



Serving what matters today, with a view for tomorrow.

**Port of Kingston Board of Commissioners  
Regular Meeting Agenda**

**October 22<sup>nd</sup>, 2024, at 6:30-8:00pm**

<b>Meeting called by:</b>	Port of Kingston Commissioners
<b>Type of meeting:</b>	Regular Meeting
<b>Location:</b>	Hybrid

A. In Person:  
Village Green Community Center  
26159 Dulay Rd NE  
Kingston, WA 98346

B. Virtual via Zoom:  
Join Zoom Meeting  
<https://us02web.zoom.us/j/82157809065>  
Meeting ID: 821 5780 9065  
Dial by your location  
1 253 215 8782 US (Tacoma)

Welcome to the October 22<sup>nd</sup>, 2024, Regular Meeting of the Port of Kingston Commission. Comments from those in attendance will be allowed upon recognition of the Chair. Please identify yourself by stating your name. We would like to remind everyone that while we greatly value your input, the Commissioners will not be responding to questions and comments during our Regular Session meetings. This practice ensures the meetings run efficiently and within the scheduled agenda. The Executive Director or a Commissioner will follow up with you after the meeting. Thank you for your understanding and continued participation.

If you would like to be added to the agenda for a future meeting, please contact the Port Office at least one week prior to the regularly scheduled meeting. Please submit your documents and/or presentations at the time of your request.

*This is a preliminary agenda and is subject to change.*

**Agenda Topics**

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**



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### 3. APPROVAL OF AGENDA

### 4. PUBLIC COMMENT

Citizens may address the Commission regarding any item related to Port business, including items on the agenda.

### 5. CONSENT AGENDA

These matters are routine and will be enacted by one motion of the Commission with no separate discussion. If discussion is desired, that item may be removed from the Consent Agenda by a Commissioner.

- A. Approve September 10<sup>th</sup>, 2024 Work Session Meeting Minutes
- B. Approve September 24<sup>th</sup>, 2024 Work Session Meeting Minutes
- C. Approve September 25<sup>th</sup>, 2024 Regular Meeting Minutes
- D. Approve October 2<sup>nd</sup>, 2024 Special Session Minutes
- E. Approve October 8<sup>th</sup>, 2024 Work Session Meeting Minutes
- F. Approve September 2024 Warrants **\$254,083.09** (\$119,957.53 and \$134,125.56) and **\$139,052.23** EFT Payments

### 6. ACTION ITEMS

- A. APPROVE – RESOLUTION NO. 2024-10-22-01 AMEND CONTRACT WITH WASHINGTON PROJECT CONSULTANTS, PLLC.
- B. APPROVE – RESOLUTION NO. 2024-10-22-02 ADOPT 2024-2030 STRATEGIC PLAN
- C. APPROVE – RESOLUTION NO. 2024-10-22-03 AMEND RESOLUTION NO. 2024-10-02-04 ADOPT 2025 COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS

### 7. DISCUSSION ITEMS

### 8. FINANCIAL REPORT

### 9. COMMISSIONER REPORTS

### 10. STAFF REPORTS

**11. NEXT REGULAR MEETING:** Wednesday November 20<sup>th</sup>, 2024, at 1:00p.m. Hybrid Village Green Community Center 26159 Dulay Rd NE Kingston, WA 98346





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## 12. ADJOURN

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

Attest: \_\_\_\_\_  
Greg Englin, Executive Director

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner



**PORT OF KINGSTON**

*“Serving What Matters Today with a View For Tomorrow.”*

**Port of Kingston Board of Commissioners**

**Work Session**

**September 10th, 2024, 9:30 – 11:00AM**

NAME		GUEST	
Greg Englin	<input checked="" type="checkbox"/>	Ron Karzmar	<input checked="" type="checkbox"/>
Steve Heacock	<input checked="" type="checkbox"/>	Aaron Powell	<input checked="" type="checkbox"/>
Laura Gronnvoll	<input checked="" type="checkbox"/>	Mary Gleysteen	<input checked="" type="checkbox"/>
Mary McClure	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Audra Trainer	<input type="checkbox"/>		<input type="checkbox"/>
Kris Williams	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Torey Grandt	<input type="checkbox"/>		<input type="checkbox"/>

**Meeting called by:** Port of Kingston Commissioners  
**Type of meeting:** Work Session  
**Location:** Village Green Community Center

Welcome to the September 10<sup>th</sup>, 2024 Work Session of the Port of Kingston Commission. We’d like to remind everyone that this is a working session for the Commission to discuss and review various matters. Please note that public comment is not taken during the Work Session. There will be opportunities for public input during our regular Commission meeting. We appreciate your understanding and cooperation.

*This is a preliminary agenda and is subject to change.*

**Agenda Topics**

- 1. CALL TO ORDER – 9:05am**
- 2. PLEDGE OF ALLEGIANCE –**
- 3. DISCUSSION**
  - A. Strategic Planning –**  
Public comment received via email from the following community members  
Mary Gleysteen  
Beth Berglund  
Betsy Cooper



**PORT OF KINGSTON**

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The 2024-2030 Strategic Plan was discussed.

**NEXT REGULAR MEETING:** Wednesday September 25<sup>th</sup>, 2024 at 1:00p.m.

**ADJOURN – 11:02am**

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

\_\_\_\_\_  
Greg Englin, Executive Director

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner



**PORT OF KINGSTON**

*“Serving What Matters Today with a View For Tomorrow.”*

**Port of Kingston Board of Commissioners**

**Work Session**

**September 24th, 2024, 9:30 – 11:00AM**

NAME		GUEST	
Greg Englin	<input checked="" type="checkbox"/>	Mary Gleysteen	<input checked="" type="checkbox"/>
Steve Heacock	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Laura Gronnvoll	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Mary McClure	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Audra Trainer	<input type="checkbox"/>		<input type="checkbox"/>
Kris Williams	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Torey Grandt	<input type="checkbox"/>		<input type="checkbox"/>

**Meeting called by:** Port of Kingston Commissioners  
**Type of meeting:** Work Session  
**Location:** Village Green Community Center

Welcome to the September 24<sup>th</sup>, 2024 Work Session of the Kingston Port Commission. I’d like to remind everyone that this is a working session for the Commission to discuss and review various matters. Please note that public comment is not taken during the Work Session. There will be opportunities for public input during our regular Commission meeting. We appreciate your understanding and cooperation.

*This is a preliminary agenda and is subject to change.*

**Agenda Topics**

- 1. CALL TO ORDER – 9:30am**
- 2. PLEDGE OF ALLEGIANCE –**
- 3. DISCUSSION**
  - A. Strategic Planning –**

The 2024-2030 Strategic Plan was discussed.



**PORT OF KINGSTON**

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**NEXT REGULAR MEETING:** Wednesday September 25<sup>th</sup>, 2024 at 1:00p.m.

**ADJOURN – 10:51am**

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Laura Gronnvoll, Commissioner

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Greg Englin, Executive Director

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Steve Heacock, Commissioner

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Mary McClure, Commissioner



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PORT OF KINGSTON  
 Regular Session  
 September 25<sup>th</sup>, 2024 1:00pm  
 Meeting Minutes

NAME		EMAIL	GUESTS
Greg Englin	<input checked="" type="checkbox"/>	<a href="mailto:grege@portofkingston.org">grege@portofkingston.org</a>	Beth Berglund
Steve Heacock	<input checked="" type="checkbox"/>	<a href="mailto:steveh@portofkingston.org">steveh@portofkingston.org</a>	Nancy Langwith
Laura Gronnvoll	<input checked="" type="checkbox"/>	<a href="mailto:laurag@portofkingston.org">laurag@portofkingston.org</a>	Mary Gleysteen
Mary McClure	<input checked="" type="checkbox"/>	<a href="mailto:marymc@portofkingston.org">marymc@portofkingston.org</a>	Beverly Parsons
Audra Trainer	<input type="checkbox"/>	<a href="mailto:audrat@portofkingston.org">audrat@portofkingston.org</a>	Tony Hitchman
Kris Williams	<input checked="" type="checkbox"/>	<a href="mailto:krisw@portofkingston.org">krisw@portofkingston.org</a>	Dana Sweaney-Schumacher
Torey Grandt	<input type="checkbox"/>	<a href="mailto:toreyg@portofkingston.org">toreyg@portofkingston.org</a>	Lucy Schumacher
Marc Horton	<input checked="" type="checkbox"/>	<a href="mailto:mhorton@washingtonprojectconsultants.com">mhorton@washingtonprojectconsultants.com</a>	Ron Karzmar

- |  |
|--|
| <p><b>1. Call to Order</b> - Commissioner Gronnvoll called the meeting to order at 1:02pm</p>  |
| <p><b>2. PLEDGE OF ALLEGIANCE</b></p>  |
| <p><b>3. APPROVAL OF AGENDA</b></p> <p>Motion to approve agenda<br/>       Moved: Commissioner McClure<br/>       Second: Commissioner Heacock</p> <p>Vote: Pass 3-0</p>   |
| <p><b>4. PUBLIC COMMENT –</b></p> <p>A. Mary Gleysteen asked how to effectively communicate with the commissioners and Executive Director and have an effective response from commissioners and/or the Executive Director. Commissioner Gronnvoll stated the Executive Director, Greg Englin, will respond to her and answer the question.</p> <p>B. Dana Sweaney-Schumacher due to the governance of Kingston it is difficult to know who to speak to regarding things like accessibility. She stated the sidewalks have deteriorated over time and make traveling by electric wheelchair difficult for her daughter. The green spaces in Kingston are not accessible.</p> <p>C. Lucy Schumacher stated the most immediate concern is the sidewalk issue. There are 1–2-inch differences along the sidewalks that make it very difficult to move around in an electric wheelchair. Access to some green spaces and the beach is non-existent.</p> |



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- D. Beverly Parsons expressed her thoughts about the Port of Kingston’s mission and vision aligning with those of Kitsap County. Beverly believes there is a disconnect and the Port should have more conversations with other government agencies to come together for the community as a whole. She is interested in the Port’s view of climate change and what the Port is doing for the environment in regard to shoreline regulations, wildlife, and marine life. Beverly asked why the Port would consider extending the Port district boundaries.
- E. Beth Berglund shared her concerns that transportation is not a high enough priority in the Port’s Strategic Plan to ensure connectivity for community members to get to critical services. Beth believes there should be more emphasis on community members having access to boating when moorage at the marina is not an option, i.e. boat ramp, trailering. She also recommended having a financial comparison for three commercial development scenarios, status quo, the full commercial development as presented in the past, and something in between.

#### 5. CONSENT AGENDA

These matters are routine and will be enacted by one motion of the Commission with no separate discussion. If discussion is desired, that item may be removed from the Consent Agenda by a Commissioner.

- A. Approve July 31<sup>st</sup>, 2024 Regular Meeting Minutes
- B. Approve August 28<sup>th</sup>, 2024 Regular Meeting Minutes
- C. Approve August 2024 Warrants **\$340,763.20** (\$48,228.49, \$41,212.04, and \$251,322.67) and EFT Payments **\$213,337.73**

Motion to approve consent agenda  
Moved: Commissioner Heacock  
Second: Commissioner McClure

Vote: Pass 3-0

#### 6. ACTION ITEMS

- A. **APPROVE - RESOLUTION NO. 2024-09-25-01 - RESCIND RESOLUTION 2023-03-22-01 – UPDATE VISA ACCOUNTS**

Executive Director, Greg Englin, explained the reasoning for updating the credit cards accounts. We are required to provide the names and titles of the credit card users to the bank as the users have personal liability for the use. To prevent work stoppages, ensure operational efficiency, and create redundancy it's essential to have multiple authorized users on the credit card account. Commissioner Heacock read resolution into the record.



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Motion to approve  
Moved: Commissioner McClure  
Second: Commissioner Heacock  
Vote: 3-0

**B. APPROVE - RESOLUTION NO. 2024-09-25-02 - RESCIND RESOLUTION 2022-06-22-02 & APPROVE RESOLUTION 2024-09-25-02 TO DELEGATE AUTHORITY OF PORT BANK ACCOUNTS**

Commissioner Heacock read resolution into the record. Executive Director, Greg Englin, explained the purpose of updating the resolution to include the Financial Analyst. This allows for redundancy and provides updated information.

Motion to approve  
Moved: Commissioner McClure  
Second: Commissioner Heacock  
Vote: 3-0

**7. DISCUSSION**

**A. 2025 Preliminary Budget**

Executive Director, Greg Englin, reviewed the Preliminary Budget items. The ultimate goal would be to fund the repair and replacement of all assets. The Balance sheet shows the estimated value of Port assets at approximately \$13M, however, the replacement value is closer to \$30M.

**OPERATING REVENUE**

Fuel Sales - \$769,243  
Moorage – Guest - \$287,400 - expecting to increase Guest moorage by attracting more boaters. We have increased the number of yacht clubs that come to Kingston annually.  
Moorage – Permanent - \$1,339,232 - adjusting 3% for 2025  
Moorage – Seasonal - \$108,336 - October – April  
Other Operating Income - \$8,181  
Other Operating Service - \$45,092  
Parking - \$706,324 – has rebuilt to Pre-COVID demand, we are planning for a different payment system  
Rental Property - \$267,755 – increase approximately \$16K annually due to CPI  
Retail Sales - \$11,350  
Utilities Income - \$63,544 - – budgeted for increase, we cannot profit, only recoup the expenses we incur. Some costs are not being recovered, we will conduct an audit to determine where those costs are and create a plan to recover.

**TOTAL OPERATING REVENUE - 3,606,457**

COST OF GOODS SOLD - \$634,228

GROSS PROFIT CASH - \$2,972,229





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OPERATING EXPENSE

Bank Charges - \$2,120 – migrating away from cash and credit cards and encourage ACH payments, more secure and less expensive

Commissioner Expense - \$100,867 – travel, compensation, and benefits

**Compensation and Benefits - \$1,807,984** – we currently contract for services to fill the gaps (i.e., Port Engineer, Real Estate or Environmental Planning) Benchmarking was conducted by third party in 2022, we will likely conduct another next year. Budgeting for 10% increase for benefits

Computer and Telecom - \$80,779 – renewed Olympic Educational Service District (OESD)

Equipment and Maintenance - \$118,588 – equipment rental is included in this line item, maintenance and repair is the primary expense

Insurance and Taxes - \$170,269 – Having no claims is the best way to reduce our costs for insurance

Other Operating Expense - \$12,087

Professional Services - \$184,548 – no longer have third party accounting expenses, the State Auditor's office will be conducting an Audit this year, consulting fees, ADA assessment

Promotional and Dues - \$87,430 – Washington Public Ports Association (WPPA - Lobby Statewide), Pacific Northwest Waterways Association (PNWA - Federal Representation), Recreational Boaters Association of Washington, Greater Kingston Chamber of Commerce

Supplies - \$56,030

Travel and Training - \$31,095

Utilities - \$153,715

**TOTAL OPERATING EXP BEFORE DEPR - \$2,805,513**

NET OPERATING INCOME BEFORE DEPR - \$166,716

**Depreciation and Amortization - \$497,722**

NET OPERATING INCOME - (331,006)

OTHER INCOME

Investment Income - \$79,950

Interest Income Lease - \$63,420

**Property Tax Receipts - \$228,035**

Leasehold Excise Tax - -

Gain/Los Asset Dspstn - -

**TOTAL OTHER INCOME - \$371,405**

OTHER EXPENSE

Interest Exp GO Bond - \$18,806 – Bond was taken out to pay for the covered moorage in 2017

Election Expense - \$7,000

Environmental Expense - \$3,000 – contamination from underground fuel tanks some years ago

**TOTAL OTHER EXPENSE - \$28,806**

NET OTHER INCOME/EXPENSE - \$342,599

**NET INCOME - \$11,593**



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Executive Director Greg Englin stated the ultimate goal would be after depreciation Net Income to exceed \$500,000, this would go a long way to cover the future capital needs. The Port was losing money in 2018, roughly **-\$180,000**. There was more debt than today. We are up \$2M and have paid down \$400,000 on the debt. We are “above water” \$2.2M.

