

Item no: 2A Revised  
Meeting Date: August 20, 2020

# *2021 Proposed Budget Targets and Preliminary Capital Investment Plan*

*August 20, 2020*



# Agenda



- Commission Participation and Calendar
- POT 5-year Financial History
- Proposed Financial Targets
- Preliminary Capital Investment Plan (CIP) Projects

# 2021 Commission Participation and Calendar



## **August 20<sup>th</sup>:**

- 2021-2025 Capital Investment Plan (CIP) Review
  - Proposed new projects
  - Review prioritized projects
- 2021-2025 Preliminary Range of Financial Targets

## **Early September - 2021 Preliminary Pierce County property Values**

- Tax Levy setting input

## **September 17<sup>th</sup> – Opportunity to discuss 2021 Tax Levy**

## **Week of October 27<sup>th</sup>**

- 2021 Budget Study Session material and 2021 Budget Document sent to commission

## **November 5<sup>th</sup> - 2021 Budget Study Session**

- 2020 Forecast - updated
- 2021-2025 Budget/Forecast
- 2021-2025 CIP

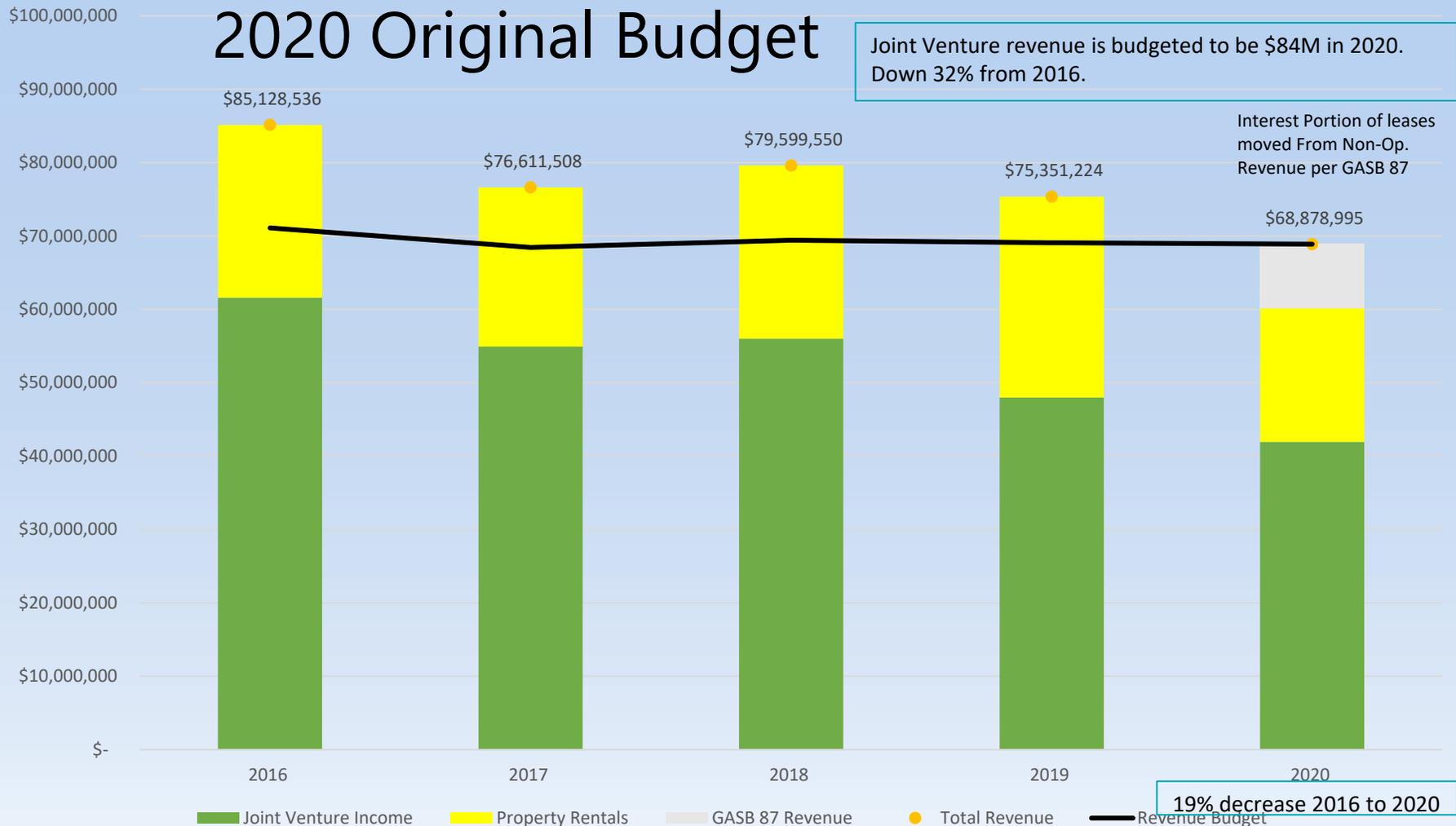
## **November 19<sup>th</sup> - 2021 Budget Adoption**

# 5-year Financial History



- In March, Staff presented 5-year POT financial performance slides
- We will review several slides from that presentation as a basis for our financial targets with actual results from 2016 through 2019, and original 2020 budget
  - We will also look at the NWSA distributable cash as presented at the August 2020 Managing Member meeting

