste Compliance-Environmental	(\$9,741)	(\$10,000)	(\$12,277)	(\$25,000)
7813079-084 Green Marine-Environmental	(\$4,450)	(\$12,000)	(\$8,292)	(\$8,000)
7813080-084 Sea Level Rise-Environmental	(\$35,080)	(\$88,850)	(\$58,756)	(\$65,000)
7813104-084 Legal Svc - Special Projects-Environmental	\$0	(\$20,000)	(\$9,998)	(\$20,000)
Total Outside Professional Services	(\$86,541)	(\$342,600)	(\$204,485)	(\$268,250)
Supplies:				
7814000-084 Computer Supplies-Environmental	\$0	\$0	(\$198)	(\$210)
7814060-084 Supplies (CPC Office)-Environmental	(\$341)	(\$1,000)	(\$12)	(\$200)
Total Supplies	(\$341)	(\$1,000)	(\$209)	(\$410)
General & Admin - Direct:				

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817000-084 Purchase Card Clearing Account-Environmental	(\$9,223)	\$0	\$7,573	\$0
7817200-084 Travel-Environmental	(\$454)	(\$17,500)	(\$9,462)	(\$10,000)
7817500-084 Memberships-Environmental	(\$2,000)	(\$2,000)	(\$1,447)	(\$3,000)
7817900-084 Other G & A Direct Costs-Environmental	(\$26)	(\$500)	(\$248)	\$0
7817910-084 Meeting Expense-Environmental	(\$925)	(\$2,000)	(\$888)	(\$1,000)
7817925-084 Licenses-Environmental	(\$125)	\$0	(\$124)	(\$500)
7817940-084 Employee Development-Environmental	(\$463)	(\$2,500)	(\$2,631)	(\$3,000)
Total General & Admin - Direct	(\$13,216)	(\$24,500)	(\$7,226)	(\$17,500)
Utilities:				
7818800-084 Telecommunications-Environmental	(\$1,313)	(\$1,000)	(\$1,586)	(\$1,250)
Total Utilities	(\$1,313)	(\$1,000)	(\$1,586)	(\$1,250)
Other Operating Expense:				
7819017-084 Environmental: Pearson Air UST-Environmental	(\$14,672)	(\$17,500)	(\$15,034)	(\$18,375)
7819018-084 Budd Inlet Remediation-Environmental	(\$3,392,962)	(\$4,000,000)	(\$4,298,858)	(\$4,000,000)
7819019-084 East Bay CAP Amendments-Environmental	(\$621)	(\$5,000)	(\$3,593)	\$0
7819020-084 Habitat Conservation Plan-Environmental	(\$22,601)	(\$10,000)	(\$19,079)	(\$20,000)
7819090-084 Special Projects-Environmental	\$0	(\$500)	(\$248)	\$0
Total Other Operating Expense	(\$3,430,856)	(\$4,033,000)	(\$4,336,811)	(\$4,038,375)
Total Operating Expenses	(\$3,980,795)	(\$4,785,485)	(\$5,065,138)	(\$4,756,172)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$3,980,795)	(\$4,785,485)	(\$5,065,138)	(\$4,756,172)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$3,980,795)	 (\$4,785,485)	 (\$5,065,138)	 (\$4,756,172)
General & Administrative Overhead:				
7850080-084 Executive G&A Overhead-Environmental	(\$49,742)	\$0	(\$46,558)	\$0
7850082-084 Marketing G&A Overhead-Environmental	(\$35,940)	\$0	(\$19,696)	\$0
7850083-084 Finance G&A Overhead-Environmental	(\$22,637)	\$0	(\$59,882)	\$0
7850085-084 Engineering G&A Overhead-Environmental	(\$30,901)	\$0	(\$17,507)	\$0
7850087-084 I/S G&A Overhead-Environmental	(\$36,964)	\$0	(\$21,403)	\$0
7850088-084 Administrative G&A Overhead-Environmental	(\$74,280)	(\$423,687)	(\$250,409)	(\$471,446)
Total General & Administrative Overhead	(\$250,463)	(\$423,687)	(\$415,454)	(\$471,446)
Allocated Costs to Non Operations:				
7899999-084 Allocated Costs to NonOp-Environmental	\$4,241,731	\$5,209,172	\$5,480,588	\$5,227,618

Environmental Administration
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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Allocated Costs to Non Operations	\$4,241,731	\$5,209,172	\$5,480,588	\$5,227,618
Net Operating Income (Loss)	\$10,473	\$0	(\$4)	\$0

**Cascade Pole
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries	(\$112,009)	(\$188,852)	(\$159,559)	(\$183,581)
Benefits	(\$42,998)	(\$65,069)	(\$54,204)	(\$54,257)
Outside Professional Services	(\$28,187)	(\$143,150)	(\$74,952)	(\$162,200)
Supplies	(\$7,661)	(\$8,450)	(\$6,246)	(\$2,450)
General & Admin - Direct	(\$849)	(\$2,488)	(\$1,123)	(\$1,970)
Utilities	(\$9,991)	(\$22,225)	(\$15,160)	(\$21,000)
Other Operating Expense	(\$33,881)	(\$55,000)	(\$54,554)	(\$55,000)
Total Operating Expenses	(\$235,576)	(\$485,234)	(\$365,798)	(\$480,458)
Maintenance Expenses:				
Supplies	(\$103)	(\$300)	(\$226)	(\$250)
Equipment Rentals	(\$538)	(\$260)	(\$128)	(\$250)
Maintenance and Repairs	(\$144,377)	(\$308,000)	(\$310,758)	(\$343,500)
Total Maintenance Expenses	(\$145,018)	(\$308,560)	(\$311,112)	(\$344,000)
Total Operating & Maintenance Expenses	(\$380,594)	(\$793,794)	(\$676,910)	(\$824,458)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$380,594)	 (\$793,794)	 (\$676,910)	 (\$824,458)
Depreciation / Amortization	(\$187,855)	(\$180,552)	(\$184,206)	(\$187,855)
Allocated Costs to Non Operations	\$568,451	\$974,346	\$861,128	\$1,012,313
Net Operating Income (Loss)	\$2	\$0	\$12	\$0