Commissioner McClure asked what the estimated asset replacement cost is. ED Englin stated it is approximately \$30M.

Commissioner McClure asked if KEDA is included in the Promotional and Dues line item. Ed Englin answered yes, it is included in the amount budgeted.

Commissioner Gronnvoll stated we will not have time to cover the remaining agenda items in the time left of the meeting.

We will continue the Strategic Plan discussion at the Special Meeting scheduled on October 2, 2024 at 6:30pm. ED Englin stated we will vote on the Strategic Plan at the next Regular Meeting scheduled Tuesday October 22<sup>nd</sup>, 2024.

Commissioner Heacock mentioned an app on the county website called SeeClickFix. Anyone can submit their concerns, such as the sidewalk issue in Kingston.

**B. Strategic Plan – defer discussion to October 2<sup>nd</sup>, 2024 Special Meeting**

**8. FINANCIAL REPORT**

Finance Director, Audra Trainer, shared the August financials.

- Cash and Equivalents -
- LTGO Bond -
- Net Cash Reserves -
- Gross Profit - \$
- Net Operating Income –
- Net Income YTD –

**9. COMMISSION REPORT**

**N/A**

**10. STAFF REPORT**

**11. ADJOURN**

Commission adjourned the meeting at 3:10pm

**NEXT REGULAR SESSION:** Tuesday, October 22<sup>nd</sup>, 2024, at 6:30PM Village Green Community Center



**PORT OF KINGSTON**

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Laura Gronnvoll, Commissioner

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Greg Englin, Executive Director

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Steve Heacock, Commissioner

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Mary McClure, Commissioner



*“Serving What Matters Today with a View For Tomorrow.”*

**Port of Kingston Board of Commissioners  
Special Session**

**October 2<sup>nd</sup>, 2024, 6:30-8:00pm**

<b>NAME</b>		<b>GUESTS</b>	
Greg Englin	<input checked="" type="checkbox"/>	Mary Gleysteen	<input checked="" type="checkbox"/>
Steve Heacock	<input checked="" type="checkbox"/>	Lucy Schumacher	<input checked="" type="checkbox"/>
Laura Gronnvoll	<input checked="" type="checkbox"/>	Dana Sweaney-Schumacher	<input checked="" type="checkbox"/>
Mary McClure	<input type="checkbox"/>	Ron Karzmar	<input checked="" type="checkbox"/>
Audra Trainer	<input type="checkbox"/>		<input type="checkbox"/>
Kris Williams	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Torey Grandt	<input type="checkbox"/>		<input type="checkbox"/>
Marc Horton	<input type="checkbox"/>		<input type="checkbox"/>

**Meeting called by:** Port of Kingston Commissioners  
**Type of meeting:** Special Meeting  
**Location:** Village Green Community Center/Hybrid

Welcome to the October 2<sup>nd</sup>, 2024 Special Meeting of the Port of Kingston Commission. Comments from those in attendance will be allowed upon recognition of the Chair. Please identify yourself by stating your name. We would like to remind everyone that while we greatly value your input, the Commissioners will not be responding to questions and comments during our Regular Session meetings. This practice ensures the meetings run efficiently and within the scheduled agenda. The Executive Director or a Commissioner will follow up with you after the meeting. Thank you for your understanding and continued participation.

If you would like to be added to the agenda for a future meeting, please contact the Port Office at least one week prior to the regularly scheduled meeting. Please submit your documents and/or presentations at the time of your request.

*This is the final agenda and is not subject to change, as this is a Special Meeting of the Port of Kingston Commissioners.*

**Agenda Topics**

- 1. CALL TO ORDER – 6:35pm**



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## **2 PLEDGE OF ALLEGIANCE**

## **3 APPROVAL OF AGENDA**

Motion to approve – Commissioner Heacock  
Second – Commissioner Gronnvoll

Vote – 2 passed

## **4 PUBLIC COMMENT:**

N/A

## **5 ACTION ITEMS**

### **A. APPROVE – RESOLUTION NO. 2024-10-02-01 ADOPT 2025 TAX LEVY**

Commissioner Heacock read Resolution 2024-10-02-01 into the record. Executive Director (ED) Englin provided an explanation of the annual tax revenue the Port receives from Kitsap County through property taxes. ED Englin also noted that a detailed report will be prepared outlining how the tax funds are being allocated.

Motion to approve Resolution  
Moved: Commissioner Heacock  
Second: Commissioner Gronnvoll

Vote: 2 passed

### **B. APPROVE – RESOLUTION NO. 2024-10-02-02 ADOPT 2025 BUDGET**

Commissioner Heacock read RESOLUTION NO. 2024-10-02-02 into the record. Commissioner Gronnvoll expressed her appreciation for the time and effort the staff dedicated to the budget process. Commissioner Heacock echoed Commissioner Gronnvoll's sentiment, expressing his appreciation for the staff's efforts during the budget process. ED Englin explained the "zero-based" budgeting used in the development of the budget. Leadership also reviews historical data. Looking back six years, we were financially underwater. Since then, we have turned things around and successfully increased our overall cash reserves. TJ Quandt, Director of Operations and Real Estate is working on expanding seasonal moorage on the guest dock during the non-peak season, October through May. Moorage rates have steadily increased over the past six years in an effort to reach the average rates from previous years. Parking has also increased as the Kitsap Transit fast ferry's service has become more reliable and consistent. The Fuel line of business is more unpredictable as the cost fluctuates dramatically. We have increased the margin of return, trying to earn \$1.00 margin. It is an expensive line of business that we continue to invest in, because it is critical service we provide for our boaters.



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Six years ago, our cash reserves were approximately \$800,000.00. Currently, the cash reserves are \$2.8M. We continue to pay down the LTGO Bond from 2017, \$394,500 paid to date. The bond was taken out to pay for the covered moorage. We are earning an estimated 14.7% on the revenue.

Motion to approve Resolution  
Moved: Commissioner Heacock  
Second: Commissioner Gronnvoll

Vote: 2 passed

**C. APPROVE – RESOLUTION NO. 2024-10-02-03 ADOPT 2025 CAPITAL BUDGET**

Commissioner Heacock read RESOLUTION NO. 2024-10-02-03 into the record. The top capital projects for the 2025 fiscal year are the middle restroom construction, the fire suppression system, the sail float replacement, additional parking stalls, parking lot improvements, software for more efficiently managing the parking, design and permitting of the Washington Boulevard properties, bathymetric survey, new landscaping equipment, PMA survey and modification, and a backup response boat. Although it is not a capital project, we are in the process of scheduling an ADA survey to ensure the Port is doing all we can regarding accessibility.

Motion to approve Resolution  
Moved: Commissioner Heacock  
Second: Commissioner Gronnvoll

Vote: 2 passed

**D. APPROVE – RESOLUTION NO. 2024-10-02-04 ADOPT 2025 COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS**

Commissioner Heacock read RESOLUTION NO. 2024-10-02-04 into the record. We will present an amended Resolution at the next Regular Commission Meeting scheduled for Tuesday October 22<sup>nd</sup>, 2024 for adoption once the dates on the resolution have been corrected.

Motion to approve Resolution  
Moved: Commissioner Heacock  
Second: Commissioner Gronnvoll

Vote: 2 passed



**PORT OF KINGSTON**

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**E. APPROVE – RESOLUTION NO. 2024-10-02-05 ADOPT 2025 RATE SCHEDULE**

Commissioner Heacock read RESOLUTION NO. 2024-10-02-05 into the record. Commissioner Gronnvoll asked ED Englin to explain verbiage “Executive Director may make changes to the Rate Schedule if needed without Commission approval. However, any changes will be reported back to the Commission.” ED Englin explained that he has the authority to implement minor changes to the Rate Schedule to ensure progress, after which he will report these changes back to the Commission. This provision is included in the resolution to promote transparency.

Motion to approve Resolution  
Moved: Commissioner Heacock  
Second: Commissioner Gronnvoll

Vote: 2 passed

**6. DISCUSSION ITEMS**

**7. NEXT REGULAR MEETING:** Tuesday October 22<sup>nd</sup>, 2024 at 6:30 p.m.

**8. ADJOURN – 7:16pm**

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Laura Gronnvoll, Commissioner

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Greg Englin, Executive Director

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Steve Heacock, Commissioner

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Mary McClure, Commissioner



*“Serving What Matters Today with a View For Tomorrow.”*

**Port of Kingston Board of Commissioners**

**Work Session**

**October 8<sup>th</sup>, 2024, 9:30 – 11:00AM**

NAME		GUEST	
Greg Englin	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Steve Heacock	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Laura Gronnvoll	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Mary McClure	<input type="checkbox"/>		<input type="checkbox"/>
Audra Trainer	<input type="checkbox"/>		<input type="checkbox"/>
Kris Williams	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Torey Grandt	<input type="checkbox"/>		<input type="checkbox"/>

**Meeting called by:** Port of Kingston Commissioners  
**Type of meeting:** Work Session  
**Location:** Village Green Community Center

Welcome to the October 8<sup>th</sup>, 2024 Work Session of the Kingston Port Commission. I’d like to remind everyone that this is a working session for the Commission to discuss and review various matters. Please note that public comment is not taken during the Work Session. There will be opportunities for public input during our regular Commission meeting. We appreciate your understanding and cooperation.

*This is a preliminary agenda and is subject to change.*

**Agenda Topics**

- 1. CALL TO ORDER – 9:35am**
- 2. PLEDGE OF ALLEGIANCE –**
- 3. DISCUSSION**
  - A. Strategic Planning –**

The 2024-2030 Strategic Plan was discussed.





**PORT OF KINGSTON**

*"Serving What Matters Today with a View For Tomorrow."*

**NEXT REGULAR MEETING:** Tuesday October 22<sup>nd</sup>, 2024 at 6:30p.m.

**ADJOURN – 10:50am**

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Laura Gronnvoll, Commissioner

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Greg Englin, Executive Director

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Steve Heacock, Commissioner

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Mary McClure, Commissioner



**PORT OF KINGSTON**  
**Warrant List**

We, the undersigned Board of Commissioners of the Port of Kingston, Kitsap County Washington, do hereby certify the merchandise for services hereinafter specified have been received and the warrants listed below are approved for payment in the amount of **\$119,957.53** from the Port of Kingston, Marina Revenue Fund, the 12th day of September 2024.

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Laura Gronnvoll, Commissioner

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Steve Heacock, Commissioner

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Mary McClure, Commissioner

We, the undersigned, do hereby certify under penalty or perjury that the materials have been furnished, the services rendered, or the labor performed as described herein and that the claims is a just, due and unpaid obligation against the Port of Kingston and that I am authorized to authenticate and certify to said claim.

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Audra Trainer, Finance Director

<b>Date</b>	<b>Warrant</b>	<b>Amount</b>	<b>Vendor</b>
9/12/2024	37295	\$3,195.00	AES Consultants, Inc.
9/12/2024	37296	\$32.00	All Shred
9/12/2024	37297	\$393.07	Amazon Capital Services
9/12/2024	37298	\$393.12	Crain Pest Control, LLC
9/12/2024	37299	\$608.00	CSD Attorneys At Law
9/12/2024	37300	\$423.74	Grainger
9/12/2024	37301	\$235.77	Kitsap Bank Visa
9/12/2024	37302	\$393.99	Kitsap Bank Visa
9/12/2024	37303	\$10,241.00	Kitsap County Public Works
9/12/2024	37304	\$10,650.77	KPUD- Kitsap Public Utility
9/12/2024	37305	\$280.00	L&L Port O Potty, Inc
9/12/2024	37306	\$2,022.10	Laura Gronnvoll
9/12/2024	37307	\$327.00	Mary McClure
9/12/2024	37308	\$467.56	New Pig Corporation
9/12/2024	37309	\$113.52	Olympic Springs, Inc.
9/12/2024	37310	\$16,943.47	PESCO
9/12/2024	37311	\$102.08	Pacific Office Automation
9/12/2024	37312	\$226.12	S-Net Communications Inc
9/12/2024	37313	\$645.00	Town Square Publications
9/12/2024	37314	\$976.66	Verizon Wireless
9/12/2024	37315	\$3,942.50	Washington Project Consultants, PLLC
9/12/2024	37316	\$1,709.65	Waste Management
9/12/2024	37317	\$65,635.41	World Kinect Energy Services

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**\$119,957.53**



**PORT OF KINGSTON**  
**Warrant List**

We, the undersigned Board of Commissioners of the Port of Kingston, Kitsap County Washington, do hereby certify the merchandise for services hereinafter specified have been received and the warrants listed below are approved for payment in the amount of **\$134,125.56** from the Port of Kingston, Marina Revenue Fund, the 26th day of September 2024.

---

Laura Gronnvoll, Commissioner

---

Steve Heacock, Commissioner

---

Mary McClure, Commissioner

We, the undersigned, do hereby certify under penalty or perjury that the materials have been furnished, the services rendered, or the labor performed as described herein and that the claims is a just, due and unpaid obligation against the Port of Kingston and that I am authorized to authenticate and certify to said claim.

---

Audra Trainer, Finance Director

<b>Date</b>	<b>Warrant</b>	<b>Amount</b>	<b>Vendor</b>
9/26/2024	37318	\$2,017.96	Washington Commercial Construction
9/26/2024	37319	\$1,381.97	Amazon Capital Services
9/26/2024	37320	\$79.63	Builders Firstsource
9/26/2024	37321	\$380.78	Comcast
9/26/2024	37322	\$240.70	Daily Journal Of Commerce
9/26/2024	37323	\$454.07	Henery Hardware
9/26/2024	37324	\$3,237.00	Kitsap County Public Works
9/26/2024	37325	\$72.34	Pape Material Handling
9/26/2024	37326	\$1,884.26	Puget Sound Energy
9/26/2024	37327	\$28,340.73	Regence Blueshield
9/26/2024	37328	\$724.95	Sea Technology, LLC
9/26/2024	37329	\$1,036.50	Sound Publishing, Inc.
9/26/2024	37330	\$1,486.00	Trigg Insurance Agency, Inc.
9/26/2024	37331	\$1,251.09	Uline
9/26/2024	37332	\$450.00	Washington Public Ports Association
9/26/2024	37333	\$353.78	West Marine Pro
9/26/2024	37334	\$35.17	Westbay Auto Parts
9/26/2024	37335	\$90,698.63	World Kinect Energy Services

---

**\$134,125.56**



**Voucher Certification and Approval**

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described, or that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due, and unpaid obligation against the Port of Kingston and that I am authorized to authenticate and certify to said claim.