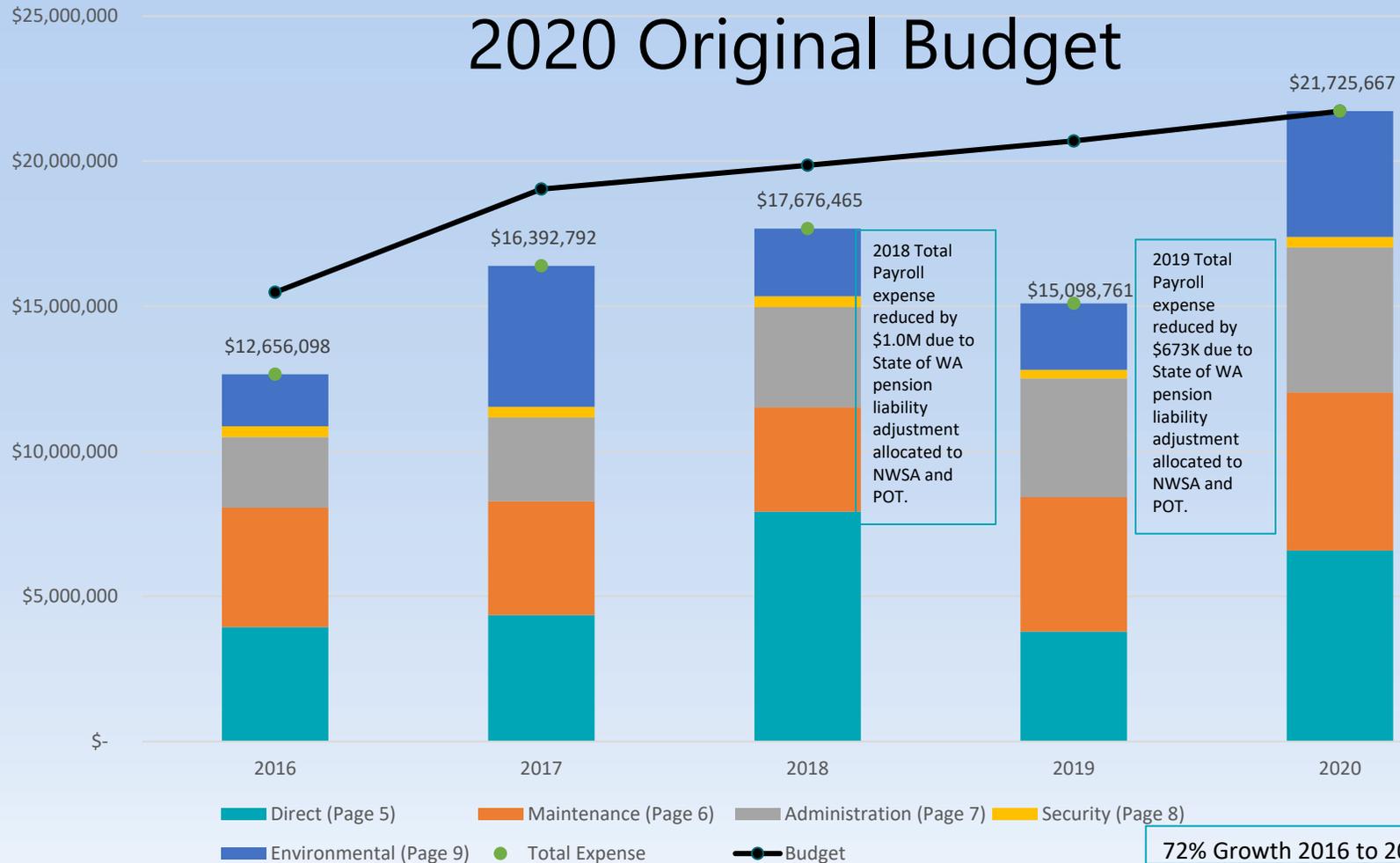
# POT Operating Revenue with GASB 87



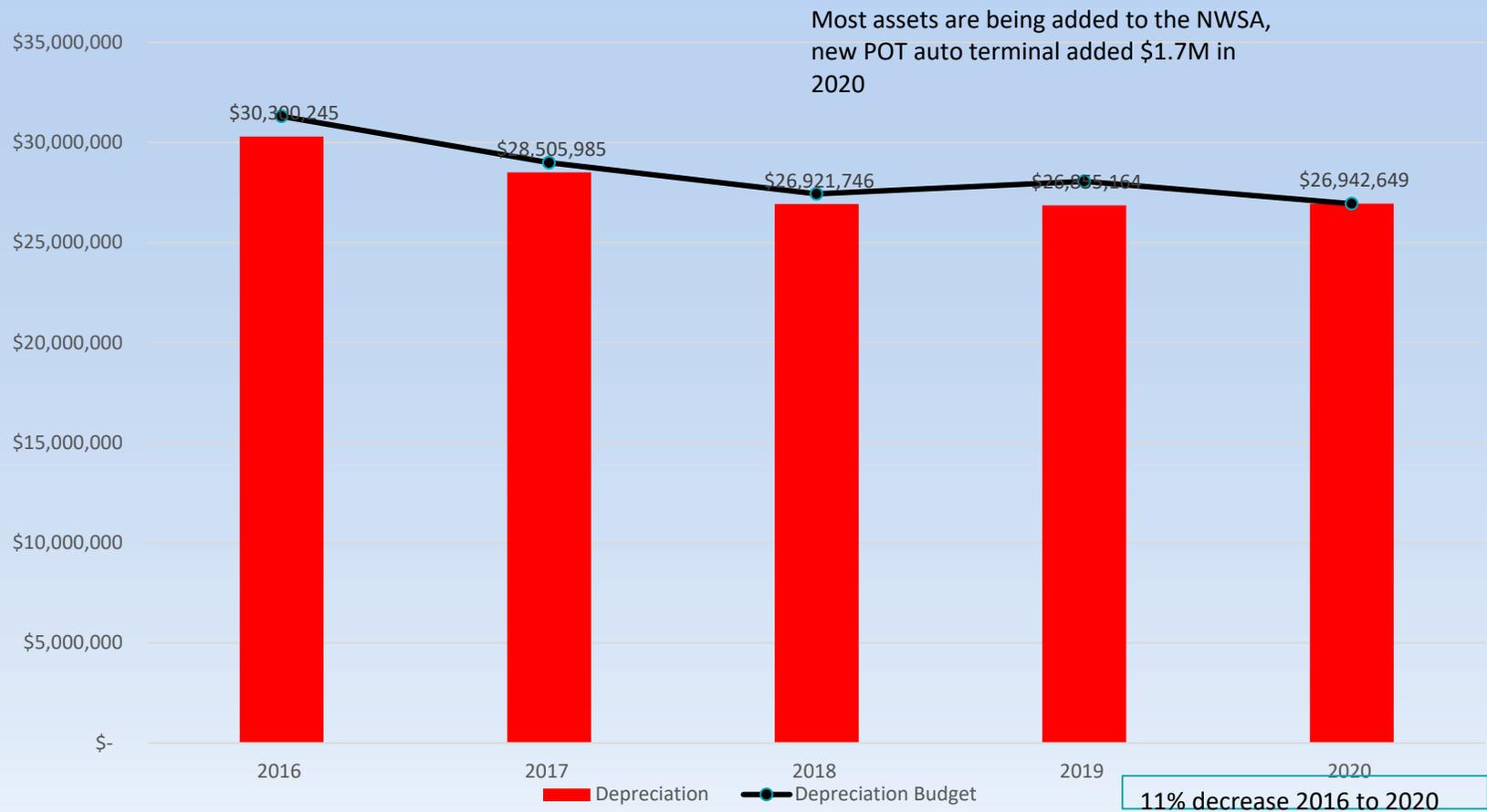
# POT Total Operating Expense before Depreciation



