



**THE NORTHWEST  
SEAPORT ALLIANCE**  
*Gateway to Solutions*

# 2020 Budget Discussion

Managing Member Meeting  
November 5<sup>th</sup>, 2019

# Changes from Study Session

- **Removed \$900,000 expense for rail incentive.**
- **Added International Association of Ports and Harbors to Membership list for \$13,000.**
  - Provided complete list of all memberships to MM's.
  - Change in NWSA memberships under \$10,000 due to accounting charge-out. Moved from allocation from POT to direct charge.
- **Increased Crane and straddle carrier maintenance by \$800,000 due to error in Equipment Maintenance Department charge out calculation by budget team.**
- **Did not move \$3.5M of T5 expenses from 2020 to 2019 as the work could not be accelerated as hoped.**



# Changes from Study Session

- **Decreased POT HR budget by \$40k for recruiting expenses (leaving \$100k) 88% allocation to NWSA.**
- **Decreased POT HR Budget by \$40k for compliance training (leaving \$40k) 88% allocation to NWSA.**
- **Decreased unplanned project expense bucket in 2020 from \$1M to \$500k.**



# Answers to Comments and Clarifications

- **The NWSA budget has the following grants for T5**
  - Department of Ecology grant of \$1.1M in 2021 (from clean trucks)
  - EPA grant of \$500k in 2021 and \$500k in 2022 for total of \$1M (voting in November to accept)
  - Does not include the \$4.4M of funds from WA state legislature (not secured yet)
- **Budget goals**
  - To be added to budget document
- **BARS Admin**
  - Pages included
- **Scorecard**
  - Updated to include 2018 Actuals
- **CIP list**
  - Merged all T5 major project into one “Grouping”



# NW Seaport Alliance Scorecard

September 30, 2019



## CARGO VOLUME

	2018 Total	2019 YTD Actuals	2019 Budget
<u>Containers (TEUs)</u>			
International	3.1 M	2.4 M	3.1M
Domestic	0.7 M	0.6 M	0.7 M
Break Bulk (Metric Tons)	249 K	201 K	181 K
Autos (Units)	141 K	119 K	183 K



## JOB CREATION

	2018 Total	2019 YTD Actuals	2019 Target
ILWU Hours	4.7 M	3.6 M	4.7 M



## FINANCIAL RETURNS

<i>\$ in millions</i>	2018 Total	2019 YTD Actuals	2019 YTD Budget
Operating Income <i>(Before Depreciation)</i>	\$109.7	\$79.5	\$72.4
Return on assets	8.4%	7.3%	6.5%



## ENVIRONMENTAL STEWARDSHIP

	2018 Results	2019 Actuals	2019 Target
Water Quality (Improve Source Control)	243 Acres	195 Acres	53 Acres
Air Quality (Reduce Greenhouse Gas Emissions)	15% Terminals; Executed Fuel Efficiency Plans; 100% Trucks 2007 Engines or Newer	15% Terminals; Executed Fuel Efficiency Plans	36% Container Terminals Executed Fuel Efficiency Plans



<i>(\$ millions)</i>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>
<b>Operating Revenues</b>				
NWSA				
Container	159.7	168.4	164.4	119.5
Non Container	20.7	18.6	22.6	22.1
Real Estate	12.2	12.5	12.9	8.3
Other	0.0	0.0	0.0	0.0
<b>Total Operating Revenues</b>	<b>192.6</b>	<b>199.4</b>	<b>199.9</b>	<b>149.9</b>
<b>Direct Expenses</b>				
Container	32.7	37.8	39.3	40.5
Non Container	9.2	11.3	10.3	9.8
Real Estate	0.9	0.8	0.6	1.1
Other	14.3	17.3	14.6	15.5
<b>Total Direct Expenses</b>	<b>57.1</b>	<b>67.2</b>	<b>64.9</b>	<b>66.9</b>
<b>Administration</b>	19.3	23.6	20.4	23.1
<b>Security</b>	4.3	4.6	4.8	5.7
<b>Environmental</b>	2.2	3.9	2.2	2.6
<b>Total Operating Expense before Depreciation</b>	82.8	99.3	92.3	98.3
<i>Operating Income before depreciation</i>	<i>109.7</i>	<i>100.2</i>	<i>107.6</i>	<i>51.6</i>
<b>Depreciation &amp; Amortization</b>	6.3	13.5	11.2	15.4
<b>Total Operating Expense</b>	<b>89.1</b>	<b>112.7</b>	<b>103.5</b>	<b>113.7</b>
<b>Income from Operations</b>	<b>\$103.4</b>	<b>\$86.7</b>	<b>\$96.4</b>	<b>\$36.2</b>
<i>Return on Revenue</i>	<i>53.7%</i>	<i>43.5%</i>	<i>48.2%</i>	<i>24.2%</i>
Non Operating Income (Expense)	8.5	1.1	3.7	47.4
<b>Net Income before Special Item</b>	<b>112.0</b>	<b>87.8</b>	<b>100.1</b>	<b>83.6</b>
Special Item				
<b>Net Income</b>	<b>\$112.0</b>	<b>\$87.8</b>	<b>\$100.1</b>	<b>\$83.6</b>
<b>Distributable Cash + Lease Interest Cash</b>	<b>\$113.7</b>	<b>\$104.5</b>	<b>\$112.0</b>	<b>\$104.4</b>
<b>Bond Income</b>	<b>\$115.5</b>	<b>\$102.1</b>	<b>\$109.8</b>	<b>\$103.1</b>