\_\_\_\_\_  
Audra Trainer, Finance Director/Port Auditor

\_\_\_\_\_  
Date

Date	Claimant	Amount	Purpose	Cash Transmittal
09/04/2024	Intuit	\$53,084.14	Payroll	R00231653
09/05/2024	Washington State DRS	\$985.00	DCP	R00231711
09/06/2024	Gravity Payment Systems	\$1,955.93	CC Fees - Parking	R00231753
09/06/2024	PCS Payment Systems	\$2,163.70	CC Fees - Fuel	R00231757
09/09/2024	Clearent Payment System	\$5,329.02	CC-Fees-Office	R00231796
09/13/2024	Washington State DRS	\$13,698.34	PERS	R00231977
09/19/2024	Intuit	\$45,853.70	Payroll	R00232125
09/26/2024	Washington State DOR	\$14,997.40	Excise Tax	R00232319
09/26/2024	Washington State DRS	\$985.00	DCP	R00232347
		<u>\$139,052.23</u>		

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner

I, the undersigned, do hereby certify under penalty or perjury that the expenses incurred as described herein and all claims are just, due, and paid obligations against the Port of Kingston and that I am authorized to authenticate and certify to said claims.

\_\_\_\_\_  
Audra Trainer, Finance Director/Port Auditor

Port of Kingston  
Kitsap County, WA

**RESOLUTION NO. 2024-10-22-01**

A Resolution of the Commission of the Port of Kingston

**A RESOLUTION DIRECTING THE EXECUTIVE DIRECTOR TO AMEND 2024 AGREEMENT WITH WASHINGTON PROJECT CONSULTANTS, PLLC.**

**WHEREAS**, the Port of Kingston will amend the contract with Washington Project Consultants, PLLC. for general consulting purposes,

**WHEREAS**, the Port of Kingston Commission previously approved a resolution awarding a contract for services to exceed \$45,000 and the Port needs additional services through the end of 2024,

**THEREFORE BE IT RESOLVED**, the Commissioners for the Port of Kingston hereby direct the Executive Director to amend the contract not to exceed \$55,000 with Washington Project Consultants, PLLC.

Passed by the Board of Commissioners for the Port of Kingston, Kitsap County, Washington at a regular meeting held this 22<sup>nd</sup> day of October 2024.

**PORT OF KINGSTON  
KITSAP COUNTY, WASHINGTON**

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

Attest: \_\_\_\_\_  
Greg Englin, Executive Director

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner

Port of Kingston  
Kitsap County, WA

**RESOLUTION NO. 2024-10-22-02**

A Resolution of the Commission of the Port of Kingston

**RESOLUTION TO ADOPT 2024-2030 STRATEGIC PLAN**

**WHEREAS**, the Commission of the Port of Kingston, has updated the 2024-2030 Strategic Plan

**THEREFORE, BE IT RESOLVED**, by the Board of Commissioners for the Port of Kingston that the Port adopts the proposed 2024-2030 Strategic Plan.

Passed by the Board of Commissioners for the Port of Kingston, Kitsap County, Washington at a Regular meeting held this 22<sup>nd</sup> day of October 2024.

**PORT OF KINGSTON  
KITSAP COUNTY, WASHINGTON**

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

Attest: \_\_\_\_\_  
Greg Englin, Executive Director

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner





Preliminary  
DRAFT III

# Port of Kingston Strategic Plan 2024-2030





# Introduction & Purpose of the Strategic Plan

*The Port's Strategic Plan 2025-2030 was developed by the Port's Board of Commissioners and its management team. It was formally adopted on October 22, 2024.*

*At its core, the Strategic Plan establishes the Port's immediate and longer-term goals and defines WHY the Port exists in serving the greater Kingston area. The Plan is a guiding document that prioritizes the Ports efforts for the next several years. It is intended to be reviewed annually and updated as needed at an annual 'Strategic Workshop' in the third quarter.*

*The Strategic plan is a companion keystone document to the Port's Comprehensive Scheme of Harbor Improvements (CSHI) and its annual operating and capital budgets. The CSHI identifies the capital projects the Port is scheduling and the budget allocates funds to complete those projects in a given fiscal year. Both of these keystone documents are adopted by the Commission following a public hearing.*

*To energize the Port's strategic direction the Port will utilize an annual 'Action Plan' that defines the lead responsibility for each of the goals as well as defines additional strategy details to successfully accomplish those priorities.*



## Plan Contents

- ❖ Message from the Commission and Executive Director
- ❖ The Port's Role in the Community
- ❖ The Port of Kingston - Overview and History
- ❖ Our Vision and Mission
- ❖ Our Values
- ❖ Our Initiatives and Goals



# Message from the Commission and the Executive Director

*Since 1919 the Port of Kingston has served the greater Kingston area by connecting the community to the waterfront, to the Washington mainland, and points beyond. ‘Strategic Plan 2024 – 2030’ prioritizes our planned initiatives and projects to continue to serve the community. The plan was prepared through a series of Commission – Staff workshops and captures our vision for the future, which builds on our long history as a maritime port.*

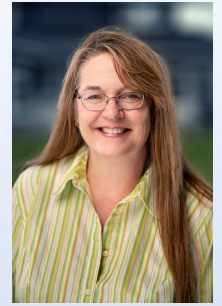
*Our work for the next several years will require that we collaborate with the other local, state, and tribal organizations that also serve our community. We are committed to those relationships and supporting them in achieving their priorities as well.*

*One of the greatest challenges facing the Port of Kingston is to bring the future alive while exercising responsible fiscal management. Our success relies on creative approaches to our challenges as well as relying on strong partnerships with both the private and public sectors, our tenants and customers. This Strategic Plan 2024 – 2030 has a focus on the fiscal management of the Port to ensure its viability for decades to come.*

*Please join us on this journey. We appreciate your feedback and encourage you to explore the priorities we have outlined in this Strategic Plan.*

*We look forward to a prosperous future and building a strong local economy while preserving the unique character of the ‘Kingston Experience’. May thanks to the Port staff for their commitment to our shared goals.*

Commissioner District 3, Laura Gronnvoll  
Commissioner District 1, Steve Heacock  
Commissioner District 2, Mary McClure  
Executive Director- Greg Englin



Laura Gronnvoll  
Chair 2024



Steve Heacock  
Vice Chair 2024



Mary McClure  
Secretary 2024

# Our Mission

*“The mission of the Port of Kingston is to enhance the economic and social well-being of the Port District residents.”*





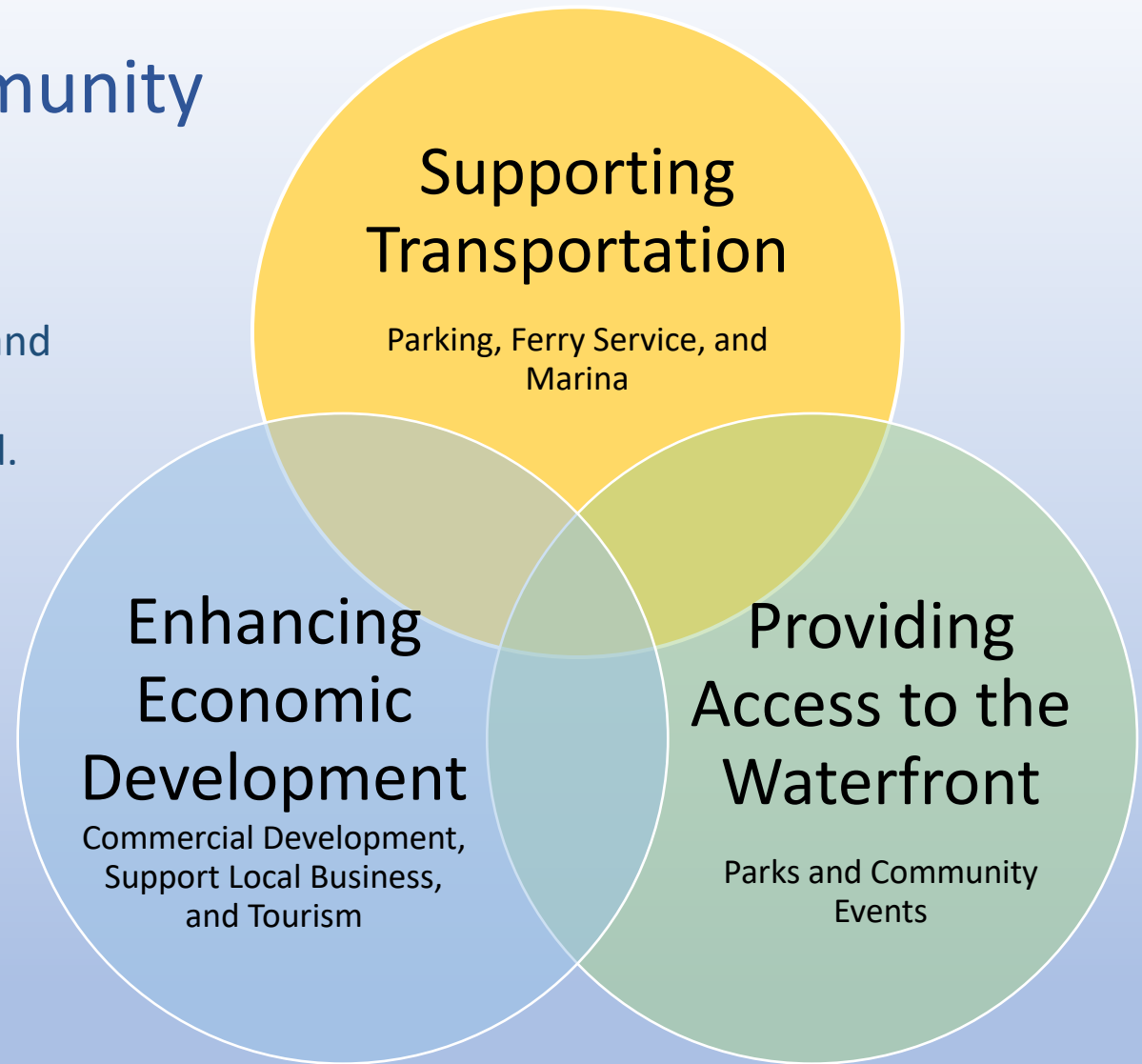
# Our Vision



*‘Serving what matters today, with a view for tomorrow.’*

# The Port's Role in the Community

The Port of Kingston serves its community in a number of ways as it works to enhance the local economy, support connections to the mainland, and provide a sense of the *'Kingston Community'* through special events and access to Puget Sound.





# Our Values

**Integrity** : We act with integrity and **take responsibility for our actions**.

**Empathy**: We **understand and support one another internally**; we also understand our community members and district voter perspectives and incorporate it into our culture and goals.

**Dependability**: We set challenging goals and **hold each other accountable** for achieving them. We **honor our commitments** to each other, our customers, and stakeholders.

**Hard Work**: We work hard and with determination in the pursuit of our goals. We go the extra mile to **find solutions to problems** and take the trouble to **get the details right**.

**Stewardship**: We are stewards of our community, economy and environment; we take a **long view to improve our environment** with immediate and ongoing action to achieve the idea of sustainability; this effort includes culturally, environmentally and economically.



## Port of Kingston – History

*The Port of Kingston is one of 12 port districts in Kitsap County, Washington. It encompasses nearly 11,000 acres — about 17 square miles — at the northeastern end of the Kitsap Peninsula.*

*The Port District was established in 1919 in order to provide a locally owned ferry docking facility for Puget Sound’s so-called “Mosquito Fleet.” The Mosquito Fleet, comprised of private vessels, provided car and passenger service to the Port until 1951.*

*In 1951, the Washington State Department of Transportation (WSDOT) created the Washington State Ferry System (WSF) and leased Port of Kingston property to operate a public car/passenger ferry between Kingston and Edmonds. Under the terms of the lease, the Port provides the property, and the state maintains and upgrades the facilities.*

*The Port’s current marina facilities were constructed in the late 1960’s. Because of its location at the northern mouth of Puget Sound and the amenities it offers, the Port has always been a popular destination for regional boaters, attracting over 20,000 boaters a year.*

*The Port began its major expansion of public green spaces on the waterfront in the late 1990s. This included the purchase of Saltair Beach (also known as “North Beach”) in 1997. The Port also acquired the Hill House and adjacent upper parking area.*

*In 2013, the Port purchased the Toth property for future development. The Toth property is the land adjacent to the Hill property that fronts Washington Boulevard and the waterfront.*

*In 2013, the Port also purchased the former Kingston Inn Restaurant property (which had burned and declared a total loss) from the Moga family and formally converted it to open space in 2019 to serve as a public park. In 2019 a regional study identified the need and secured funding for surface traffic improvements serving Kingston.*



Above: The mosquito fleet at the Kingston wharf, circa 1900.

Kingston Historical Society



WSF dock, circa 1960, prior to the creation of the breakwater, landfill and Kingston Marina.

Kingston Historical Society

# Port of Kingston – Overview & Governance

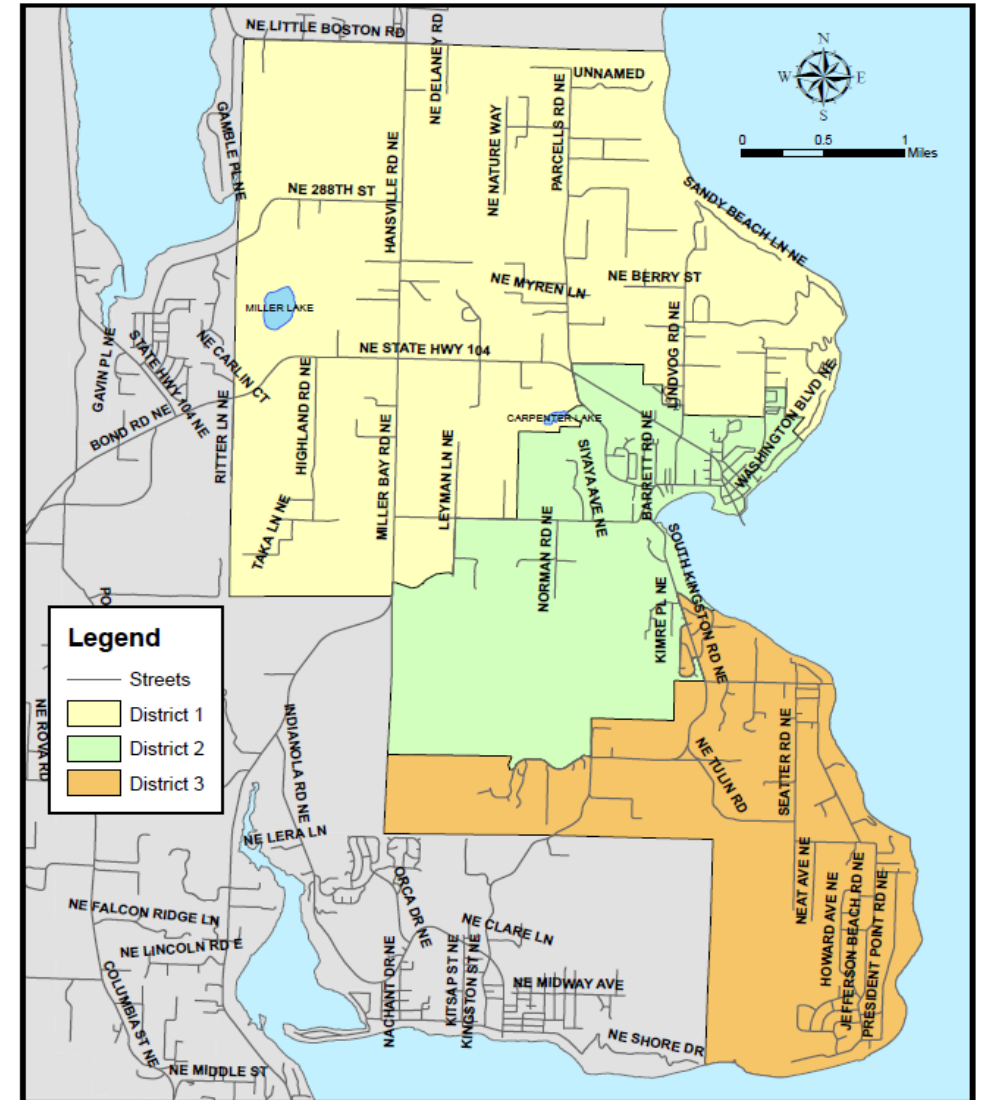
The Port of Kingston is governed by three elected Commissioners that represent distinct geographic districts. The commissioners are elected to 6 year terms.

