

THE NORTHWEST SEAPORT ALLIANCE
MEMORANDUM

MANAGING MEMBERS
STAFF BRIEFING

Item No.	10A
Date of Meeting	September 6, 2023

DATE: August 23, 2023

TO: Managing Members

FROM: John Wolfe, CEO
Sponsor: David Morrison, CFO

SUBJECT: **Draft 2024-2028 Capital Investment Plan (CIP) and 2023 Forecast**

A. SYNOPSIS

The attached file provides the complete list of the draft 2024 – 2028 CIP. The list includes expected 2023 spending.

B. BACKGROUND

Staff continues to review the initial list of projects and will incorporate Managing Member input from this discussion into the 2024-2028 CIP.

D. ATTACHMENTS TO THIS REQUEST

Draft CIP list by location with project description, 2023-2028 cost, and total cost

E. NEXT STEPS

Review at the September 6th Managing Member meeting.

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
T5	T5	T5 Berth Construction - Phase 2 (1,450' south)	28,847	9,000	7,970	-	-	-	45,817
		T5 Reefer High Voltage Distribution (SSA will do work)	4,996	17,650	6,679	-	-	-	29,325
		T5 Gate Complex (SSA will do work)	1,115	10,300	12,232	-	-	-	23,647
		T5 Ph 2 Premises Container Yard Paving (SSA will do work) (WAS 2023-35NH)	1,510	13,472	-	-	-	-	14,982
		T5 Reefer Demarcation Infrastructure (SSA will do work)	1,300	7,850	5,650	-	-	-	14,800
		T5 Phase 2 Premises Management Reserve - capital	-	3,500	5,000	5,000	-	-	13,500
		T5 Stormwater Treatment System	11,914	1,415	-	-	-	-	13,329
		T5 Container Yard Expansion	250	1,500	7,200	2,850	-	-	11,800
		T5 Management Reserve (EXCLUDES PH 2 PREMISES)- expense	500	6,000	1,512	-	-	-	8,012
		T5 Rail Quiet Zone (public exp)	2,771	3,677	-	-	-	-	6,448
		T5 Marine Building South	4,766	1,300	-	-	-	-	6,066
		T5 Management Reserve (EXCLUDES PH 2 PREMISES)- capital	3,000	3,000	-	-	-	-	6,000
		T5 Transtainer Runs (SSA will do work)	2,652	3,338	-	-	-	-	5,990
		T5 Roof Replacement & Canopy Painting - M&R Building	75	2,659	-	-	-	-	2,734
		T5 W Marginal Way SW Closure	977	901	-	-	-	-	1,878
		T5 City Power Supply (public exp)	1,500	-	-	-	-	-	1,500
		T5 Roof Replacements - Gatehouse	-	100	1,082	-	-	-	1,182
		MARAD 2020 PIDP T5 Grant Admin	203	241	241	257	-	-	942
		T5 Hydrant Replacement (31)	-	-	300	540	-	-	840
		T5 Pedestrian Pathway	225	188	-	-	-	-	413
		T5 Access Road Improvements	209	188	-	-	-	-	397
		T5 Roof Replacements - Arrival and Security Building	50	50	203	-	-	-	303
		T5 Rebuild Breakers for Spares (became N10278)	59	200	-	-	-	-	259
		T5 Rail Bungalow Upgrade	8	242	-	-	-	-	250
		T5 Marine Maintenance Expense Tracking	223	-	-	-	-	-	223
		T5 Gangway Platforms	200	-	-	-	-	-	200
		T5 Approach Overpass Bridge - W Maringinal Way SW	-	200	-	-	-	-	200
		T5 Operational Readiness	196	-	-	-	-	-	196
		T5 Berth Modernization Design	190	-	-	-	-	-	190
		T5 Administration Building Cooling Tower Replacement	-	133	30	-	-	-	163
		T5 Administration Building HVAC Controls Replacement	-	130	30	-	-	-	160
		T5 IY Gate Replacement	152	-	-	-	-	-	152
		T5 Lift Station & Sewer Line Condition Assessment	-	140	-	-	-	-	140
		T5 Routine Condition Assessments	-	-	125	-	-	-	125
		T5 M&R RTU Replacement	112	-	-	-	-	-	112
		T5 Rail RPM Power Upgrades	106	-	-	-	-	-	106
		T5 Stormwater System - Grant Funded (Ecology)	99	-	-	-	-	-	99
		T5 Interim Gate Complex Repair	77	-	-	-	-	-	77
		T5 South Reefer Plug Restoration	34	-	-	-	-	-	34