# Operations (Part of Direct Expense)

- **BARS = Budgeting, Accounting and Reporting System**
  - Mandated by State for reporting
- **NWSA BARS Operations**
  - Includes the following departments:
    - Operations service center
    - Port Operations
    - Customer Service
    - LOB Departments (Real Estate
    - Commercial Departments (Business development, Marketing and Business Services)
    - Port Wide Infrastructure
    - Strategic Projects and Risk Management



# Operations (Part of Direct Expense)

- **NWSA BARS Operations**

- Includes the following Operating Expenses
  - Longshore labor
  - SIM Yard service provider (Pacific Rail Services)
  - Port maintenance labor used in operations (start up services, bull rail removal)
  - Outside services (outside contractors for paving, equipment/building demo etc.)
  - Utilities (Storm Water, electrical/gas, Telephone)
  - Rent paid
  - Straddle Carrier expenses
  - Insurance
  - Industrial time loss
  - Taxes paid
- Includes all locations (terminals, buildings, vacant land)



# Operations (Part of Direct Expense)

	2018 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
Grand Total	42,754,695	41,298,501	41,828,875	45,473,939	46,233,813

## 2019 Forecast to 2020 Budget variance

- **2019 Forecast includes**

- crane removal at T18 and T46 originally forecasted in 2018 of \$3.8M
- PCT includes \$0.5M for extended gate program

- **2020 forecast includes**

- \$2M for Husky crane removal
- \$3M increase in T46 paving (Tiger grant funded. This is gross \$'s)
- Increased expense of \$0.5M at SIM UP for higher volumes and new contract
- Increased operating expense at the NIM of \$0.4M for higher volumes
- Facilities plan of \$0.5M
- \$100k increase in lease expense for S. harbor CBP offices
- Harbor deepening study for \$0.4M



# Maintenance (Part of Direct Expense)

	2018 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
Grand Total	18,452,175	15,746,532	25,325,511	19,082,914	20,543,677

- **NWSA BARS Maintenance**

- Ongoing maintenance expenses vs projects
  - Ongoing paving is maintenance vs 1 time paving may be operations
- Equipment and facilities maintenance from both harbors

## Notable variances

- **ILWU Local 22 pay increase**
- **Some ILWU Local 22 in 2019 worked on crane delivery, reducing NWSA crane expense in 2019**
- **Projects on next page**



# Maintenance projects

- **PCT Paving \$900k**
- **T46 NW Bulkhead repair \$500k**
- **Unanticipated expenses \$500k**
- **T5 overpass restriping**
- **West Sitcum paving repairs and fencing**
- **T18 subsidence void filling**
- **T7 warehouse roof repairs**
- **See CIP list**



# NWSA BARS Administration

- **NWSA BARS Administration**
  - Includes the following departments:
    - Commission
    - Executive
    - Information Technology
    - Finance
    - Contract
    - Human Resources
    - Planning and Logistics
    - Government Affairs
    - Communications
    - Sitcum (N. and S. Harbor buildings)
    - Budget Adjustment – where adjustments and judgment are entered



# NWSA BARS Administration

- **NWSA BARS Administration**

- Includes the following Expenses:

- Salary & Benefits
    - Outside Services – contractors, technology projects
    - Direct Expenses – Insurance and Rent
    - Marketing and Global Outreach – Memberships, Advertising and Trade Shows
    - Travel and Hosting – transportation, meals and lodging, and hosting
    - Office Equipment and Supplies – subscriptions and software
    - Utilities (for these departments)
    - Other Employee Expenses – Conferences and local travel
    - Allocations (in and out)



# NWSA BARS Administration (\$)

	2018 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
<b>Grand Total</b>	<b>24,190,327</b>	<b>19,283,496</b>	<b>23,611,754</b>	<b>20,378,313</b>	<b>23,043,501</b>

## 2019 Forecast to 2020 Budget changes

- Executive department includes new Legal HC
- Vacant positions filled (no new NWSA headcount other than Legal position)
- Technology projects delayed due to staffing or rescope. Projects include Cyber Security \$0.4M, Skype replacement, data services and hosting, etc.



# Security

	2018 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
Grand Total	4,809,002	4,305,517	4,572,045	4,844,712	5,653,528

## 2019 Forecast to 2020 Budget variance

- **POT total security charges to NWSA increase budget to budget 8% but increasing 0% from forecast to budget. Staffing costs**
  - 2019 Forecast included retro payment to Local 22 Security
  - New Local 22 security contract
  - Budgeting of relief officers
- **POS security charges to NWSA increasing**
  - Increased Police charges of \$600k
  - \$500k for T46 security. Similar to Security at T5 prior to Matson moving to T5. T5 security originally budgeted at the location not in Security



# Environmental

	2018 Budget	2018 Actual	2019 Budget	2019 Forecast	2020 Budget
Grand Total	4,032,920	2,153,624	3,883,775	2,176,451	2,624,086

- **2019 Budget included air quality of \$2.5 million, forecast is \$1 million**
- **POS Environmental Admin increasing due to stormwater compliance increases, increase in allocation from POS, electrification roadmap of \$0.2M for south harbor, and air pollution emissions inventory for \$0.1M**



# CIP – Discretionary Projects (\$ thousands)

Keep/ Keep	New categorization	Project Name	Description	Total 2020 Budget	Total 2021- 2024 Budget	Total 2020- 2024 Budget
Air Quality		Air Pollutant Emissions Inventory	Required under NW Ports Clean Air Strategy	40.0	350.0	390.0
		Annual Emissions Inventory & GHG (parent MID)	Required under NW Ports Clean Air Strategy	-	390.0	390.0
		Green Marine Certification	Industry certification cost for Green Marine	10.0	20.0	30.0
		NW Ports Clean Air Strategy	Commission Policy to reduce NWSA/POT emissions	500.0	6,000.0	6,500.0
		NWSA Environmental Sustainability Initiatives (general)	Funds to investigate ways of reducing NWSA environmental footprint	115.0	685.0	800.0
		T5 Annual Emissions Reporting	Permit condition required for T5 construction	-	80.0	80.0
	<b>Air Quality Total</b>				<b>665.0</b>	<b>7,525.0</b>
Maintenance		AWC Paving Repairs & Resealing 2019	Contractual requirement to maintain paving. Potential to delay. This location provides \$1.7 million in revenue for Auto LOB	200.0	-	200.0
		Husky G4 Paving Repairs	Contractual requirement to maintain paving. Potential to delay	100.0	-	100.0
		PCT Truck Staging Culvert Replacement	Repair of failing culvert to PCT truck que. Used by Auto LOB as well to access auto parking. Risk is if culvert fails, trucks may back up onto SR 509 and additional auto LOB expense.	955.0	-	955.0
		T18 Full Dock Rehabilitation	Discretionary in timing. Due to concrete aging, the under wharf structure will need to be repaired. T18 provides \$32 million annual revenue	-	18,000.0	18,000.0
		T18 Water Control Valve Upgrade (small project)	Safety issue to replace domestic water. Poor condition due to aging. Frequent maintenance calls.	300.0	-	300.0
		T30 Dock Rehabilitation	Discretionary in timing. Damage to under wharf structure will need to be repaired. T30 provides \$9 million per year in revenue	-	9,000.0	9,000.0
		T46 Central Lighting Controls	For all of T46 including the cruise lease area. Needed for submetering with multiple tenants on T46. Needed before cruise terminal is in place. May impact NWSA expenses due to higher electrical costs	1,500.0	-	1,500.0
		T46 N. Substation #1 Replacement	Substation in poor condition. Potential need for additional power pending cruise terminal design. Will need to be replaced regardless. Timing may be discretionary. Potential impact to revenue of \$500,000.	1,250.0	-	1,250.0
		T7 Berth B-D Ship Service Water Line Replacement	Water line used to provide water to ships is failing. Old equipment	467.0	-	467.0
		WUT Fender System Replacement	Replace WUT fender system to support larger container ships. Current fender can damage larger ships. WUT Provides \$7.2 million in annual revenue	3,687.0	-	3,687.0
<b>Maintenance Total</b>				<b>8,459.0</b>	<b>27,000.0</b>	<b>35,459.0</b>