Cascade Pole Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Salaries:				
7311100-086 Salaries: Regular-Cascade Pole	\$0	\$0	\$0	(\$183,581)
7811100-086 Salaries: Regular-Cascade Pole	(\$92,236)	(\$188,852)	(\$147,956)	\$0
7811300-086 Salaries: Holiday-Cascade Pole	(\$5,382)	\$0	(\$2,331)	\$0
7811700-086 Salaries: Vacation-Cascade Pole	(\$4,859)	\$0	(\$7,578)	\$0
7811800-086 Salaries: Sick Leave-Cascade Pole	(\$9,532)	\$0	(\$1,691)	\$0
Total Salaries	(\$112,009)	(\$188,852)	(\$159,559)	(\$183,581)
Benefits:				
7312100-086 Social Security Tax (FICA) ER-Cascade Pole	\$0	\$0	\$0	(\$11,382)
7312101-086 Medicare Tax (FICA) ER-Cascade Pole	\$0	\$0	\$0	(\$2,662)
7312200-086 Ind. Ins (L&I)-Cascade Pole	\$0	\$0	\$0	(\$551)
7312400-086 Pension (PERS) ER-Cascade Pole	\$0	\$0	\$0	(\$10,244)
7312500-086 Med/Dent/Life Insurance-Cascade Pole	\$0	\$0	\$0	(\$29,418)
7812100-086 Social Security (FICA)-Cascade Pole	(\$8,954)	(\$14,447)	(\$11,861)	\$0
7812200-086 Ind. Ins (L&I)-Cascade Pole	(\$2,042)	(\$3,503)	(\$2,754)	\$0
7812300-086 Misc. Benefits-Cascade Pole	(\$420)	(\$420)	(\$385)	\$0
7812400-086 Pension (PERS)-Cascade Pole	(\$10,854)	(\$17,204)	(\$14,126)	\$0
7812500-086 Med/Dent/Life Insurance-Cascade Pole	(\$20,728)	(\$29,495)	(\$25,078)	\$0
Total Benefits	(\$42,998)	(\$65,069)	(\$54,204)	(\$54,257)
Outside Professional Services:				
7813010-086 O/S Professional Services-Cascade Pole	(\$1,581)	(\$100,000)	(\$50,326)	(\$150,000)
7813013-086 Janitorial Services-Cascade Pole	(\$4,625)	(\$3,150)	(\$3,972)	(\$4,700)
7813075-086 Dangerous Waste Compliance-Cascade Pole	(\$21,831)	(\$25,000)	(\$13,154)	\$0
7813100-086 Legal Services-Cascade Pole	(\$150)	\$0	\$0	\$0
7813104-086 Legal Svc - Special Projects-Cascade Pole	\$0	(\$15,000)	(\$7,500)	(\$7,500)
Total Outside Professional Services	(\$28,187)	(\$143,150)	(\$74,952)	(\$162,200)
Supplies:				
7814050-086 Computer Equipment-Cascade Pole	(\$4,744)	(\$7,000)	(\$3,532)	(\$1,000)
7814060-086 Supplies (CPC Office)-Cascade Pole	(\$2,280)	(\$200)	(\$1,618)	(\$200)
7814300-086 Fuel & Lubricants-Cascade Pole	(\$637)	(\$1,250)	(\$1,096)	(\$1,250)
Total Supplies	(\$7,661)	(\$8,450)	(\$6,246)	(\$2,450)
General & Admin - Direct:				
7817000-086 Purchase Card Clearing Account-Cascade Pole	(\$71)	(\$534)	\$152	(\$245)
7817200-086 Travel-Cascade Pole	\$0	(\$250)	(\$124)	(\$250)
7817500-086 Memberships-Cascade Pole	\$0	(\$125)	(\$65)	(\$125)

Cascade Pole Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
7817900-086 Other G & A Direct Costs-Cascade Pole	(\$253)	(\$66)	(\$142)	(\$200)
7817910-086 Meeting Expense-Cascade Pole	(\$421)	(\$263)	(\$131)	(\$400)
7817920-086 Publications/Subscriptions-Cascade Pole	\$0	(\$250)	(\$124)	(\$250)
7817925-086 Licenses-Cascade Pole	\$0	(\$500)	(\$248)	(\$250)
7817940-086 Employee Development-Cascade Pole	(\$104)	(\$500)	(\$441)	(\$250)
Total General & Admin - Direct	(\$849)	(\$2,488)	(\$1,123)	(\$1,970)
Utilities:				
7818100-086 Water-Cascade Pole	(\$278)	(\$1,575)	(\$789)	(\$1,500)
7818200-086 Electricity-Cascade Pole	(\$7,406)	(\$15,000)	(\$9,932)	(\$15,000)
7818700-086 Natural Gas/Propane/Oil-Cascade Pole	(\$1,810)	(\$3,150)	(\$2,946)	(\$3,000)
7818800-086 Telecommunications-Cascade Pole	(\$497)	(\$2,500)	(\$1,492)	(\$1,500)
Total Utilities	(\$9,991)	(\$22,225)	(\$15,160)	(\$21,000)
Other Operating Expense:				
7819010-086 Monitoring Exp. (Spectra)-Cascade Pole	(\$33,881)	(\$55,000)	(\$54,554)	(\$55,000)
Total Other Operating Expense	(\$33,881)	(\$55,000)	(\$54,554)	(\$55,000)
Total Operating Expenses	(\$235,576)	(\$485,234)	(\$365,798)	(\$480,458)
Maintenance Expenses:				
Supplies:				
7834225-086 Supplies: Small Tools-Cascade Pole	(\$103)	(\$300)	(\$226)	(\$250)
Total Supplies	(\$103)	(\$300)	(\$226)	(\$250)
Equipment Rentals:				
7835000-086 Equipment Rentals-Cascade Pole	(\$538)	(\$260)	(\$128)	(\$250)
Total Equipment Rentals	(\$538)	(\$260)	(\$128)	(\$250)
Maintenance and Repairs:				
7839000-086 Maint & Repair to Buildings-Cascade Pole	(\$8,241)	(\$25,000)	(\$13,148)	(\$20,000)
7839020-086 Plant: Environmental-Cascade Pole	(\$22,161)	(\$60,000)	(\$58,167)	(\$60,000)
7839021-086 Treatment Fac: Environmental-Cascade Pole	(\$1,877)	(\$25,000)	(\$12,502)	(\$25,000)
7839040-086 Maint & Repair Property-Cascade Pole	\$0	(\$1,500)	(\$793)	(\$1,500)
7839050-086 Vehicle Maintenance-Cascade Pole	(\$23)	(\$500)	(\$1,782)	(\$500)
7839060-086 Maint & Repair Misc Equipment-Cascade Pole	(\$5,103)	(\$12,000)	(\$6,190)	(\$12,000)
7839070-086 CPS Marine Sediment Monitoring-Cascade Pole	\$0	(\$5,000)	(\$33,101)	(\$5,000)
7839071-086 GW Extract Syst: O & M & R-Cascade Pole	(\$7,704)	(\$60,000)	(\$41,809)	(\$65,000)
7839073-086 Port Admin & Mgmt Costs-Cascade Pole	(\$5,815)	(\$15,000)	(\$9,365)	(\$15,000)
7839074-086 CPS Stormwater System Maint.-Cascade Pole	\$0	(\$7,500)	(\$3,750)	(\$7,500)
7839075-086 CPS Ground Water Monitoring-Cascade Pole	(\$93,453)	(\$95,000)	(\$129,401)	(\$130,000)
7839078-086 CPS Cap system: Monit & Repair-Cascade Pole	\$0	(\$1,500)	(\$750)	(\$2,000)

