

THE NORTHWEST SEAPORT ALLIANCE
MEMORANDUM

MANAGING MEMBERS
STAFF BRIEFING

Item No.: 10A
Meeting Date: September 4, 2024

DATE: August 23, 2024
TO: Managing Members
FROM: John Wolfe, CEO
Sponsor: David Morrison, CFO
SUBJECT: Draft 2025-2029 Capital Investment Plan (CIP) and 2024 Forecast

A. SYNOPSIS

The attached file provides the complete list of the draft 2025–2029 CIP. The list includes expected 2024 spending.

B. BACKGROUND

Staff continues to review the initial list of projects and will incorporate Managing Member input from this discussion into the 2025-2029 CIP.

C. ATTACHMENTS

- Draft CIP list by location with project description, 2024-2029

D. NEXT STEPS

The CIP will be reviewed again at the October 25th budget study session

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-29 Budget
2302 Ross Way	Lot G Striping & Barriers for Autos	40	0	0	0	0		40
2302 Ross Way Total		40	0	0	0	0	0	40
Air Quality	Air Pollutant Emissions Inventory (parent MID)	0	0	0	450	150		600
	Annual Emissions Inventory & GHG (parent MID)	0	0	0	80	20		100
	Clean Cargo Handling Equipment Incentive Program	100	2,200	2,200	0	0		4,500
	Clean/ZE Vessels Program	0	120	0	0	0		120
	Electrification Roadmap - SH	83	0	0	0	0		83
	FY21 DERA Grant Scrap Bonus Program	172	288	0	0	0		460
	GHG Inventory 2022	6	0	0	0	0		6
	Green Marine Certification	0	0	0	10	0	0	10
	NW Ports Clean Air Strategy	421	345	865	952	1,047	0	3,630
	NWPCAS ZE Cargo Handling Support	180	96					276
	NWPCAS ZE Truck Support	116	336					452
	NWSA Clean Truck Program	185	31	379	417	0		1,012
	NWSA Environmental Sustainability Initiatives (general)	125	0	106	117	129	0	477
	PSEI 2021 Inventory	131	0	0	0	0		131
	Zero Emission Truck Collaborative	510	251	0	0	0		761
Air Quality Total		2,028	3,667	3,550	2,026	1,346	0	12,617
AWC	AWC Asphalt Repair	0	480	520	540	510		2,050
	AWC Asphalt Replacement and Stormwater	0	1,000	350	0	0		1,350
	Marshall Ave Auto Warehousing Paving Repairs (2021-2024)	7	0	0	0	0		7
AWC Total		7	1,480	870	540	510		3,407
Blair Terminal	Blair Dock Cleat Replacement (HMT eligible)	150	0	0	0	0		150
	Blair Terminal Deepening (Design)	0	100	100	0	0		200
	Blair Terminal Repair Damaged Fenders (HMT Eligible)	173	73	0	0	0		246
Blair Terminal Total		323	173	100	0	0		596
Contribution	Zero Emission Drayage Demonstration Program	0	420	0	0	0		420
Contribution Total		0	420	0	0	0		420
E. Sitcum	T7D Maintenance Dredge project HMT eligible	0	90	0	0	0		90
E. Sitcum Total		0	90	0	0	0		90
EB1	EB1-- Gate Reconfiguration	0	100	0	0	0	0	100

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

		Total 2024-29						
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
EB1	EB1 Ramp Area Repair (HMT Eligible)	231	0	0	0	0		231
	EB1 Yard Reconfiguration	2,776	798	0	0	0		3,574
	EB1-Loading Ramps for RO-RO Cargo.	200	0	0	0	0		200
	ISGP EB1 Terminal	25	0			0	0	25
EB1 Total		3,231	898	0	0	0	0	4,129
Environmental	NWSA Environmental Analysis for Potential Port Development	130	48	36	36	36		286
	Tacoma harbor - Environmental Compliance Program	21	16	12	12	12		73
	Seattle harbor - Environmental Compliance Support	22	20	20	20	20	20	122
Environmental Total		173	84	68	68	68	20	481
Habitat/Open Space	Jack Block Park Pier & Plaza Replacement	50	2,000	4,450	3,500	0	0	10,000
Habitat/Open Space Total		50	2,000	4,450	3,500	0	0	10,000
Husky	Husky Area A5 & A6 Paving Repair	0	6,915	0	0	0	0	6,915
	Husky Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Dsgn	471	1,200	200	95			1,966
	Husky Crane Video Mgmt System Hardware Replacement (became MID 20119	15	0	0	0	0		15
	Husky Maintenance Tower Roof Leak	145	10	0	0	0		155
	Husky Terminal Expansion	4,526	1,000	5,000	10,000	3,500		24,026
	MV Remote Racking System Asset 08419 Substation #6 Pier 4	35	0	0	0	0		35
	Pier 3/4 Maintenance Dredging (HMT eligible)	10	170	0	0	0		180
	Terminal 3/4 Shorepower	6,565	45	0	0	0		6,610
Husky Total		11,768	9,340	5,200	10,095	3,500	0	39,903
IT	PCS: Empty Return Instructions Dashboard	0	200	0	0	0		200
	PCS: Truck Experience Measurement- Implementation	0	500	1,000	1,000	0		2,500
	Consolidated Terminal Operating System Assessment		0	300	300			600
	Terminal Op System Operational Data Access (implementation)		300					300
IT Total		0	1,000	1,300	1,300	0		3,600
Miscellaneous	NWSA LED Conversion	1,900	1,519	344	0	0		3,763
	Wooden Light Pole Replacement Program	474	4,950	4,950	0	0		10,374
Miscellaneous Total		2,374	6,469	5,294	0	0		14,137
NIM	ISGP NIM Yard	22	0			0	0	22
NIM Total		22	0			0	0	22
PCT	Mooring System Study for PCT	53	0	0	0	0		53