# CIP – Discretionary Projects (\$ thousands)

Keep/	New categorization	Project Name	Description	Total 2020 Budget	Total 2021-2024 Budget	Total 2020-2024 Budget
	Operational Upgrade	FRATIS CCTV Equipment - Phase 1 NH	Freight Advanced Traveler Information Systems (FRATIS) For increased visibility of truck congestion and security concerns	660.0	-	660.0
		FRATIS CCTV Equipment - Phase 2 SH inside terminals	Freight Advanced Traveler Information Systems (FRATIS) for increased visibility of truck congestion and security concerns in the South Harbor Port complex.	140.0	-	140.0
		Husky Shore Power	Optional installation of shore power at Husky	1,242.0	4,189.0	5,431.0
		NWSA Unallocated Capital Improvements (placeholder)	Budget for unplanned capital projects. Based on historical amounts	3,000.0	12,000.0	15,000.0
		NWSA Unanticipated Repairs/Misc Expenses (placeholder)	Budget for unplanned expense projects. Based on historical amounts. Frequently, projects planned to complete in prior year carry over to budget year.	500.0	12,000.0	12,500.0
		RFID in Truck Que Ingates - NWSA SH	Clean Truck program equipment to monitor turn times and compliance to clean truck requirements.	716.0	-	716.0
		<b>Operational Upgrades Total</b>		<b>6,258.0</b>	<b>28,189.0</b>	<b>34,447.0</b>
	Support Systems	Breakbulk Tariff Billing (FMS Replacement)	Current system will have no vendor support. Software at end of useful life.	400.0	-	400.0
		Display RFID Turn & Queue Times on NWSA Website	Upgrade to POT website to display terminal truck queue times	100.0	-	100.0
		<b>Support Systems Total</b>		<b>500.0</b>	<b>-</b>	<b>500.0</b>
		<b>Grand Total</b>		<b>15,882.0</b>	<b>62,714.0</b>	<b>78,596.0</b>



# CIP – Discretionary

## Potentially Removed Projects (\$ thousands)

Keep/	New categorization	Project Name	Description	Total 2020 Budget	Total 2021-2024 Budget	Total 2020-2024 Budget
	Maintenance	Parcel 40 UST Removal	Removal of underground storage tank (UST) which is beyond its design life. Poses environmental risk if it leaks	257.0	-	257.0
		T104 Site Improvements	Tenant requested improvements, but tenant continues to delay. \$728k revenue per year	-	-	-
		T115 Routine Condition Assessments	Scheduled inspection for condition investigation	100.0	25.0	125.0
		T18 Routine Asset Condition Assessment	Scheduled inspection for condition investigation	-	150.0	150.0
		T25 Routine Condition Assessments	Scheduled inspection for condition investigation	-	80.0	80.0
		T30 Routine Asset Condition Assessment	Scheduled inspection for condition investigation	-	130.0	130.0
		T46 NW Bulkhead Rehabilitation	Lease obligation & safety concern. Located near the cruise area. Ongoing maintenance not an effective solution. Condition issue due to aging. Causing some paving failure. May impact T46 cruise revenue to NWSA	500.0	4,500.0	5,000.0
		T46 Transformer Rehab	Arc flash problem. Add surge protection to substation that feeds south part of terminal. Critical for crane operations. May be delayed	200.0	-	200.0
		T46-S Dock Rehabilitation	Less than 10 acres Timber dock. Part of the RFP. Part of S. yard. Used for chassis storage. Revenue estimated at \$500k to \$1M. No impact on cruise	-	8,400.0	8,400.0
		T46S Routine Condition Assessments	Scheduled inspection for condition investigation	25.0	25.0	50.0
		T46W Routine Condition Assessments	Scheduled inspection for condition investigation	-	100.0	100.0
		T5 Hydrant Replacement (small project)	Safety issue to replace defective fire hydrants	300.0	-	300.0
		T5 Routine Condition Assessments	Scheduled inspection for condition investigation	-	130.0	130.0
		WUT Fender Concrete Pile Repair	Repair existing concrete structure for fenders damaged by larger ships at WUT	95.0	-	95.0
	<b>Maintenance Total</b>			<b>1,477.0</b>	<b>13,540.0</b>	<b>15,017.0</b>