## 2020 Original Budget



# POT Depreciation

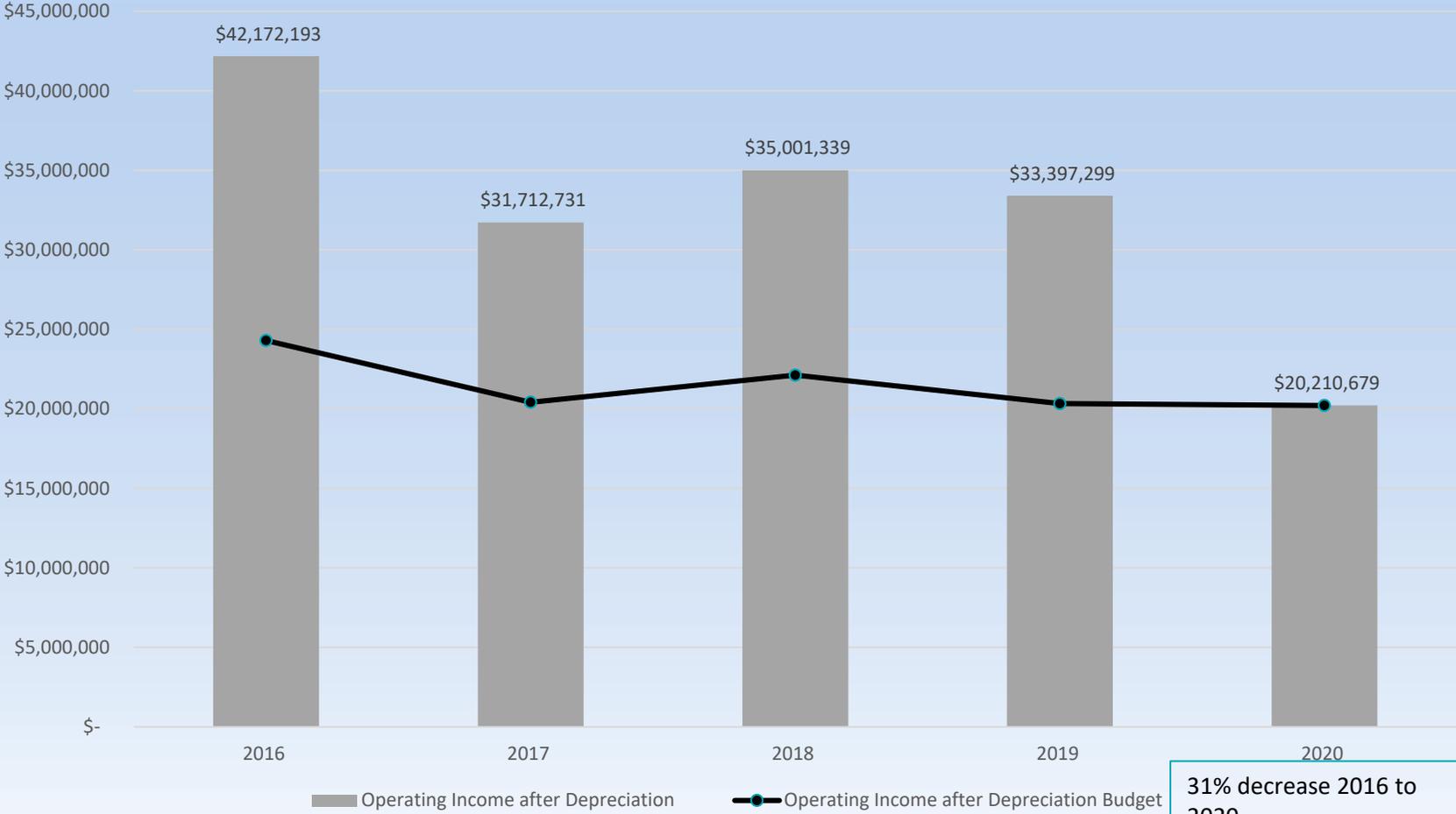


NOTE: Excludes Commercial Paper.