Cascade Pole
Budget - DRAFT as of 11-24-25

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Total Maintenance and Repairs	(\$144,377)	(\$308,000)	(\$310,758)	(\$343,500)
Total Maintenance Expenses	(\$145,018)	(\$308,560)	(\$311,112)	(\$344,000)
Total Operating & Maintenance Expenses	(\$380,594)	(\$793,794)	(\$676,910)	(\$824,458)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$380,594)	(\$793,794)	(\$676,910)	(\$824,458)
Depreciation / Amortization:				
7870000-086 Depreciation-Cascade Pole	(\$187,855)	(\$180,552)	(\$184,206)	(\$187,855)
Total Depreciation / Amortization	(\$187,855)	(\$180,552)	(\$184,206)	(\$187,855)
Allocated Costs to Non Operations:				
7899999-086 Allocated Costs to NonOp-Cascade Pole	\$568,451	\$974,346	\$861,128	\$1,012,313
Total Allocated Costs to Non Operations	\$568,451	\$974,346	\$861,128	\$1,012,313
Net Operating Income (Loss)	\$2	\$0	\$12	\$0

**Foreign Trade Zone
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Outside Professional Services	(\$1,719)	(\$3,000)	(\$1,500)	(\$3,000)
Supplies	\$0	(\$100)	(\$52)	(\$200)
General & Admin - Direct	(\$468)	(\$5,200)	(\$2,830)	(\$5,200)
Total Operating Expenses	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
Income (Loss) Before Deprec, Interest Expense & Overhead	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
Net Operating Income (Loss)	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
Non Operating Revenues				
Tenant Revenues	\$13,000	\$15,000	\$14,000	\$15,000
Interest Income	\$1,051	\$500	\$868	\$1,240
Total Non Operating Revenues:	\$14,051	\$15,500	\$14,868	\$16,240
Non Operating Income (Loss)	\$14,051	\$15,500	\$14,868	\$16,240
Total FTZ Income (Loss)	\$11,864	\$7,200	\$10,486	\$7,840

**Foreign Trade Zone
Budget - DRAFT as of 11-24-25**

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	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Revenues:				
Total Operating Revenues	\$0	\$0	\$0	\$0
Operating Expenses:				
Outside Professional Services:				
7813010-089 O/S Professional Services-Foreign Trade Zone	(\$1,719)	(\$3,000)	(\$1,500)	(\$3,000)
Total Outside Professional Services	(\$1,719)	(\$3,000)	(\$1,500)	(\$3,000)
Supplies:				
7814100-089 Office Supplies-Foreign Trade Zone	\$0	(\$100)	(\$52)	(\$200)
Total Supplies	\$0	(\$100)	(\$52)	(\$200)
General & Admin - Direct:				
7817200-089 Travel-Foreign Trade Zone	\$0	(\$2,000)	(\$998)	(\$2,000)
7817400-089 Advertising-Foreign Trade Zone	(\$240)	(\$2,000)	(\$1,118)	(\$2,000)
7817500-089 Memberships-Foreign Trade Zone	\$0	(\$1,000)	(\$502)	(\$1,000)
7817910-089 Meeting Expense-Foreign Trade Zone	\$0	(\$200)	(\$98)	(\$200)
7817915-089 B & O Excise Taxes-Foreign Trade Zone	(\$228)	\$0	(\$114)	\$0
Total General & Admin - Direct	(\$468)	(\$5,200)	(\$2,830)	(\$5,200)
Total Operating Expenses	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
Maintenance Expenses:				
Total Maintenance Expenses	\$0	\$0	\$0	\$0
Total Operating & Maintenance Expenses	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
 Income (Loss) Before Deprec, Interest Expense & Overhead	 (\$2,187)	 (\$8,300)	 (\$4,382)	 (\$8,400)
Net Operating Income (Loss)	(\$2,187)	(\$8,300)	(\$4,382)	(\$8,400)
 Non Operating Revenues				
Tenant Revenues:				
6880002-089 FTZ Tenant Revenues-Foreign Trade Zone	\$13,000	\$15,000	\$14,000	\$15,000
Total Tenant Revenues	\$13,000	\$15,000	\$14,000	\$15,000
Interest Income:				
6999070-089 FTZ Interest Income-Foreign Trade Zone	\$1,051	\$500	\$868	\$1,240
Total Interest Income	\$1,051	\$500	\$868	\$1,240
Total Non Operating Revenues:	\$14,051	\$15,500	\$14,868	\$16,240

Foreign Trade Zone
Budget - DRAFT as of 11-24-25

	2024 Final Unaudited	2025 Adopted Budget	2025 End of Year Projected	2026 Proposed Budget
Non Operating Income (Loss)	\$14,051	\$15,500	\$14,868	\$16,240
Total FTZ Income (Loss)	\$11,864	\$7,200	\$10,486	\$7,840

APPENDIX A:

Port of Olympia 2026 Statutory Budget

The Port prepared a cash budget estimating receipts and disbursements in accordance with RCW 53.35.010. The preliminary 2026 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 26 and November 2, 2025. Notices are published in *The Olympian* as required by law (RCW 53.35.020 and RCW 53.35.045).

Port of Olympia 2026 Statutory Budget

Beginning Cash & Investments	\$ 24,694,000
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Projected Sources of Funds:

Revenues	17,194,567
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Operating Expense	(8,661,589)
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Maintenance Expense	(3,543,018)
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Administration Expense	(4,524,458)
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Funds Provided by Operations	465,502
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Ad valorem tax revenue	8,325,455
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Grant Revenue	7,493,972
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Other Non Operating revenue	926,000
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Projected Sources of Funds	16,745,427
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Projected Uses of Funds:

Debt Service Payments - Existing Debt	(4,194,477)
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Capital Spending - Planned Projects	(15,678,485)
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Government Services	(1,875,050)
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Environmental Remediation	(6,239,931)
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Other Non Operating expenses	(435,705)
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Projected Uses of Funds	(28,423,648)
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Projected Borrowing

none	-
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Total Borrowing	-
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Projected Ending Cash & Investments	\$ 13,481,281
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Appendix B - Schedule of Proprietary Type User Charges

Schedule of Proprietary Type User Charges - Marina Effective 1/1/2026

MARINA CHARGES

Monthly moorage fee is based on overall slip length. Vessel overhang is not permissible.

Permanent Moorage and Live Aboard rates include 12.84% leasehold excise tax.