The Port district has nearly 7,000 residents in its district. Ports can levy taxes up to \$0.45 per \$1,000 of property value. The Port currently taxes at just under \$0.12 per thousand dollars of property value. In 2024, the current annual tax revenue is \$235K per year out of the annual budget of \$3.6M.

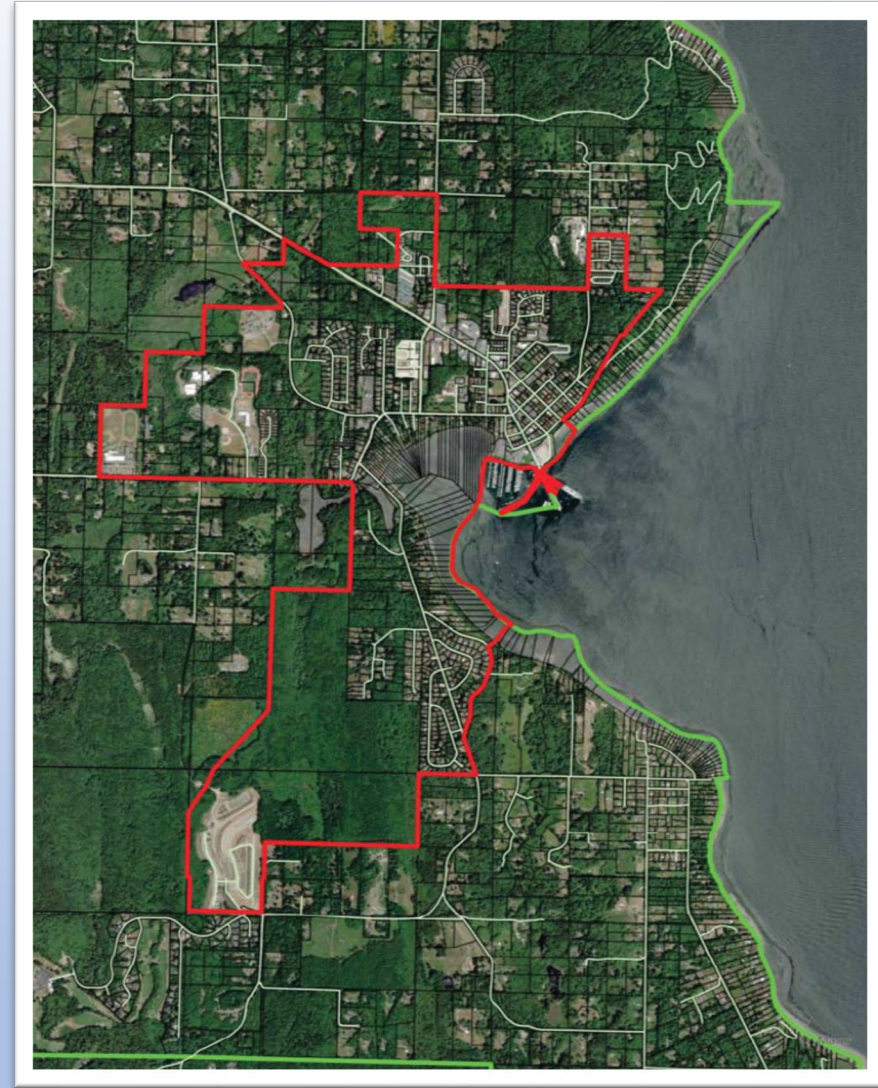
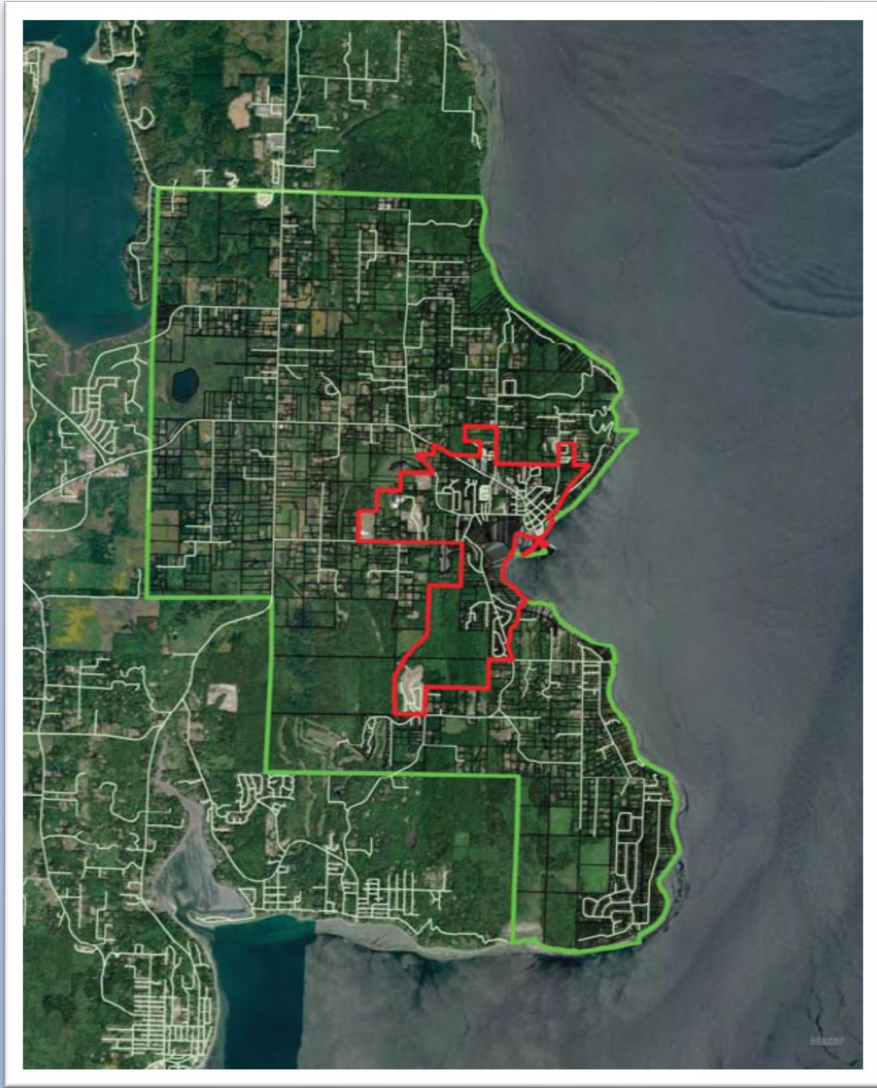
The Commission appoints the Executive Director who manages the staff and oversees the operation of the Port's facilities and programs.

The Port operates within the authorities it is granted through the Revised Code of Washington (RCW 53). Under RCW 53, the purpose of special districts (ports) is to promote economic development, job creation, and create public access. The purpose of ports has been expanded to include tourism, environmental stewardship, residential development, parks and open space by port commissioners. Ports are audited by the State of Washington State Auditors Office (SAO) at a minimum of every other year.

Port of Kingston  
Commissioner Districts







Port District Boundaries



Urban Growth Area Boundary



# Lines of Business

*The operates several 'Lines of Business' that serve a local market need and generate operating revenue for the Port.*

**LOB Permanent Moorage.** The Port has three lines of business related to moorage. All three segments of moorage also serve all three market sectors – recreational, commercial and government though recreational comprises the largest portion of demand by far. The Port has 266 permanent moorage slips. Occupancy in the marina has been at 100% for years.

**LOB Guest & Seasonal Moorage.** The Port has 49 guest moorage slips, 200 lineal feet of seasonal or guest capacity, and two boat ramps.

**LOB Fuel Sales.** The Port supplies vessels with both unleaded gas and diesel fuel. The Port has two underground storage tanks that each hold approximately 10,000 gallons each and is installing two new fuel dispensers in 2024.

**LOB Parking.** The Port has over 300 parking stalls that serves its moorage customers, tenants, commuters, visitors, tourists, and residents visiting nearby businesses.

**LOB Real Estate.** The Port leases approximately 5 acres of waterfront property to the Washington State Ferries to serve as part of their marina highway system. The Port also has a long term, 80-year lease with Kitsap Transit for use of the Public Fishing Pier and barge to serve both commuters and tourists to and from Seattle. The Port rents the uplands properties and is in the process of rezoning all properties to Urban Village Center (UVC) to better align with their commercial use and Port goals. Conversion of these properties to revenue generators is a significant opportunity for the community.



*Above: The mosquito fleet at the Kingston wharf, circa 1900.*

*Kingston Historical Society*



*WSF dock, circa 1960, prior to the creation of the breakwater, landfill and Kingston Marina.*

*Kingston Historical Society*

# Traditional Governmental Activities

*In addition to its five Lines of Business the Port operates more traditional governmental activities that provide community facilities and events that reinforce the Kingston experience.*

**Parks.** The Port owns and operates key community properties including Mike Wallace Park, Saltair Beach, Port of Kingston - Kiwanis Park, and the Public Fishing Pier. These assets provide public benefit in the form of open access and enjoyment for the public. These facilities do not generate operating revenue, and as a result, they must be financially supported from the Port's Lines of Business and property taxes.

**Events:** In addition to providing public access to the waterfront the Port's parks and open space often serve as venues for special community events such as Christmas in the Cove, Fourth of July, Kitsap Public Market, and Concerts in the Park.



# Our Priorities

The Port has established its priorities to support the Port's Mission in serving the community. Those priorities include an overriding 'Initiative' that is fundamental to the Port's lasting success, as well as specific goals that prepare the Port for the future.

The Port's goals will be accompanied by an 'Annual Action Plan' that details strategies that further energize its goals. The Port's ability to successfully accomplish these goals is a function of its commitment to alignment within both the Commission and the staff team.





# Sustainable Asset Management Initiative

*The Port of Kingston Commission and management team identified a number of priorities to be included in its 2024-2030 Strategic Plan. Fundamental to its success in accomplishing those priorities is the need to make further progress in its efforts to manage its operating assets. In recent years, the Port has made great strides in managing its traditional assets such as its marina, open space, and real estate investments. However, as operating and maintenance costs continue to rise; the facilities physically mature; and the regulatory environment becomes increasingly more complex there is the need to embrace a priority initiative to stabilize predictable funding and embrace consistent long-term operating standards.*

*That need is at the core of the Port's **'Sustainable Asset Management Initiative'** which is supported by immediate strategies and longer-term goals. Those immediate strategies include:*

- ✓ *Determine the long-term capital, maintenance and operating cost associated with each line of business to inform the 'target pricing model'.*
- ✓ *Adopt a long-term 'target pricing model' for each line of business and implement within one to two years. In doing so, consider consolidation of certain lines of business such as the fuel dock and guest moorage.*
- ✓ *Define the ultimate approach to funding the operation of the Port's traditional governmental activities, such as parks and open space that typically do not have dedicated revenue streams.*
- ✓ *Identify innovative capital funding approach for the marina and associated marine facilities replacement and/or reconstruction to extend their useful life, safety and utility, including the exploration of regional and federal grant funding.*
- ✓ *Develop the parking line of business and allocate expenses and revenues associated with and between various lines of business.*
- ✓ *Undertake a real estate portfolio analysis including property utilization analysis to activate underutilized and idle properties which include Toth and Hill properties and all parks*
- ✓ *Develop a condition assessment for all assets, and also design and engineering for replacement plan over the life cycle of each asset and incorporate into the Cash Flow Model*

# Near Term Goals FY 2024 – FY 2025

- ❑ Initiate an **intergovernmental affairs approach** that identifies issues, desired outcomes, and next steps for federal, tribal, state, county, and metropolitan park district issues including such matters as the proposed regional sports facility, certain ‘municipal services’, traffic solutions, and the like.
- ❑ In response to the port’s ‘**systems audit**’ implement new marina and accounting software to increase operational effectiveness, moving to a more pro-active management style.
- ❑ Complete **Capital Projects** including the **new Guest Restroom**, replacement of the **Sail Float**, repair of the **Hill House dock**, and replacement of the **Fuel System and Dispensers**.
- ❑ Keep moving forward on all due diligence to assess all infrastructure especially hard features such as the Breakwater, Marina fire suppression system, docks, pilings, seawall, Fishing Pier, and building structures and determine capacity for growth



# Mid Term Goals FY 2025 – FY 2026

- ❑ Develop a timeline and strategy **for the commercial development** investment with the intent of maximizing the Port's net income; minimizing Port risk; and ensure harmony with the 'Kingston waterfront character'.
- ❑ Adopt policies regarding the Port's approach to its **tax levy philosophy, investment of idle funds management**, and the merits of **utilizing the Industrial Development District tax levy opportunity**.
- ❑ In consideration of changing market conditions annually explore the **expansion of port assets** in the preparation of the annual budget.
- ❑ Explore **possible expansions of lines of business** and develop business plans for those that offer increased revenue potential and acceptable risk.



# Longer Term Goals FY 2026 and beyond...

- ❑ Develop a **business plan for the parking line of business** accompanied by an action plan for the next five years with an overall approach to parking within the downtown Kingston business district.
- ❑ Undertake a feasibility study, including a market analysis and plan of finance, to support the **reconstruction and upgrade of the Port's marina facilities and upland boat storage.**
- ❑ Consider the Port's potential expanded **role in programmatic economic development** in context with other regional and local efforts.





# Longer Term Goals FY 2026 and beyond...

- ❑ Examine opportunities for job creation and economic development throughout the port district including real estate acquisitions to support existing or new lines of business.
- ❑ Complete the adoption of **updated environmental policies** that govern the Port's work in the sensitive environments in which it operates.
- ❑ Assess the value and **potential of expanding the Port district boundaries** for inclusion in the 2027 Port budget.