# POT Operating Income



Operating Income After Depreciation  
(Revenue minus Total Operating Expense before Depreciation minus Depreciation)

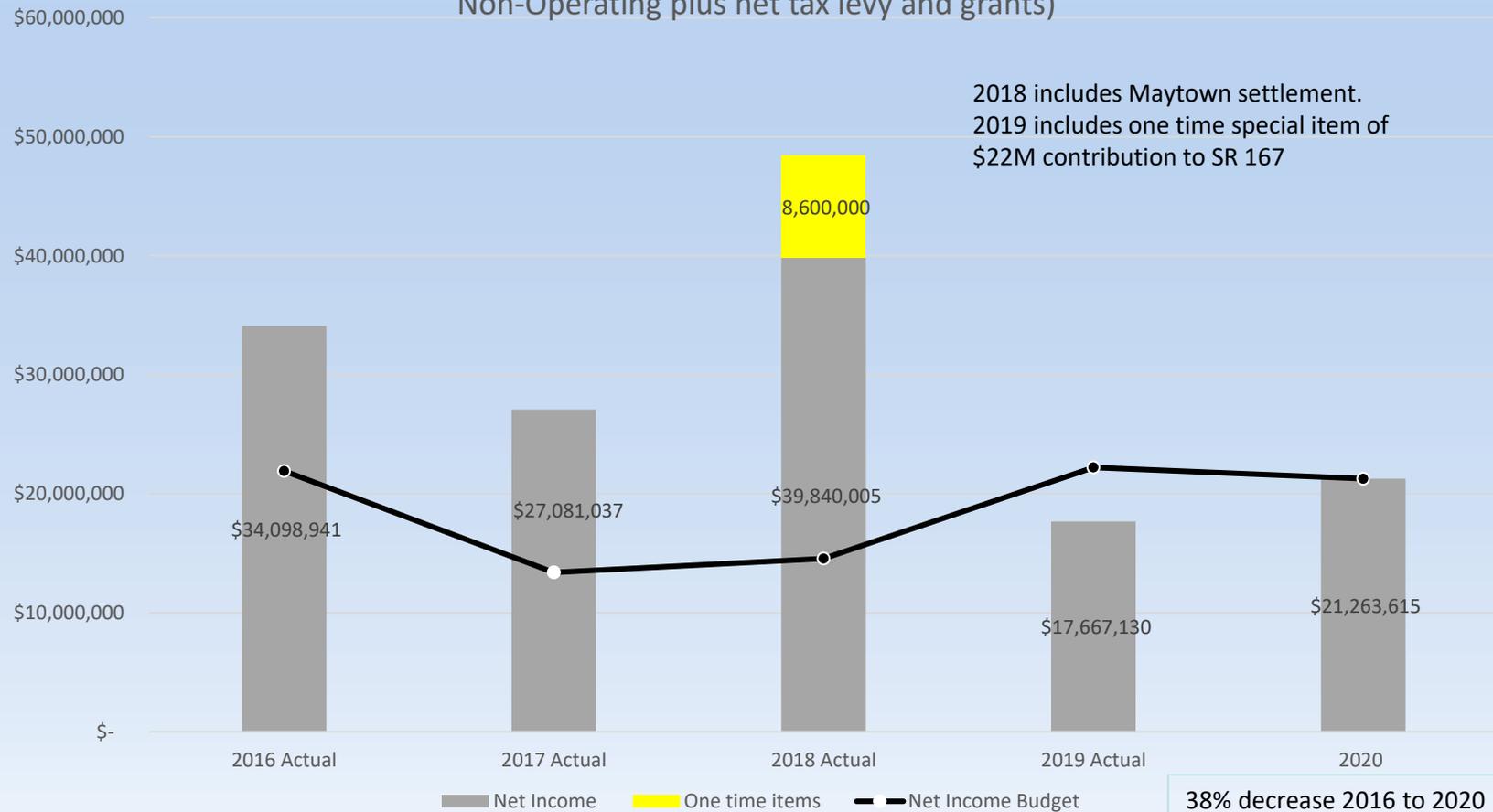


# POT Net Income

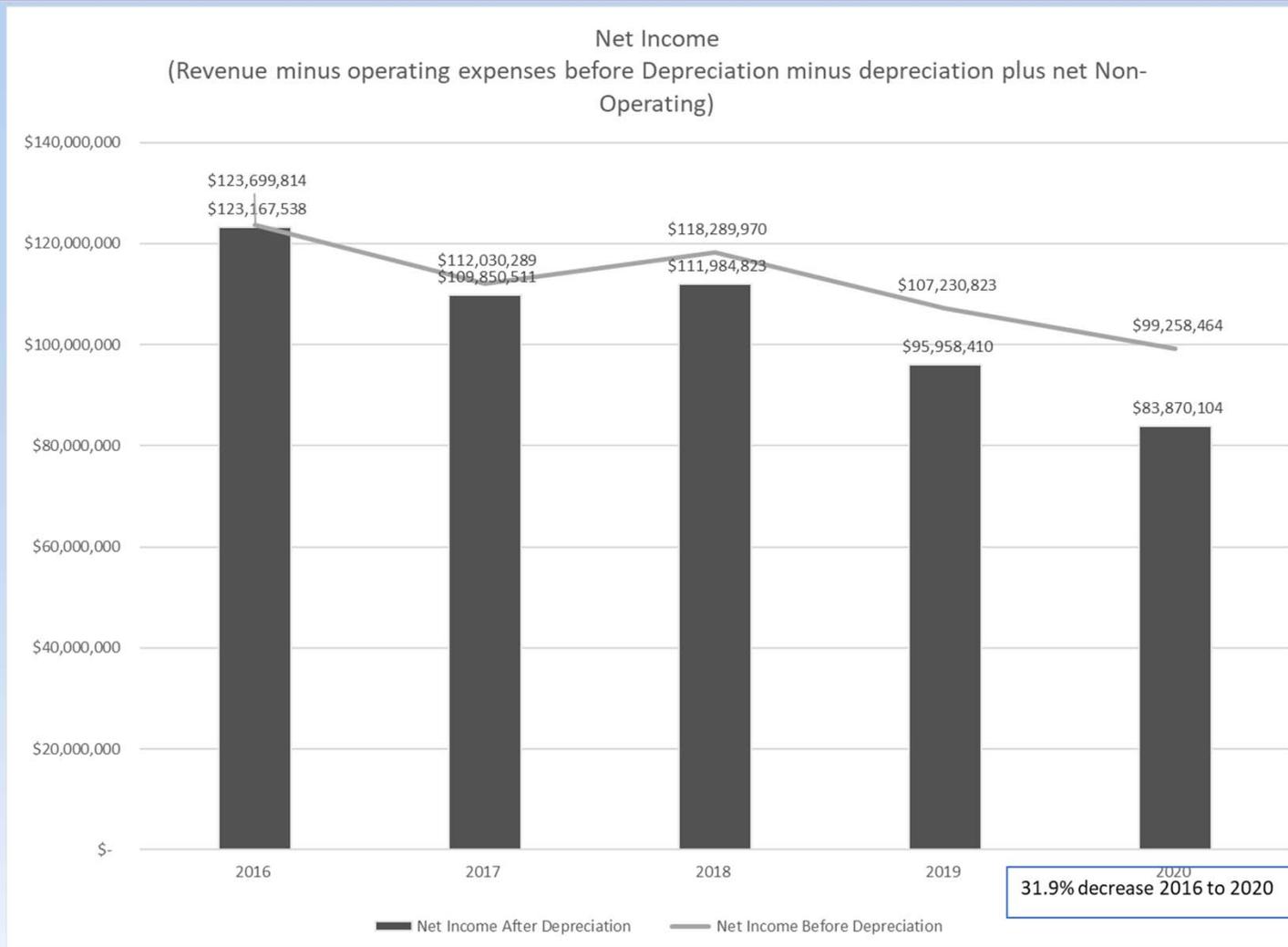


## Net Income

(Revenue minus operating expenses before Depreciation minus depreciation plus net Non-Operating plus net tax levy and grants)