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028	
T5	T5	T5 M&R Scalehouse Repairs HVAC	8	-	-	-	-	-	8	
		T5 North Berth Seawall Repair	2	-	-	-	-	-	2	
		T5 Marine Building North	(1)	-	-	-	-	-	(1)	
		T5 Berth Construction - Phase 1 (1,450' north)	(29)	-	-	-	-	-	(29)	
	T5 Total			68,295	87,374	48,254	8,647	-	-	212,570
	T5 IM	T5 Intermodal Yard Improvements	281	4,748	-	-	-	-	-	5,029
		T5 IY Improvement RESERVE - capital	-	709	-	-	-	-	-	709
		T5 IY Compressor Replacement	8	191	-	-	-	-	-	199
		T5 Intermodal Yard Repairs	6	63	-	-	-	-	-	69
		T5 IY Improvement RESERVE - expense	-	11	-	-	-	-	-	11
		T5 IY Yard Gate Repair	(8)	-	-	-	-	-	-	(8)
	T5 IM Total			287	5,722	-	-	-	-	6,009
	T5 Total			68,581	93,096	48,254	8,647	-	-	218,578
	Both	N/A	NWSA Unallocated Capital Improvements (placeholder)	3,595	3,000	3,000	39,112	57,113	68,369	174,189
NWSA Unanticipated Repairs/Misc Expenses (placeholder)			-	3,000	3,000	3,000	3,000	3,000	15,000	
N/A Total			3,595	6,000	6,000	42,112	60,113	71,369	189,189	
Air		NW Ports Clean Air Strategy	567	715	787	865	952	1,047	4,933	
		NWSA Clean Truck Program	135	-	345	379	417	-	1,276	
		NWSA Environmental Sustainability Initiatives (general)	80	80	97	106	117	129	609	
		Air Pollutant Emissions Inventory (parent MID)	-	-	-	-	450	150	600	
		Zero Emission Truck Collaborative	214	300	-	-	-	-	514	
		FY21 DERA Grant Scrap Bonus Program	420	-	-	-	-	-	420	
		PSEI 2021 Inventory	394	21	-	-	-	-	415	
		Annual Emissions Inventory & GHG (parent MID)	-	-	-	-	80	20	100	
		GHG Inventory 2022	70	20	-	-	-	-	90	
		Green Marine Certification	-	-	10	-	10	-	20	
		Clean Truck Fund Scrap Bonuses	10	-	-	-	-	-	10	
Air Total			1,891	1,136	1,239	1,350	2,026	1,346	8,987	
Air Quality	Clean Cargo Handling Equipment Incentive Program	-	2,200	2,200	-	-	-	4,400		
Air Quality Total			-	2,200	2,200	-	-	-	4,400	

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
Both	Stormwater	NWSA ISGP Strategic Initiative Projects	231	217	217	217	217	217	1,316
		NWSA MS4 Projects	180	208	208	208	208	208	1,220
		2020 ISGP Permit Appeal	46	10	-	-	-	-	56
	Stormwater Total		458	435	425	425	425	425	2,593
	Environmental	NWSA Environmental Analysis for Potential Port Development	120	120	120	120	120	-	600
		Environmental Compliance Program	40	60	40	40	40	-	220
	Environmental Total		160	180	160	160	160	-	820
	Contribution	Zero Emission Drayage Demonstration Program	-	-	420	-	-	-	420
	Contribution Total		-	-	420	-	-	-	420
	various	Environmental Compliance Support	7	-	-	-	-	-	7
various Total		7	-	-	-	-	-	7	
Both Total			6,110	9,951	10,444	44,047	62,724	73,140	206,415
POS	T18	T18 Maintenance Dredging (HMT eligible)	74	67	4,399	4,000	-	-	8,540
		T18 Full Dock Rehabilitation Design Only (HMT eligible)	147	4,000	4,000	-	-	-	8,147
		T18 Shore Power Design	538	3,396	500	-	-	-	4,434
		T18 Transtainer Runs (no stage 1 or stage 2) (SSA will do work)		4,000					4,000
		T18 Water Main & Valve Replacement South	60	715	1,500	1,005	-	-	3,280
		T18 Lift Station Replacement	75	551	243	750	570	-	2,189
		T18 North Fender Replace (HMT eligible)	133	910	460	-	-	-	1,503
		T18 Deepening (Design) - HMT eligible?	-	120	430	500	250	-	1,300
		T18 Water Main & Valve Replacement North (Design)	50	1,000	-	-	-	-	1,050
		T18 Main Substation N2 - Electrical Maintenance Assessment	100	344	-	-	-	-	444
		T18 Substation N1 - Electrical Maintenance	100	324	-	-	-	-	424
		T18 Routine Asset Condition Assessment	-	-	-	150	-	-	150
		T18 Marine Maintenance Expense Tracking	18	-	-	-	-	-	18
		T18 N Bullrail & Structural Pier Repairs (HMT eligible)	(7)	-	-	-	-	-	(7)
	T18 Bollard Replacement (HMT eligible)	(43)	-	-	-	-	-	(43)	
	T18 Total		1,245	15,427	11,532	6,405	820	-	35,429
	T30	T30 Dock Rehabilitation (HMT eligible)	-	-	555	2,000	5,000	1,000	8,555
		T30 Maintenance Dredging (HMT eligible)	71	65	2,613	2,000	-	-	4,749
		T30 Central Substation Replacement	2,691	1,884	-	-	-	-	4,575
		T30 Ship Dock Water Boxes and Underdock Supply Piping	-	50	75	522	-	-	647
		T30 Main Substation (North) - Electrical Maintenance Assessment	-	-	424	-	-	-	424
		T30 North Fire Main Premise Isolation	-	115	-	-	-	-	115
		T30 Routine Asset Condition Assessment	70	-	-	-	-	-	70
		T30 Marine Maintenance Expense Tracking	59	-	-	-	-	-	59
	T30 Total		2,928	2,114	3,667	4,522	5,000	1,000	19,231
T46	T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	705	4,871	595	754	-	-	6,925	