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

								Total 2024-29
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
PCT	PCT Bollard Upgrades	0	275	1,691	1,691	0	0	3,658
	PCT Crane Rail Crack Repair (HMT Eligible)	138	0					138
	PCT Deepening Project	50	0	0	0	0		50
	PCT Fender Replacement (HMT eligible)	2,839	0	0	0	0		2,839
	PCT LED Lighting Upgrade	0	800	2,040	0	0		2,840
	PCT Maintenance Dredging (HMT eligible)	30	1,162	0	0	0		1,192
	PCT Operating Pavement Repair (2023-27)	1,500	1,500	1,500	1,500	0		6,000
	PCT Operating Pavement Repair (parent MID)	0	0	0	0	1,500	1,500	3,000
	PCT Strad Bay Roof Replacement	701	12	0	0	0		713
	PCT Transfer Zone Pavement Reconstruction	0	388	4,759	0	0	0	5,147
	PCT Transfer Zone Rebuild	50	0					50
	PCT Wapato Creek Culvert Replacement	300	1,200	1,500	16,450	15,850		35,300
	Terminal Building repairs or replacements - PCT	0	250	0	0	0		250
	Wapato Creek Bank Repair	362	0	0	0	0		362
	Wapato Creek Culvert Outfall & Interceptor Pipe Repair	8	364	0	0	0		372
	PCT Shorepower - Design phase	25	375	1,000	1,350	0		2,750
	PCT Reefer Racks & Plugs	0	450	4,450	9,800	0	0	14,700
PCT Total		6,057	6,776	16,940	30,791	17,350	1,500	79,415
PCT IM	PCT Rail Yard Pavement Repairs	29	0	0	0	0		29
PCT IM Total		29	0	0	0	0		29
Pier 16/17	Pier 17 Bulkhead Wall Repair (HMT Eligible)	43	0	0	0	0		43
	Pier 17 Dolphin Replacement	25	146	221	321	0	0	713
	Pier 17 HVAC Controls	30	210	0	0	0	0	240
Pier 16/17 Total		98	356	221	321	0	0	996
Placeholder	NH -NWSA Unanticipated Repairs/Misc Expenses (placeholder)	0	1,500	1,500	1,500	1,500	1,500	7,500
	SH -NWSA Unanticipated Repairs/Misc Expenses (placeholder)	0	1,500	1,500	1,500	1,500	1,500	7,500
Placeholder Total		0	3,000	3,000	3,000	3,000	3,000	15,000
Pony Lumber	CanAm Warehouse Fire System Dry Valve Replacement	68	0	0	0	0		68
	Parcel 86 Pipe Realignment	532	0	0	0	0		532
	Pony Environmental Cap Repair (parcel 86) (parent MID)	0	50	50	50	50	50	250
	Pony Lumber Dock Repairs (HMT eligible)	360	353	0	0	0		713

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

Location/ Dept		Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-29 Budget
Pony Lumber Total			959	403	50	50	50	50	1,562
Portac	Auto Storage Fencing & Gate (Lower Portac)		173	0	0	0	0		173
Portac Total			173	0	0	0	0		173
PWI	11th Street Boat Launch Repair		45	0					45
PWI Total			45	0					45
SIM	ISGP SIM Yard		17	0			0	0	17
	SIM Driveway Repair		50	0	0	0	0		50
SIM Total			67	0	0	0	0	0	67
Stormwater	2020 ISGP Permit Appeal		107	150	0	0	0	0	257
	2025 ISGP Permit Appeal		0	300					300
	ISGP Seattle Harbor		0	135	135	135	135	135	675
	ISGP Tacoma Harbor		0	250	250	250	250	250	1,250
	NWSA MS4 Projects		190	0					190
	NWSA Stormwater Study		500	200	0	0	0		700
	NWSA Water Quality Strategic Initiatives (2024)		192	0					192
Stormwater Total			989	1,035	385	385	385	385	3,564
Strads	Electric Straddle Carriers		0	0	5,000	0	0		5,000
Strads Total			0	0	5,000	0	0		5,000
T105	T105 Shoreline Erosion Repair		30	227					257
T105 Total			30	227					257
T106	T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)		4,705	0	0	0	0		4,705
	T106 Roof Replacement (55% NWSA, 45% POS) became U00701		489	0	0	0	0		489
T106 Total			5,194	0	0	0	0		5,194
T115	Building Energy Regulatory Compliance - consulting support for The NWSA		0	200	100	100	100	100	600
	T115 Substation 1 Replacement		0	190	20	2,500	3,500	0	6,210
	T115 Water System & Hydrant Replacement (Design Only)		0	51	0	0	0	0	51
T115 Total			0	441	120	2,600	3,600	100	6,861
T115 Barge/Tug	T115 Barge & Tug Marine Maintenance Expense Tracking		9	0	0	0	0		9
	T115 Routine Condition Assessments		0	0	70	0	0		70
T115 Barge/Tug Total			9	0	70	0	0		79
T115 General	T115 - Roof Replacement Analysis Administration Building		0	37	110	0	0	0	147