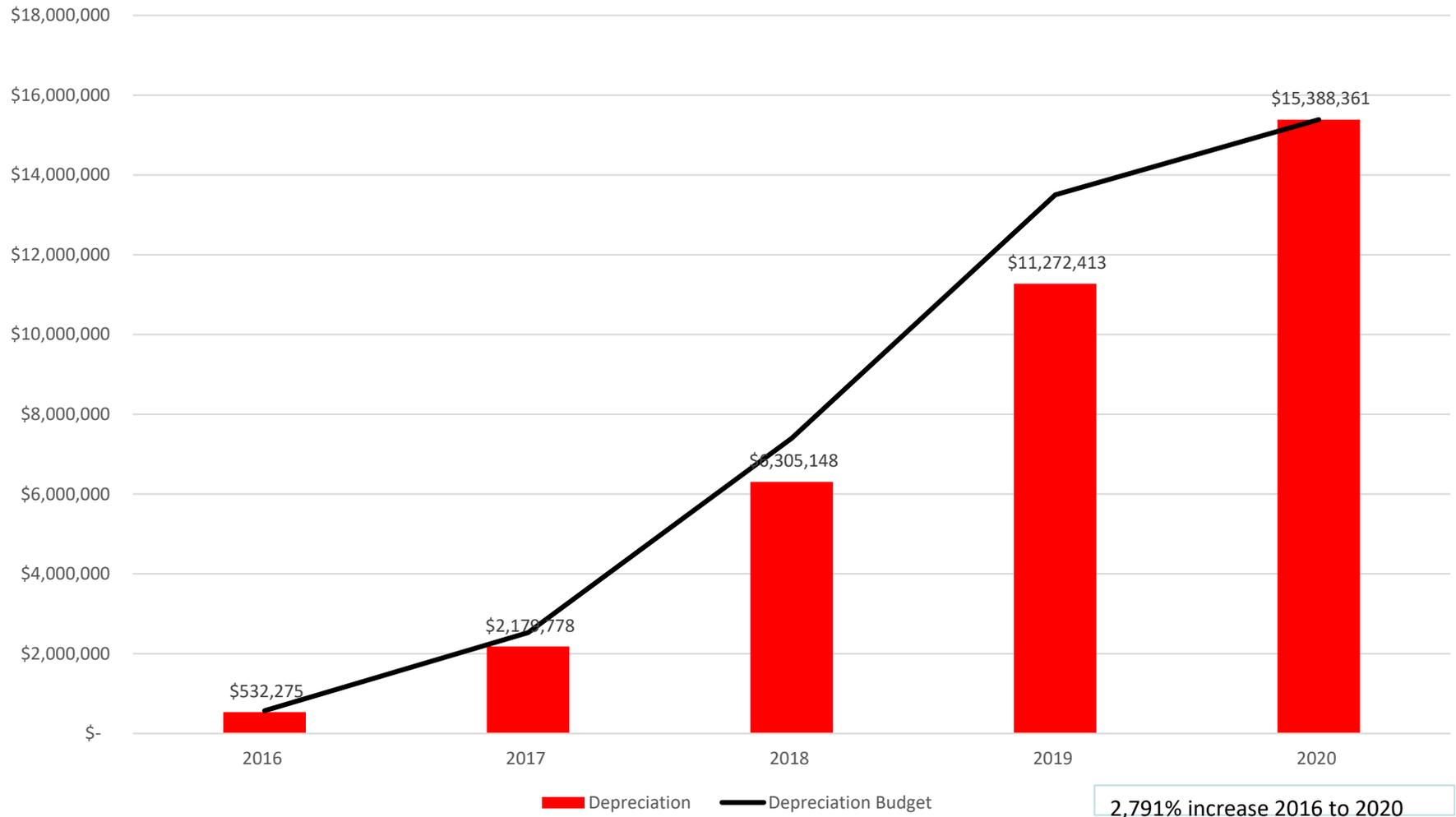


# NWSA Net Income



POT Receives 50% of NWSA Net Income

# NWSA Depreciation



# NWSA Distributable Cash



POT Receives 50% of NWSA Distributable Cash

# 2021 Budget Focus



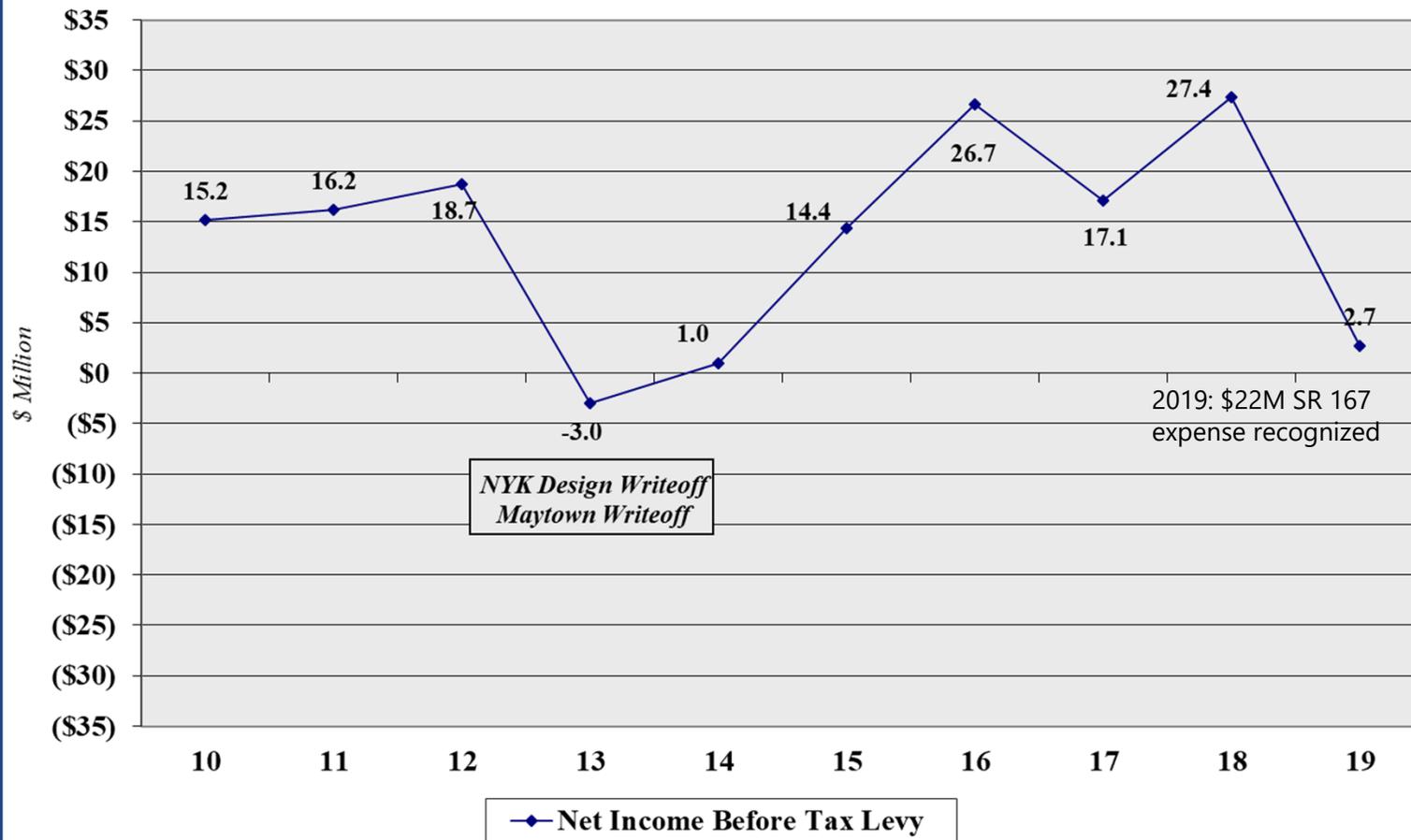
- **Continue investing in strategic projects and business deals**
  - Commission input today
- **Provide solid financial results**
  - Including fulfilling the SR167 financial commitment (\$30M total value) previously recognized but still needs to be funded
- **Keep everyone safe**