Permanent Moorage	
Rate for 20-28 Ft Slip	\$11.73 per foot per month
Rate for 32-36 Ft. Slip	\$13.11 per foot per month
Rate for 40-44 Ft. Slip	\$13.87 per foot per month
Rate for 50 Ft. Slip	\$14.29 per foot per month
Rate for over 50 Ft. Slip	\$14.84 per foot per month
Limited Access	\$10.19 per foot per month

Live Aboard Charge & Limits	\$150.00 per vessel min. per mo. (or based on holding tank size)
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Boat (Includes crew)	
Scheduled towing	\$190.00/hr – 1 hour minimum
Unscheduled towing	\$250.00/hr - 1 hour minimum

Utilities Charges As metered or allocated, not subject to leasehold tax.	
Rates	\$16.50 utility fee all tenants
	\$35.00 flat monthly fee for non-metered slips
	Metered electric KWH charged as pass thru rate

Labor	
Administration	\$110.00/hr
Supervisor	\$90.00/hr
General Labor	\$90.00/hr
Standby	\$90.00/hr
Pump out	\$55.00 flat fee + Labor Rate
Specialty Labor (Equipment Operator)	\$250.00
Miscellaneous Fees	
Waitlist	\$50.00
Reservation Fee	\$10.00 per slip
Passenger Fee	\$2.00 per passenger

Guest Moorage Rate	\$1.50 per ft per day (\$30.00 minimum)
Winter Guest Monthly (Oct 1-Mar 31)	Permanent moorage + 15%
Summer Guest Monthly (Apr 1-Sep 30)	Permanent moorage + 30%
Guest Electric	\$6.00 nightly Electric - 30 amp
	\$12.00 nightly Electric - 50 amp

Storage	
Mini Storage unit	\$120.00/month 12.84% Leasehold Tax included
Dinghy Rack Fee	\$10.00/month (tenants only)
Kayak Rack - Upland	\$22.00/month
Kayak Rack - Dockside	\$38.50/month

Schedule of Proprietary Type User Charges - Marina (cont'd) Effective 1/1/2026

MARINA CHARGES

Plaza Moorage	
Rate	\$1.25 per ft per day Minimum \$25.00 Utilities and amenities not available

Other Charges	
Delinquency, Sale, & Impound Fee	\$250.00 plus actual costs incurred by the Port
Pump Out Fee	\$55.00 + Labor Rate min/hour

Launch Ramp Charge	
Rate – General Public (recreational)	\$12.00 per launch or haul
Rate – Annual (recreational)	\$90.00 unlimited launches for one year
Rate – Commercial Operator	\$90.00 per launch or haul
Rate – Annual Commercial Operator	\$300.00 unlimited launches for one year

Marine Fuel Dock	
Fuel 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	
Pavillion Reservation Fee	\$75.00
Utility Charge	\$50.00 minimum (4 hour event)
	\$100.00 minimum (8 hour event)
Spider Box Rental	\$75.00 per day
Tent – 10'x10'	\$50.00 per day
Picnic Tables	\$10.00 each per day
Banquet Tables	\$6.00 each per day
Folding Chairs	\$2.50 each per day
Sign Boards	\$3.00 each per day
Traffic cones	\$1.00 each per day
Propane/Charcoal Grill	\$75.00 each per day
Party Package	
Includes: Reservation Fee, 2 propane grills, 8 picnic tables, 1 spider box.	\$300.00 per day

Dry Storage	
Rate	\$5.00 per foot per month 12.84% leasehold tax included
Parking	\$11.00 per day
Weekly Parking	\$50.00 per week

Schedule of Proprietary Type User Charges - Boatworks Effective 1/1/2026

BOATWORKS CHARGES

Roundtrip Haul Out & Launch To/From Blocks	
Up to 32 ft. vessel	\$11.75 per ft. per haul + launch
33 – 39 ft. vessel	\$12.88 per ft. per haul + launch
40 – 49 ft. vessel	\$14.14 per ft. per haul + launch
50 – 59 ft. vessel	\$16.60 per ft. per haul + launch
Over 60 ft. vessel	\$18.48 per ft. per haul + launch
Includes hauling, blocking, ground tarp, electricity, and launching. No lay time charge on the day of haul out.	

Environmental Fees	
Environmental Fee	\$2.25 per foot pressure washed and/or blocked

Laytime	
Daily Rate	\$2.00 per foot per day
Charge does not apply on day in and/or day out.	

Winter Long Term Storage (Oct 1 - Mar 31)	
Signed application required before haul-out. Requires good standing. Rates subject to change Jan 1. 12.84% leasehold excise tax included.	
Subject to availability	\$24.00 per foot per month 3-month minimum
Monthly Utility Fee	\$40.00 per month flat fee

Labor Rates	
General Labor	\$90.00 per hour
Forklift with operator	\$120.00 per hour, ½ hour minimum
Specialized Labor (Crane, Travelift, Heavy Equipment)	\$250.00 per hour, ½ hour minimum
Delinquency, Sale & Impound Fee	\$250.00 plus actual costs incurred by the Port

Pressure Wash Bottom	
Rate	\$4.25 per foot
Add'l Cleanup/Excessive	General Labor Rate

Waste Collection and Disposal	
Dumpster Rental	Based on waste management pass thru fees and General Labor rates
Dumpster Delivery/Pickup (30 yd)	
Landfill Cost	

Daily Work Dock Moorage	\$1.60 per ft per day \$40.00 minimum
Nightly Electric	\$6.00 per night - 30 amp \$12.00 per night - 50 amp
Environmental Violation Fee (cleanup cost additional)	1st violation - \$500.00 2nd violation - \$1000.00 3rd violation - Termination

Schedule of Proprietary Type User Charges - Boatworks (cont'd) Effective 1/1/2026

BOATWORKS CHARGES

One-Way Haul to Commercial Truck (Includes 1/2 hour sling time; minimum \$150.00 charge)	
Up to 32 ft. vessel	\$8.32 per ft. per haul
33 – 39 ft. vessel	\$9.08 per ft. per haul
40 – 49 ft. vessel	\$10.29 per ft. per haul
50 – 59 ft. vessel	\$11.47 per ft. per haul
Over 60 ft. vessel	\$12.54 per ft. per haul
Additional time in sling	\$250.00 per hour (prorated)

One-Way Haul to Survey or Trailer (Includes 1/2 hour sling time; minimum \$150.00 charge)	
Up to 32 ft. vessel	\$10.03 per ft. per haul
33 – 39 ft. vessel	\$10.98 per ft. per haul
40 – 49 ft. vessel	\$12.21 per ft. per haul
50 – 59 ft. vessel	\$14.04 per ft. per haul
Over 60 ft. vessel	\$15.51 per ft. per haul
Additional time in sling	\$250.00 per hour (prorated)

Towing	
Scheduled towing	\$195.00/hr – 1 hour minimum
Unscheduled towing	\$250.00/hr - 1 hour minimum

Marine Trade Contractors/Vendors License Agreement	
Annual	\$315.00 per year
Project/Monthly	\$105.00 per project and/or per month
All Contractors must supply a business license, current insurance, and be approved thru the Port's application process.	

