

Finance Advisory Committee

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FINANCE ADVISORY COMMITTEE

May 4, 2026 @ 12:00 PM
422 Gateway Ave, Suite 100, Astoria, OR*

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*This meeting will also be available via Zoom. Meeting ID: 869 0588 1635 and Passcode: 422.

Agenda

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2. Roll Call
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6. Confirm an agenda and date for the next meeting
7. Adjourn

HOW TO JOIN THE ZOOM MEETING:

Online: Direct link: <https://us02web.zoom.us/j/86905881635?pwd=amhtTTBFcE9NUElxNy9hYTZFPQTlZQT09>
Or go to [Zoom.us/join](https://zoom.us/join) and enter Meeting ID: 869 0588 1635, Passcode: 422

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MARCH 2026 FINANCIALS NARRATIVE *

Summary

For July 2025 through March 2026, the Port reported an operating net gain of \$1.2 million, close to budget but \$262,000 behind the prior year. Operating revenue & expense were both 101% of budget, while non-operating revenues were at 98% and non-operating expenses were at 100%. Overall, the Port reported a total net loss of \$538,000, which was \$44,000 short of budget expectations. Compared to the prior year's loss of \$1 million, total profits were up \$506,000, primarily due to higher capital spending in FY2024-25. Looking ahead, the Port is expecting to move from an operating loss to an operating revenue as the Port moves into the busier spring/summer months.

Operating Revenue

- **Dockage:** Under budget by \$44,000 and \$200,000 lower than the previous fiscal year. In FY 2024–25, dockage income associated with the now-ceased log-yard activities totaled \$218,000.
- **Lease & Rentals:** Under budget by \$94,000 and \$65,000 behind the prior year. While tenant revenue continues to trend upward year-over-year due to new leases and scheduled annual adjustments, income tied to log-yard activities totaled \$121,000 in FY 2024–25.
- **Rebilled Expenses:** Ahead of budget by \$95,000 and prior year by \$291,000. A significant portion of these overages were for water/sewer rebilling, which was offset by an increase in related expenses.
- **Marina & Boatyard:**
 - Boatyard revenue continues to outperform significantly at \$88,000 ahead of budget (112%) and \$164,000 above prior year (126%), reflecting expanded services and strong demand. Five-year comparisons show a threefold increase in year-to-date revenues.
 - Marina revenue was \$28,000 ahead of budget (107%) and \$35,000 ahead of prior year (108%).
- **Fuel Profits:**
 - Marina net fuel profits through March were \$199,000, which was \$10,800 behind budget but \$25,000 ahead of prior year.
 - Airport fuel profits were \$279,000, which was \$13,500 ahead of budget and \$33,500 ahead of prior year.

Operating Expense

Personnel costs and materials and services were at 95% and 105% of budget, respectively, resulting in a budget difference of \$34,000. The biggest differences were in salary and wages (↓\$109,000), fuel cost of sales (↓\$60,000), water/sewer costs (↑\$162,000), longshore labor (↑\$63,000), and outside services (↑\$50,000).

Capital Spending

March's capital spending was primarily for T-Hangar Repairs, offset by grant reimbursements. After grant activity, net capital spending was down \$669,000 from the prior year.

Port of Astoria
Profit & Loss Actual vs. Budget
for March 2026

	Actuals Jul 2025 - Mar 2026	Actuals Jul 2024 - Mar 2025	Budget Jul 2025 - Mar 2026	Budget Variance Through Mar	% of Budget Through Mar	Full '25-'26 Budget
<u>Operating Revenues</u>						
Dockage & Vessel Service	398,666	597,447	442,402	-43,736	90%	872,684
Lease & Rental Income	2,517,788	2,582,791	2,611,763	-93,975	96%	3,474,821
Rebilled Expenses	2,130,659	1,839,781	2,035,961	94,698	105%	3,015,158
Boat Haulout	799,550	635,927	710,926	88,624	112%	1,000,000
Marina Revenues	452,279	417,504	424,133	28,146	107%	690,606
Fuel Sales	1,428,822	1,213,975	1,486,484	-57,662	96%	1,993,536
Ticket Revenues	2,875	1,960	1,771	1,104	162%	2,200
Other Income	76,572	51,077	51,623	24,949	148%	68,057
Total Operating Revenues	7,807,211	7,340,462	7,765,063	42,148	101%	11,117,062
<u>Operating Expenses</u>						
Personnel Services	2,551,792	2,394,459	2,694,093	-142,301	95%	3,643,334
Materials and Services	4,015,320	3,343,725	3,838,835	176,485	105%	5,359,167
Bad Debt Expense	0	99,845	0	0		0
Total Operating Expenses	6,567,112	5,838,029	6,532,928	34,184	101%	9,002,501
Income from Operations	1,240,099	1,502,434	1,232,135	7,964	101%	2,114,561
<u>Non-Operating Revenues</u>						
Property Tax Revenues-Genl Fund	978,791	933,909	1,000,967	-22,176	98%	1,058,242
Timber Tax Revenues	122,580	130,072	139,518	-16,938	88%	186,023
Other County Revenues	280	4,156	7,800	-7,520	4%	7,800
Grants*	942,611	813,688	942,611	0	100%	3,218,736
Settlement	0	0	0	0	0%	0
Interest Income	23,376	19,144	25,092	-1,716	93%	33,450
Total Non-Operating Revenues	2,067,639	1,900,968	2,115,988	-48,350	98%	4,504,251
<u>Total Non-Operating Expenses</u>						
Capital Outlay*	2,659,965	3,200,104	2,659,965	0	100%	6,046,044
Interest Expense	294,300	320,934	296,758	-2,458	99%	405,048
Principal Expense	891,456	925,886	885,263	6,193	101%	1,226,211
Total Non-Operating Expenses	3,845,722	4,446,924	3,841,986	3,735	100%	7,677,303
Net Income (Loss)	-537,985	-1,043,522	-493,863	-44,121	91%	-1,058,491