# 2021 POT Financial Targets

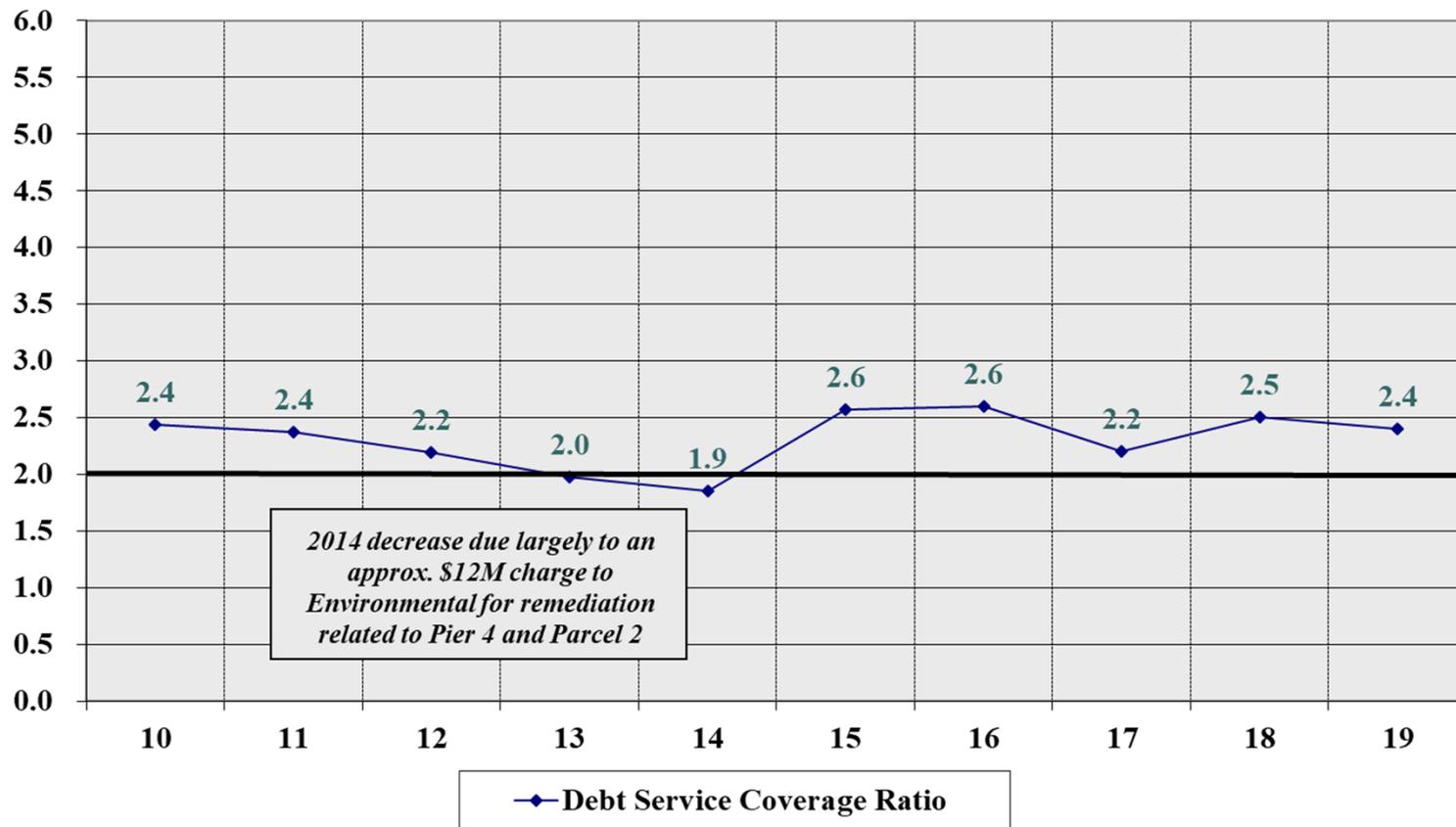


- **Net Income before Tax Levy Positive**
  - Tax Levy does not subsidize operations
- **Fully diluted revenue bond debt service coverage of greater than 2-times**
  - Revenue available to pay debt per bond covenants is 2 times the annual debt service (principal plus interest, and any required bank fees and net swap payments) required to be paid that year
- **Provide solid financial results**
  - Make strategic capital investments that are aligned with POT goals, provide healthy rates of return and support growth & efficiency of the POT's business activity

### Actuals - Net Income (Loss) Before Tax Levy



### Actuals - Debt Service Coverage Ratio



Debt Service Coverage Ratio = Net Revenues Available for Debt Service / Debt Service

# 2021 POT CIP Categories



- **Categorization is subjective**
  - **Required means**
    - per lease requirements (which can be negotiated away)
    - safety
    - non – lease agreement with the City or other entities
    - legal or environmental compliance
  - **Discretionary can mean timing or need to complete is discretionary (flexible)**
    - Timing –could be delayed
    - New Need/Opportunity – new business opportunities which may have several alternatives

# Commission Input on strategic Plan Future Investments



- **POT building replacement**
  - **Repairs to existing building in budget for 2021 of \$2.9M**
  - **Further upgrades to existing building or new building design construction budget of \$4.8M in 2021**
- **Land purchases - \$10M in 2021 budget**
- **Thorne Rd Stormwater Improvements & CY Design**
  - **In POT CIP starting 2022, finish in 2023**
  - **NWSA \$24M for CY construction not in NWSA planned CIP**
  - **Three-year lease to Milestone**
  - **Propose moving to starting 2024, finish 2025**
- **Tribal Dredge (See next page)**
- **Other Commission recommendations**

# Tribal Cutback/Dredge Commitment



- **POT has commitment to cutback/dredge area of Emerald Queen Casino River boat if the Puyallup Tribe develops their property into a marine terminal**
  - Commitment created in 2009
  - Prevent harbor channel issues
- **Current cost estimate is \$45 million**
- **Alternatives:**
  1. Exclude Tribal dredge from 5-year CIP budget
    - If dredge is required, issue bonds to fund dredging
      - Alternative 1: Reserve Tax Levy capacity to pay GO Bond debt associated with dredge
        - Currently have “banked capacity” available
      - Alternative 2: Reserve Revenue bond capacity to pay for dredging
        - We calculate revenue bond capacity at 2x debt service as part of the plan of Finance
  2. Include in the 5-year CIP in year 5 as has been the practice

# 2021 CIP Project Summary



- Required projects total: \$3.1M
- Discretionary projects total: \$47.1M
- Grand total 2021: \$50.2M

# 2021 New Projects (\$000)



| Project Name  | Project Description  | Discretionary? | 2021 Budget  | 2021-2025 Budget Total |
|---|--|----------------|--------------|------------------------|
| ☐ 1171 Taylor Wy Stormwater & Surface Improvements            | ☐ Install catch basins, stormwater pipe & remove asphalt & gravel & replace  | Discretionary  | 458          | 458                    |
| ☐ Arkema Mfg North Boundary Area FS & Design (parcel 99)      | ☐ Future clean up obligation. Potential cost recovery from Potential Liabile Parties                                     | Required       | 400          | 5,493                  |
| ☐ Banana Yard Rail Switch Replacement                         | ☐ Replace 15 track switches  | Discretionary  | 3,950        | 4,270                  |
| ☐ Conference Rooms Equipment (multiple locations, POT & NWSA) | ☐ Upgrade equipment in conference room   | Discretionary  | 190          | 190                    |
| ☐ EBC Bldg 326 Window & Ceiling Grid Replacement & Painting   | ☐ Replace windows & ceiling grid   | Discretionary  | 816          | 816                    |
| ☐ Fab Center Lighting Upgrade                                 | ☐ Upgrade lighting to LED to reduce energy consumption   | Discretionary  | 420          | 420                    |
| ☐ Programmatic Maintenance Permitting                         | ☐ Obtain 10 yr programmatic permit to conduct routine mnt work. Having permit will reduce time it takes to get a permit. | Discretionary  | 200          | 270                    |
| <b>Grand Total</b>  |  |                | <b>6,434</b> | <b>11,917</b>          |