Goal	Fiscal Year	Transportation	Economic Development	Waterfront Access
Sustainable Asset Management Initiative	Ongoing			
Enhance Intergovernmental Affairs and Relationships	Ongoing			
Systems Audit	2024			
New Capital Projects	2024			
Timeline & Strategy Development - Commercial Property	2025			
Affirm the Port's Financial Policies	2025			
Expand the Port's Portfolio of Real Property Port Assets	2025			
Explore expansion of Lines of Business	2025			
Create Business Plan for Parking Facilities	2026			
Complete feasibility study and Plan of Finance for the Port's Marina	2026			
Explore an expanded role for the Port in local economic development efforts	2026			
Explore expansion of the Port's Jurisdictional boundaries	2026			
Update the Port's Environmental Policies	2026			

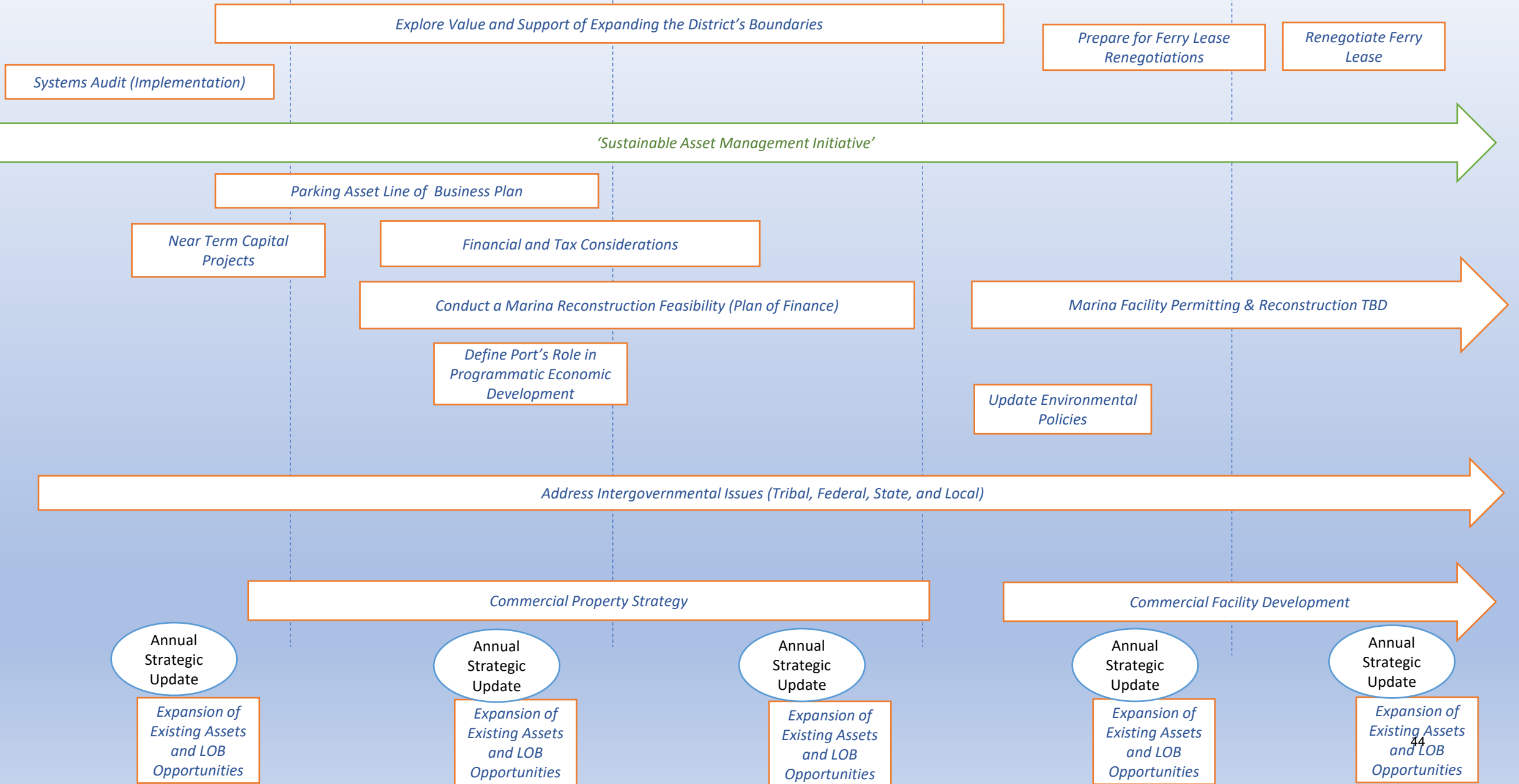
2024

2025

2026

2027

2028



*Systems Audit (Implementation)*

*Explore Value and Support of Expanding the District's Boundaries*

*Prepare for Ferry Lease Renegotiations*

*Renegotiate Ferry Lease*

*'Sustainable Asset Management Initiative'*

*Parking Asset Line of Business Plan*

*Near Term Capital Projects*

*Financial and Tax Considerations*

*Conduct a Marina Reconstruction Feasibility (Plan of Finance)*

*Marina Facility Permitting & Reconstruction TBD*

*Define Port's Role in Programmatic Economic Development*

*Update Environmental Policies*

*Address Intergovernmental Issues (Tribal, Federal, State, and Local)*

*Commercial Property Strategy*

*Commercial Facility Development*

*Annual Strategic Update*

*Expansion of Existing Assets and LOB Opportunities*

*Annual Strategic Update*

*Expansion of Existing Assets and LOB Opportunities*

*Annual Strategic Update*

*Expansion of Existing Assets and LOB Opportunities*

*Annual Strategic Update*

*Expansion of Existing Assets and LOB Opportunities*

*Annual Strategic Update*

*Expansion of Existing Assets and LOB Opportunities*



Contact us at [portofkingston.org](http://portofkingston.org)

Port of Kingston  
Kitsap County, WA

**RESOLUTION NO. 2024-10-22-03**

A Resolution of the Commission of the Port of Kingston  
(Amending Resolution 2024-10-02-04 to correct typographical error in dates of Comprehensive Scheme of Harbor Improvements)

**AMEND RESOLUTION 2024-10-02-04 TO ADOPT 2025 COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS**

**WHEREAS**, the Commission of the Port of Kingston has updated the 2025-2030 Comprehensive Scheme of Harbor Improvements.

**THEREFORE, BE IT RESOLVED**, by the Board of Commissioners for the Port of Kingston that the Port adopts the proposed Comprehensive Scheme of Harbor Improvements.

Passed by the Board of Commissioners for the Port of Kingston, Kitsap County, Washington at a Regular Meeting held this 22<sup>nd</sup> day of October 2024.

**PORT OF KINGSTON  
KITSAP COUNTY, WASHINGTON**

\_\_\_\_\_  
Laura Gronnvoll, Commissioner

Attest: \_\_\_\_\_  
Greg Englin, Executive Director

\_\_\_\_\_  
Steve Heacock, Commissioner

\_\_\_\_\_  
Mary McClure, Commissioner





Serving what matters today, with a  
view for tomorrow

PORT OF KINGSTON,  
WASHINGTON

COMPREHENSIVE  
SCHEME OF  
HARBOR  
IMPROVEMENTS  
2025 - 2030

Adopted 10/02/2024  
Updated 09/30/2024

*Proudly serving the residents of Kingston and the North Kitsap maritime community since 1919*



# Comprehensive Scheme of Harbor Improvements

2025 -2030

*Proudly serving the residents of Kingston and the  
North Kitsap maritime community since 1919*

Port of Kingston

## Port of Kingston

### Board of Commissioners

Steve Heacock, District 1  
Mary McClure, District 2  
Laura Gronnvoll, District 3

### Contributing Staff

Greg Englin, Executive Director  
Finance Director, Audra Trainer  
Director, Operations & Real Estate, TJ Quandt  
Maintenance & Capital Manager, Torey Grandt  
Administrative Services Manager, Kris Williams

### With Input From

Kingston Port residents and business owners

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# TABLE of CONTENTS

Executive Summary  
Part One: History of Washington Port Districts..... 1  
Part Two: Regional Context: Kitsap County .....2  
Part Three: History of the Port of Kingston.....3  
Part Four: Port of Kingston Inventory - Marina.....5  
Part Four: Port of Kingston Inventory - Onshore..... 16  
Part Five: Capital and Recreational Plan .....27  
Appendix A: Public Port Powers .....28  
Appendix B: Options and Opportunities.....29

## List of Abbreviations

**CERB:** Community  
Economic Revitalization  
Board

**DCD:** Kitsap County  
Department of Community  
Development

**GO:** General Obligation

**RCO:** WA State Recreation  
Conservation Office

**RCO:** Recreation  
conservation Office RCW:  
Revised Code of WA. State

**RNI:** Rate of Natural

**Increase WPPA:** WA Public  
Ports Association

**WSDOT:** WA State  
Department of  
Transportation

**WSF:** Washington State Ferry

**WSP&R:** Washington State  
Parks and Recreation

**UGA:** Unincorporated  
Growth Are

# EXECUTIVE SUMMARY

***“Serving what matters today with a view for tomorrow,”*** is our purpose statement. The Port of Kingston was established in 1919 and will celebrate its 106<sup>th</sup> anniversary next year. Looking forward, the Port Commissioners and the staff are framing their decisions to serve future generations as well as our current community. We understand that we need to lay that foundation now.

The Port’s fiscal year mirrors the calendar year and so it runs from the beginning of January to the end of December. The 2025 Comprehensive Scheme of Harbor Improvements (CSHI), Budget, and Capital and Recreational Plan (CRP) reflect projects identified for the next 5 years. The 2025 CRP is focused on the existing portfolio of assets and the primary emphasis is on repair and replacement of these assets to preserve or grow current revenue streams. The plan also includes projects funded in part by outside sources of funds such as the State of Washington’s Recreational and Conservation Office (RCO) to accomplish these capital investments. It also relies on current cash reserves and future net operating income from this fiscal year. We want to thank the State RCO team for supporting our efforts to reinvest in our Port. It improves all our lives directly or indirectly.

Projects for 2025 include examination and permitting for piling replacement, construction of a new middle bathroom, design of a fire suppression system, programmatic dredge and marina permitting, repair of the sail float, parking lot assessment and improvements, bathymetric survey, new landscaping equipment, and purchase of a backup response vessel.

The Port will collect \$238K in tax revenue in 2025. Total Operating Revenue is projected to be \$3.6M. Total Operating Expense comes in at \$2.8M which includes \$498K of Depreciation and Amortization. Our Net Income is estimated to be \$11,593. We need to continue to grow our reserves, which currently stand at \$2.8M. Having said that, in 2025 we are making the recommendation to spend the cash inflow of nearly \$500K on important capital projects, a significant portion of which we have a grant match from the State’s Recreation and Conservation Office. Our projected need in 10-12 years is estimated to be \$12M-\$16M or more for the marina alone. Our goal is to earn and save for replacement and repair of our estimated \$30M in assets. We will supplement the Port’s direct income with grants and hopefully appropriations and by controlling expenses.

Our goal is to enhance the quality of life for current and future Kitsap residents and the people we serve. We will conduct ourselves with integrity, grow lines of business, and create jobs in our community.

We will be responsible stewards of these assets and a dependable partner to our residents, community members, fellow agencies, and our customers.

The CRP will evolve with review and under the direction of the Port Commission. All of you will have an opportunity to help shape our future.



Greg Englin, Executive Director



Commissioner Steve Heacock  
District 1

A blue ink signature of Commissioner Steve Heacock.



Commissioner Mary McClure  
District 2

A blue ink signature of Commissioner Mary McClure.



Commissioner Laura Gronvall  
District 3

A blue ink signature of Commissioner Laura Gronvall.

A blue ink signature of Greg Englin.



# Part One: History of Washington Port Districts

In 1911, the Washington State Legislature enacted laws that allowed the people to establish port districts and elect commissioners to administer the districts and oversee their development and operation according to the Washington Public Ports Association (WPPA).

While those laws have been revised from time to time, the most important provisions remain. Ports are public agencies but must operate in a proprietary way much like other types of business. Formed by a vote of the people they serve; ports are financed partly by property taxes paid by district residents.

## 2.1 Port Districts

A port district is a geographical area that may be as large as an entire county or as small as a city or town. Its boundaries are defined when the district is formed.

Voted into being by an election of the people who live in the district, law creates Port districts as municipal corporations of the state. Often referred to as special purpose districts, ports are different from counties and cities.

Under the Revised Code of Washington (RCW 53), local counties form port districts for local economic development, via acquisition, construction, maintenance, operation, development, and regulation of any combination of harbor, rail, motor vehicle, water or air transfer, storage, terminal, and commercial facilities.

Ports may also develop and maintain public parks and recreational facilities.

Through these activities, public ports have the opportunity to improve the economies of their districts by attracting and improving commercial activities and generating public revenues.

## 2.2 Port District Authority

Almost all powers of the port district are vested in a board of commissioners

or “Commission.”

Elected from their district, the governing body of Port Commissioners helps assure both local control and accountability.

The Port of Kingston Commission, like a city council or county commission, is the legislative body charged with making the policies and decisions for that district in both internal and external matters.

Such policies or decisions may involve adoption of plans, establishing positions, setting employment policies, purchasing, or disposing of real estate and other property, setting rates, adopting budgets, levying taxes and many others.

The Port of Kingston Commission has chosen to appoint an executive director to administer the policies and decisions made by the Commission.

## 2.3 General Powers

Law allows port districts to develop many types of facilities to provide a variety of services. Most easily identified are the various transportation-related amenities, such as marine terminals, storage sites, and other direct transportation. Ports also deal directly with economic development, recreation, and tourism.

Port activities need not center around water and harbors. Per RCW 53.04, port districts lacking appropriate bodies of water may still be formed and have all the powers, privileges and immunities conferred on other port districts.

## 2.4 Economic Development

Law empowers Washington’s ports with broad economic development authority to bring business and jobs to their communities. Almost every Washington port pursues an aggressive program of local industrial and economic development to promote employment

and otherwise enhance the economy of the state and district. Some ports deal with all aspects of economic development, others with only one or two.

*See Appendix A for a full listing of a public port’s authority.*

## Ports may:

- Develop lands for industrial and commercial use.
- Provide general economic development programs.
- Buy, lease, and sell property.
- Provide air and water pollution control works.
- Operate trade centers and export trading companies.
- Establish and operate foreign trade zones.
- Promote tourism and recreation.
- Build telecommunications infrastructure and provide wholesale telecommunications services; and
- Strengthen communities by providing jobs and fortifying local economies.

## Part Two: Regional Context: Kitsap County

Unincorporated Kingston is located near the northern end of Kitsap County on the Kitsap peninsula.

### Early history

Kitsap County consists of nearly 300 miles of saltwater coastline, with Kingston nestled in the north-eastern corner.

Native Americans were the first residents in the area. They lived in permanent settlements, fishing, hunting, and gathering. Contact with Europeans and the introduction of diseases such as smallpox in the 1780s decimated their numbers.