**Capital Outlay/Grants year-to-date budget set to match Revenue/Expense, not seasonally adjusted.

Port of Astoria

Balance Sheet

as of March 2026

March 31, 2026

ASSETS

Current Assets

Cash & Cash Equivalents

Cash Funds	745
Operating Account #1442	516,887
Payroll Account #5344	39,486
Money Market #1259	2,782
Restricted AOC4 MMA #0760	264,562
LGIP Savings #6728	427,318
Undeposited Funds	23,772

Total Cash & Cash Equivalents 1,275,552

Accounts Receivable 187,683

Other Current Assets

Grant Receivables	234,309
Inventory	160,550
Prepaid Expenses	231,652
Property Taxes Receivable	46,011
Deferred Pension Outflows	802,257
Deferred OPEB Outflows	95,191
Current Maturities LT Rcvble	2,334,427

Total Other Current Assets 3,904,397

Total Current Assets 5,367,632

Fixed Assets 36,195,605

Other Assets

Long-term Receivables 14,236,741

TOTAL ASSETS 55,799,978

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	553,405
Accrued Interest Payable	90,764
Retainage Payable	31,580
Accrued Liabilities	0
Accrued Payroll Liabilities	82
Prepaid Rent	51,826
Deposits and Overpayments	43,231
LT Debt Obligation - Current Portion	1,572,614
Unearned Tenant Improvements	22,800
Deferred Pension Inflows	319,448
Deferred OPEB Inflows	315,367
Deferred Lease Inflows	10,522,834

Total Current Liabilities 13,523,950

Long Term Liabilities

Accrued Vacation Payable	227,980
Accrued Sick Leave	291,331
Notes Payable	11,003,419
Net Pension Liability	1,656,585
OPEB Liability	723,312
Lease Liability	812,516

Port of Astoria

Balance Sheet

as of March 2026

	<u>March 31, 2026</u>
Pollution Remediation AOC 4 Liability	2,936,234
Less Current Portion LT Debt	<u>-1,572,614</u>
Total Long Term Liabilities	16,078,763
Total Liabilities	<u>29,602,714</u>
Equity	
Retained Earnings	26,735,249
Net Income	<u>-537,985</u>
Total Equity	<u>26,197,265</u>
TOTAL LIABILITIES & EQUITY	<u>55,799,978</u>



Capital Projects
 March 2026
 Budget to Actual

DEPARTMENT AND PROJECT		BUDGETED SPENDING & GRANTS			ACTUAL SPENDING & GRANTS				
Department	Description	Adopted Capital Expenditure	Adopted Grant Funding	Adopted POA Expense	Expenses through 03/31/2026	Grants Received through 03/31/2026	Expenses through 03/31/2026 NET OF GRANTS	Estimate of Remaining POA Expense	Priority 9 = Def'd 10 = Comp
WFW	Pier 2 West - Engineering	100,000	-	100,000	8,279	-	8,279	91,721	1
WFW	Pier 2 West NEPA Requirements	50,500	-	50,500	570	-	570	49,930	1
WFW	Pier 2 West Mitigation & Permitting	80,000	60,000	20,000	84,446	34,745	49,701	(29,701)	1
Security	2025-26 Security Upgrades: Camera and Infrastructure Upgrades	125,000	93,750	31,250	897	-	897	30,353	2
Airport	Hangar Maintenance - A Row Rehabilitation	300,000	270,000	30,000	320,028	298,797	21,230	8,770	2
Airport	Terminal Building - Remodel/Upgrades	191,700	143,775	47,925	1,265	-	1,265	46,660	2
WFW	Fire System Upgrades	90,000	-	90,000	50,425	-	50,425	39,575	4
WFW - Boatyard	Boatyard Upgrades	25,000	-	25,000	2,346	-	2,346	22,654	5
WFW - Boatyard	Boatyard Expansion - Phase 1	750,000	675,000	75,000	1,918	-	1,918	73,082	8
Airport	Tractor Equipment - Front-end mulcher	8,000	-	8,000	-	-	-	8,000	9
WFE - Marinas	East Mooring Basin Boarding Docks Replacement	405,613	312,322	93,291	1,572	-	1,572	91,719	9
WFW - Boatyard	Boatyard Equipment - Travelift and Misc	1,377,000	1,032,750	344,250	15,886	15,886	-	344,250	9
WFW	Pier 2 East - Repairs based on ODOT reports/bent repairs	500,000	-	500,000	-	-	-	500,000	9
WFW	Gateway Avenue Repair / Restripe	27,500	-	27,500	-	-	-	27,500	9
WFE - Marinas	East Mooring Basin Dredging	762,745	381,373	381,372	972	-	972	380,400	9
WFW	2025-28 CWD Piers Maintenance Dredging	400,000	-	400,000	394,191	-	394,191	5,809	10
Airport	FEMA Equipment: Tractor Equipment - Bat-wing Mower Deck	17,933	-	20,000	17,933	13,450	4,483	15,517	10
Airport	Airport Industrial Park Design	300,000	216,780	83,220	213,863	-	213,863	(130,643)	10
Airport	Tide Gate Feasibility Study	32,986	32,986	-	-	-	-	-	10
WFW	2025-26 Pier 2 West - Emergency Repairs	500,000	-	500,000	734,989	-	734,989	(234,989)	10
	Misc Projects	-	-	-	810,386	578,963	231,423	(231,423)	
TOTALS		6,043,977	3,218,736	2,827,308	2,659,965	941,841	1,718,124	1,109,184	