# CIP – Discretionary Potentially Removed Projects (\$ thousands)

Keep/Remove	New categorization	Project Name	Description	Total 2020 Budget	Total 2021-2024 Budget	Total 2020-2024 Budget
Remove	Air Quality	Clean Truck Fund LLR	Loan Loss Reserve (LLR) for 2018 clean truck loan program	10.0	40.0	50.0
		Clean Truck Fund Scrap Bonuses	Support domestic terminal truck conversion	138.0	-	138.0
		Electrification Roadmap - SH	Part of the NW Ports clean Air strategy for Reduced emissions	165.0	165.0	330.0
		NWSA Clean Truck Program	Commission Policy to reduce NWSA/POT emissions	190.0	2,000.0	2,190.0
<b>Air Quality Total</b>				<b>503.0</b>	<b>2,205.0</b>	<b>2,708.0</b>
Operational Upgrade		Breakbulk Pre-Advice Notification (PAN) - Phase 2	Improve efficiency of EB1 Breakbulk Operations by scheduling of trucks for pickup/delivery of cargo. Trucker appointment system.	164.0	-	164.0
		Clean Drayage System Domestic Terminals - NWSA SH	S. Harbor domestic terminal RFID project. Funds to drive conversion to newer trucks in Domestic terminals	776.0	-	776.0
		EB1 Yard Reconfiguration	Potential for additional revenue if the Breakbulk yard is fully paved and gate moved. Subject to financial analysis. Alternate to leasing tribal property. Supports 10 year agreement with WWL by adding additional capacity.	1,946.0	-	1,946.0
		NIM Rail Technology Optimization (IPro) Assessment	Improve NIM efficiency through introduction of Technology to provide Long Shore with loading information electronically	50.0	-	50.0
		NIM Rail Technology Optimization (IPro) Implementation	Improve NIM efficiency through introduction of Technology to provide Long Shore with loading information electronically	-	150.0	150.0
		W. Sitcum Bullrail Replacement for Autos	Current wharf bull rail at W. Sitcum prohibits use of wharf for RORO ships. This project would replace fixed bull rail with removable bull rail on portion of wharf. Provides flexibility if T7 wharf fails	241.0	-	241.0
		<b>Operational Upgrades Total</b>				<b>3,177.0</b>
<b>Grand Total</b>				<b>5,157.0</b>	<b>15,895.0</b>	<b>21,052.0</b>