Monthly Work Dock Moorage (Limited availability; management approval required.)	
Rate for under 32 ft	\$10.66 per foot per month
Rate for 32 - 36 ft	\$11.92 per foot per month
Rate for 36 - 44 ft	\$12.61 per foot per month
Rate for 44 - 50 ft	\$12.99 per foot per month
Rate for over 50 ft	\$13.49 per foot per month

Storage	
Mast Storage	\$20.00 per day
Boat on Trailer Storage (limited availability)	\$1.50 per foot per day at length overall of vessel and trailer
12.84% leasehold excise tax applivcable on vessels and masts stored for 30 days or more.	

Miscellaneous Fees	
Waitlist	\$50.00
Hazardous Haulout	Additional \$4.00 per ft. per haul
Hazardous Laytime	Additional \$1.00 per ft. per day
Stand Move	\$65 per occurrence
Reservation Fee	\$10.00
Late Fee (if more than 15 minutes late for scheduled haul time)	\$100 (If more than 30 minutes late for scheduled haul time you will be rescheduled.)
No Show/Cancellation within 1 hour of schedule haul time	\$200

Schedule of Proprietary Type User Charges - Airport Effective 1/1/2026

AIRPORT CHARGES

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

Open Hangar Planeports 40 x 28 ft.	\$294.13 per hangar per month
T-Hangars 40 x 32 ft.	\$377.66 per hangar per month
T-Hangars 45 x 40 ft.	\$546.46 per hangar per month
Executive Hangars 60 x 46 ft.	\$937.15 per hangar per month
Executive Hangar E7 w/office & restroom	\$1,518.52 per month
Tie-Downs, Large	\$120.22 per tie-down per month
Tie-Downs, Small	\$74.16 per tie-down per month
G-Storage	\$270.00 per space per month

Overnight Apron Fees – Commercial/Itinerant

Gross Weight	Daily
0 to 12,500 lbs.	\$10
12,501 to 26,000 lbs.	\$15
26,001 to 54,000 lbs.	\$25
54,001 to 117,000 lbs.	\$35

Key and Security Cards

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

"Short-Term" Space Rental – amounts include leasehold

Open Hangar Planeports	\$15 daily
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Licenses and Agreements

Sub-tenant Aeronautical Activity License	\$300 Minimum plus leasehold excise tax
Commercial Aeronautical Activity License (non sub-tenant)	\$600 Minimum plus leasehold excise tax
Temporary Access Agreement	\$300 Minimum plus leasehold excise tax

Fuel Flowage

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

Landing Fees

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

FOD-Boss Rental	\$30 per hour
Lift truck	\$75 per hour – one half hour minimum
Labor	\$90.00 per hour - one hour minimum
Landside Aircraft Launch Fee	\$100 per day

Schedule of Proprietary Type User Charges - Marine Terminal Effective 1/1/2026

MARINE TERMINAL CHARGES

Basic Rate	Port of Olympia Marine Terminal Tariff as published on the 28th of June, 2005 or as later amended (reference Terminal Tariff at https://seaport.portolympia.com/)
Other Rates	As negotiated with terminal customers

Schedule of Proprietary Type User Charges - Properties Effective 1/1/2026

PROPERTY LEASE CHARGES

Rents*	
Ground Rent – Airport Land-Aeronautical	\$0.48 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 \$350 per day (not to exceed 2 weeks). Beyond 2 weeks FMV of land /s.f.
Space Rent	Port Policy 1101 / Appraisal (Initial Space Rent)
Port Plaza Rental Charges	Non-Profit Organization -- \$350 per event
	Other -- \$600 per event (Minimum)
	Deposit -- \$250 required

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

Service & Other Charges	
Labor, Maintenance & Other Services	90.00 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	\$650 or as stated within lease agreement
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.

Schedule of Proprietary Type User Charges Effective 1/1/2026

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 Revenue	\$750
On Bond Issuance	¼ of 1% of the principal amount of the bond issue

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

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

Appendix C - Memberships - Draft as of 11-24-25

	2026 Budget
Government Services	\$ 174,670
Intercity Transit - Amtrak Station	6,000
Lacey Chamber of Commerce	820
Lacey Makers Space	25,000
Olympia Downtown Alliance	2000
Roundtable of Thurston County	150
Thurston County Chamber of Commerce	21,000
Thurston Regional Planning Council	43,000
Thurston County Economic Development Council	40,000
Tumwater Chamber of Commerce	600
Washington Public Ports Association	29,300
Yelm Area Chamber of Commerce	600
Washington State Dept. of Enterprise Services (purchasing coop)	1,000
Pacific Northwest Waterways Association	4,200
Thurston County Treasurer	1,000
FTZ	1,800
National Association of Foreign-Trade Zones (FTZ)	1,800
Marine Terminal	1,677
Northwest Marine Terminal Association	1,277
Marine Exchange of Puget Sound	400
Airport	4,140
American Assoc of Airport Executives (AAAE)	300
AAAE Contract Tower Association	3,000
Northwest AAAE	95
WA Airport Management Assoc	605
WA Community Airports Assoc	75
WA Pilots Assoc	65
G & A (Exec, Marketing, Public Works, Finance)	11,750
SHRM/HRCI	1,000
MISC (Executive/Business Development)	4,000
082 - 750	750
083 - 1,000	1,000
085 - 3,000	3,000
084 - 2,000	2,000
Marina	2,000
020 - 2,000	2,000
Grand Total	\$ 196,037

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 2026 (2024 unaudited revenues as of 11/24/25 are used):

Total Gross Operating Revenues	
	\$19,038,574
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 \$5,000,000	35,096
Promotional Hosting Limit	\$ 72,596

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	2026 Budget
Marine Terminal	\$ 5,000
Marketing	2,000
Executive	3,000
Administrative	2,000
Total Budgeted	\$ 12,000

Appendix E - 2026 Tax Levy

2026 Tax Levy Calculation

2025 levy amount		8,082,440
Tax Levy 'Banked'		
1% Increase on prior year levy	1%	80,824
New construction	642,975,962	8,163,264
2025 levy rate (\$ per \$1,000)	0.1262	
Levy increase for new construction		81,154
Levy increase for assessed property value		966
Administrative Refund Re-Levy		80,072
Proposed 2026 tax levy		8,325,455
2026 Preliminary Assessed Valuation	\$ 66,437,328,764	
2026 Tax Levy Rate (calculated)		\$ 0.12531291346

Appendix F - Bond Debt

Outstanding Long Term General Obligation Bond Debt

Includes Series: 2013B, 2015REF, 2016A, 2018A, 2018B

As of January 1, 2026

Fiscal Year(s)	Principal	Interest	Annual Debt Service
2026	3,491,161	702,656	4,193,817
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	485,000	341,050	826,050
2032	510,000	316,800	826,800
2033-2042	6,460,000	1,803,100	8,263,100
Grand Total	18,106,161	4,939,792	23,045,953