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

								Total 2024-29
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
T115 General	T115 Arc Flash Study	0	50	200	0	0	0	250
	T115 Clean Truck Program RFID (Domestic Terminals)	20	310	0	0	0	0	330
	T115 General Marine Maintenance Expense Tracking	6	0	0	0	0		6
	T115 Hydrant 1 Replacement	44	0			0		44
	T115 Roof Replacement Analysis - M&R Shop	12	49	184	0	0	0	245
	T115 South Substation - Electrical Maintenance Assessment	0	424					424
T115 General Total		82	870	494	0	0	0	1,446
T18	T18 Deepening (Design)	120	432	500	250	0	0	1,302
	T18 Lift Station Replacement	50	360	1,779	0	0		2,189
	T18 Maintenance Dredging (HMT eligible)	152	542	4,058	3,766	0		8,518
	T18 Marine Maintenance Expense Tracking	3	0	0	0	0		3
	T18 N1 & N2 Protective Relay Replacement	400	0	0	0	0	0	400
	T18 North Fender Replace (HMT eligible)	226	836	1,310	21	0		2,393
	T18 On-Dock Rail Restoration and Capacity Expansion	0	250	1,798	1,566	0	0	3,614
	T18 Perimeter Fence Signs	21	0	0	0	0		21
	T18 Pile Cap Repairs Construction Only (HMT eligible)	0	38,265	6,909		0		45,174
	T18 Pile Cap Repairs Design Only (HMT eligible)	1,586	2,026	0	0	0		3,612
	T18 Seawall Patching 2024	26	0	0	0	0	0	26
	T18 Shore Power Design	1,930	6,315	0	0	0		8,245
	T18 Subs Electrical Maint	8	0	0	0	0		8
	T18 Transtainer Runs (no stage 1 or stage 2) (SSA will do work)	500	3,500	0	0	0		4,000
	T18 Water Main & Valve Replacement North - Design	50	350	650	0	0		1,050
T18 Water Main & Valve Replacement South	50	200	1,530	1,500	0		3,280	
T18 Total		5,121	53,076	18,534	7,103	0	0	83,834
T25	T25 Dock Rehabilitation (HMT eligible) -Design	0	0	1,054	4,000	0		5,054
	T25 Marine Maintenance Expense Tracking	1	0	0	0	0		1
	T25 Piping/Ship Water Box Replacements	25	100	522	0	0	0	647
	T25 Routine Condition Assessments	0	85	0	0	0		85
	T25 South Site Feasibility Assessment	0	50	100	0	0	0	150
T25 Total		26	235	1,676	4,000	0	0	5,937
T30	T30 Central Substation Replacement	3,727	665	0	0	0		4,392

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

		Total 2024-29						
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
T30	T30 Dock Rehabilitation (HMT eligible)	0	500	2,000	5,000	1,055		8,555
	T30 Main Substation (North) - Electrical Maintenance Assessment	0	424	0	0	0		424
	T30 Maintenance Dredging (HMT eligible)	127	508	2,207	1,888	0		4,730
	T30 Marine Maintenance Expense Tracking	46	0	0	0	0		46
	T30 North Fire Main Premise Isolation	30	85	0	0	0	0	115
	T30 Perimeter Fence Signs	21	0	0	0	0		21
	T30 Seawall Patching 2024	26	0	0	0	0	0	26
	T30 Ship Dock Water Boxes and Underdock Supply Piping	25	100	522	0	0	0	647
T30 Total		4,002	2,282	4,729	6,888	1,055	0	18,956
T46	T18 Routine Asset Condition Assessment	0	0	150	0	0		150
	T46 Admin Bldg. Roof Top Unit Rebuild	0	270	0	0	0	0	270
	T46 CCTV Upgrades	350	0	0	0	0		350
	T46 Clean Truck Program	45	187	0	0	0		232
	T46 Dock Ladders Replacement	0	175	0	0	0	0	175
	T46 Fire Alarm Control System Replacement (66.5% NWSA, 33.5% POS)	13	100	0	0	0		113
	T46 High Mast Lighting Retrofit	15	345	0	0	0	0	360
	T46 Install Removable Bull Rail	0	500	0	0	0	0	500
	T46 Light Pole Bolts Evaluation	0	226	0	0	0	0	226
	T46 Light Pole Replacement	0	510	250	0	0	0	760
	T46 Lighting Controls	10	450	0	0	0	0	460
	T46 M&R Building Roof Replacement	24	225	1,365	0	0	0	1,614
	T46 Maintenance Dredging (HMT eligible) Design	178	514	0	0	0		692
	T46 Marine Maintenance Expense Tracking	45	0	0	0	0		45
	T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	3,162	891	754	0	0		4,807
	T46 NW Bulkhead Maintenance 2024	35	0					35
	T46 NW Bulkhead Maintenance 2025	0	35					35
	T46 Office Improvements	27	1,685	0	0	0	0	1,712
	T46 Routine Condition Assessment 2024	90						90
	T46 SPU Combined Pipe Repair	49	675	654	600	0		1,978
T46 Storm Vault Reconfiguration	55	0	0	0	0		55	
T46 Substations and Switchgear Testing, Cleaning and Repairs	250	100	0	0	0		350	