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028	
POS	T46	T46 SPU StormSewer Pipe Repair	500	1,496	-	-	-	-	1,996	
		T46 Crane Maintenance	1,873	-	-	-	-	-	1,873	
		T46 Storm Vault Reconfiguration	1,781	25	-	-	-	-	1,806	
		T46 M&R Buildng Roof Replacement	75	1,240	300	-	-	-	1,615	
		T46 Maintenance Dredging (HMT eligible) Design Only	72	65	636	-	-	-	773	
		T46 Substations and Switchgear Testing, Cleaning and Repairs	-	350	-	-	-	-	350	
		T46 Marine Maintenance Expense Tracking	341	-	-	-	-	-	341	
		T46 Clean Truck Program	23	216	-	-	-	-	239	
		T46 Water System Replacement Study	36	144	-	-	-	-	180	
		T46 Fire Alarm Control System Replacement (66.5% NWSA, 33.5% POS)	-	113	-	-	-	-	113	
		T46 NW Bulkhead Maintenance	-	35	35	35	-	-	105	
		T46 Sewer Lift Station Controller Relocation	-	84	-	-	-	-	84	
		T46 Routine Assessment	-	80	-	-	-	-	80	
		T46W Routine Condition Assessments	-	65	-	-	-	-	65	
		T46 Paving	22	-	-	-	-	-	22	
	T46S Routine Condition Assessments	-	20	-	-	-	-	20		
	T46 LP28 Replacement	5	-	-	-	-	-	5		
	T46 Total			5,432	8,804	1,566	789	-	-	16,591
	T106	T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	5,477	1,241	-	-	-	-	-	6,718
		T106 Roof Replacement (55% NWSA, 45% POS) became U00701	-	1,000	-	-	-	-	-	1,000
		T106W-108 Con Global Unit Move	176	-	-	-	-	-	-	176
	T106 Total			5,653	2,241	-	-	-	-	7,894
	Habitat/Open Space	Jack Block Park Pier & Plaza Replacement	-	500	2,550	3,450	-	-	-	6,500
	Habitat/Open Space Total			-	500	2,550	3,450	-	-	6,500
	T25	T25 Dock Rehabilitation (HMT eligible) -Design	-	-	-	1,054	4,000	-	-	5,054
		T25 Piping/Ship Water Box Replacements	-	50	75	522	-	-	-	647
		T25 Marine Maintenance Expense Tracking	54	-	-	-	-	-	-	54
T25 Total			54	50	75	1,576	4,000	-	5,755	
T115 General	T115 South Substation - Electrical Maintenance Assessment	-	-	424	-	-	-	-	424	
	T115 Clean Truck Program RFID (Domestic Terminals)	-	116	214	-	-	-	-	330	
	T115 Arc Flash Study	-	250	-	-	-	-	-	250	

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
POS	T115 General	T115 Roof Replacement Analysis - M&R Shop	-	45	200	-	-	-	245
		T115 - Roof Replacement Analysis Administration Building	-	-	146	-	-	-	146
		T115 Fire Hydrant 1 Replacement	45	-	-	-	-	-	45
		T115 General Marine Maintenance Expense Tracking	4	-	-	-	-	-	4
	T115 General Total		49	411	985	-	-	-	1,445
	Pier 16/17	Pier 17 Bulkhead Wall Repair (HMT Eligible)	716	-	-	-	-	-	716
		Pier 17 HVAC Controls	-	190	25	-	-	-	215
	Pier 16/17 Total		716	190	25	-	-	-	931
	T5 IM	Pier 17 Dolphin Replacement	75	159	280	200	-	-	714
	T5 IM Total		75	159	280	200	-	-	714
	various	NH Roof Inspections	36	144	-	-	-	-	180
		Electrical Substation Assessments - NH	150	-	-	-	-	-	150
	various Total		186	144	-	-	-	-	330
	T115 Barge/Tug	T115 Barge & Tug Marine Maintenance Expense Tracking	119	-	-	-	-	-	119
		T115 Routine Condition Assessments	-	-	-	70	-	-	70
	T115 Barge/Tug Total		119	-	-	70	-	-	189
	(blank)	Remove damaged dolphin from Pier 17	43	-	-	-	-	-	43
		Marine Maintenance tracking project for subclass 0114	17	-	-	-	-	-	17
	(blank) Total		60	-	-	-	-	-	60
	T5	Container Management Marine Maintenance Expense Tracking	0	-	-	-	-	-	0
T5 Total		0	-	-	-	-	-	0	
POS Total			16,518	30,040	20,680	17,012	9,820	1,000	95,070
POT	PCT	PCT Operating Pavement Repair (2023-27)	1,500	1,500	1,500	1,500	1,500	-	7,500
		PCT Maintenance Dredging (HMT eligible)	159	7,300	-	-	-	-	7,459
		PCT Reefer Expansion	-	258	5,460	-	-	-	5,718
		PCT Fender Replacement (HMT eligible)	2,980	1,850	-	-	-	-	4,830
		PCT LED Lighting Upgrade	-	2,840	-	-	-	-	2,840
		PCT Mnt Bldg Strad Bay Roof Insulation	50	550	-	-	-	-	600
		Wapato Creek Culvert Outfall & Interceptor Pipe Repair	62	313	-	-	-	-	375
		PCT IY LED Lighting Retrofit Program	-	-	232	-	-	-	232
		Lower Portac Yard Reconfiguration	191	-	-	-	-	-	191
		Wapato Creek Bank Repair	86	-	-	-	-	-	86
		PCT Operating Pavement Repair (2018-22)	32	-	-	-	-	-	32
		PCT Total		5,060	14,611	7,192	1,500	1,500	-