# Additional \$33 million reduction

Keep	New categorization	Project Name	Description	Total					
				2020 Budget	Total 2021-2024 Budget	Total 2020-2024 Budget	Additional Reduction	Lower Total	
Keep	Air Quality	Air Pollutant Emissions Inventory	Required under NW Ports Clean Air Strategy	40.0	350.0	390.0	(390.0)	-	
		Annual Emissions Inventory & GHG (parent MID)	Required under NW Ports Clean Air Strategy	-	390.0	390.0	(390.0)	-	
		Green Marine Certification	Industry certification cost for Green Marine	10.0	20.0	30.0		30.0	
		NW Ports Clean Air Strategy	Commission Policy to reduce NWSA/POT emissions	500.0	6,000.0	6,500.0	(6,500.0)	-	
		NWSA Environmental Sustainability Initiatives (general)	Funds to investigate ways of reducing NWSA environmental Footprint	115.0	685.0	800.0		800.0	
		T5 Annual Emissions Reporting	Permit condition required for T5 construction	-	80.0	80.0		80.0	
		<b>Air Quality Total</b>		<b>665.0</b>	<b>7,525.0</b>	<b>8,190.0</b>	<b>(7,280.0)</b>	<b>910.0</b>	
		Maintenance	AWC Paving Repairs & Resealing 2019	Contractual requirement to maintain paving. Potential to delay. This location provides \$1.7 million in revenue for Auto LOB	200.0	-	200.0		200.0
			Husky G4 Paving Repairs	Contractual requirement to maintain paving. Potential to delay	100.0	-	100.0		100.0
			PCT Truck Staging Culvert Replacement	Repair of failing culvert to PCT truck que. Used by Auto LOB as well to access auto parking. Risk is if culvert fails, trucks may back up onto SR 509 and additional auto LOB expense.	955.0	-	955.0		955.0
T18 Full Dock Rehabilitation	Discretionary in timing. Due to concrete aging, the under wharf structure will need to be repaired. T18 provides \$32 million annual revenue		-	18,000.0	18,000.0		18,000.0		
T18 Water Control Valve Upgrade (small project)	Safety issue to replace domestic water. Poor condition due to aging. Frequent maintenance calls.		300.0	-	300.0		300.0		
T30 Dock Rehabilitation	Discretionary in timing. Damage to under wharf structure will need to be repaired. T30 provides \$9 million per year in revenue		-	9,000.0	9,000.0	(3,500.0)	5,500.0		
T46 Central Lighting Controls	For all of T46 including the cruise lease area. Needed for submetering with multiple tenants on T46. Needed before cruise terminal is in place. May impact NWSA expenses due to higher electrical costs		1,500.0	-	1,500.0	(1,500.0)	-		
T46 N. Substation #1 Replacement	Substation in poor condition. Potential need for additional power pending cruise terminal design. Will need to be replaced regardless. Timing may be discretionary. Potential impact to revenue of \$500,000.		1,250.0	-	1,250.0	(1,250.0)	-		
T7 Berth B-D Ship Service Water Line Replacement	Water line used to provide water to ships is failing. Old equipment		467.0	-	467.0		467.0		
WUT Fender System Replacement	Replace WUT fender system to support larger container ships. Current fender can damage larger ships. WUT Provides \$7.2 million in annual revenue		3,687.0	-	3,687.0		3,687.0		
<b>Maintenance Total</b>		<b>8,459.0</b>	<b>27,000.0</b>	<b>35,459.0</b>	<b>(6,250.0)</b>	<b>29,209.0</b>			



# Additional \$33 million reduction

Keep/	New categorization	Project Name	Description	Total				
				2020 Budget	Total 2021-2024 Budget	Total 2020-2024 Budget	Additional Reduction	Lower Total
	Operational Upgrade	FRATIS CCTV Equipment - Phase 1 NH	Freight Advanced Traveler Information Systems (FRATIS) For increased visibility of truck congestion and security concerns	660.0	-	660.0	(660.0)	-
		FRATIS CCTV Equipment - Phase 2 SH inside terminals	Freight Advanced Traveler Information Systems (FRATIS) for increased visibility of truck congestion and security concerns in the South Harbor Port complex.	140.0	-	140.0	(140.0)	-
		Husky Shore Power	Optional installation of shore power at Husky	1,242.0	4,189.0	5,431.0	(5,431.0)	-
		NWSA Unallocated Capital Improvements (placeholder)	Budget for unplanned capital projects. Based on historical amounts	3,000.0	12,000.0	15,000.0	(7,000.0)	8,000.0
		NWSA Unanticipated Repairs/Misc Expenses (placeholder)	Budget for unplanned expense projects. Based on historical amounts. Frequently, projects planned to complete in prior year carry over to budget year.	500.0	12,000.0	12,500.0	(5,500.0)	7,000.0
		RFID in Truck Que Ingates - NWSA SH	Clean Truck program equipment to monitor turn times and compliance to clean truck requirements.	716.0	-	716.0	(716.0)	-
		<b>Operational Upgrades Total</b>		<b>6,258.0</b>	<b>28,189.0</b>	<b>34,447.0</b>	<b>(19,447.0)</b>	<b>15,000.0</b>
	Support Systems	Breakbulk Tariff Billing (FMS Replacement)	Current system will have no vendor support. Software at end of useful life.	400.0	-	400.0		400.0
		Display RFID Turn & Queue Times on NWSA Website	Upgrade to POT website to display terminal truck queue times	100.0	-	100.0	(100.0)	-
		<b>Support Systems Total</b>		<b>500.0</b>	<b>-</b>	<b>500.0</b>	<b>(100.0)</b>	<b>400.0</b>
		<b>Grand Total</b>		<b>15,882.0</b>	<b>62,714.0</b>	<b>78,596.0</b>	<b>(33,077.0)</b>	<b>45,519.0</b>