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

		Total 2024-29						
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
T46	T46 Water System Replacement Study	20	124	0	0	0		144
T46 Total		4,369	7,012	3,173	600	0	0	15,154
T5	MARAD PIDP FY22 T5 Grant Admin	54	110	150	150	0		464
	MARAD PIDP T5 Grant Admin	61	120	150	0	0		331
	T5 Access Road Improvements	193	0	0	0	0		193
	T5 Annual Paving	0	200	200	200	200	200	1,000
	T5 Approach Overpass Bridge - W Maringinal Way SW	100	100	0	0	0		200
	T5 Berth Modernization Legal Support Project	225	209	0	0	0		434
	T5 City Power Supply (public exp)	1,500	0	0	0	0		1,500
	T5 Container Yard Expansion	847	16,690	1,941	0	0		19,478
	T5 Cooling Tower Rebuild	165	0	0	0	0		165
	T5 Electrical Equipment Removal	0	210	20	0	0	0	230
	T5 Gate Complex (SSA will do work)	686	16,294					16,980
	T5 Gatehouse Geotech Assess	38	62					100
	T5 Hydrant Replacement (31)	0	50	250	540	0		840
	T5 Lift Station & Sewer Line Condition Assessment (N10540)	42	98	0	0	0		140
	T5 Main Low Voltage Substation Maint & Relay Replacement	20	660	0	0	0	0	680
	T5 Marine Building North	222	0	0	0	0		222
	T5 Marine Building South	532	20	0	0	0		552
	T5 Marine Maintenance Expense Tracking	66	0	0	0	0		66
	T5 Medium Voltage Feeder Line Repair	260	0	0	0	0	0	260
	T5 North Berth Seawall Repair	898	0	0	0	0		898
	T5 Operational Readiness	1,180	0	0	0	0		1,180
	T5 Pedestrian Pathway	833	0	0	0	0		833
	T5 Phase 2 Premises Management Reserve - capital	0	4,000	8,397	0	0	0	12,397
	T5 Rail Bungalows Controls Updgrade	0	550	300	0	0	0	850
	T5 Rail Quiet Zone (public exp)	4,769	15	0	0	0		4,784
	T5 Rail Yard Air Hoses	33	0					33
	T5 Rebuild Breakers for Spares (became N10278)	8	0	0	0	0		8
	T5 Reefer Demarcation Infrastructure (SSA will do work)	332	6,716	1,333	0	0		8,381
	T5 Reefer High Voltage Distribution (SSA will do work)	4,133	18,842	3,022	0	0		25,997

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

								Total 2024-29
Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Budget
T5	T5 Reefer Refrigerated Container Receptacles (SSA will do work) (became U00	0	1	0	0	0		1
	T5 Roof Replacements	154	1,838	738	0	0		2,730
	T5 Roof Replacements - Gatehouse (Combined to N10410)	0	59	461	71	0		591
	T5 Routine Condition Assessments	0	0	0	0	0	125	125
	T5 Safety Net Tie-downs	70	0	0	0	0	0	70
	T5 Stormwater Treatment System	2,439	681	0	0	0		3,120
	T5 Switch & Derailer Repair	80	0	0	0	0		80
	T5 Transit Shed Assessment	0	130	20	0	0	0	150
	T5 Transtainer Runs (SSA will do work)	1,461	0	0	0	0		1,461
	T5 W Marginal Way SW Closure	899	2	0	0	0		901
	T5 Berth Construction - Phase 2 (1,450' south)	8,545	14,479	0	0	0		23,024
	T5 Phase II Uplands Paving (SSA will do work)	292	14,338	13	0	0		14,643
T5 Total		31,135	96,474	16,995	961	200	325	146,090
T5 IM	T5 Intermodal Yard Improvements	4,628	153	0	0	0		4,781
	T5 IY Compressor Replacement	51	874	0	0	0		925
	T5 IY Improvement RESERVE - capital	150	38	0	0	0		188
T5 IM Total		4,830	1,065	0	0	0		5,895
T7	IHI 2078 Crane Surplus	0	1,200	0	0	0	0	1,200
	T7 Administration Building HVAC System Replacement	0	150	0	0	0		150
	T7 Berth C Cleat Replacement (HMT eligible)	132	125	0	0	0		257
	T7 Berth Sewer Lift Station Replacement	40	0	0	0	0		40
	T7 Security Enhancements	0	70	0	0	0	0	70
	T7 Warehouse Exhaust Ventilator Replacement	27	0	0	0	0		27
	T7-Infrastructure repairs and improvements - (HMT Eligible)	54	1,200	14,226	15,000	15,000	6,419	51,899
	Terminal 7ABC Maintenance Dredging (Design) (Potential HMT Eligible)	0	50	300	0	0		350
	Terminal 7D Maintenance Dredging (Design)	0	50	150	0	0		200
T7 Total		254	2,845	14,676	15,000	15,000	6,419	54,194
TOTE	Terminal Building repairs or replacements - TOTE	0	500	0	0	0		500
	TOTE Berth Maintenance Dredging (HMT eligible)	50	600	100	0	0		750
	TOTE Clean Truck Program RFID (Domestic Terminals)	277	152	0	0	0		429
	TOTE Terminal Pavement Maintenance & Repair	0	550	0	0	0		550