	Projected & Actual Cash Flows FY26 Q3						Projected Cash Flows FY26 Q4		
	Jan Est	Jan Actual	Feb Est	Feb Actual	Mar Est	Mar Actual	Apr Est	May Est	Jun Est
Cash Balance Forward	\$ 1,813,216	\$ 1,826,813	\$ 1,156,203	\$ 1,156,203	\$ 1,052,703	\$ 1,110,172	\$ 1,010,165	\$ 1,122,695	\$ 1,607,950
Receipts/Deposits									
Marina moorage, rebilling, other	235,318	225,208	252,088	194,053	272,043	275,931	375,749	611,231	548,193
Marina fuel sales	12,790	4,196	13,094	4,838	4,965	27,998	20,947	36,216	45,898
Airport fuel sales	83,958	50,289	37,298	107,404	132,885	122,825	142,224	170,430	91,337
Dockage and misc receipts	21,876	26,124	51,064	35,630	40,654	34,063	149,491	215,207	90,376
Lease & Rental income	275,591	262,054	280,012	276,486	279,589	280,195	285,118	285,367	292,573
County revenues & transfers	50,716	12,394	21,315	41,424	39,717	20,973	24,668	40,036	39,076
Cash Inflows	\$ 680,249	\$ 580,263	\$ 654,871	\$ 659,834	\$ 769,853	\$ 761,986	\$ 998,197	\$ 1,358,487	\$ 1,107,453
Total Available	\$ 2,493,465	\$ 2,407,076	\$ 1,811,074	\$ 1,816,038	\$ 1,822,556	\$ 1,872,158	\$ 2,008,362	\$ 2,481,182	\$ 2,715,403
Disbursements									
Payroll & Benefits	\$ 301,586	\$ 315,169	\$ 299,030	\$ 279,417	\$ 293,476	\$ 295,556	\$ 304,499	\$ 316,487	\$ 304,499
Total Materials & Services	\$ 652,686	\$ 501,768	\$ 240,217	\$ 255,223	\$ 286,689	\$ 305,128	\$ 315,659	\$ 428,567	\$ 539,721
Total Debt Service	\$ 13,193	\$ 21,605	\$ 187,000	\$ 195,414	\$ -	\$ 4,699	\$ 78,451	\$ 258,387	\$ -
Capital Projects:									
Hangar Maintenance	8,167	-	-	-	8,167	82,293	65,559	(201,709)	-
Terminal Building - Remodel/Upgrades	-	-	-	-	36,500	-	36,500	36,500	-
2025-26 Security Upgrades: Camera and Infrastru	5,208	-	5,208	-	-	-	-	-	-
Central Waterfront Dredging	239,400	239,400	-	-	-	-	-	-	-
Fire System Upgrades	-	-	-	-	49,306	49,306	50,000	-	-
Pier 2 West - Engineering	-	-	-	-	-	-	33,333	33,333	33,334
Pier 2 West Mitigation & Permitting	1,667	-	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Pier 2 West NEPA Requirements	25,250	-	25,250	25,250	-	-	-	-	-
Repairs to P3 Pump Station	35,807	-	-	-	-	-	-	-	-
Total Capital Projects	\$ 315,498	\$ 239,400	\$ 32,125	\$ 26,917	\$ 95,639	\$ 133,266	\$ 187,059	\$ (130,210)	\$ 35,001
Total Disbursements / Cash Outflows	\$ 1,282,963	\$ 1,077,942	\$ 758,372	\$ 756,970	\$ 675,804	\$ 738,648	\$ 885,668	\$ 873,232	\$ 879,221
Modifications									
Adjustments - Accounts Receivables		24,728							
Misc adjustments to reconcile net income to cash		(197,658)		51,104		(123,344)			
Cash Inflow (Outflow)	\$ (602,714)	\$ (670,609)	\$ (103,501)	\$ (46,032)	\$ 94,049	\$ (100,006)	\$ 112,530	\$ 485,256	\$ 228,233
Ending Cash Balance	\$ 1,210,502	\$ 1,156,203	\$ 1,052,703	\$ 1,110,172	\$ 1,146,752	\$ 1,010,165	\$ 1,122,695	\$ 1,607,950	\$ 1,836,183
Restricted towards Airport Industrial Park	-	-	-	-	-	-	-	-	-
Available Cash Balance	\$ 1,210,502	\$ 1,156,203	\$ 1,052,703	\$ 1,110,172	\$ 1,146,752	\$ 1,010,165	\$ 1,122,695	\$ 1,607,950	\$ 1,836,183
Days Cash on Hand	45	43	39	41	43	38	42	60	69