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
POT	Husky	Terminal 3/4 Shorepower	6,267	5,722	-	-	-	-	11,989
		Husky Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	1,613	-	-	-	-	2,113
		T3 Cranes 1-4 Climate Control System	-	275	-	-	-	-	275
		Husky Container Crane Climate Control System	210	-	-	-	-	-	210
		Husky pier LED Lighting Retrofit Program	-	191	-	-	-	-	191
		Pier 3/4 Maintenance Dredging (HMT eligible)	186	-	-	-	-	-	186
		Husky Pavement Repairs	185	-	-	-	-	-	185
		Husky Expansion Electr Study	150	-	-	-	-	-	150
		Husky Crane Video Mgmt System Hardware Replacement	130	-	-	-	-	-	130
		Husky Basin 6 Tidegate Assessment & Installation	65	-	-	-	-	-	65
	Husky Container Crane Climate Control System (became MID 201158.01)	60	-	-	-	-	-	60	
	Husky Total		7,753	7,801	-	-	-	-	15,554
	Strads	Electric Straddle Carriers (no stage 2)	-	-	5,000	-	-	-	5,000
		Infrastructure for Electric Straddle Carriers (no stage 2)	-	1,200	-	-	-	-	1,200
	Strads Total		-	1,200	5,000	-	-	-	6,200
	WUT	WUT Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	2,033	-	-	-	-	2,533
		Murray Pacific Environmental Cap Repair (parcel 25) (parent MID)	-	-	250	250	250	250	1,000
		WUT Shore Power Design	-	408	408	154	-	-	970
		WUT IY LED Lighting Retrofit Program	-	-	-	293	-	-	293
		Murray Pacific Environmental Cap Repair (parcel 25) (2023)	250	-	-	-	-	-	250
		WUT Maintenance Dredging (HMT eligible)	219	-	-	-	-	-	219
		Cascade Timber Environmental Cap Repair (parcel 30) (parent MID)	-	-	50	50	50	50	200
		WUT Shore Power	166	-	-	-	-	-	166
		Cascade Timber Environmental Cap Repair (parcel 30) (2023)	50	-	-	-	-	-	50
		WUT Fender System Replacement Completion (HMT eligible)	36	-	-	-	-	-	36
		WUT Crane Load Evaluation	25	-	-	-	-	-	25
		WUT Crane Power Relocation	1	-	-	-	-	-	1
Cascade Timber Environmental Cap Repair (parcel 30) (2022)		0	-	-	-	-	-	0	
Murray Pacific Environmental Cap Repair (parcel 25) (2022)		(0)	-	-	-	-	-	(0)	
WUT Total		1,247	2,441	708	747	300	300	5,743	
T7	T7-Infrastructure repairs and improvements - Design(Potential HMT Eligible)	-	500	900	-	-	-	1,400	
	T7 yard and pier LED Lighting Retrofit Program	-	-	853	-	-	-	853	
	T7 Security Building NIM Tower Relocation (Design)	-	250	500	-	-	-	750	
	Terminal 7ABC Maintenance Dredging (Design) (Potential HMT Eligible)	-	350	50	-	-	-	400	
	Terminal 7D Maintenance Dredging (Design)	-	200	50	-	-	-	250	

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
POT	T7	T7 Berth B/C Paving Repairs	200	-	-	-	-	-	200
		T7 Oil Water Separator	158	-	-	-	-	-	158
		T7 Berth C Cleat Replacement (HMT eligible)	100	50	-	-	-	-	150
		T7 Administration Building HVAC System Replacement	-	150	-	-	-	-	150
		T7 Warehouse Exhaust Ventilator Replacement	111	-	-	-	-	-	111
		T7 Berth D Ship Ramp Pavement Repairs	101	-	-	-	-	-	101
		T7A,B,C Pile Rub-strips (HMT Eligible)	90	-	-	-	-	-	90
		T7 Berth Lift Station Replacement	-	40	-	-	-	-	40
		Military Trailers - Phase 1	32	-	-	-	-	-	32
	T7 Total		792	1,540	2,353	-	-	-	4,685
	EB1	EB1 Yard Reconfiguration	3,655	-	-	-	-	-	3,655
		EB1 Stormwater Vault Repairs	245	-	-	-	-	-	245
		EB1-Loading Ramps for RO-RO Cargo.	-	200	-	-	-	-	200
		EB1 Vessel Ramp Paving Repairs	132	-	-	-	-	-	132
		EB1 Northeast Entry Gate	120	-	-	-	-	-	120
		2022 EB1 Breakbulk Yard Truck Replacement	115	-	-	-	-	-	115
		ISGP EB1 Terminal	18	25	20	20	20	-	103
		EB1 Stormwater Pipe Installation	1	-	-	-	-	-	1
		EB1 Security Cameras	0	-	-	-	-	-	0
	EB1 Total		4,286	225	20	20	20	-	4,571
	AWC	AWC Asphalt Repair	-	1,480	650	520	540	510	3,700
		Marshall Ave Auto Warehousing Paving Repairs (2021-2024)	250	340	-	-	-	-	590
	AWC Total		250	1,820	650	520	540	510	4,290
	various	Wooden Light Pole Replacement Program	581	2,538	-	-	-	-	3,119
		Clean Truck Program Implementation - Domestic Terminals	-	1,100	-	-	-	-	1,100
		Mooring System Study for WUT & PCT	50	-	-	-	-	-	50
		Clean Truck Program Assessment West Sitcum	1	-	-	-	-	-	1
Clean Truck Program Assessment TOTE		1	-	-	-	-	-	1	
various Total		633	3,638	-	-	-	-	4,271	