Outstanding Financed Equipment Debt with Key Bank

As of January 1, 2026

Fiscal Year(s)	Principal	Interest	Annual Debt Service
2026	31,161	499	31,660
Grand Total	31,161	499	31,660

2026 Proposed Capital Budget (Updated 10.30.25)					2026				2027	2028	2029	2030	Notes
Business Unit	Description	Project Status	Project Number	Project to Date Spending (Estimate for 12/31/25)	2026 Project Funding	Port Funds	Grant Funds	Anticipated Funds as of 2026 for approved projects					
Airport	A: Runway 17-35 (South) Pavement and Electrical Rehabilitation	Planned	AP240301	\$1,650,873	\$1,098,537	\$27,464	\$1,071,073	N/A	N/A	N/A	N/A	97.5% Grant Funded. Phase 1 complete in 2025. Phase 2 takes place in 2026.	
	A: Apron & Taxiway Repair and Striping	Planned	AP2502	\$110,000	\$1,561,948	\$39,049	\$1,522,899	N/A	N/A	N/A	N/A	97.5% Grant Funded	
	A: Equipment - Scissor Lift	Projected	AP2506	N/A	\$23,000	\$23,000	N/A	N/A	N/A	N/A	N/A	Carry over from 2025. Did not find appropriate used equipment in 2025. Continuing to search.	
Marina & Boatworks	BW: Boatworks Yard Expansion	Planned	MB2509	\$150,000	\$625,000	\$625,000	N/A	N/A	N/A	N/A	N/A	Design is complete. Will go out to bid for this project in 2026.	
	BW: Stormwater Treatment System	Planned	MB2306	\$116,000	\$850,000	\$300,000	\$550,000	N/A	N/A	N/A	N/A	Lead time for unit pushes project into 2026. Bid and awarded.	
Marine Terminal	MT: Berth 1 Repairs - MARAD	Projected	MT2309	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	\$2,700,000	N/A	N/A	Design Phase. Expected to completed in 2028.Total grant funding is approximately 75% of cost in every year of project.	
	MT: Maintenance Facility - MARAD	Projected	MT2310	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	N/A	\$3,500,000	N/A	Design Phase. Expected to completed in 2029. Total grant funding is approximately 75% of cost in every year of project.	
	MT: Asphalt Paving - MARAD	Projected	MT2311	\$260,000	\$200,000	\$50,000	\$150,000	\$66,000	N/A	N/A	\$5,400,000	Design Phase. Expected to completed in 2030. Total grant funding is approximately 75% of cost in every year of project.	
	MT: Dewatering Facility	Projected	MT2607	N/A	\$500,000	\$500,000	N/A	N/A	N/A	N/A	N/A	This dollar amount is a placeholder. Working on getting an accurate estimate. This project will not proceed unless buiness is secured.	
	MT: Storage Facility	Projected	MT2516	\$500,000	\$6,500,000	\$6,500,000	N/A	N/A	N/A	N/A	N/A	Design and permitting in 2025. Construction in 2026.	
Real Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Non-Ops	Building TI (Port HQ)	Planned	PR2523	\$375,000	\$3,800,000	\$3,800,000	N/A	\$1,300,000	N/A	N/A	N/A	Based on current schematic design estimates. Will go out to bid and start construction in mid/late 2026.	
	Contingency	N/A	N/A	N/A	\$120,000	\$120,000	N/A	N/A	N/A	N/A	N/A		
					Total Project Funding	Total Port Funds	Total Grant Funds	Total Anticipated Funds for approved projects					
					\$15,678,485	\$12,084,513	\$3,593,972	\$1,498,000	\$2,700,000	\$3,500,000	\$5,400,000		

Project Status Labels: Compatible with Port Policy 1204 - Capital Investment

1. **Planned projects** are ready to proceed, have internal customer commitments, and are likely to progress this budget year. The Port has reviewed these projects and they meet or exceed its “3 Es” requirements, i.e., Economic Development, Environmental Stewardship, and Earnings.

2. **Projected projects** identify a business need or opportunity; however these projects have not been fully developed in scope, cost, or permits.

2026 Proposed Capital Budget (Updated 10.30.25)					2026				2027	2028	2029	2030	Notes
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Real Estate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
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						\$15,678,485	\$12,084,513	\$3,593,972	\$1,498,000	\$2,700,000	\$3,500,000	\$5,400,000	

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2. **Projected projects** identify a business need or opportunity; however these projects have not been fully developed in scope, cost, or permits.

**PORT OF OLYMPIA
Resolution 2025-09**

**A Resolution of the Port of Olympia Commission authorizing,
providing for acceptance, approval, and adoption of the Final
2026 Annual Operating Budget including annual User Rates and Fees and Capital
Investment Plan pursuant to RCW 53.35.045.**

WHEREAS, a Preliminary 2026 Annual Operating Budget and Capital Investment Plan was prepared and presented in a public meeting of the Port of Olympia Commission on October 27, November 10, November 17 and November 24, 2025.

WHEREAS, public notices were published in a newspaper of general circulation in Thurston County on October 26th, and November 2nd proclaiming the availability of the Proposed Final 2026 Annual Operating Budget and Capital Investment Plan to taxpayers at the Port office and announcing a public hearing on the Final Budget on November 10, 2025, all in accordance with RCW 53.35.030 and 53.35.045; and

WHEREAS, a public hearing was held on November 10, 2025 at 5:30 P.M., in person and virtually after proper notice for a regular meeting of the Port Commission in the daily newspaper of general circulation in Thurston County was given, and the Port Commission heard from all persons desiring to be heard on the matter of the Final Budget all in accordance with RCW 53.35.030 and RCW 53.35.045.

NOW, THEREFORE, IT IS RESOLVED by the Port of Olympia Commission as follows:

1. The Final Annual Budget for Port Operations & Capital Investment Plan for 2026, appended hereto as part of this Resolution is accepted and approved.
2. The Port's 2026 Final Annual Budget for Port Operations & Capital Investment Plan shall include schedules of all user rates and fees charged by the Port; and further,
3. The Port Commission's adoption of the Final Annual Budget for Port Operations & Capital Investment Plan shall serve as the 2026 annual update to the Port's user rates and fees.
4. The Port Commission's adoption of the Final Capital Investment Plan shall allow for the use and expenditure of any unused funds from 2025.

This resolution shall become effective immediately upon its adoption and repeals any prior resolutions on this matter.

ADOPTED by a majority of the members of the Port Commission of the Port of Olympia, a majority being present and voting on this Resolution at a regular Commission meeting on November 24, 2025, as attested to by the signatures below of the Commissioners physically present this 24th day of November, 2025.