DRAFT

Business Case for New Enterprise Software

Prepared by the Port of Astoria RFP Workgroup to make the case for
new Accounting & Operational Software

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Executive Summary

The Port of Astoria's financial and operational environment has outgrown its current tools. QuickBooks Enterprise, spreadsheets, Access databases, and standalone systems cannot reliably support the Port's volume of activity or its public-sector reporting requirements. A major limitation is that QuickBooks is completely disconnected from the Port's operational functions. Work orders, purchasing, and day-to-day department activity occur outside the accounting system, leaving staff without real-time budget visibility and requiring Finance to manually rebuild operational data from emails, spreadsheets, and paper forms. This disconnect increases errors, slows routine processes, and limits management's ability to monitor financial performance or make timely decisions.

A modern Enterprise Resource Planning (ERP) system resolves these issues by replacing fragmented processes with one integrated platform. Consolidating work orders, purchasing, billing, project and grant tracking, leases, utilities, fixed assets, documents, and (potentially) marina management creates consistent workflows and a single source of truth. With unified data, managers can see accurate financial activity as it happens, and operational entries automatically flow into accounting without manual intervention.

Beyond improving daily operations, an ERP strengthens internal controls, increases transparency, and enhances compliance with government reporting standards. It reduces dependence on complex spreadsheets and provides a scalable framework for accurate reporting, better oversight, and reliable service delivery across all departments.

A single integrated ERP system would address the Port's core challenges by providing:

- Direct linkage between operations and finance, so work orders, purchasing, billing, and approvals flow automatically into the general ledger
- Real-time visibility into budgets, commitments, cashflow, and department activity
- Standardized workflows that eliminate manual handoffs and reduce processing time
- Accurate, consistent billing tools for utilities, leases, terminal and marina services, and project-related charges
- Automated reporting and audit-ready records, reducing the need for reconciliations
- Centralized document management so departments share the same information
- Reliable remote access to support offsite work and continuity needs
- Extensive resources for staff training and support

I. Current Environment

This section provides an overview of the Port's current systems and workflows, highlighting the limitations, gaps, and operational constraints that shape the need for modernization.

1.1 Outdated Quickbooks Interface

The current QuickBooks Enterprise tool lacks a modern design, resulting in inefficiencies and a steep learning curve for new staff. Navigation is cumbersome, and the interface does not support intuitive workflows, which slows down routine tasks and increases training time.

1.2 Not Built for Government Needs

QuickBooks Enterprise is designed for medium-sized private businesses, not governmental entities. It fails to meet essential requirements such as Project Tracking, Grant Monitoring, Capital Asset Tracking, and GASB-Compliant Reporting.

1.3 Operations Usability

Operational staff do not use QuickBooks for their daily work. Because the system provides no practical tools for non-finance users, each department has developed its own way of storing customer and vendor information. This results in multiple versions of the same information, inconsistent recordkeeping, and significant inefficiency. Departments also have no visibility into their real-time financial activity, including budgets, commitments, or outstanding transactions, and must rely entirely on Finance to look up or interpret information that should be readily accessible.

1.4 Remote Access Limitations

QuickBooks does not function efficiently when accessed remotely, limiting staff productivity whenever work must occur outside the Port offices. This affects Finance operations during conferences, off-site work, or disruptions that prevent staff from being on-site.

1.4 Limited Integrations

QuickBooks does not integrate with the Port's other operational tools.

- **MarinaWare:** Customer and financial data remain fully siloed within MarinaWare. Transactional activity is summarized into reports that must be manually entered into QuickBooks, creating duplicated or incomplete information across systems. Because the two systems are entirely separate, neither Finance nor Marina/Boatyard staff has visibility into the other's underlying transactional detail, making reconciliation and troubleshooting time-consuming and prone to error.
- **Lease Management Tool:** The custom lease database is fully separate from the financial system, requiring duplicate data entry and making reconciliations more difficult. The Property Manager has no built-in tools for generating or managing leases.

II. Opportunities

This section identifies the key opportunities for improvement revealed by the Port's current systems and workflows. It highlights areas in each department where inefficiencies, manual processes, and information gaps create clear potential for modernization.