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028	
POT	W. Sitcum	W Sitcum Terminal Electrical Substation Replacement	-	172	2,112	700	-	-	2,984	
		West Sitcum Terminal Maintenance Dredging (Design)	-	400	100	-	-	-	500	
		W Sitcum (SSA) Clean Truck Program RFID (Domestic Terminals)	-	274	179	-	-	-	453	
		W. Sitcum Electrical Equipment	119	-	-	-	-	-	119	
		W. Sitcum Main Substations Replacement (W. Sitcum Main Subst Replacmnt)	55	-	-	-	-	-	55	
		W. Sitcum Stormwater Pipe Repair	4	-	-	-	-	-	4	
	W. Sitcum Total			179	846	2,391	700	-	-	4,116
	IT	PCS: Truck Experience Measurement	-	600	3,000	-	-	-	3,600	
		PCS: Appointment Efficiency Dataset	-	40	-	-	-	-	40	
	IT Total			-	640	3,000	-	-	-	3,640
	TOTE	TOTE Berth Maintenance Dredging (HMT eligible)	183	550	-	-	-	-	733	
		TOTE LED Lighting Retrofit Program	-	-	-	711	-	-	711	
		TOTE Terminal Pavement Maintenance & Repair	-	550	-	-	-	-	550	
		TOTE Clean Truck Program RFID (Domestic Terminals)	-	277	153	-	-	-	430	
		Tote Building #3 AC Replacement	60	-	-	-	-	-	60	
	TOTE Total			243	1,377	153	711	-	-	2,484
	E. Sitcum	T7 Berth B-D Ship Service Water Line Replacement	-	1,394	-	-	-	-	1,394	
		E. Sitcum Pile Caps Repair (Berth D) Design (HMT eligible)	-	1,000	-	-	-	-	1,000	
		T7 Berth D Fender Repairs (HMT eligible)	25	-	-	-	-	-	25	
	E. Sitcum Total			25	2,394	-	-	-	-	2,419
	(blank)	SH LED Lighting Retrofit Program			1,276	1,000			2,276	
	(blank) Total					1,276	1,000			2,276
	Pony Lumber	Parcel 86 Pipe Realignment	96	532	-	-	-	-	628	
		3701 Taylor Way Lighting Enhancements	600	-	-	-	-	-	600	
		Pony Lumber Dock Repairs (HMT eligible)	63	459	-	-	-	-	522	
		Pony Environmental Cap Repair (parcel 86) (parent MID)	-	-	50	50	50	50	200	
		CanAm Warehouse Fire System Dry Valve Replacement	-	54	-	-	-	-	54	
Pony Environmental Cap Repair (parcel 86) (2023)		50	-	-	-	-	-	50		
Pony Lumber Total			809	1,045	50	50	50	50	2,054	
W. Hylebos	West Hylebos Log Dock Repairs	-	250	1,250	-	-	-	1,500		
	W. Hylebos Pavement Repairs	124	-	-	-	-	-	124		
	W. Hylebos Stormwater Treatment Mnt (W. Hylebos Stormwtr Trtmnt mnt)	111	-	-	-	-	-	111		
W. Hylebos Total			235	250	1,250	-	-	-	1,735	
SIM	SIM/Milwaukee Wy Crossing Paving Repairs	446	-	-	-	-	-	446		
	SIM LED Lighting Retrofit Program	-	215	-	-	-	-	215		

Draft 2023-2028 CIP Budget in \$000

Home Port	Location/ Dept	Project Name	2023 Fcst	2024	2025	2026	2027	2028	2023-2028
POT	SIM	BNSF LED Lighting Retrofit Program	-	164	-	-	-	-	164
		Parcel 69 Driveway Repair	80	-	-	-	-	-	80
	SIM Total		526	379	-	-	-	-	905
	1814	Terminal Building repairs or replacements - TOTE	-	500	-	-	-	-	500
	1814 Total		-	500	-	-	-	-	500
	Blair	Blair Terminal Deepening (Design) HMT Eligible??	-	200	-	-	-	-	200
		Blair Dock Cleat Replacement (HMT eligible)	100	50	-	-	-	-	150
		Blair dock LED Lighting Retrofit Program	-	-	100	-	-	-	100
	Blair Total		100	250	100	-	-	-	450
	1636	Terminal Building repairs or replacements - PCT	-	250	-	-	-	-	250
	1636 Total		-	250	-	-	-	-	250
	SIM UP	SIM UP LED Lighting Retrofit Program	-	231	-	-	-	-	231
	SIM UP Total		-	231	-	-	-	-	231
	Air	Electrification Roadmap - SH	230	-	-	-	-	-	230
	Air Total		230	-	-	-	-	-	230
	Portac	Auto Storage Fencing & Gate (Lower Portac)	216	-	-	-	-	-	216
	Portac Total		216	-	-	-	-	-	216
	PCT IM	PCT Rail Yard Pavement Repairs	184	-	-	-	-	-	184
	PCT IM Total		184	-	-	-	-	-	184
	NIM	ISGP NIM Yard	14	22	30	30	30	-	126
		NIM Crossing Panel Replacement	1	-	-	-	-	-	1
	NIM Total		15	22	30	30	30	-	127
	WUT IM	WUT Rail Safety Lights	105	-	-	-	-	-	105
WUT IM Total		105	-	-	-	-	-	105	
SIM	ISGP SIM Yard	13	17	16	16	16	-	78	
SIM Total		13	17	16	16	16	-	78	
PWI	SH CBP Office Improvements - TI	24	-	-	-	-	-	24	
PWI Total		24	-	-	-	-	-	24	
POT Total			22,924	41,477	24,189	5,294	2,456	860	97,199
Grand Total			114,133	174,564	103,566	75,000	75,000	75,000	617,262

Item No.: 10A
Date of Meeting: Sept. 6, 2023

2024 CIP Budget Study Session



THE NORTHWEST
SEAPORT ALLIANCE

SEATTLE + TACOMA

Presenter: David Morrison, CFO

Agenda

- Budget Schedule
- 2023-2028 Capital Investment Plan (CIP)

2024 Budget Calendar

September 6 (Wednesday)

2023 – 2028 Capital Investment Plan (CIP) Review

October 26 (Thursday)

Cargo Forecast

Budget study session

November 7 (Tuesday)

Approve 2024 operating budget

Approve 2024-2028 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 projects that are planned or under way.
 - CIP budget may be limited to design efforts if scope, cost estimates, and commercial agreements are still under development
- 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.