PORT OF OLYMPIA COMMISSION

Jasmine Vasavada, President

Maggie Sanders, Vice President

Sarah Montano, Secretary

Bob Iyall, Commissioner

Amy Harding, Commissioner

Ordinance / Resolution No. 2025-10
RCW 84.55.120

WHEREAS, the Commission of Port of Olympia has met and considered
(Governing body of the taxing district) (Name of the taxing district)
its budget for the calendar year 2026; and,

WHEREAS, the districts actual levy amount from the previous year was \$ 8,082,440.00; and,
(Previous year's levy amount)

WHEREAS, the population of this district is ☒ more than or ☐ less than 10,000; and now, therefore,
(Check one)

BE IT RESOLVED by the governing body of the taxing district that an increase in the regular property tax levy
is hereby authorized for the levy to be collected in the 2026 tax year.
(Year of collection)

The dollar amount of the increase over the actual levy amount from the previous year shall be \$ 80,824.40
which is a percentage increase of 1.00 % from the previous year. This increase is exclusive of
(Percentage increase)

additional revenue resulting from new construction, improvements to property, newly constructed wind turbines,
solar, biomass, and geothermal facilities, and any increase in the value of state assessed property, any annexations
that have occurred and refunds made.

Adopted this 24 day of November, 2025.

_____	_____
_____	_____
_____	_____

If additional signatures are necessary, please attach additional page.

This form or its equivalent must be submitted to your county assessor prior to their calculation of the property tax levies. A certified budget/levy request, separate from this form is to be filed with the County Legislative Authority no later than November 30th. As required by RCW 84.52.020, that filing certifies the total amount to be levied by the regular property tax levy. The Department of Revenue provides the "Levy Certification" form (REV 64 0100) for this purpose. The form can be found at: <http://dor.wa.gov/docs/forms/PropTx/Forms/LevyCertf.doc>.

To ask about the availability of this publication in an alternate format, please call 1-800-647-7706. Teletype (TTY) users may use the Washington Relay Service by calling 711. For tax assistance, call (360) 534-1400.

COVER MEMO

Briefing Date/Time: November 24, 2025

Staff Contact/Title: Damien Egan, Harbor Senior Manager, 360.528.8045, damiene@portolympia.com

Subject: Harbor Patrol Briefing & Organizational Transition Advisory

Purpose: ☒ Information Only ☐ Decision Needed

Overview:

An overview and future transition plan for the Port of Olympia Harbor Patrol, presented in two parts:

- Part 1: Briefing with no action required.
- Part 2: Advisory with no action required.
 - o Action to be requested at a future Commission meeting.

Background:

The Port of Olympia has operated the Harbor Patrol since acquiring the program from the City of Olympia in 2015. Port staff and Harbor Patrol Commanders will first provide an overview of the program and current limitations. Port staff will then provide an advisory presentation on a proposed transfer of the Harbor Patrol program to the Thurston County Sheriff's Office.

Documents Attached:

PowerPoint Presentation.

Summary and Financial Impact:

The Harbor Patrol program has a proposed 2026 operating budget of \$35,000. This budget expense is accounted for within the Port's Government Services budget section.

Affected Parties:

Port of Olympia
Thurston County Sheriff's Office
City of Olympia
Harbor Patrol

Next Steps/Timeframe:

Staff will return to the Commission for approval of an interlocal agreement (ILA) between the Port and the Thurston County Sheriff's Office (TCSO) to effect a complete transfer of the organization and its two vessels. The intent is for the program to be fully maintained but operating in the future under the auspices of the TCSO Marine Services Unit (MSU).

Considerations and Conclusion:

The Port's oversight of the Harbor Patrol program over the last 10 years has ensured the continuation of a former City of Olympia program that has been an essential community asset. Increased costs associated with maintaining its two vessels, increased liability to the Port by providing these services – coupled with the lack of Port law enforcement authority – has placed a significant burden on continuing operations. Transferring the program to TCSO will reduce Port budget and staff obligations, will allow the program to have oversight from an entity more in line with the Harbor Patrol Mission, will add a needed law enforcement capability to Thurston County waterways, and will achieve expanded community benefits.

Staff Recommendation:

Port staff recommends approval of the transfer ILA when presented to the Commission.



PORT of OLYMPIA
Serving All of Thurston County

Port of Olympia Harbor Patrol

Damien Egan
Harbor Senior Manager
November 24, 2025



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Today's Presentation – Two Parts

Briefing and Advisory Only – No Action Req'd

- Part 1 – Briefing
 - Harbor Patrol General Overview
- Part 2 – Advisory
 - Harbor Patrol Organizational Transition
- Questions and Comments



2



Today's Presentation – Part 1

Briefing Only – No Action Required

- History
- Mission
- Patrol vessels
- Current staffing
- Operational overview
- Current state of the program



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Harbor Patrol Overview

History

- 1982: Harbor Patrol commenced operations under direction of City of Olympia Police Department (OPD).
- 2015: City gave notice it would no longer fund the program.
- 2015: By Commission action, via an Interlocal Agreement (ILA) with the City, Port of Olympia acquired OPD's Harbor Patrol vessel and its volunteer members.



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Harbor Patrol Overview

Port of Olympia Mission

- **Security** of Port and its Customers
 - Budd Inlet Surveillance
- Marine **Safety**
 - Education, Special Events, Ship Escorts
- Emergency **Response**
 - Search & Rescue, Aid to Distressed Vessels, EMS
- ***No law enforcement authority***



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Harbor Patrol Overview

Vessels

Harbor 1 – Primary Response

2004 28' Almar Safety Boat



Port 1 – Port Operations/Backup Response

1999 19' Preston Tuff Boat



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Harbor Patrol Overview

Vessels (cont'd)

Integrity – Thurston County Sheriff's Office Marine Services Unit ILA

2013 SafeBoat 31' Medical



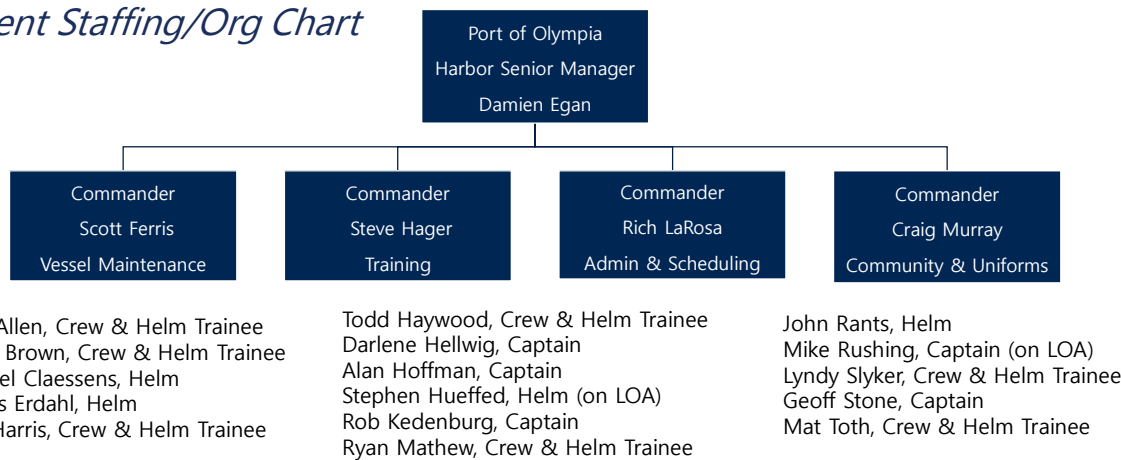
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Harbor Patrol Overview