2.1 Transition Benefits for Finance Staff

Purchasing

Implementing a purchase order (PO) process ensures managers provide advance notice of significant or unusual purchases, improving visibility into cash flow and allowing the accounting team to verify compliance before commitments are made. Instead of Accounts Payable (AP) receiving an invoice and guessing at coding before sending it back for review, managers can enter known details directly into the PO. This proactive approach reduces errors, accelerates approvals, and eliminates redundant steps. Because the ERP system automatically matches invoices to POs, the process significantly reduces manual data entry for AP, saving time and improving accuracy.

Purchase Order Approval Workflow

The system can automatically route any invoice over \$25,000 to the Office Manager for attaching required RFEs/commission minutes before sending to Accounts Payable. This saves the time of back-and-forth communication between A/P and Administration and ensures compliance with Oregon's procurement laws and audit-readiness. Refer to section **xx** for specific compliance gaps and consequences.

Project & Grant Tracking

Currently, grant-related expenses are tracked manually via email and spreadsheets, creating compliance risks and delays in reporting. Project costs are monitored manually and outside of the financial system's standard toolset, making it difficult to see real-time budget status. The ERP system will allow tagging of grant-related transactions at entry, attach required documentation, and generate grant-specific reports automatically. For projects, the system links POs, contracts, and invoices for real-time visibility into commitments and expenditures, reducing errors and improving compliance with grant agreements. Refer to section **xx** for specific compliance gaps and consequences.

Cashflow Forecasting

Currently, the Port relies on a manually built spreadsheet for cashflow forecasting. This process requires importing budget data and monthly transactional updates, followed by manual adjustments for items like prepaids and capital or grant activity. The spreadsheet is prone to errors due to complex formulas that need frequent updates and maintaining it is highly time-intensive—taking multiple days for budget updates and 2–3 hours each month for transactional data. An ERP system eliminates these inefficiencies by providing an integrated cashflow forecasting tool that draws directly from real-time accounting data, including upcoming expenditures from the purchase order and project planning systems.

Beyond time savings, better visibility into future cashflow enables informed decisions on capital spending and investment strategies. With confidence in cashflow projections, the Port can pursue capital projects more aggressively and invest surplus funds in interest-bearing accounts, improving financial performance and long-term planning. Refer to section xx for specifics on lost revenue due to inadequate cashflow management tools.

Large Vessel Invoicing

Currently, invoicing process for large vessel is an entirely manual process that requires staff to first compile data from spreadsheets, security reports, work orders, and vendor invoices, and then calculate charges for dockage, labor, and additional services by interpreting tariff text and fee schedules. This approach is time-consuming, heavily dependent on staff expertise, and prone to errors or missed charges due to fragmented workflows and lack of integration. By implementing an ERP billing module with embedded tariff logic, the A/R Specialist would only need to enter key values—such as vessel name, length, arrival/departure times, and requested services—while the system automatically calculates dockage, applies minimum fees, compares actual labor hours to minimum security charges, and pulls additional costs from integrated work orders and vendor contracts. Refer to section xx for specifics on identified errors that could have resulted in lost revenue due to inadequate invoicing tools.

Utility Billing

Currently, utility charges are calculated manually using a complicated spreadsheet, and invoices are then created in QuickBooks. This process is time-intensive, highly error-prone, and lacks transparency for tenants, as there is no integrated reporting on meters or usage. By moving complex utility rate calculations into the ERP's billing engine, staff would only need to input meter readings or usage data, and the system would automatically apply the correct rates, generate tenant invoices, and produce detailed utility reports. Refer to section xx for specifics on identified errors that could have resulted in lost revenue.

Budget Preparation

Budget preparation currently relies on manual exports from QuickBooks into custom Excel models, a process that is both time-consuming and prone to formula errors. The ERP system will introduce integrated budgeting tools that draw real-time data directly from the general ledger, support scenario modeling, and provide variance analysis dashboards. These features eliminate redundant data entry, reduce the risk of errors, and enable faster, more accurate budget cycles.

The current process for Finance to collaborate with Department Managers is also cumbersome. Managers who do not regularly work in spreadsheets often find the reporting difficult to interpret and update. By providing a guided, user-friendly budgeting interface, the ERP will allow departments to build and adjust their budgets more intuitively. This streamlines workflows for Finance, reduces back-and-forth communication, and gives managers clearer insight into the drivers of their budget decisions. Refer to section xx for specific compliance gaps and consequences.

Audit Preparation

Audit preparation involves extracting data from QuickBooks and manipulating it in Excel, which increases the risk of errors and lacks a clear audit trail. The ERP system will provide built-in audit reporting, automated reconciliations, and document attachments for transactions, ensuring compliance and reducing audit prep time. This feature will also minimize year-end adjustments by enforcing consistent workflows throughout the year.

