



**THE NORTHWEST
SEAPORT ALLIANCE**
Gateway to Solutions

2023 CIP Budget Study Session

Managing Member Meeting
September 7, 2022

Agenda

- **Budget Schedule**
- **2022-2027 Capital Investment Plan (CIP)**



2023 Budget Calendar

- **September 7 (Wednesday)**
 - 2022 – 2027 Capital Investment Plan (CIP) Review
- **October 27 (Thursday)**
 - Cargo Forecast
 - Budget study session
- **November 7 (Monday)**
 - Approve 2023 operating budget
 - Approve 2023-2027 Capital Investment Plan



Capital Investment Plan Overview

- **The NWSA invests in projects to increase the capacity, extend the life or improve the safety or efficiency of licensed property and equipment.**
- **The five-year Capital Investment Plan (CIP) identifies all projects planned or under way.**
- **New projects go through a two-stage vetting process with NWSA Leadership, the Investment Decision and Development Process (IDDP), before being added to the CIP.**
- **Although funds for a project are included in the CIP, the project is not automatically authorized to proceed.**
- **Projects budgeted to cost \$300,000 and greater must be authorized by the Managing Members.**



2022 - 2027 CIP by Category *(\$ thousand)*

Group	2022	2023	2024	2025	2026	2027	2022-2027 Total
Maintenance	16,273	30,335	65,832	18,708	67,215	7,050	205,413
T5	52,406	111,291	57,430	1,161	-	-	222,288
Operational Upgrades	5,367	12,151	12,356	6,000	7,054	160,000	202,928
Environmental	2,453	5,256	23,307	19,307	2,616	2,250	55,189
Husky	4,620	11,034	736	19,200	-	-	35,590
Support Systems	533	4,300	491	-	-	-	5,324
Grand Total	\$81,652	\$174,367	\$160,152	\$64,376	\$76,885	\$169,300	\$ 726,732

All projects capitalized and expenses, required and discretionary

We will provide a detailed list later in the presentation

Definitions

- **Maintenance = repair of existing asset**
- **Operational Upgrades = Added capacity or improved functionality**
- **Support Systems = CBP improvements**
- **T5 = \$390M authorized project plus intermodal improvements plus additional \$48M due to recently approved 3rd amendment. 2022-27 total only shown above**
- **Husky – Shore power and berth deepening**
- **Environmental=ongoing clean air and clean water projects**



2022 CIP Spending- Projects over \$1M (\$ thousand)

Project Name	2022 Forecast
T5 Berth Construction - Phase 1 (1,450' north)	\$19,780
T5 Berth Construction - Phase 2 (1,450' south)	15,928
T5 Stormwater Treatment System (DOE & PIDP grant)	7,564
T5 Stormwater System - Grant Funded (Ecology)	4,245
Terminal 3/4 Shorepower	3,364
NWSA Unallocated Capital Improvements (placeholder)	3,000
T18 Stormwater Utility Upgrade	1,879
T46 Storm Vault Reconfiguration	1,816
T46 Crane Maintenance	1,800
WUT Fender System Replacement Completion (HMT eligible)	1,744
T5 Gate Complex (tenant reimbursement)	1,437
PCT Operating Pavement Repair (2018-22)	1,105
NWSA Unanticipated Repairs/Misc Expenses (placeholder)	1,000
Subtotal projects over \$1M	\$64,661
Total 2022 Forecast	\$81,757
% of 2022 Forecast	79%

All these projects have been authorized by the MMs except the unallocated capital placeholder & T46 crane maintenance

2022/23 Projects to be authorized (over \$300k)

(\$ thousand)

Location	Project Name	Type of Request	2022 & 2023 Total	2022-27 Total
T18	T18 Full Dock Rehabilitation (HMT eligible)	Design	1,967	1,967
	T18 Stormwater Utility Upgrade	Design	1,879	1,879
	T18 Shore Power Design & Construction	Design	1,561	28,552
	T18 Water Main & Valve Replacement North	Construction	1,269	23,867
	T18 Bollard Replacement	Construction	999	2,176
	T18 North Bullrail & Structural Pier Repairs (HMT eligible)	Construction	880	3,090
	T18 Maintenance Dredging (HMT eligible)	Construction	480	8,540
	T18 Lift Station Replacement	Construction	352	1,946
	T18 Water Main & Valve Replacement South	Construction	312	3,280
T18 Total			9,698	75,297
T106	T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	Roof Addition	4,748	5,239
T106 Total			4,748	5,239
PCT	PCT Fender Replacement (HMT eligible)	Construction	2,639	2,639
	PCT Mnt Bldg Strad Bay Roof Insulation	Construction	600	600
	Wapato Creek Culvert Outfall & Interceptor Pipe Repair	Construction	510	510
	PCT Reefer Expansion	Construction	358	5,714
	PCT Maintenance Dredging (HMT eligible)	Construction	351	7,651
PCT Total			4,459	17,115
EB1	EB1 Yard Reconfiguration	Construction	3,708	3,708
	EB1 Stormwater Vault Repairs	Construction	365	365
EB1 Total			4,072	4,072
WUT	Husky/WUT Berth Area Dredging Design	Design	3,600	4,640
WUT Total			3,600	4,640
T46	T46 Crane Maintenance	Construction	1,800	1,800
	T46 South Concrete Deck Replacement (HMT eligible?)	Construction	806	6,137
	T46 Maintenance Dredging (HMT eligible)	Construction	553	4,708
	T46 N & NW Bulkhead Replacement (HMT eligible)	Design	400	40,000
T46 Total			3,559	52,645