When the Washington Territory was established in 1853, the Kitsap Peninsula was included in King and Jefferson counties. To feed the need for lumber in California, mills and communities grew

up at Port Orchard, Port Gamble Bay, Seabeck, and Port Madison. Because the mills attracted cash for their cut lumber, the area had the highest per capita income on Puget Sound.

Because the Kitsap peninsula was part of Jefferson and King Counties, local businesses and residents had to travel by canoe or boat either to Seattle or to Port Townsend in order to transact any official business.

To alleviate this problem, the mill owners applied to become their own county, and the measure passed the Washington legislature on January 17, 1857.

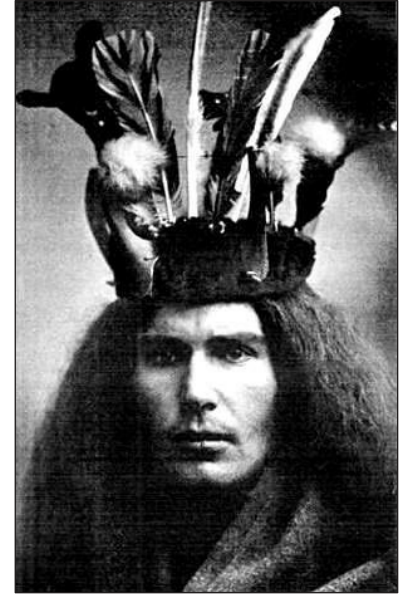
The new county encompassed the Kitsap Peninsula from Hood Canal to Puget Sound, including Bainbridge Island and south to Sawamish (Mason) County.

The legislature originally named it “Slaughter County” in

honor of U.S. Army Lieutenant William A. Slaughter who had been killed by Indians on the White River a little more than a year before.

But, on July 13, 1857, when residents gathered at Port Madison to organize the county government, they voted to change the name to Kitsap, after the Suquamish war chief who defeated marauding Haida Indians at Battle Point on Bainbridge Island and constructed an immense cedar structure called Old Man House at Suquamish.

The 1850 gold rush in California triggered non-



Chief Kitsap in formal head dress  
[www.gutenberg.org](http://www.gutenberg.org)

area as the demand for lumber spurred migration to the region’s great stands of timber. Shipyards sprang up near the mill towns, where lumber was shipped mainly to California but also across the Pacific to Asia.

Port Orchard was selected in the 1880s as a ship repair facility nearer to the open Pacific Ocean. The U.S. Navy established the Puget Sound Naval Shipyard in 1891, which soon became a magnet for other businesses and workers. Keyport Torpedo Station was established in 1919. Bangor in 1944.

During periods of conflict, other military installations have dotted the county’s coastline, including Fort Ward, the first radio station to receive the message Pearl Harbor had been attacked. The Winslow shipyards on Bainbridge Island built steel minesweepers in World War II and the Nike missile batteries at Kingston helped protect the Seattle area

during the Cold War.



Fig. 4.1 The Kitsap Peninsula.

Visit Kitsap

native settlement in the



## Part Three: History of the Port of Kingston

The Port of Kingston is one of 12 port districts in Kitsap County Washington. It encompasses nearly 11,000 acres — about 17 square miles — at the northeastern end of the Kitsap Peninsula.

The Port District was established in 1919 in order to provide a locally-owned ferry docking facility for Puget Sound's so-called "Mosquito Fleet." The Mosquito Fleet, comprised of private vessels, provided car and passenger service to the Port until 1951.

In 1951, the Washington State Department of Transportation (WSDOT) created the Washington State Ferry System (WSF) and leased Port of Kingston property to operate a public car/passenger ferry between Kingston and Edmonds.

Under the terms of the lease, the Port provides the property, and the state maintains and upgrades the facilities. Upgrades have included major terminal

construction (1954) and an expansion of the vehicle holding area in the 1970s. In 1989, WSDOT commissioned a study looking at ways to solve pedestrian/vehicle loading conflicts. This led to construction of the parking/holding lot on East First Street, and construction



*View from the end of the Port of Kingston wharf, circa 1920. Kingston Historical Society*



*Above: The mosquito fleet at the Kingston wharf, circa 1900.*

*Kingston Historical Society*

of the current passenger terminal/bus drop-off and overhead walkway in the 1990s.

The Port's current marina facilities were constructed in the late 1960's, based on an economic evaluation, permitting, and design process that began in 1957.

The Port breakwater was constructed by the U.S. Army Corps of Engineers in 1965. When completed, the inside of the new harbor basin was dredged, and the fill was used to construct what is now Mike Wallace Park and the WSDOT ferry terminal and parking lot. (See illustration on next page.) The marina was designed to meet the needs of that time, and included a

boat launching hoist.

When it was completed in 1967, the Port signed a 20-year lease with Kingston resident Richard Hill to operate the new marina.

In October, 1981, Hill retired. The Port purchased back the remainder of the lease, which included the many property improvements Hill had made to the marina. The Port also bought Hill's home and property adjacent to the Port.

Rather than seek another lease holder, Port Commissioners opted to hire staff to provide marina services in the immediate region. Because of its location at the northern mouth of Puget Sound and the amenities it offers, the Port has always been a popular destination for regional boaters, attracting an estimated 20,000 boaters in 2018.

marine industries building, fuel dock, bathrooms, and a

The need to plan for the future led to preparation of the first "Comprehensive



Improvement Plan of Harbor Improvements” (then called “The Master Plan”) in 1985.

The Port began its major expansion of public green spaces on the waterfront in the late 1990s. This included the purchase of Salt Air Beach (also known as “North Beach”) in 1997

At about that same time, the nearly one-acre property that had originally been a boatyard and repair facility was converted into a 40,000 square-foot park with public restrooms, picnic tables, and a covered stage. Townspeople named it “Mike Wallace Park” in memory of a colorful local figure. This transformation also provided more room for parking and recreation facilities.

Mike Wallace Park is home to the majority of Kingston’s large, outdoor community events, including the Public Market, Concerts in the Cove the Fourth



*WSF dock, circa 1960, prior to the creation of the breakwater, landfill, and Kingston Marina.  
Kingston Historical Society*

of July Celebration in the summer, and Kingston Cove Christmas, which includes a large Christmas Lights display during the month of December.

With an eye to future development, in 2013, the Port purchased the Toth property. That property is just north of the marina and adjacent to the Hill House property the Port had purchased in 1985.

Planned improvements since that time include construction of a small

watercraft storage and launch facility for kayaks, paddle boards and canoes, a 400-foot-long fishing pier; and a double-lane boat launch with 18 parking stalls for trucks and boat trailers.

In 2018, the Port completed three major multi-year marina projects: renovation of covered moorage; expansion and remodeling of the Port Office; and renovation of the passenger holding area and passenger loading barge in preparation for the start of Kitsap

Transit’s Kingston-Seattle fast ferry in November of that year.

2018 also marked completion of the Port of Kingston Kiwanis Park on Washington Boulevard above the WSF holding lot.



*The original Kingston shoreline prior to 1965 when the U.S. Army Corps of Engineers built the breakwater, dredged the harbor area, and used the fill to construct what is now the marina, Mike Wallace Park and the WSDOT ferry terminal and parking lot.*

*Kingston Historical Society*



# Part Four: Port of Kingston Inventory - Marina

## Marina Inventory

1. WA State Ferry Terminal
2. Breakwater & Harbor
3. Permanent Moorage (266 slips)
4. Fuel Dock
5. Guest Moorage (51 slips)
6. Public Fishing Pier
7. Passenger Ferry Dock
8. Small Watercraft & Launch Facility



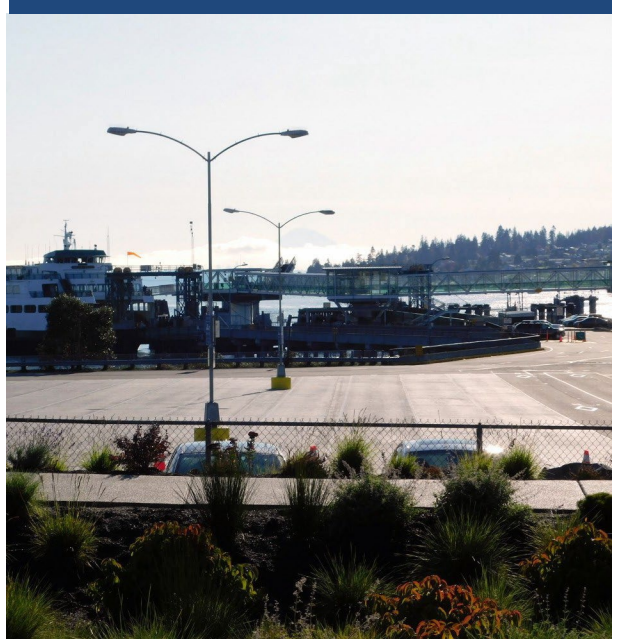




## 1. WA State Ferry Terminal

A four-acre area on the north end of Port property has been leased to Washington State Ferries (WSF) since 1951 to operate a public car/passenger ferry between Kingston and Edmonds.

In 1989, WSF upgraded the facilities to include the ferry and auxiliary docks, access pier, toll booths, holding lanes, waiting area, restrooms, storage sheds, and fencing.







## 2. Breakwater & Harbor

The Port of Kingston harbor is protected by a 1,040-foot-long breakwater. It was constructed in 1967 by the Corps of Engineers. Its purpose is to protect the inner marina facilities from waves created by storms and ships, and to slow the accumulation of sediment by slowing water flow rates with tides, and to protect boats from material drifts.







### 3. Permanent Moorage

The marina's permanent moorage consists of five floating finger piers with 266 slips. The wooden piers were built in 1965 and up graded in 1985.

Covered moorage is provided on docks C, D, and E. Covered moorage renovations were completed in 2018.

Fresh water and electricity are provided on each dock.





## 4. Fuel Dock

The original fuel dock was built in 1967 and replaced in 1982. The 946-square-foot dock is connected by a ramp to a high, fixed boardwalk located in the northeast corner of the harbor. In 2007, two 12,000-gallon under-ground tanks were installed, and in 2010 a new fuel dispenser was added to support the fueling of passenger vessels. The pier offers regular and diesel fuels.

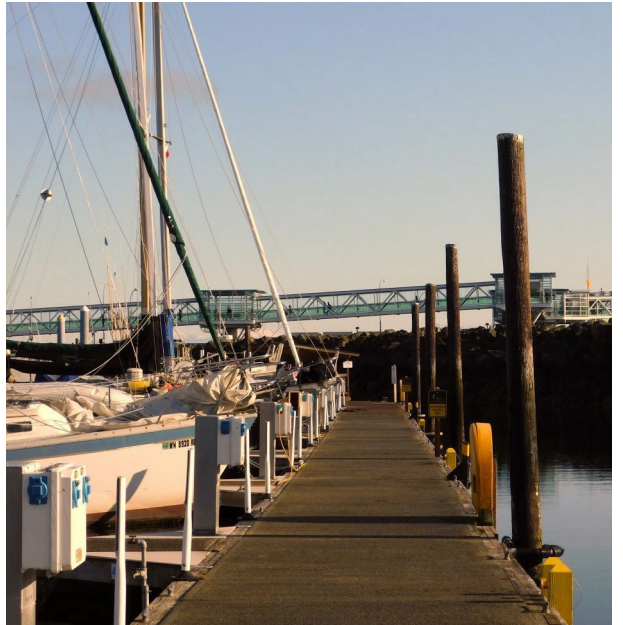




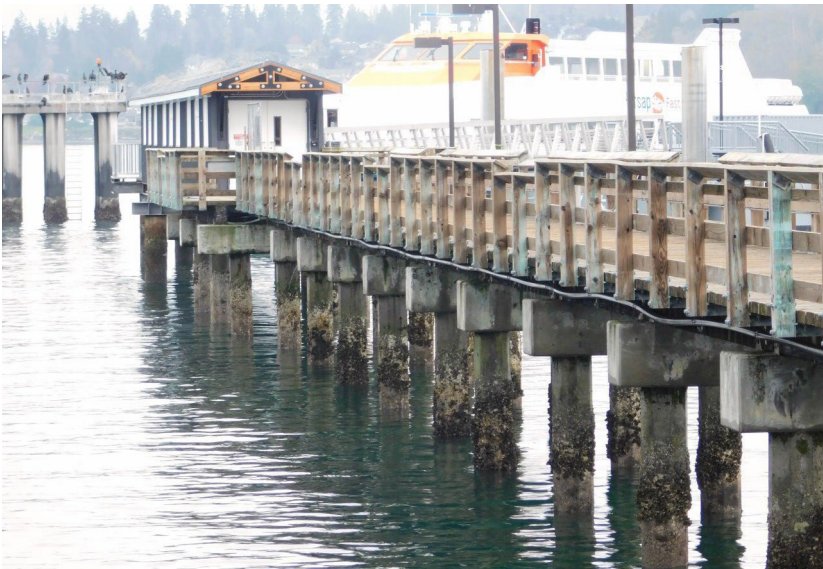


## 5. Guest Moorage

The guest dock provides short-term moorage for recreational boaters and commercial fishing vessels. There are 49 slips and two reciprocals. In February 2000, an 86'-foot-long extension was added to the end to accommodate larger vessels. For the convenience of guest boaters, picnic shelters are located along the dock and two electric cars are provided as a courtesy if guests need to head up town to purchase supplies.







## 6. Public Fishing Pier

The public fishing pier provides recreation fishing for crab, squid, and other fish species. The fishing pier is most used in the summer and fall months when the local salmon runs come through.

The pier also provides access to the Kitsap Transit Passenger Ferry Dock.





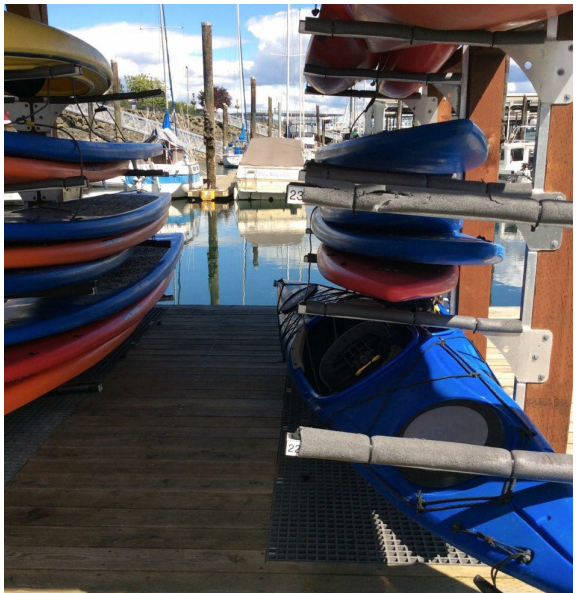


## 7. Passenger Ferry Dock

Use of the Passenger Ferry Dock has had an interesting history. In 2005, the Aqua Express ran for 10 months. In 2010, the Port of Kingston operated a passenger ferry service for two years. In 2016, after voters approved a sales tax increase to enable Kitsap Transit to operate passenger ferry services from Bremerton, Kingston, and South-worth, the dock was leased to them. The Kingston-Seattle ferry service began in November 2018.