Current Staffing/Org Chart



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Harbor Patrol Overview

Operations

- Routine patrol areas:
 - Budd Inlet
 - Other South Sound locations upon USCG request
- Priorities:
 - Security, safety, emergency response
- 800 hours on-water patrol annually
- 750 hours of training annually



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Harbor Patrol Overview

Operations (cont'd)

- Local community events:
 - Olympia Harbor Days
 - Olympia Dragon Boat Races
 - Sailing Regattas
- Collaborative training exercises with local emergency response agencies



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Harbor Patrol Overview

Classroom Training

- "Rules of the road" (72COLREGS)
- ATON's, Signal light codes
- Radios & USCG protocols
- Chart plotter, Navigation
- Night operations, Radar
- Towing, Anchoring, IRB
- SAR, Fire suppression
- Local hypothermia, First aid, CPR, AED



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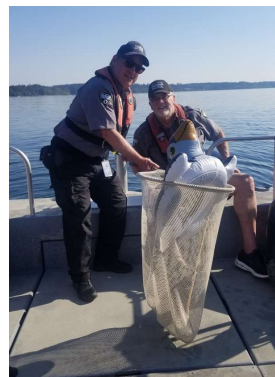


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Harbor Patrol Overview

Vessel/On-Water Training

- Outboard maneuvers & anchoring
- Radios (VHF & UHF)
- Chart Plotter, Radar
- Local navigation, ATON's, Light codes
- Rules of the road (#18: NRCFSPS)
- Night operations
- Pumps, Generator use
- Water rescue, Fire suppression
- Towing, Dinghy/IRB



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Harbor Patrol Overview

Current State of Program – Budget

- 2024
 - Budget: \$33,000
 - Unaudited expense \$23,771
- 2025:
 - Budget: \$33,000
 - Projected expense \$34,442
- 2026:
 - Budget: \$35,000



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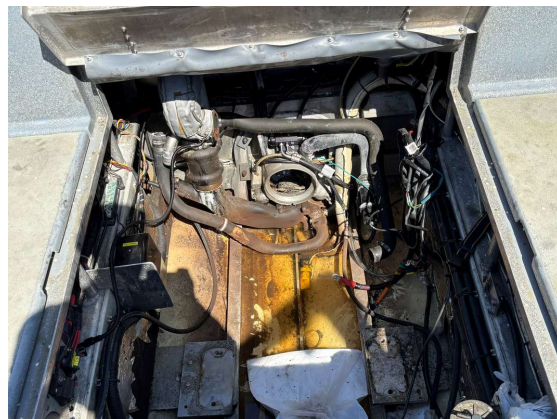


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Harbor Patrol Overview

Current State of Program – Vessels

- 2022: Integrity out of service: Engine replacement needed; repair estimate \$100,000+.
- 2025: Harbor 1 out of service: Engine repair estimate \$90,000+.
- Budget insufficient for needed repairs.



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Harbor Patrol Overview

Current State of Program – Operations

- Port 1 on split shift operations due to vessel size restrictions.
- Recruitment of new members on hold due to vessel availability.
- Winter 2025: Emergency callout only at Captain's discretion (no normal patrols).



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Today's Presentation – Part 2

Advisory Only – No Action Required

- Harbor Patrol organizational transition: Transfer of Harbor Patrol organization and vessels to Thurston County Sheriff's Office (TCSO)
- Rationale
- Vessel history and status
- Vessel/program transfer process/next steps
- Future implications and benchmarks



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Organizational Transition

Rationale

- Need for waterway law enforcement authority.
- Significant budget impact to Port under continued Port program ownership.
- Thurston County has law enforcement authority, budget funding, and supporting administrative structure (Marine Services Unit – MSU).
- Reduction of liability risk and insurance cost to Port.

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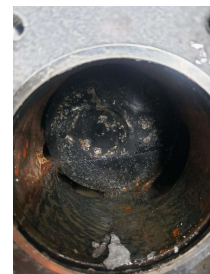


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Organizational Transition

Vessel History and Status

- 2014: Port purchased security vessel Integrity with DHS/FEMA grant.
- 2021: Integrity suffered catastrophic engine failure; repair estimate \$100,000+.
- Budget for repairs not available.



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Organizational Transition

Vessel Transfer Considerations – Process

- 2022: Port discussed transfer of Integrity to TCSO.
- 2022: Port investigated transfer of existing FEMA grant obligation to TCSO; no provision exists for direct transfer of obligation.
- Vessel transfer placed on hold.
- Harbor Patrol operations continued with Harbor 1 vessel.



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Organizational Transition

Vessel Transfer Considerations – Process (cont'd)

- 2025: Harbor 1 out of service due to needed but unfunded engine repair.
- Port reopened discussion with TCSO to verify continued interest; TCSO confirmed interest in both vessels and entire organization via its MSU.
- Port engaged FEMA to establish a process to release grant obligation and allow transfer unencumbered.



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Organizational Transition

Vessel Transfer Considerations – Process (cont'd)

- Release requires payment of 75% of fair market value to FEMA.
- March 2025: Integrity vessel survey established FMV of \$20,000.
- August 2025: Integrity surplus by Port Commission via Port Policy 125.
- November 2025: Harbor 1 also surplus by Port Commission.



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Organizational Transition

Vessel/Program Transfer – Next Steps

- Submit payment to FEMA for release of grant obligation.
- Finalize ILA provisions with TCSO staff.
- Complete ILA review by both Port and TCSO legal counsel.
- Seek Commission ILA approval.
 - Planned for December 8.



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Organizational Transition

Future Implications – Looking Ahead

- Harbor Patrol operation not aligned with Port's mission or Vision 2050.
- Expanded community benefits under TCSO MSU direction:
 - Waterways coverage area
 - Law enforcement
 - Vessel inspections
 - Safety checks



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Organizational Transition

Benchmarks

- Port acquired Harbor Patrol to avoid its extinction.
- Scope of operations remains limited under Port's authority.
- TCSO will acquire vessels and entire existing program/structure.
- TCSO has access to funding sources not available to the Port.
- Port will reduce staff time, operating expenses, and depreciation.
- Port will increase revenue from moorage and fuel sales.
- Port will continue to receive Security, Safety, and Emergency Response value.

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Questions and Comments



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