Fixed Asset Management for Finance Staff

The Port's fixed asset process is currently highly manual and spread across multiple spreadsheets, requiring Finance to track additions, disposals, transfers, and depreciation in separate workbooks that must be reconciled at year-end. Depreciation is calculated using complex Excel formulas that require constant maintenance and oversight, increasing the risk of formula errors and inconsistent reporting. Supporting documentation—such as invoices, RFEs, Commission approvals, procurement records, and warranty information—is stored outside the asset listing, making it time-consuming to assemble complete audit samples or verify asset history. This fragmented approach limits visibility into Construction in Progress activity, complicates capitalization decisions, and slows both audit preparation and internal reporting.

With an ERP system, all asset activity would be centralized, and eligible project or A/P expenditures would flow directly into the Fixed Asset module with appropriate tags for department, fund, location, useful life, and asset type. Depreciation schedules would be generated automatically, updated in real time, and linked to the general ledger—eliminating manual spreadsheet management and improving accuracy. Supporting documents could be attached directly to each asset record, creating a complete audit trail that simplifies audit requests and reduces the administrative burden for Finance. A unified asset subledger would provide transparent, real-time insight into asset balances, project progress, depreciation impacts, and disposals, significantly improving both accuracy and long-term financial planning.

2.2. Transition Benefits for Lease Manager & Finance Staff

Tenant Invoicing & Reconciliations

The Port's current tenant invoicing workflow is fragmented, requiring Properties staff to enter lease terms into an external database while Accounts Receivable separately generates invoices in QuickBooks, resulting in duplicated effort, delays, and a heightened risk of inconsistencies. Because CPI updates, new-tenant estimates, and utility pass-through charges must be manually maintained across multiple systems—including Access and QuickBooks—staff spend considerable time reconciling rent rolls each month and troubleshooting discrepancies that stem from redundant data entry. These inefficiencies are compounded by the Port's scale, with 124 active leases and dozens of tenants receiving monthly rebilled utilities, all of which rely on manual processes for accuracy.

By integrating lease management directly with Accounts Receivable, the new ERP system will allow staff to enter lease terms once and automatically generate recurring invoices based on those terms. CPI adjustments, rent escalations, deposits, and utility pass-throughs will update seamlessly within the invoicing workflow, eliminating the need for multi-system updates and reducing reconciliation work. Automated rate logic and built-in validations also strengthen accuracy for utility rebills and other recurring charges. With centralized lease records, digital contract management, and real-time rent roll reporting, staff gain greater visibility and control over tenant accounts while minimizing administrative workload. The result is a faster, more reliable, and substantially more transparent invoicing process for both Finance and Properties.

New Tenant Estimates

New tenant estimates are currently prepared using spreadsheets and manual calculations, requiring Properties staff to piece together rent, deposits, utilities, insurance, and other charges without a standardized tool or direct access to historical usage data. This often results in inconsistencies between the initial estimate and the first actual invoice, creating redundant work for both Properties and A/R and occasionally causing confusion for tenants.

By implementing a lease management module with a built-in estimating tool, staff will be able to generate accurate, consistent move-in estimates using predefined formulas and historical utility usage pulled directly from the system. Once the tenant moves in, the estimate can be converted automatically into an invoice-ready format for A/R, eliminating duplicative calculations and reducing delays. This streamlined process not only improves accuracy and transparency for tenants, but also significantly reduces administrative workload and strengthens coordination between departments.

Properties Reporting

Properties reporting is currently dependent on Access queries that must be manually exported into Excel, requiring staff to refresh pivot tables, reconcile inconsistencies, and distribute static reports each month. This multi-step process not only consumes considerable time but also increases the risk of outdated data, formula errors, and reporting mismatches—particularly when aligning lease information from Access with financial results from QuickBooks. The new ERP system will consolidate reporting into a centralized platform where real-time dashboards, pre-built reports, and custom report builders eliminate the need for manual exports and spreadsheet manipulation. Staff will be able to quickly produce CPI updates, COI expirations, rent roll summaries, lease expirations, CAM tracking, and other key reports directly from live system data, ensuring accuracy and reducing month-end workload. Automated rent roll reconciliation and integrated data sources further enhance transparency across Properties and Finance, allowing managers to

rely on current, consistent information without managing multiple systems or manual report packages.

2.3. Transition Benefits for Office/Administrative Staff

Providing Grant Support

The Office Manager is frequently asked to support both the Grant Writer and other internal staff by providing historical reports, agreements, amendments, and various supporting documents. Because these materials are currently spread across multiple shared folders and individual drives, fulfilling even a single request can take hours as the Office Manager sorts through duplicate files, outdated drafts, and inconsistent storage locations. This slows internal response times and makes it difficult to ensure that the correct, final version is used.

With the ERP system, the Office Manager will be able to rely on accurate, centralized reporting tools to locate the necessary information quickly and with confidence, reducing the time spent searching across multiple locations. Faster, more reliable retrieval will allow the Office Manager to respond to internal requests within minutes instead of hours. And if the Grant Writer needs more specialized or detailed financial reporting, they can use the ERP's role-based access to run those reports independently—reducing the number of requests that must pass through Administrative staff.