## 8. Small Watercraft & Launch Facility

The small watercraft recreational facility was built in 2009 to provide storage of kayaks and a safe launch area for both kayaks and paddle boards.

During the summer, a part of the floating dock is leased to Sail Kingston Cove for regattas and youth sailing programs.



# Part Four: Port of Kingston Inventory - Onshore

## Onshore Inventory

1. Salt Air Beach
2. Port of Kingston Kiwanis Park
3. Port Office
4. Mike Wallace Marina Park
5. Performing Arts Stage
6. Yacht Club & Port Shop
7. Parking Facilities
8. Boat Launch
9. Hill House Property
10. Toth Property







## 1. Salt Air Beach

In 1997, Salt Air Beach, also known as North Beach, was purchased with funds from both the WA State Inter-agency Committee for Outdoor Recreations (IAC) and the Port of Kingston.

In 2014, the Port built access stairs and ramps down to the beach. The beach is located immediately north of the Washington State Ferry terminal.





## 2. Port of Kingston Kiwanis Park

Kiwanis Park is located just above the WSF holding lot, on property that once held the Kingston Inn. The land was given to the Port by an anonymous donor on the condition it be used as a park “in perpetuity.” Design and construction costs were largely covered by a WA State Recreations and Conversation Office (RCO) grant. The park opened in August 2018.







### 3. Port Office

The original structure was built in 1995 and underwent major renovation and expansion in 2017, including adding a first-floor visitor's center.

Today, the Port Office building houses offices, a laundromat, and restroom and shower facilities for marina guests and tenants. Port Management offices are located on the second story.







## 4. Mike Wallace Marina Park

Mike Wallace Park is located south of the ferry terminal. It was built by a local labor training school in 1982.

The park's central location on the waterfront and adjacent to parking and downtown businesses, make it the focus of many community events, including the annual Fourth of July Celebration, Public Market, Summer Concerts in the Cove, Kingston Cove (almost) Summer Fest and the Kingston Cove Christmas.





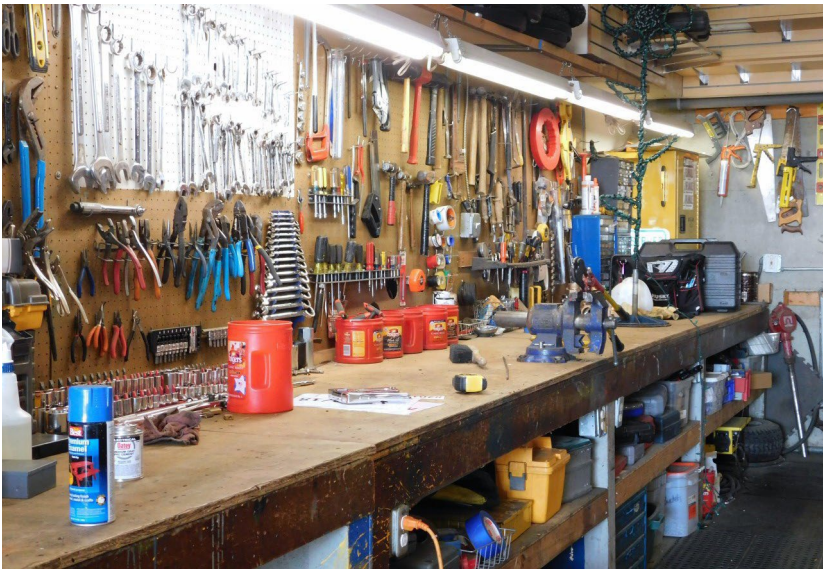


## 5. Performing Arts Stage

The Port of Kingston Performing Arts Stage, located in Mike Wallace Marina Park, was built in 2008. It hosts a variety of events including Public Market, the Fourth of July Celebration, and Summer Concerts on the Cove.

The stage is available to rent for special events and has been used for weddings and family reunions.





**6. Yacht Club & Port Shop**

The 3,744 square-foot, two-story facility was built in 1995. The upstairs is leased to the Kingston Cove Yacht Club with a meeting hall, outdoor balcony, and picnic area for club members. The club is regularly rented for special events like weddings and birthdays. Below a large Port shop is used by Port Staff for welding, mechanics and maintenance.







## 7. Parking Facilities

The Port of Kingston Parking Facilities have a total of 334 parking spots, which includes two-hour parking, daily, monthly and truck and trailer spots. There are ADA accessible parking spots located next to the stage and the permanent moorage docks.

With an increase in demand for parking due to the new Kitsap Transit Fast Ferry route, the Port will be studying the parking situation over the next several years.



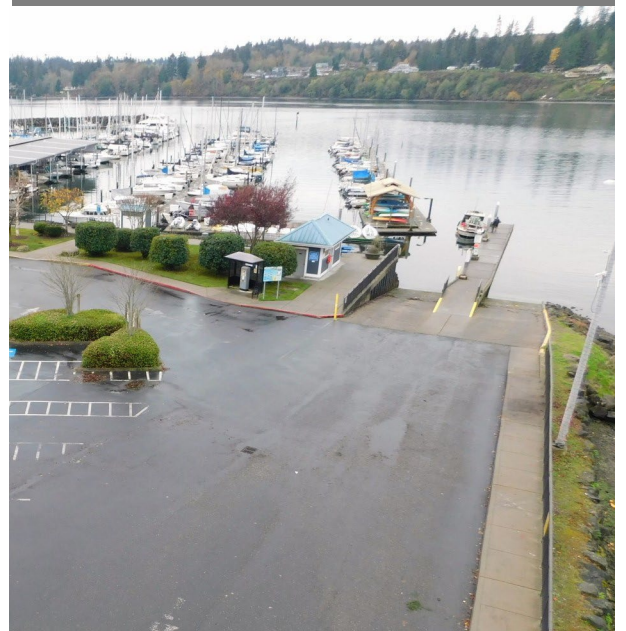




## 8. Boat Launch & Parking

The boat launch was built in 1998 with funds from both IAC and the Port of Kingston. It provides a two-lane launch ramp with 18 truck and trailer parking stalls.

The boat launch is accessible during all but the lowest minus tides.





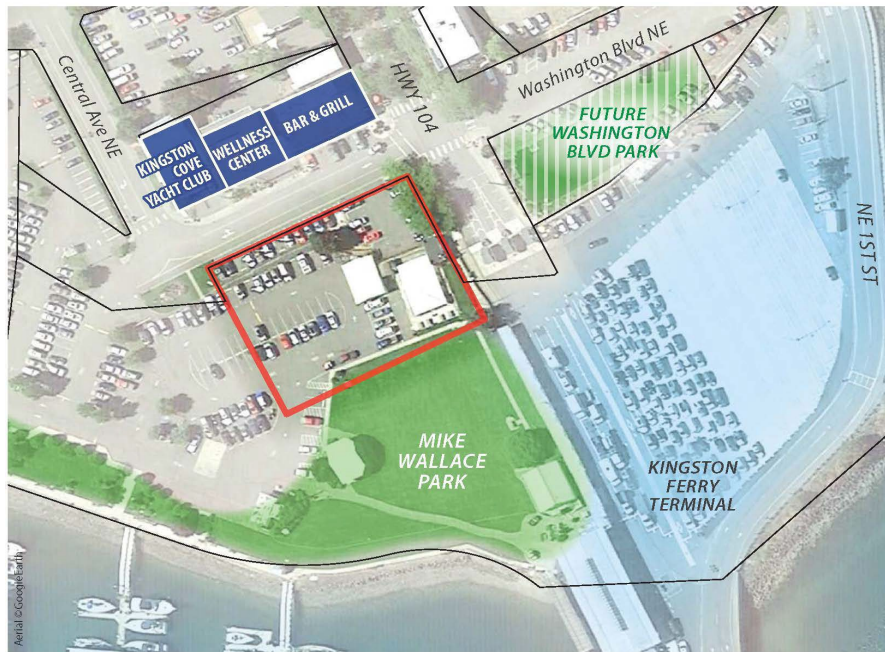


## 9. West Kingston Properties

These assets consist of the Hill Property, Toth Property, and a portion of the upper Parking Lot.







## 10. Washington Blvd

### Properties

These assets consist of the land and assets including the Event Tent pad, Maintenance Shed, and adjacent parking lot on the corner of Hwy 104 and Washington Blvd.





# Part Five: Capital and Recreational Plan

PORT OF KINGSTON  
CAPITAL AND RECREATIONAL PLAN  
2025-2029

CAPITAL PROJECT	2025	2026	2027	2028	2029	TOTAL COSTS
RCO Middle Restroom - Construction	200,000					200,000
Fire Suppression System	70,000	70,000	70,000	70,000	70,000	350,000
Sailing float - Replacement	50,000					50,000
Parking - Add Parking Stalls to Hill Property	50,000					50,000
Parking Improvements - Crack Seal, Stripe	37,000					37,000
Washington Blvd. Properties Development - Design	20,000					20,000
Bathymetric Survey	15,000					15,000
New Lawn Mower	12,000					12,000
Aquatic Lands Development - PMA Survey and Modification	10,000					10,000
Washington Blvd. Properties Development - Permitting	10,000					10,000
Backup Response Boat	9,282					9,282
Tenant (Office) Restrooms - Immediate Upgrades		75,000				75,000
Dredge Plan - Design & Engineer		45,000				45,000
Hill House - Foundation, Roof		35,000				35,000
EV Chargers		15,000				15,000
Piling Replacements - Annual		50,000	50,000	50,000	50,000	200,000
4 Door Electric Vehicle			19,000			19,000
Mooring Buoys		20,000		20,000		40,000
Float R&M - Float Leveling		20,000		20,000		40,000
Underground Storage Tank Replacement				10,000		10,000
Fast Ferry Barge (R&R)					300,000	300,000
Dredge Permitting						0
<b>TOTAL</b>	<b>483,282</b>	<b>330,000</b>	<b>139,000</b>	<b>170,000</b>	<b>420,000</b>	<b>1,542,282</b>

# Appendix A: Public Port Powers

The following list summarizes powers granted to Public Port Districts in the State of Washington.

1. Provide facilities for all forms of transfer (air, land, and marina) such as terminal facilities, airports, multi-use buildings, warehouses, elevators, canals, locks, tidal basins, rail and motor vehicle freight and passenger handling facilities and improvements needed for industrial and manufacturing activities within the district. (RCW 53.08.20 and others)

2. Construct, purchase or maintain facilities and equipment needed for the freezing or processing of goods and agricultural products, etc. (RCW 53.08.20)

3. Improve district lands by dredging, filling, bulk heading, providing waterways or developing such lands for sale or lease for industrial or commercial development purposes. (RCW 53.08.060)

4. Install industrial waste disposal, sewer, water, and other utilities when not adequately provided by other governmental entities. (RCW 53.08.040)

5. Improve any waterway, create new waterways, widen, deepen, or otherwise improve watercourses, bays,

lakes or streams. (RCW 53.08.060)

6. Install pollution abatement facilities for new or existing business firms and industries under certain conditions. (RCW 53.08.041)

7. Develop and maintain public parks and recreational facilities as to more fully utilize boat landings, harbors, wharves, and other facilities of the district. (RCW 53.08.260)

8. Establish, operate, and maintain foreign trade zones with permission of the federal government: proceeds can be used to acquire land, construct, and maintain warehouses and other facilities with the zone. (RCW 53.08.030)

9. Fix, without right of appeal, the rates of wharfage, dockage, warehousing, or port or terminal charges upon all improvements owned and operated by the district. (RCW 53.08.070)

10. Levy property taxes, subject to constitutional limitation and, buy, sell, or build properties to finance district operation. (RCW 53.36.020)

11. Undertake and adopt comprehensive development plans for the district, including studies and surveys to assure the proper utilization of transfer facilities, land or other properties or utilities. (RCW

53.08.160)

12. Exercise the right of eminent domain. (RCW 53.25.190)

13. Make cooperative agreements with other ports, local, or state governmental bodies, thereby providing better services at lower costs. (RCW 29.34.010)

14. Expend general funds for promotional hosting to attract industry or trade to use district facilities. (RCW 53.36.130)

15. Establish local improvement districts within the district. (RCW 53.08.050)

16. Tourism promotion authorized. (RCW 53.08.255)

17. Acquire, construct, lease and operate rail services, equipment, and facilities inside or outside the district. (RCW 53.08.290)

18. Establish trade centers. (RCW 53.29.020)

19. Create industrial development districts within a port district. (RCW 53.25.040)

20. Build telecommunications infrastructure and provide wholesale telecommunications services. (RCWs 53.08.005, 53.08.370 and 53.08.380).



## Appendix B: Options and Opportunities

Mooring Systems

Camping

Recreation Floats and Infrastructure

Hotel/Motel

Resort

Dry Stack Storage

Parking Garage

Commercial Development

Business Park

RV Park

Event or Conference Center

Post Secondary Education Facilities

Port of Kingston  
Balance Sheet  
For The Period Ending September 30, 2024 - Preliminary

	September 30, 2024 <u>Actual</u>	September 30, 2023 <u>Actual</u>	<u>Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	2,833,288	2,733,770	99,518
Accounts receivable	32,887	9,495	23,393
Current portion of lease receivable	168,177	162,805	5,371
Taxes receivable	6,559	6,013	546
Inventory	35,667	69,099	(33,432)
Prepaid expenses	193,991	187,806	6,186
<b>Total Current Assets</b>	<u>3,270,569</u>	<u>3,168,988</u>	<u>101,582</u>
<b>Noncurrent Assets</b>			
Lease receivable	1,902,001	2,070,176	(168,176)
Net pension asset	241,945	272,707	(30,762)
<b>Total Noncurrent Assets</b>	<u>2,143,946</u>	<u>2,342,883</u>	<u>(198,938)</u>
<b>Capital Assets</b>			
<b>Buildings and Structures</b>			
Gen and Admin	541,656	541,656	0
Marina Boat Launch	39,817	39,817	0
Real Estate	525,083	525,083	0
Parks	162,174	162,174	0
Terminal Facility	1,570,687	1,570,686	0
<b>Total Buildings and Structures</b>	<u>2,839,417</u>	<u>2,839,416</u>	<u>0</u>
Construction in Progress	464,325	277,847	186,479
<b>Land</b>			
Gen and Admin	373,874	373,874	0
Real Estate	563,914	563,914	0
Parks	432,276	432,276	0
Parking	500,991	500,992	0
<b>Total Land</b>	<u>1,871,055</u>	<u>1,871,056</u>	<u>0</u>
<b>Machinery and Equipment</b>			
Gen and Admin	135,305	122,620	12,684
Marina Perm Moorage	87,831	87,831	0
Guest Moorage	29,858	29,859	0
Marina Fuel	103,376	45,583	57,791
Marina Boat Launch	15,320	15,321	0
Real Estate	9,122	9,122	0
Parks	41,849	41,849	0
Parking	31,443	31,443	0
<b>Total Machinery and Equipment</b>	<u>454,104</u>	<u>383,628</u>	<u>70,475</u>