2024 CIP Process Changes

- Historical accuracy comparing actual CIP spent in a year vs the original budget for that year has been low
 - Capitalized projects range from 2% over to 60% under budget with an average of 30% under budget
 - Expense projects range from 25% under to 81% under budget with an average of 52% under budget
- Reasons for low accuracy include
 - Change in business plans or customer needs
 - Construction material supply chain issues
 - Longer permitting time compared to historical time
 - Low level of scope and low level of design in creating early estimates
- For 2024, for Projects expected to be over \$10 million, if scope is preliminary and cost estimate are based on less than 50% design, only design dollars will be included

2024 CIP Process Changes

- Estimate NWSA will spend minimum \$75 million in total per year for capitalized projects

Major projects excluded from Budget

Project	Rough Estimate +/- 100% \$M	Years	External funding
Tacoma harbor development/redevelopment	\$150	2027	
T46 Major Projects	\$90	2024-28	HMT
T18 Full Dock Rehabilitation Construction	\$59	2025-27	HMT
WUT / Husky berth dredge and toe walls	\$47	2025-27	HMT
T18 shorepower construction	\$41	2025-27	Grants
T25 south dock rehabilitation	\$33	2028	HMT
East Sitcum pile cap repairs	\$26	2026	HMT
T18 water main replacement	\$23	2025–26	
WUT shorepower construction	\$17	2027-28	Grants
T30 S Water Main Replacement	\$5	2027-28	
Total projects for future budgets	\$491		

- Projects excluded because of lack of commercial agreement or further design efforts required to solidify scope and cost estimate. Staff not ready to make a recommendation to move forward.
- Numbers shown are gross estimates. Not offset by grants / external funding

2023 - 2028 CIP by Category *(\$ thousand)*

Group	2023	2024	2025	2026	2027	2028	Total 2023-2028
Operational Upgrades	11,618	17,372	18,062	45,427	64,113	71,369	227,961
T5	67,400	89,141	46,243	7,850	-	-	210,634
Maintenance	19,779	50,086	28,197	19,468	8,110	1,760	127,399
Environmental	9,835	16,724	11,064	2,255	2,777	1,871	44,526
Support Systems	5,501	1,241	-	-	-	-	6,742
Grand Total	\$ 114,133	\$ 174,564	\$ 103,566	\$ 75,000	\$ 75,000	\$ 75,000	\$ 617,262

All projects capitalized and expensed

We will provide a detailed list later in the presentation

Definitions

- Operational Upgrades = Added capacity or improved functionality
 - Placeholder location to achieve minimum of \$75M/year
- T5 = \$390M authorized project plus intermodal improvements plus additional \$48M due to recently approved 3rd amendment. 2023-28 total only shown above
- Maintenance = repair of existing asset
- Environmental = ongoing clean air and clean water projects
- Support Systems = CBP improvements

CIP Total vs Net

- CIP includes total cost of the project because that is what the Managing Members authorize
- Grants, which are excluded from the CIP, reduce the capital cost
- Some projects are reimbursed by the customer over time, effectively reducing the cost of the CIP
- Does not include HMT/WRDA Section 2106 funding which will further reduce the spending

2023 - 2028 CIP by Category *(\$ thousand)*

Home Port	Sum of 2023-2028 Total	2023-2028 Net less External Funding	Sum of 2023-2028 Net less External Funding and Amortization
POS	95,070	93,138	89,138
POT	97,199	94,690	94,690
Both	206,415	206,378	206,378
T5	218,578	184,448	154,407
Grand Total	\$ 617,262	\$ 578,653	\$ 544,613

All projects capitalized and expensed
 We will provide a detailed list later in the presentation

Discussion

- **\$617.3 Million total**
- **\$38.6M of grants reduces the cash the NWSA spends on these projects**
- **\$34M of projects will be directly recovered by additional charges to customers**
- **Net of \$544.6 Million before any HMT funding**

HMT Eligible Projects

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028
T30 Dock Rehabilitation (HMT eligible)	-	-	555	2,000	5,000	1,000	8,555
T18 Maintenance Dredging (HMT eligible)	74	67	4,399	4,000	-	-	8,540
T18 Full Dock Rehabilitation Design Only (HMT eligible)	147	4,000	4,000	-	-	-	8,147
PCT Maintenance Dredging (HMT eligible)	159	7,300	-	-	-	-	7,459
T25 Dock Rehabilitation (HMT eligible) -Design	-	-	-	1,054	4,000	-	5,054
PCT Fender Replacement (HMT eligible)	2,980	1,850	-	-	-	-	4,830
T30 Maintenance Dredging (HMT eligible)	71	65	2,613	2,000	-	-	4,749
WUT Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	2,033	-	-	-	-	2,533
Husky Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	1,613	-	-	-	-	2,113
T18 North Fender Replace (HMT eligible)	133	910	460	-	-	-	1,503
T7-Infrastructure repairs and improvements - Design(Potential HMT)	-	500	900	-	-	-	1,400
T18 Deepening (Design) - HMT eligible?	-	120	430	500	250	-	1,300
E. Sitcum Pile Caps Repair (Berth D) Design (HMT eligible)	-	1,000	-	-	-	-	1,000
Projects under \$1M	1,739	1,724	686	-	-	-	4,149
Grand Total	\$ 6,303	\$ 21,182	\$ 14,043	\$ 9,554	\$ 9,250	\$ 1,000	\$ 61,331

- Plan to recommend utilization of Harbor Maintenance Tax / Section 2106 funds like Managing Members approved in 2023
- Note: T18 dock rehabilitator and T46 N & NW Bulkhead replacement, WUT berth dredging/toe wall design and Husky berth dredging/toe-wall projects include design costs only. Construction cost, when known, will significantly increase the HMT eligible projects.