DRAFT NWSA 2024 - 2029 CIP BUDGET (\$ thousands)

Location/ Dept	Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-29 Budget
TOTE	Tote Sandlot Improvements Dsgn	48	0	0	0	0		48
TOTE Total		375	1,802	100	0	0		2,277
W. Hylebos	West Hylebos Log Dock Repairs	0	0	250	1,250	0		1,500
W. Hylebos Total		0	0	250	1,250	0		1,500
W. Sitcum	W Sitcum (SSA) Clean Truck Program RFID (Domestic Terminals)	274	180	0	0	0		454
	West Sitcum APMT Lawsuit	400	1,000					1,400
	West Sitcum Bldg. 950 Sewer Line Replacement	142	1,590	0	0	0		1,732
	West Sitcum Terminal Maintenance Dredging (Design)	0	50	350	0	0	0	400
	W. Sitcum Main Substations Replacement	156	2,112	700	0	0		2,968
W. Sitcum Total		972	4,932	1,050	0	0	0	6,954
WST	W Sitcum Terminal Wooden Light Pole Replacement (SSA will do the work)	0	7,000	0	0	0	0	7,000
WST Total		0	7,000	0	0	0	0	7,000
WUT	Cascade Timber Environmental Cap Repair (parcel 30) (2024)	143	0	0	0	0		143
	Cascade Timber Environmental Cap Repair (parcel 30) (parent MID)	0	50	50	50	50	50	250
	Mooring System Study for WUT	59	0	0	0	0		59
	Murray Pacific Environmental Cap Repair (parcel 25) (2024)	248	0	0	0	0		248
	Murray Pacific Environmental Cap Repair (parcel 25) (parent MID)	0	250	250	250	250	250	1,250
	WUT Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Dsgn	742	1,600	54	0			2,396
	WUT Bollard Upgrades	0	350	3,518	3,518	0	0	7,386
	WUT Maintenance Dredging (HMT eligible)	11	202	0	0	0		213
	WUT Shore Power Prelim Design (Moved into Design Phase)	564	1,312	180	0	0		2,056
WUT Total		1,767	3,764	4,052	3,818	300	300	14,001
Grand Total		86,596	\$ 219,216	\$ 112,347	\$ 94,297	\$ 46,364	\$ 12,099	\$ 570,920

Item No.: 10A

Date of Meeting: Sept. 4, 2024

2025 CIP Budget Study Session



THE NORTHWEST
SEAPORT ALLIANCE

SEATTLE + TACOMA

Presenter: David Morrison, CFO
Lien Dam, Sr. Financial Analyst

Agenda

- Budget Schedule
- Draft 2024-2029 Capital Investment Plan (CIP)

2025 Budget Calendar

September 4 (Wednesday)

2024 – 2029 Capital Investment Plan (CIP) Review

October 25 (Friday)

Cargo Forecast

Budget study session

November 5 (Tuesday)

Approve 2025 operating budget

Approve 2025-2029 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 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 \$350,000 and greater must be authorized by the Managing Members.

2025 CIP Comments

- for Projects expected to be over \$10 million, if scope is preliminary and cost estimate are based on less than approximately 30% design, only design dollars will be included
- For Projects that are grant dependent, if the grants have not been awarded, the projects are not included in the CIP
 - The Operating budget does not include any associated revenue
- For shorepower projects, the target is 50% match, except for T18 with a target of 80% match. Construction costs for projects with 50% match are included in the budget
- Estimate NWSA will spend minimum \$75 million in total per year for capitalized projects

Summary in \$ Million 2024 - 2029

	North Harbor (Seattle)	South Harbor (Tacoma)	Total
Capital Projects	\$220.1	\$203.0	\$423.1
Expense Projects	39.7	53.1	92.8
Total Projects - Net	259.8	256.1*	515.9
Add: Amortized Projects **	48.0	7.0	55.0
Total Projects	\$307.8	\$263.1	\$570.9

* Included in South Harbor are Gateway wide Air Quality and Water Quality projects totaling \$15M. Some of these, such as clean cargo handling equipment will be harbor specific depending on where funds are spent.

** Amortized Projects are projects where the NWSA is funding the project, and the tenant is reimbursing the NWSA over time on top of lease payments. Amounts shown are the gross amounts and may be partially reduced by Grants.

Top 5 projects per Harbor

	North Harbor (Seattle)		South Harbor (Tacoma)
T18 Pile cap Repair	\$45.2	T7 Repairs & Improvements	\$51.9
T5 Reefer high voltage distribution (amortized)*	\$26.0	Wapato Creek Culvert replacement (Pierce County Terminal (PCT))	\$35.3
T5 Construction	\$23.0	Husky Terminal Expansion	\$24.0
T5 Container Yard Expansion (amortized & 5 more leased acres)*	\$19.5	PCT Reefer	\$14.7
T5 Gate Complex	\$17.0	Wooden Light Pole Replacement	\$10.4
T5 Phase 2 Uplands Paving (amortized)*	\$14.6	WUT bollard Upgrades	\$7.4
Total Top 5	\$145.3		\$143.7

* Amortized projects where customer pays additional revenue over time to recover the cost 7