Document Scanning & Filing

Under the current process, the Accounts Payable Specialist prints each emailed invoice or collects mailed invoices from Administrative staff, processes and pays them, and then passes all paper documents to the Administrative Assistant for scanning and uploading into QuickBooks—a workflow that results in 4–5 hours of monthly scanning and repeated handling of the same invoices. After scanning, invoices are filed, which takes up additional time; these filed paper invoices are never referenced, and physical copies can be eliminated altogether with assurances that digital copies have appropriate backups.

With an ERP system, most emailed invoices can be moved directly into the software by the Accounts Payable Specialist without any printing or scanning at all, while mailed invoices can be scanned once upon receipt by either Administrative or Finance staff and automatically routed to the correct vendor, purchase order, or approval workflow. Physical invoices are never referenced, since electronic retrieval is more efficient, and can be eliminated altogether with assurances that digital copies have appropriate backups. This streamlined approach eliminates redundant steps, reduces manual scanning, and provides immediate electronic visibility of invoice images and supporting documents to all authorized departments, greatly improving efficiency and transparency.

2.4. Transition Benefits for All Departments

Customer/Vendor Relationship Manager

A centralized CRM will store all customer, vendor, and partner contact details in one place, linked to transactions, contracts, service history, and related documents. This eliminates the time staff currently spend searching across emails, spreadsheets, QuickBooks, or outdated contact lists for accurate information, improving communication across departments. Staff can quickly access billing history, lease data, and associated records from a single screen.

For the Office Manager, these improvements are particularly impactful. Today, tracking down the correct phone number, email address, or organizational contact can involve digging through multiple folders, outdated spreadsheets, or prior correspondence—often with delays and increased risk of sending requests to the wrong person. A unified CRM ensures that all contact information is current, categorized, and easily searchable, allowing the Office Manager to respond to internal and external requests within minutes instead of hours.

The system can also support communication and follow-up efforts directly. When staff choose to send emails or outreach messages from within the CRM, those communications are automatically linked to the relevant contact record, giving all users visibility into prior exchanges and preventing duplicated efforts. Action items—such as reminders to collect missing documents, follow up on approvals, or send notices to individuals or groups—can be assigned within the system and will appear on dashboards that highlight pending tasks and recent communications. This provides a clear, shared view of outstanding items and ensures accountability across departments.

Contract Management

Contracts will be stored in a centralized repository with version control and e-signature integration (e.g., DocuSign). Automated alerts for renewal dates and compliance requirements will prevent missed deadlines and outdated agreements. Linking contracts to financial transactions ensures transparency and audit readiness. A centralized contract repository also eliminates the time spent locating agreements, amendments, and legacy documents stored across multiple drives and folders. Staff can retrieve accurate, final versions within seconds, rather than minutes spent searching, or hours trying to coordinate with outside parties or other staff in procuring these documents. This reduces the risk of outdated drafts being used, prevents missed renewals, and streamlines the administrative workflow by ensuring all documents are stored consistently and remain easily accessible.

Work Order Management

The current work order process is paper-based and fragmented. Department managers complete PDF work order forms and hand them to the Maintenance Department for assignment, and once the work is completed, the forms are physically returned to the Office Manager for manual entry into a tracking spreadsheet. Because this workflow is entirely offline, it provides no real-time visibility into pending, active, or completed work orders.

Staff have limited insight into status updates, turnaround times, or associated costs, and the lack of integration with accounting means maintenance expenses are not linked to projects, assets, or billing records without additional manual steps. This creates delays, reduces transparency, and increases the risk of misplaced paperwork or incomplete documentation.

An ERP-based work order module would replace these manual hand-offs with a centralized, digital process that allows staff to submit, assign, and track work orders from a single system. Real-time dashboards would display status updates, priority levels, labor and material usage, and cost details, giving all departments immediate visibility into maintenance activity. Completed work orders could be automatically linked to project budgets, fixed assets, or billable charges, eliminating duplicate entry and improving reporting accuracy. By standardizing submissions and providing consistent data fields, the system would ensure more complete and reliable documentation while reducing administrative workload and turnaround time across departments.

Fixed Asset Tracking for Operations Staff

Beyond financial tracking, the Fixed Asset module identified in the RFP Matrix includes broader lifecycle and maintenance capabilities that support the operational teams responsible for caring for Port assets. These features include the ability to track improvements, repairs, warranty information, and maintenance contract details directly within the asset record. Staff can drill into an asset's history—such as additions, transfers, adjustments, or repairs—without searching through shared folders or contacting Finance for context. The system also supports maintenance scheduling based on asset type, usage, or predefined intervals, helping departments plan and prioritize work before issues escalate.

Crucially, the ERP can integrate asset records with the Work Order Management module, enabling maintenance activity to automatically update the asset's history. For example, when a work order is assigned to a facility, vehicle, or piece of equipment, all associated labor, materials, and notes can be linked back to that specific asset. This creates a comprehensive lifecycle record—from acquisition through maintenance, improvements, and eventual disposal—providing operational staff with stronger visibility into asset condition, cost of ownership, and upcoming service needs. These capabilities not only support preventative maintenance planning but also help extend asset life, reduce unplanned downtime, and ensure that capital replacement decisions are based on accurate, real-time data.