2023 CIP Spending- Projects over \$1M *(\$ thousand)*

Project Name	Total
T5 Berth Construction - Phase 2 (1,450' south)	28,847
T5 Stormwater Treatment System	11,914
Terminal 3/4 Shorepower	6,267
T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	5,477
T5 Reefer High Voltage Distribution (SSA will do work)	4,996
T5 Marine Building South	4,766
EB1 Yard Reconfiguration	3,655
NWSA Unallocated Capital Improvements (placeholder)	3,595
T5 Management Reserve (EXCLUDES PH 2 PREMISES)- capital	3,000
PCT Fender Replacement (HMT eligible)	2,980
T5 Rail Quiet Zone (public exp)	2,771
T30 Central Substation Replacement	2,691
T5 Transtainer Runs (SSA will do work)	2,652
T46 Crane Maintenance	1,873
T46 Storm Vault Reconfiguration	1,781
T5 Ph 2 Premises Container Yard Paving (SSA will do work) (WAS 2023-35NH)	1,510
T5 City Power Supply (public exp)	1,500
Projects under \$1M	19,873
Grand Total	114,061

All projects over \$1M have been authorized by the MMs

Entire CIP

- Separate handout provided with a list of all planned or underway projects
- Sorted by cost of the project over the six year period
- Will now review by group as shown on Page 8 projects over \$1M

2023-2028 Operational Upgrade Projects over \$1M

(\$ thousand)

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028	MM Status
NWSA Unallocated Capital Improvements (placeholder)	3,595	3,000	3,000	39,112	57,113	68,369	174,189	Not authorized
NWSA Unanticipated Repairs/Misc Expenses (placeholder)	-	3,000	3,000	3,000	3,000	3,000	15,000	Not authorized
PCT Reefer Expansion	-	258	5,460	-	-	-	5,718	Not authorized
T25 Dock Rehabilitation (HMT eligible) -Design	-	-	-	1,054	4,000	-	5,054	Not authorized
PCT Fender Replacement (HMT eligible)	2,980	1,850	-	-	-	-	4,830	
T18 Transtainer Runs (no stage 1 or stage 2) (SSA will do work)	-	4,000	-	-	-	-	4,000	Not authorized
EB1 Yard Reconfiguration	3,655	-	-	-	-	-	3,655	
PCS: Truck Experience Measurement	-	600	3,000	-	-	-	3,600	Not authorized
PCT LED Lighting Upgrade	-	2,840	-	-	-	-	2,840	Not authorized
SH LED Lighting Retrofit Program	-	-	1,276	1,000	-	-	2,276	Not authorized
T7-Infrastructure repairs and improvements - Design(Potential HMT)	-	500	900	-	-	-	1,400	Not authorized
Projects under \$1M	1,388	1,324	1,426	1,261	-	-	5,399	
Grand Total	\$ 11,618	\$ 17,372	\$ 18,062	\$ 45,427	\$ 64,113	\$ 71,369	\$ 227,961	

- Unallocated capital placeholder used to achieve minimum \$75M per year in CIP spending as a placeholder for NWSA Capital needs as plans solidify

2023-2028 T5 Projects over \$1M (*\$ thousand*)

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028
T5 Berth Construction - Phase 2 (1,450' south)	28,847	9,000	7,970	-	-	-	45,817
T5 Reefer High Voltage Distribution (SSA will do work)	4,996	17,650	6,679	-	-	-	29,325
T5 Gate Complex (SSA will do work)	1,115	10,300	12,232	-	-	-	23,647
T5 Ph 2 Premises Container Yard Paving (SSA will do work) (WAS 2023-35NH)	1,510	13,472	-	-	-	-	14,982
T5 Reefer Demarcation Infrastructure (SSA will do work)	1,300	7,850	5,650	-	-	-	14,800
T5 Phase 2 Premises Management Reserve - capital	-	3,500	5,000	5,000	-	-	13,500
T5 Stormwater Treatment System	11,914	1,415	-	-	-	-	13,329
T5 Container Yard Expansion	250	1,500	7,200	2,850	-	-	11,800
T5 Management Reserve (EXCLUDES PH 2 PREMISES)- expense	500	6,000	1,512	-	-	-	8,012
T5 Rail Quiet Zone (public exp)	2,771	3,677	-	-	-	-	6,448
T5 Marine Building South	4,766	1,300	-	-	-	-	6,066
T5 Management Reserve (EXCLUDES PH 2 PREMISES)- capital	3,000	3,000	-	-	-	-	6,000
T5 Transtainer Runs (SSA will do work)	2,652	3,338	-	-	-	-	5,990
T5 Intermodal Yard Improvements	281	4,748	-	-	-	-	5,029
T5 W Marginal Way SW Closure	977	901	-	-	-	-	1,878
T5 City Power Supply (public exp)	1,500	-	-	-	-	-	1,500
Projects under \$1M	1,022	1,490	-	-	-	-	2,512
Grand Total	\$67,400	\$89,141	\$46,243	\$7,850	\$ -	\$ -	\$ 210,634