Major projects excluded from Budget

Project	Rough Estimate +/- 100% \$M	Years	External Funding
Tacoma Terminal Expansion (no stage 2)	\$ 150	2029	Grants
T18 Shore Power Construction	\$ 69	2025-28	Grants
T46 N & NW Bulkhead Replacement (HMT eligible) Construction	\$ 38	2026-8	HMT
T46 South Dock Rehabilitation (HMT eligible)	\$ 36	2027-28	HMT
T25 Dock Rehabilitation (HMT eligible) -Construction	\$ 33	2028	HMT
WUT Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Const	\$ 28	2026-28	HMT
PCT Shorepower - Construction phase	\$ 28	2028-29	Grants
T18 Water Main & Valve Replacement North - Construction	\$ 23	2026-27	
Husky Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Const	\$ 18	2026-27	HMT
WUT Shore Power Construction	\$ 17	2027-28	Grants
T30 South Water Main Replacement (no OA or stage 2)	\$ 5	2027-28	
T46 South Concrete Deck Replacement (HMT eligible)	\$ 5	2026-28	HMT
TOTE Sandlot Improvements Drainage Construction	\$ 4	2025	
T46 SE Bulkhead Replacement (HMT eligible)	\$ 4	2026-27	HMT
T46 Maintenance Dredging (HMT eligible) Construction	\$ 3	2026-27	
Total projects for future budgets	\$ 461		

- 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

2024 - 2029 CIP by Category *(\$ thousand)*

Group	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029
Maintenance	20,609	94,911	43,388	38,992	22,865	2,075	222,840
Op upgrade	13,959	16,115	43,270	50,826	21,500	9,419	155,089
T5	33,980	92,708	15,006	150	0	0	141,844
Environmental	12,854	15,182	10,383	4,029	1,999	605	45,052
SupportSys	5,194	300	300	300	0		6,094
Grand Total	\$ 86,596	\$ 219,216	\$ 112,347	\$ 94,297	\$ 46,364	\$ 12,099	\$ 570,920

- All projects capitalized and expensed
- We will provide a detailed list later in the presentation
- Homeports should plan for NWSA CIP of \$75M/year

Definitions

- Maintenance = repair of existing asset
- Operational Upgrades = Added capacity or improved functionality
- T5 = \$390M authorized project plus intermodal improvements plus additional \$48M due to recently approved 3rd amendment. 2024-29 total only shown above
- Environmental = ongoing clean air and clean water projects
- Support Systems = CBP improvements & IT system assessment & improvement

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
- HMT/WRDA Section 2106 funding, which goes to the Homeports but are driven primarily by the NWSA maritime cargo, will “reduce” the spending but are not included

2024 - 2029 Net CIP *(\$ Million)*

	North Harbor (Seattle)	South Harbor (Tacoma)	Total
Total Projects - Net	\$259.8	\$256.1	\$515.9
Less: Grants	(\$19.4)	(\$38.3)	(\$57.7)
Net Project Cost	\$240.4	\$217.8	\$458.2
Amortized Projects	\$48.0	\$7.0	55.0
Less: Grants	(\$11.9)	0.0	(\$11.9)
Net Amortized Projects	\$36.1	\$7.0	\$43.1
Total Grants	\$31.3	\$38.3	\$69.6

- Grants included in the analysis impact the NWSA Profit and Loss Statement
- Pass-through grants are excluded from this table

HMT Eligible Projects

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029
T7-Infrastructure repairs and improvements - (HMT Eligible)	54	1,200	14,226	15,000	15,000	6,419	51,899
T18 Pile Cap Repairs Construction Only (HMT eligible)	0	38,265	6,909		0		45,174
T30 Dock Rehabilitation (HMT eligible)	0	500	2,000	5,000	1,055		8,555
T18 Maintenance Dredging (HMT eligible)	152	542	4,058	3,766	0		8,518
T25 Dock Rehabilitation (HMT eligible) -Design	0	0	1,054	4,000	0		5,054
T30 Maintenance Dredging (HMT eligible)	127	508	2,207	1,888	0		4,730
T18 Pile Cap Repairs Design Only (HMT eligible)	1,586	2,026	0	0	0		3,612
PCT Fender Replacement (HMT eligible)	2,839	0	0	0	0		2,839
WUT Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Dsgn	742	1,600	54	0			2,396
T18 North Fender Replace (HMT eligible)	226	836	1,310	21	0		2,393
Husky Berth Area Dredge/ToeWall (only ToeWall HMT eligible) Dsgn	471	1,200	200	95			1,966
PCT Maintenance Dredging (HMT eligible)	30	1,162	0	0	0		1,192
Projects under \$1M							4,653
Total	\$ 6,227	\$ 47,839	\$ 32,018	\$ 29,770	\$ 16,055	\$ 6,419	\$ 142,981

- Recommend utilization of Harbor Maintenance Tax / Section 2106 funds like Managing Members approved in 2023
- Note: 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.