Documented Issues and Preventive Features

This section outlines historical billing discrepancies and demonstrates how the proposed RFP system’s capabilities would have mitigated these risks.

UTILITY BILLING		
Documented Issue	Impact	Preventive Feature in New System
Water meter read without 1000x multiplier	Over a five-year period, customer was underbilled a total of \$X	Clear prompts and checks before billing: The system would flag unusual readings and ask for confirmation. It can look at trend data for both readings and billings to compare year-over-year usage.

ACCOUNTS RECEIVABLE		
Documented Issue	Impact	Preventive Feature in New System
Several invoices for large cruise vessels were billed incorrectly because the minimum fee was not taken into account when the AR Specialist was manually compiling the data and calculating fees.	Customer was underbilled a total of \$X. This would have been easily overlooked if management had not been closely monitoring the budget to actual results for cruise revenue.	The ERP system would include embedded tariff logic that automatically applies minimum fees during invoice generation. When the AR Specialist enters key data points—such as vessel length, arrival date, and services used—the system automatically calculates charges, which can then be reviewed. This eliminates manual calculations and prevents underbilling errors

CASHFLOWS – LOST REVENUE POTENTIAL		
Documented Issue	Impact	Enhanced Feature in New System
The Port does not have a reliable tool for forecasting cashflows.	Based on an analysis of cash balances from July through December 2025, the Port missed an opportunity to earn approximately \$X in additional interest that could have been realized with more proactive cashflow management. Extrapolating that out, this equates to \$X over a 5-year period.	The cashflow forecasting tool takes into account purchase orders and other accounts payables, budgeted operational costs (adjusted for expense recognition rules), and budget estimates, grant matches, and billings for both current and anticipated projects to estimate upcoming cash outflows. Cash inflows are estimated using budget data for expected revenues, adjusted for anticipated payment dates. The system can also compare this data to prior-year trends in bank balances.

AUDIT FINDINGS		
Documented Audit Finding	Impact	Preventive Feature in New System
Depreciation expense was calculated incorrectly and required an adjustment (FY2024-25).	If left uncorrected, this error would have overstated depreciation expense by approximately \$X, reducing Net Position by the same amount and negatively impacting the Port's reported financial strength. Net Position is a key indicator of fiscal health and is often scrutinized for loan underwriting and other credit evaluations	The ERP system would include a Fixed Asset Accounting module with automatically generated depreciation schedules, asset sub-ledger, and roll-forward reports. This can generate year-end journal entries and maintains a fully transparent audit trail.

Cruise Ship Revenue
5-Year Trends

CRUISE SHIP GROSS REVENUES

Account	July 2021 - March 2022	July 2022 - March 2023	July 2023 - March 2024	July 2024 - March 2025	July 2025 - March 2026
YEAR-TO-DATE CRUISE INCOME					
Cruise Dockage	336,805	237,650	361,648	106,013	145,912
Equipment Rental Income	16,649	432	942	1,053	3,126
Rebilled Water/Sewer	5,600	6,250	7,500	3,604	3,850
Rebilled Garbage	-	2,375	6,895	4,937	5,250
Labor Rebilled	3,258	2,660	3,774	2,234	3,809
Longshore Labor Rebilled	57,035	35,446	37,640	-	32,493
Security Labor Rebilled	112,089	31,310	17,890	4,012	4,297
Other Rebilled	11,199	13,408	4,566	1,650	1,080
Cruise Ship Rebill Bundle	-	169,118	136,386	76,915	82,861
Total Gross Revenue	542,636	498,648	577,242	200,418	282,679

Account	July 2021 - June 2022	July 2022 - June 2023	July 2023 - June 2024	July 2024 - June 2025
PRIOR YEAR CRUISE INCOME				
Cruise Dockage	524,287	439,528	578,726	361,024
Equipment Rental Income	17,274	4,407	3,576	6,141
Rebilled Water/Sewer	7,102	9,500	8,872	5,638
Rebilled Garbage	-	5,896	6,895	6,386
Labor Rebilled	3,858	4,206	4,440	4,480
Longshore Labor Rebilled	72,571	58,416	42,295	8,250
Security Labor Rebilled	116,503	37,987	21,415	4,984
Other Rebilled	16,448	15,568	8,682	4,351
Cruise Ship Rebill Bundle	112,878	277,467	269,748	243,383
Total Gross Revenue	870,921*	852,973	944,649*	644,638
Non-Transient Dockage	(300,000)		(134,000)	
Adjusted Revenue	570,921	852,973	810,649	644,638

*A long-term moorage agreement with the Pride of America contributed \$300,000 to revenues in FY 2021–22.

**A layberth agreement with the Carnival Panorama contributed \$134,000 to revenues in FY 2023–24.

Larger cruise ships returned to the port in the spring of 2022, and the next two fiscal years saw increased traffic, including some of the larger Princess cruise ships. Starting in FY 2024-25, the Port has seen a decline in cruise ship reservations.