**Port of Kingston**  
**Balance Sheet**  
For The Period Ending September 30, 2024 - Preliminary

	September 30, 2024 <u>Actual</u>	September 30, 2023 <u>Actual</u>	<u>Change</u>
Marina			
Marina Perm Moorage	6,018,820	5,967,769	51,051
Marina Guest Moorage	692,847	692,974	(126)
Marina Fuel	412,409	412,409	0
Marina Boat Launch	95,719	95,718	0
Marina Fishing Pier	46,281	46,281	0
Total Marina	<u>7,266,076</u>	<u>7,215,151</u>	<u>50,925</u>
Other Improvements			
Gen and Admin	32,236	32,237	0
Parks	1,251,808	1,251,807	0
Parking	2,823	2,823	0
Total Other Improvements	<u>1,286,867</u>	<u>1,286,867</u>	<u>0</u>
Total Capital Assets	<u>14,181,844</u>	<u>13,873,965</u>	<u>307,879</u>
Less: Accumulated Depreciation	<u>(7,263,234)</u>	<u>(6,783,138)</u>	<u>(480,096)</u>
Total Net Capital Assets	<u>6,918,609</u>	<u>7,090,826</u>	<u>(172,217)</u>
Total Assets Before Deferred Outflows	<u>12,333,125</u>	<u>12,602,698</u>	<u>(269,573)</u>
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows - asset retirement obligation	79,756	92,313	(12,557)
Deferred outflows - pensions	249,928	284,098	(34,171)
Total Deferred Outflows	<u>329,684</u>	<u>376,411</u>	<u>(46,728)</u>
Total Assets	<u>12,662,808</u>	<u>12,979,109</u>	<u>(316,301)</u>
LIABILITIES			
Current Liabilities			
Accounts payable	88,637	130,549	(41,912)
Accrued taxes	53,497	50,597	2,899
Payroll liabilities	65,499	54,543	10,957
Unearned revenue	2,198	0	2,198
Tenant deposits	74,944	68,289	6,656
Current portion of compensated absences	10,030	3,501	6,528
Current portion of long-term unearned revenue	24,512	23,830	682
Current portion of long-term debt	63,000	62,500	500
Total Current Liabilities	<u>382,317</u>	<u>393,809</u>	<u>(11,492)</u>

Port of Kingston  
Balance Sheet  
For The Period Ending September 30, 2024 - Preliminary

	September 30, 2024 Actual	September 30, 2023 Actual	Change
<b>Noncurrent Liabilities</b>			
Compensated absences	44,583	35,014	9,569
Long-term unearned revenue	1,140,778	1,165,801	(25,023)
Environmental remediation liability	120,000	117,000	3,000
Asset retirement obligation	195,824	179,655	16,169
Pension liability	99,777	157,107	(57,330)
General obligation bonds	542,500	605,500	(63,000)
<b>Total Noncurrent Liabilities</b>	<b>2,143,462</b>	<b>2,260,077</b>	<b>(116,615)</b>
<b>Total Liabilities Before Deferred Inflows</b>	<b>2,525,779</b>	<b>2,653,886</b>	<b>(128,107)</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Deferred inflows - pensions	147,092	298,693	(151,601)
Deferred inflows - lease	2,070,177	2,232,983	(162,806)
<b>Total Deferred Inflows</b>	<b>2,217,269</b>	<b>2,531,676</b>	<b>(314,407)</b>
<b>Total Liabilities</b>	<b>4,743,048</b>	<b>5,185,562</b>	<b>(442,514)</b>
<b>EQUITY</b>			
Restricted for net pension asset	342,446	268,215	74,231
Committed	1,942,655	1,670,569	272,087
Unrestricted	5,634,659	5,854,763	(220,105)
<b>Total Equity</b>	<b>7,919,760</b>	<b>7,793,547</b>	<b>126,214</b>
<b>Total Liabilities and Equity</b>	<b>12,662,808</b>	<b>12,979,109</b>	<b>(316,301)</b>



**Port of Kingston**  
**Income Statement Year-To-Date**  
**For The Period Ending September 30, 2024 - Preliminary**

	September 30, 2024		Diff	September 30, 2023	
	Actual	Budget		Actual	Change
<b>OPERATING REVENUE</b>					
Fuel Sales	596,924	817,343	(220,420)	739,206	(142,282)
Moorage - Guest	222,481	343,473	(120,991)	211,631	10,850
Moorage - Permanent	952,684	983,712	(31,028)	940,924	11,760
Moorage - Seasonal	54,862	58,176	(3,314)	47,103	7,758
Other Operating Income	5,801	7,686	(1,885)	5,846	(44)
Other Operating Service	35,785	40,772	(4,986)	37,819	(2,034)
Parking	516,462	462,369	54,092	419,717	96,745
Rental Property	187,589	187,531	58	171,476	16,114
Retail Sales	3,457	2,888	570	6,033	(2,576)
Utilities Income	45,666	41,388	4,277	46,064	(399)
<b>TOTAL OPERATING REVENUE</b>	<b>2,621,711</b>	<b>2,945,338</b>	<b>(323,627)</b>	<b>2,625,819</b>	<b>(4,108)</b>
<b>COST OF GOODS SOLD</b>	<b>490,748</b>	<b>692,082</b>	<b>(201,334)</b>	<b>620,095</b>	<b>(129,347)</b>
<b>GROSS PROFIT</b>	<b>2,130,963</b>	<b>2,253,256</b>	<b>(122,293)</b>	<b>2,005,724</b>	<b>125,239</b>
<b>OPERATING EXPENSE</b>					
Bank Charges	1,739	1,070	669	1,032	706
Commissioner Expense	68,577	79,335	(10,759)	57,330	11,248
Compensation and Benefits	1,230,093	1,213,674	16,420	1,160,999	69,094
Computer and Telecom	51,963	58,740	(6,777)	39,080	12,883
Equipment and Maintenance	61,301	116,243	(54,942)	69,736	(8,435)
Insurance and Taxes	118,729	123,391	(4,662)	112,224	6,505
Other Operating Expense	36,099	8,428	27,671	6,082	30,017
Professional Services	170,148	185,602	(15,453)	180,618	(10,469)
Promotional and Dues	65,271	49,936	15,334	49,903	15,368
Supplies	32,748	47,921	(15,174)	34,801	(2,055)
Travel and Training	13,182	22,616	(9,433)	12,397	786
Utilities	110,037	114,066	(4,029)	110,938	(901)
<b>TOTAL OPERATING EXP BEFORE DEPR</b>	<b>1,959,887</b>	<b>2,021,022</b>	<b>(61,135)</b>	<b>1,835,141</b>	<b>124,746</b>
<b>NET OPERATING INCOME BEFORE DEPR</b>	<b>171,076</b>	<b>232,234</b>	<b>(61,158)</b>	<b>170,583</b>	<b>493</b>
Depreciation and Amortization	379,346	374,188	5,158	389,853	(10,507)
<b>NET OPERATING INCOME</b>	<b>(208,271)</b>	<b>(141,954)</b>	<b>(66,317)</b>	<b>(219,270)</b>	<b>10,999</b>

Port of Kingston  
Income Statement Year-To-Date  
For The Period Ending September 30, 2024 - Preliminary

	September 30, 2024		Diff	September 30, 2023	
	Actual	Budget		Actual	Change
OTHER INCOME					
Investment Income	67,935	27,240	40,695	48,759	19,176
Interest Income Lease	52,127	52,127	0	56,042	(3,915)
Property Tax Receipts	133,132	139,323	(6,191)	132,506	626
Leasehold Excise Tax	1,880	0	1,880	1,860	20
Gain/Loss on Assets	1,465	0	1,465	0	1,465
TOTAL OTHER INCOME	<u>256,539</u>	<u>218,690</u>	<u>37,849</u>	<u>239,167</u>	<u>17,372</u>
OTHER EXPENSE					
Interest Exp GO Bond	15,619	15,619	0	16,923	(1,303)
TOTAL OTHER EXPENSE	<u>15,619</u>	<u>15,619</u>	<u>0</u>	<u>16,923</u>	<u>(1,303)</u>
NET OTHER INCOME/EXPENSE	<u>240,920</u>	<u>203,071</u>	<u>37,849</u>	<u>222,244</u>	<u>18,676</u>
NET INCOME BEFORE CAPITAL GRANTS	<u>32,649</u>	<u>61,116</u>	<u>(28,467)</u>	<u>2,974</u>	<u>29,675</u>
Capital Grants	0	0	0	10,951	(10,951)
NET INCOME	<u><u>32,649</u></u>	<u><u>61,116</u></u>	<u><u>(28,467)</u></u>	<u><u>13,925</u></u>	<u><u>18,724</u></u>



Port of Kingston  
Income Statement Year-To-Date  
For The Period Ending September 30, 2024 - Preliminary

	01/31/2024	02/29/2024	03/31/2024	04/30/2024	05/31/2024	06/30/2024	07/31/2024	08/31/2024	09/30/2024	Total YTD
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
<b>OPERATING REVENUE</b>										
Fuel Sales	7,573	12,958	16,622	25,175	62,475	74,359	154,704	149,757	93,301	596,924
Moorage - Guest	11,015	6,377	7,052	8,168	28,271	33,481	49,517	42,222	36,379	222,481
Moorage - Permanent	107,271	102,943	104,888	104,976	107,346	106,295	106,511	106,022	106,430	952,684
Moorage - Seasonal	12,412	11,797	12,158	4,657	3,179	0	3,785	2,879	3,996	54,862
Other Operating Income	2,095	228	330	308	1,410	275	442	398	315	5,801
Other Operating Service	5,488	3,286	3,878	3,545	3,533	5,151	3,871	2,983	4,050	35,785
Parking	38,676	43,161	48,688	45,375	58,287	65,336	77,557	67,370	72,012	516,462
Rental Property	20,055	20,091	20,128	20,164	20,201	20,238	24,372	21,151	21,188	187,589
Retail Sales	0	0	24	18	155	336	1,729	700	497	3,457
Utilities Income	7,027	8,436	7,120	6,403	4,976	3,090	3,814	2,474	2,325	45,666
<b>TOTAL OPERATING REVENUE</b>	<b>211,612</b>	<b>209,277</b>	<b>220,888</b>	<b>218,789</b>	<b>289,833</b>	<b>308,561</b>	<b>426,302</b>	<b>395,956</b>	<b>340,493</b>	<b>2,621,711</b>
<b>COST OF GOODS SOLD</b>	<b>7,339</b>	<b>12,745</b>	<b>15,150</b>	<b>20,597</b>	<b>52,442</b>	<b>59,613</b>	<b>127,289</b>	<b>120,812</b>	<b>74,760</b>	<b>490,748</b>
<b>GROSS PROFIT</b>	<b>204,273</b>	<b>196,532</b>	<b>205,738</b>	<b>198,192</b>	<b>237,391</b>	<b>248,948</b>	<b>299,013</b>	<b>275,143</b>	<b>265,732</b>	<b>2,130,963</b>
<b>OPERATING EXPENSE</b>										
Bank Charges	93	186	220	84	261	452	155	150	137	1,739
Commissioner Expense	5,053	6,368	8,638	7,449	7,189	12,724	6,083	7,297	7,776	68,577
Compensation and Benefits	138,801	139,723	124,856	115,894	135,949	141,139	150,556	143,765	139,410	1,230,093
Computer and Telecom	6,380	5,636	6,177	2,751	6,926	6,955	6,961	4,959	5,217	51,963
Equipment and Maintenance	8,544	8,701	12,087	593	11,289	3,533	9,838	3,108	3,609	61,301
Insurance and Taxes	11,973	12,559	12,523	12,605	12,598	13,145	13,519	13,864	15,943	118,729
Other Operating Expense	545	(6,440)	8,765	28,470	702	585	3,329	22	120	36,099
Professional Services	17,411	30,633	30,444	70	33,669	20,553	9,319	17,505	10,546	170,148
Promotional and Dues	12,599	2,266	3,556	1,919	9,765	18,049	10,366	3,038	3,713	65,271
Supplies	3,036	2,262	2,444	516	5,225	1,973	12,024	2,573	2,694	32,748
Travel and Training	0	3,635	550	0	887	5,416	1,073	595	1,026	13,182
Utilities	10,146	16,493	9,756	9,539	20,292	8,725	10,484	19,479	5,122	110,037
<b>TOTAL OPERATING EXP BEFORE DEPR</b>	<b>214,581</b>	<b>222,022</b>	<b>220,017</b>	<b>179,891</b>	<b>244,752</b>	<b>233,250</b>	<b>233,707</b>	<b>216,355</b>	<b>195,313</b>	<b>1,959,887</b>
<b>NET OPERATING INCOME BEFORE DEPR</b>	<b>(10,308)</b>	<b>(25,490)</b>	<b>(14,279)</b>	<b>18,302</b>	<b>(7,361)</b>	<b>15,698</b>	<b>65,307</b>	<b>58,788</b>	<b>70,419</b>	<b>171,076</b>
Depreciation and Amortization	42,724	42,562	42,562	42,540	42,578	41,972	41,943	41,482	40,984	379,346
<b>NET OPERATING INCOME</b>	<b>(53,032)</b>	<b>(68,052)</b>	<b>(56,841)</b>	<b>(24,238)</b>	<b>(49,938)</b>	<b>(26,274)</b>	<b>23,364</b>	<b>17,306</b>	<b>29,435</b>	<b>(208,271)</b>
<b>OTHER INCOME</b>										
Investment Income	6,553	6,476	6,843	7,057	8,728	7,601	8,378	8,271	8,029	67,935
Interest Income Lease	5,939	5,902	5,865	5,829	5,792	5,755	5,718	5,681	5,644	52,127
Property Tax Receipts	321	8,017	9,128	91,473	15,996	1,519	926	2,213	3,539	133,132
Leasehold Excise Tax	0	621	0	0	665	0	0	595	0	1,880
Gain/Loss on Assets	0	0	0	0	0	0	0	0	1,466	1,465
<b>TOTAL OTHER INCOME</b>	<b>12,813</b>	<b>21,016</b>	<b>21,836</b>	<b>104,359</b>	<b>31,181</b>	<b>14,875</b>	<b>15,022</b>	<b>16,760</b>	<b>18,678</b>	<b>256,539</b>

Port of Kingston  
Income Statement Year-To-Date  
For The Period Ending September 30, 2024 - Preliminary

	01/31/2024	02/29/2024	03/31/2024	04/30/2024	05/31/2024	06/30/2024	07/31/2024	08/31/2024	09/30/2024	Total YTD
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	
OTHER EXPENSE										
Interest Exp GO Bond	1,761	1,761	1,761	1,761	1,761	1,761	1,684	1,684	1,684	15,619
TOTAL OTHER EXPENSE	1,761	1,761	1,761	1,761	1,761	1,761	1,684	1,684	1,684	15,619
NET OTHER INCOME/EXPENSE	11,052	19,255	20,075	102,598	29,420	13,114	13,337	15,075	16,993	240,920
NET INCOME BEFORE CAPITAL GRANTS	(41,980)	(48,798)	(36,766)	78,360	(20,519)	(13,160)	36,701	32,382	46,428	32,649
Capital Grants	0	0	0	0	0	0	0	0	0	0
NET INCOME	(41,980)	(48,798)	(36,766)	78,360	(20,519)	(13,160)	36,701	32,382	46,428	32,649