2024 CIP Forecast *(\$ thousand)*

Project Name	2024 Forecast
T5 Berth Construction - Phase 2 (1,450' south)	\$ 8,545
Terminal 3/4 Shorepower	6,565
T5 Rail Quiet Zone (public exp)	4,769
T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	4,705
T5 Intermodal Yard Improvements	4,628
Husky Terminal Expansion	4,526
T5 Reefer High Voltage Distribution (SSA will do work)	4,133
T30 Central Substation Replacement	3,727
T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	3,162
PCT Fender Replacement (HMT eligible)	2,839
EB1 Yard Reconfiguration	2,776
T5 Stormwater Treatment System	2,439
T18 Shore Power Design	1,930
NWSA LED Conversion	1,900
T18 Pile Cap Repairs Design Only (HMT eligible)	1,586
PCT Operating Pavement Repair (2023-27)	1,500
T5 City Power Supply (public exp)	1,500
T5 Transtainer Runs (SSA will do work)	1,461
T5 Operational Readiness	1,180
Projects under \$1M	22,726
Grand Total	\$ 86,596

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 total cost of the life of the project
- Will now identify projects over \$10 million by group
 - Pages show all projects over \$1M, but will focus on over \$10M

2024-2029 Maintenance Projects over \$1M *(\$ thousand)*

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029	MM Status
T18 Pile Cap Repairs Construction Only (HMT eligible)	0	38,265	6,909		0		45,174	Not authorized
PCT Wapato Creek Culvert Replacement	300	1,200	1,500	16,450	15,850	0	35,300	
Wooden Light Pole Replacement Program	474	4,950	4,950	0	0		10,374	
Jack Block Park Pier & Plaza Replacement	50	2,000	4,450	3,500	0	0	10,000	Not authorized
T30 Dock Rehabilitation (HMT eligible)	0	500	2,000	5,000	1,055		8,555	Not authorized
T18 Maintenance Dredging (HMT eligible)	152	542	4,058	3,766	0		8,518	
W Sitcum Terminal Wooden Light Pole Replacement	0	7,000	0	0	0	0	7,000	Not authorized
Husky Area A5 & A6 Paving Repair	0	6,915	0	0	0	0	6,915	Not authorized
T115 Substation 1 Replacement	0	190	20	2,500	3,500	0	6,210	Not authorized
PCT Operating Pavement Repair (2023-27)	1,500	1,500	1,500	1,500	0		6,000	
T46 N. Substation #1 Replacement (NWSA 80%, POS 20%)	3,162	891	754	0	0		4,807	
T30 Maintenance Dredging (HMT eligible)	127	508	2,207	1,888	0		4,730	
T30 Central Substation Replacement	3,727	665	0	0	0		4,392	
T18 Pile Cap Repairs Design Only (HMT eligible)	1,586	2,026	0	0	0		3,612	
T18 Water Main & Valve Replacement South	50	200	1,530	1,500	0		3,280	Not authorized
PCT Operating Pavement Repair (parent MID)	0	0	0	0	1,500	1,500	3,000	Not authorized
W. Sitcum Main Substations Replacement	156	2,112	700	0	0		2,968	Not authorized
T5 Roof Replacements	154	1,838	738	0	0		2,730	Not authorized

2024-2029 Maintenance Projects over \$1M *(\$ thousand)*

(Conclusion)

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029	MM Status
WUT Berth Area Dredge/ToeWall (only ToeWall HMT eligible) C	742	1,600	54	0			2,396	
T18 North Fender Replace (HMT eligible)	226	836	1,310	21	0		2,393	
T18 Lift Station Replacement	50	360	1,779	0	0		2,189	Not authorized
AWC Asphalt Repair	0	480	520	540	510		2,050	
T46 SPU Combined Pipe Repair	49	675	654	600	0		1,978	Not authorized
Husky Berth Area Dredge/ToeWall (only ToeWall HMT eligible)	471	1,200	200	95			1,966	
West Sitcum Bldg. 950 Sewer Line Replacement	142	1,590	0	0	0		1,732	Not authorized
T46 Office Improvements	27	1,685	0	0	0	0	1,712	Not authorized
AWC Asphalt Replacement and Stormwater	0	1,000	350	0	0		1,350	Not authorized
T18 Deepening (Design)	120	432	500	250	0	0	1,302	
Murray Pacific Environmental Cap Repair (parcel 25) (parent M	0	250	250	250	250	250	1,250	
IHI 2078 Crane Surplus	0	1,200	0	0	0	0	1,200	Not authorized
PCT Maintenance Dredging (HMT eligible)	30	1,162	0	0	0		1,192	Not authorized
T18 Water Main & Valve Replacement North - Design	50	350	650	0	0		1,050	Not authorized
T5 Annual Paving	0	200	200	200	200	200	1,000	Not authorized
Projects under \$1M	7,242	10,364	4,240	932	0	125	22,903	
Grand Total	\$20,609	\$94,911	\$43,388	\$38,992	\$22,865	\$ 2,075	\$ 222,840	

2024-2029 Operational Upgrade Projects over \$1M

(\$ thousand)