2022/23 Projects to be authorized (over \$300k) (concluded)

(\$ thousand)

Location	Project Name	Type of Request	2022 & 2023 Total	2022-27 Total
various	Wooden Light Pole Replacement Program	Construction	2,095	3,220
various Total			2,095	3,220
E. Sitcum	T7 Berth B-D Ship Service Water Line Replacement	Construction	1,394	1,394
E. Sitcum Total			1,394	1,394
Pony Lumber	Parcel 86 Pipe Realignment	Construction	691	691
	Pony Lumber Dock Repairs (HMT eligible)	Construction	441	441
Pony Lumber Total			1,132	1,132
Stormwater	NWSA MS4 Projects	Construction	503	1,703
	NWSA ISGP Projects	Construction	389	1,229
Stormwater Total			892	2,932
Air Quality	NWSA Clean Truck Program	Construction	570	2,025
Air Quality Total			570	2,025
T30	T30 Maintenance Dredging (HMT eligible)	Construction	480	4,749
T30 Total			480	4,749
SIM	SIM/Milwaukee Wy Crossing Paving Repairs	Construction	446	446
SIM Total			446	446
Contribution	Zero Emission Drayage Demonstration Program	Construction	420	420
Contribution Total			420	420
T7	T7 Berth C Cleat Replacement (HMT eligible)	Construction	395	395
T7 Total			395	395
Blair	Blair Dock Cleat Replacement (HMT eligible)	Construction	301	301
Blair Total			301	301
Grand Total			38,262	176,023

- Representing 15% of spending on total project spending in 2022 & 2023



Entire CIP

- **Separate handout provided with a list of all planned or underway projects**
- **Sorted by total cost of the life of the project**
- **Will now review by group as shown on Page 4 projects over \$1M**



Maintenance Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
T46 N & NW Bulkhead Replacement (HMT eligible)	-	400	1,600	2,700	35,000	300	40,000
WUT Toe Wall (HMT eligible)	-	-	-	-	24,055	-	24,055
T18 Water Main & Valve Replacement North	-	1,269	18,303	4,295	-	-	23,867
T18 Maintenance Dredging (HMT eligible)	-	480	8,060	-	-	-	8,540
PCT Maintenance Dredging (HMT eligible)	328	23	7,300	-	-	-	7,651
T30 Dock Rehabilitation (HMT eligible)	-	-	-	555	2,000	5,000	7,555
PCT Operating Pavement Repair (parent MID)	-	1,500	1,500	1,500	1,500	1,500	7,500
T46 South Concrete Deck Replacement (HMT eligible?)	-	806	1,925	3,406	-	-	6,137
T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	234	486	4,606	-	-	-	5,326
T30 Central Substation Replacement	925	4,300	-	-	-	-	5,225
T30 Maintenance Dredging (HMT eligible)	-	480	4,269	-	-	-	4,749
T46 Maintenance Dredging (HMT eligible)	50	503	4,155	-	-	-	4,708
Husky/WUT Berth Area Dredging Design	50	3,550	1,040	-	-	-	4,640
T46 SE Bulkhead Replacement (HMT eligible)	-	247	416	3,637	6	-	4,306
WUT Berth Area Dredging Construction	-	-	-	-	4,245	-	4,245
T18 Water Main & Valve Replacement South	-	312	2,515	453	-	-	3,280
Wooden Light Pole Replacement Program	320	1,775	1,125	-	-	-	3,220
T18 North Bullrail & Structural Pier Repairs (HMT eligible)	-	880	2,210	-	-	-	3,090
T46 Storm Vault Reconfiguration	1,816	984	-	-	-	-	2,800
T18 Bollard Replacement	64	935	1,177	-	-	-	2,176
Replace RFID Turn-Time Dashboard	-	150	2,000	-	-	-	2,150
T18 Full Dock Rehabilitation (HMT eligible)	179	1,788	-	-	-	-	1,967
T18 Lift Station Replacement	-	352	1,351	243	-	-	1,946
T18 Stormwater Utility Upgrade	1,879	-	-	-	-	-	1,879
T46 Crane Maintenance (no stage 2)	1,800	-	-	-	-	-	1,800
WUT Fender System Replacement Completion (HMT eligible)	1,744	-	-	-	-	-	1,744
Murray Pacific Environmental Cap Repair (parcel 25)	250	250	250	250	250	250	1,500
T7 Berth B-D Ship Service Water Line Replacement	-	1,394	-	-	-	-	1,394
PCT Operating Pavement Repair (2018-22)	1,105	-	-	-	-	-	1,105
W. Sitcum Crane Rail Rehabilitation	500	500	-	-	-	-	1,000