2023-2028 Maintenance Projects over \$1M *(\$ thousand)*

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028	MM Status
T30 Dock Rehabilitation (HMT eligible)	-	-	555	2,000	5,000	1,000	8,555	Not Authorized
T18 Maintenance Dredging (HMT eligible)	74	67	4,399	4,000	-	-	8,540	
T18 Full Dock Rehabilitation Design Only (HMT eligible)	147	4,000	4,000	-	-	-	8,147	
PCT Operating Pavement Repair (2023-27)	1,500	1,500	1,500	1,500	1,500	-	7,500	
PCT Maintenance Dredging (HMT eligible)	159	7,300	-	-	-	-	7,459	
T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	705	4,871	595	754	-	-	6,925	
Jack Block Park Pier & Plaza Replacement	-	500	2,550	3,450	-	-	6,500	Not Authorized
T30 Maintenance Dredging (HMT eligible)	71	65	2,613	2,000	-	-	4,749	
T30 Central Substation Replacement	2,691	1,884	-	-	-	-	4,575	
AWC Asphalt Repair	-	1,480	650	520	540	510	3,700	Not Authorized
T18 Water Main & Valve Replacement South	60	715	1,500	1,005	-	-	3,280	Not Authorized
Wooden Light Pole Replacement Program	581	2,538	-	-	-	-	3,119	
W Sitcum Terminal Electrical Substation Replacement	-	172	2,112	700	-	-	2,984	Not Authorized
T5 Roof Replacement & Canopy Painting - M&R Building	75	2,659	-	-	-	-	2,734	Not Authorized
WUT Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	2,033	-	-	-	-	2,533	Not Authorized
T18 Lift Station Replacement	75	551	243	750	570	-	2,189	Not Authorized
Husky Berth Area Dredge/ToeWall Dsgn (only ToeWall HMT eligible)	500	1,613	-	-	-	-	2,113	Not Authorized
T46 SPU StormSewer Pipe Repair	500	1,496	-	-	-	-	1,996	Not Authorized
T46 Crane Maintenance	1,873	-	-	-	-	-	1,873	Not Authorized
T46 Storm Vault Reconfiguration	1,781	25	-	-	-	-	1,806	
T46 M&R Building Roof Replacement	75	1,240	300	-	-	-	1,615	Not Authorized
T18 North Fender Replace (HMT eligible)	133	910	460	-	-	-	1,503	
West Hylebos Log Dock Repairs	-	250	1,250	-	-	-	1,500	Not Authorized
T7 Berth B-D Ship Service Water Line Replacement	-	1,394	-	-	-	-	1,394	Not Authorized
T18 Deepening (Design) - HMT eligible?	-	120	430	500	250	-	1,300	Not Authorized
T5 Roof Replacements - Gatehouse	-	100	1,082	-	-	-	1,182	Not Authorized
T18 Water Main & Valve Replacement North (Design)	50	1,000	-	-	-	-	1,050	Not Authorized
Murray Pacific Environmental Cap Repair (parcel 25) (parent MID)	-	-	250	250	250	250	1,000	
E. Sitcum Pile Caps Repair (Berth D) Design (HMT eligible)	-	1,000	-	-	-	-	1,000	Not Authorized
T5 IY Yard Gate Repair	(8)	-	-	-	-	-	(8)	
T18 Bollard Replacement (HMT eligible)	(43)	-	-	-	-	-	(43)	
Projects under \$1M	8,230	9,603	3,708	2,039	-	-	23,580	
Grand Total	\$ 19,779	\$ 50,086	\$ 28,197	\$ 19,468	\$ 8,110	\$ 1,760	\$ 127,399	

2023-2028 Environmental Projects over \$1M *(\$ thousand)*

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028	MM Status
Terminal 3/4 Shorepower	6,267	5,722	-	-	-	-	11,989	
Electric Straddle Carriers (no stage 2)	-	-	5,000	-	-	-	5,000	Not authorized
NW Ports Clean Air Strategy	567	715	787	865	952	1,047	4,933	
T18 Shore Power Design	538	3,396	500	-	-	-	4,434	Not authorized
Clean Cargo Handling Equipment Incentive Program	-	2,200	2,200	-	-	-	4,400	Not authorized
NWSA ISGP Strategic Initiative Projects	231	217	217	217	217	217	1,316	
NWSA Clean Truck Program	135	-	345	379	417	-	1,276	
NWSA MS4 Projects	180	208	208	208	208	208	1,220	
Infrastructure for Electric Straddle Carriers (no stage 2)	-	1,200	-	-	-	-	1,200	Not authorized
Clean Truck Program Implementation - Domestic Terminals	-	1,100	-	-	-	-	1,100	Not authorized
Projects under \$1M	7,918	14,758	9,257	1,669	1,794	1,472	36,867	
Grand Total	\$ 9,835	\$16,724	\$11,064	\$ 2,255	\$ 2,777	\$1,871	\$ 44,526	

2023-2028 Support Systems Projects over \$1M *(\$ thousand)*

Project Name	2023	2024	2025	2026	2027	2028	Total 2023-2028
T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	5,477	1,241	-	-	-	-	6,718
SH CBP Office Improvements - TI	24	-	-	-	-	-	24
Grand Total	\$ 5,501	\$ 1,241	\$ -	\$ -	\$ -	\$ -	\$ 6,742

CIP Budget Summary

- 2024-2028 5-year CIP totals \$503.1 million
- 2022-2027 6-year CIP totals \$617.3 million
- 2024 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 2024-2028