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029	MM Status
T7-Infrastructure repairs and improvements - (HMT Eligible)	54	1,200	14,226	15,000	15,000	6,419	51,899	Not authorized
Husky Terminal Expansion	4,526	1,000	5,000	10,000	3,500		24,026	Not authorized
PCT Reefer Racks & Plugs	0	450	4,450	9,800	0	0	14,700	Not authorized
SH -NWSA Unanticipated Repairs/Misc Expenses (placeholder)	0	1,500	1,500	1,500	1,500	1,500	7,500	n/a
NH -NWSA Unanticipated Repairs/Misc Expenses (placeholder)	0	1,500	1,500	1,500	1,500	1,500	7,500	n/a
WUT Bollard Upgrades	0	350	3,518	3,518	0	0	7,386	Not authorized
PCT Transfer Zone Pavement Reconstruction	0	388	4,759	0	0	0	5,147	Not authorized
T25 Dock Rehabilitation (HMT eligible) -Design	0	0	1,054	4,000	0		5,054	Not authorized
T18 Transtainer Runs (no stage 1 or stage 2) (SSA will do work)	500	3,500	0	0	0		4,000	
NWSA LED Conversion	1,900	1,519	344	0	0		3,763	
PCT Bollard Upgrades	0	275	1,691	1,691	0	0	3,658	Not authorized
T18 On-Dock Rail Restoration and Capacity Expansion	0	250	1,798	1,566	0	0	3,614	Not authorized
EB1 Yard Reconfiguration	2,776	798	0	0	0		3,574	
PCT LED Lighting Upgrade	0	800	2,040	0	0		2,840	Not authorized
PCT Fender Replacement (HMT eligible)	2,839	0	0	0	0		2,839	
PCS: Truck Experience Measurement- Implementation	0	500	1,000	1,000	0		2,500	Not authorized
West Hylebos Log Dock Repairs	0	0	250	1,250	0		1,500	Not authorized
Projects under \$1M	1,363	2,085	140	0	0	0	3,588	
Grand Total	\$13,959	\$16,115	\$43,270	\$50,826	\$21,500	\$ 9,419	\$ 155,089	

2024 - 2029 T5 Projects over \$1M (*\$ thousand*)

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029
T5 Reefer High Voltage Distribution (SSA will do work)	4,133	18,842	3,022	0	0		25,997
T5 Berth Construction - Phase 2 (1,450' south)	8,545	14,479	0	0	0		23,024
T5 Container Yard Expansion	847	16,690	1,941	0	0		19,478
T5 Gate Complex (SSA will do work)	686	16,294					16,980
T5 Phase II Uplands Paving (SSA will do work)	292	14,338	13	0	0		14,643
T5 Phase 2 Premises Management Reserve - capital	0	4,000	8,397	0	0	0	12,397
T5 Reefer Demarcation Infrastructure (SSA will do work)	332	6,716	1,333	0	0		8,381
T5 Rail Quiet Zone (public exp)	4,769	15	0	0	0		4,784
T5 Intermodal Yard Improvements	4,628	153	0	0	0		4,781
T5 Stormwater Treatment System	2,439	681	0	0	0		3,120
T5 City Power Supply (public exp)	1,500	0	0	0	0		1,500
T5 Transtainer Runs (SSA will do work)	1,461	0	0	0	0		1,461
T5 Operational Readiness	1,180	0	0	0	0		1,180
Projects under \$1M	3,169	500	300	150	0	0	4,119
Grand Total	\$33,980	\$92,708	\$15,006	\$ 150	\$ -	\$ -	\$ 141,844

2024-2029 Environmental Projects over \$1M *(\$ thousand)*

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	Total 2024-2029	MM Status
T18 Shore Power Design	1,930	6,315	0	0	0		8,245	
Terminal 3/4 Shorepower	6,565	45	0	0	0		6,610	
Electric Straddle Carriers (no stage 2)	0	0	5,000	0	0		5,000	Not authorized
Clean Cargo Handling Equipment Incentive Program	100	2,200	2,200	0	0		4,500	Not authorized
NW Ports Clean Air Strategy	421	345	865	952	1,047	0	3,630	
PCT Shorepower - Design phase	25	375	1,000	1,350	0		2,750	Not authorized
WUT Shore Power Prelim Design (Moved into Design Phase)	564	1,312	180	0	0		2,056	
West Sitcum APMT Lawsuit	400	1,000					1,400	
ISGP Tacoma Harbor	0	250	250	250	250	250	1,250	
NWSA Clean Truck Program	185	31	379	417	0		1,012	
Projects under \$1M	2,664	3,309	509	1,060	702	355	8,599	
Grand Total	\$12,854	\$15,182	\$10,383	\$ 4,029	\$ 1,999	\$ 605	\$ 45,052	

2024-2029 Support Systems Projects *(\$ thousand)*

Project Name	2024 Fcst	2025 Bdgt	2026 Bdgt	2027 Bdgt	2028 Bdgt	2029 Bdgt	2024-29 Bdgt	MM Status
T106 CBP Office & Facility Renovation (NWSA 87%, POS 13%)	4,705	0	0	0	0		4,705	
T106 Roof Replacement (55% NWSA, 45% POS) became U00701	489	0	0	0	0		489	
Consolidated Terminal Operating System Assessment		0	300	300			600	Not authorized
Terminal Operating System Operational Data Access (implementation)		300					300	Not authorized
Grand Total	5,194	\$ 300	\$ 300	\$ 300	\$ -		\$ 6,094	

CIP Budget Summary

- 2025-2029 5-year CIP totals \$484.3 million
- 2024-2029 6-year CIP totals \$570.9 million
- 2025 MM requests primarily include construction of T18 pile cap repair, several T5 projects, design for future maintenance and upgrades and some maintenance and operational upgrades
- Significant maintenance and operational upgrades could be requested in the years between 2026-2029