Projects over \$1M represent \$189.5M out of \$205.4M in maintenance projects (92.2%)



T5 Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
T5 Berth Construction - Phase 2 (1,450' south)	15,928	29,794	95	-	-	-	45,817
T5 Reefer Design & Construction North (SSA will do work)	374	9,926	11,315	1,161	-	-	22,776
T5 Berth Construction - Phase 1 (1,450' north)	19,780	-	-	-	-	-	19,780
T5 Gate Complex (SSA will do work)	1,437	17,743	68	-	-	-	19,248
T5 Stormwater Treatment System (DOE & PIDP grant)	7,564	9,093	538	-	-	-	17,195
T5 Reefer Demarcation Infrastructure (SSA will do work)	250	7,450	7,500	-	-	-	15,200
T5 Phase 2 Premises Container Yard Paving (SSA will do work)	-	11,000	4,000	-	-	-	15,000
T5 Phase 2 Premises Management Reserve - capital	-	-	13,500	-	-	-	13,500
T5 Container Yard Expansion	100	1,000	10,700	-	-	-	11,800
T5 Management Reserve (EXCLUDES PH 2 PREMISES)- expense	-	-	6,871	-	-	-	6,871
T5 Marine Building South	213	5,763	168	-	-	-	6,144
T5 Transtainer Runs (SSA will do work)	100	5,500	400	-	-	-	6,000
T5 Rail Quiet Zone (public exp)	369	4,829	-	-	-	-	5,198
T5 Stormwater System - Grant Funded (Ecology)	4,245	-	-	-	-	-	4,245
T5 IY Improvement RESERVE - capital	-	3,867	98	-	-	-	3,965
T5 Intermodal Yard Improvements (PIDP grant)	220	2,260	1	-	-	-	2,481
T5 Management Reserve (EXCLUDES PH 2 PREMISES)- capital	-	-	2,000	-	-	-	2,000
T5 W Marginal Way SW Closure (public exp)	64	1,386	-	-	-	-	1,450

Projects over \$1M represent \$218.7M out of \$222.3M in T5 projects (98.4%)

Operational Upgrade Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
Tacoma Terminal Expansion	-	-	-	-	-	150,000	150,000
NWSA Unallocated Capital Improvements (placeholder)	3,000	3,000	3,000	3,000	3,000	3,000	18,000
NWSA Unanticipated Repairs/Misc Expenses (placeholder)	1,000	3,000	3,000	3,000	3,000	3,000	16,000
PCT Reefer Expansion	-	358	5,356	-	-	-	5,714
T25 Dock Rehabilitation (HMT eligible)	-	-	-	-	1,054	4,000	5,054
EB1 Yard Reconfiguration	118	3,590	-	-	-	-	3,708
PCT Fender Replacement (HMT eligible)	437	2,202	-	-	-	-	2,639
Energy Efficiency Project 2024	-	-	1,000	-	-	-	1,000

Projects over \$1M represent \$202M out of \$203M in Operational Upgrade projects (99%)



Environmental Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
T18 Shore Power Design & Construction	511	1,050	16,801	10,190	-	-	28,552
Electric Straddle Carriers	-	-	-	5,000	-	-	5,000
Clean Cargo Handling Equipment Incentive Program	-	100	2,200	2,200	-	-	4,500
NW Ports Clean Air Strategy	500	567	624	686	755	830	3,962
NWSA Clean Truck Program	285	285	314	345	379	417	2,025
NWSA MS4 Projects	250	253	300	300	300	300	1,703
NWSA ISGP Projects	175	214	210	210	210	210	1,229
Infrastructure for Electric Straddle Carriers	-	-	1,200	-	-	-	1,200
Clean Truck Program Implementation - Domestic Terminals (W. Sitcum/SSA, TOTE, T115/Northland)	-	-	1,100	-	-	-	1,100

Projects over \$1M represent \$49.3M out of \$55.2M in Environmental projects (89%)



Husky Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
Terminal 3/4 Shorepower	3,364	10,664	736	-	-	-	14,764
Husky Toe Wall (HMT eligible)	-	-	-	13,650	-	-	13,650
Husky Berth Area Dredging Construction	-	-	-	4,550	-	-	4,550
Energy Efficiency Project 2025	-	-	-	1,000	-	-	1,000

Projects over \$1M represent \$33.9M out of \$35.6M in Environmental projects (95%)



Support Systems Projects over \$1M

(\$ thousand)

Project Name	2022	2023	2024	2025	2026	2027	2022-2027 Total
T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	448	4,300	491	-	-	-	5,239

CIP Budget Summary

- **2023-2027 5-year CIP totals \$645 million**
- **2022-2027 6-year CIP totals \$727 million**
- **2023 MM requests primarily include design for future maintenance and upgrades and some maintenance and operational upgrades**
- **Significant maintenance and operational upgrades could be requested in the years between 2024-2027**