# 2021 Top 11 Projects



| Project Name   | Project Description  | Discretionary | Asset Ty | 2021   |
|--|--|---------------|----------|--------|
| Lower Wapato Creek Combined Habitat (parcel 14)              | Develop habitat site for concurrent mitigation credits for potential Thorne Rd development. Puyallup Tribe expects Port to complete this effort.                                     | Discretionary | Land     | 10,685 |
| Land Acquisitions  | Unspecified land purchase. No revenue included in operating budget. Recommend any increase in this budget include some estimate of revenue from the type of property to be purchased | Discretionary | Land     | 10,000 |
| Admin Bldg Design & Construction                             | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building                 | Discretionary | CapEx    | 4,841  |
| Banana Yard Rail Switch Replacement                          | Replace 15 track switches  | Discretionary | CapEx    | 3,950  |
| POT Unallocated Capital Improvements<br><i>(placeholder)</i> | Budget for unplanned capital projects. Based on historical amounts   | Discretionary | Land     | 3,000  |
| EBC Bldg 9532 Siding Replacement                             | Existing building has failing siding. Revenue model.   | Discretionary | CapEx    | 2,050  |
| Admin Bldg Roof Replacement                                  | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building                 | Discretionary | CapEx    | 1,545  |

# 2021 Top 11 Projects



| Project Name   | Project Description  | Discretionary | Asset Ty | 2021  |
|--|--|---------------|----------|-------|
| POT Unanticipated Repairs/Misc Expenses <i>(placeholder)</i> | Budget for unplanned expense projects. Based on historical amounts. Frequently, projects planned to complete in prior year carry over to budget year.                | Discretionary | OpEx     | 1,500 |
| Roadway Infrastructure Funding <i>(placeholder)</i>          | Funds for Commission to contribute to regional road projects. Added based on prior commission request.   | Discretionary | NonOpEx  | 1,000 |
| Admin Bldg Restroom Improvements                             | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | Discretionary | CapEx    | 825   |
| EBC Bldg 326 Window & Ceiling Grid Replacement & Painting    | Replace windows & ceiling grid   | Discretionary | CapEx    | 816   |

# 2021 – 2025 CIP Project Summary



- Required projects total: \$29.0M
- Discretionary projects total: \$93.9M
- Grand total 2021 - 2025: \$122.9M
  - Exclude \$45M Tribal dredge

# 2021 – 2025 Top 21 Projects



| Project Name  | Project Description   | Discretionary | Asset Ty | 2021   | 2022  | 2023  | 2024  | 2025  | 2021-25 Budget |
|---|---|---------------|----------|--------|-------|-------|-------|-------|----------------|
| POT Unallocated Capital Improvements<br><i>(placeholder)</i>    | Budget for unplanned capital projects. Based on historical amounts  | Discretionary | Land     | 3,000  | 3,000 | 3,000 | 3,000 | 3,000 | 15,000         |
| Lower Wapato Creek Combined Habitat (parcel 14)                 | Develop habitat site for concurrent mitigation credits for potential Thorne Rd development. Puyallup Tribe expects Port to complete this effort.      | Discretionary | Land     | 10,685 | 1,000 | 1,750 | 600   | -     | 14,035         |
| Land Acquisitions   | purchase. No revenue included in operating  | Discretionary | Land     | 10,000 | -     | -     | -     | -     | 10,000         |
| POT Unanticipated Repairs/Misc Expenses<br><i>(placeholder)</i> | Budget for unplanned expense projects. Based on historical amounts. Frequently, projects planned to complete in prior year carry over to budget year. | Discretionary | OpEx     | 1,500  | 1,500 | 1,500 | 1,500 | 1,500 | 7,500          |
| Arkema Mfg North Boundary Area FS & Design (parcel 99)          | Future clean up obligation. Potential cost recovery from Potential Liabile Parties  | Required      | Land     | 400    | 118   | 4,300 | 675   | -     | 5,493          |
| Parcel 1b (EBC) Remediation Design & Construction               | Early Business Center cleanup. Expect Consent Decree to be issued shortly.  | Required      | EnvOpEx  | 200    | 1,630 | 3,100 | 100   | -     | 5,030          |

# 2021 – 2025 Top 21 Projects



| Project Name   | Project Description  | Discretionary | Asset Ty | 2021  | 2022 | 2023  | 2024  | 2025  | 2021-25 Budget |
|--|--|---------------|----------|-------|------|-------|-------|-------|----------------|
| Admin Bldg Design & Construction                               | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building                 | Discretionary | CapEx    | 4,841 | -    | -     | -     | -     | 4,841          |
| Banana Yard Rail Switch Replacement                            | Replace 15 track switches  | Discretionary | CapEx    | 3,950 | 320  | -     | -     | -     | 4,270          |
| Saltchuk Beach Design & Construction (parcel 83)               | Potential reuse of dredge spoils to construct a shallow water restoration site for salmon habitat  | Discretionary | Land     | -     | 125  | 125   | 2,000 | 2,000 | 4,250          |
| Parcel 2 Petroleum Remediation                                 | Future clean up obligation of former Alexander Avenue Tank Farm on the Hylebos. Potential cost recovery from Potential Liable Parties. Part of PSE leasehold property for LNG plant. | Required      | EnvOpEx  | -     | 547  | 3,000 | 622   | -     | 4,169          |
| Blair Backup Environmental Liability (1988 and 2008 land swap) | Part of the Puyallup Tribe Land Claim Settlement. Remediation of future Port/Tribe development on the Tribal property on BHP   | Required      | EnvOpEx  | -     | -    | 500   | 3,526 | -     | 4,026          |

# 2021 – 2025 Top 21 Projects



| Project Name   | Project Description   | Discretionary | Asset Ty | 2021  | 2022  | 2023  | 2024  | 2025 | 2021-25 Budget |
|--|---|---------------|----------|-------|-------|-------|-------|------|----------------|
| Roadway Infrastructure Funding ( <i>placeholder</i> )      | Funds for Commission to contribute to regional road projects. Added based on prior commission request.  | Discretionary | NonOpEx  | 1,000 | 1,000 | 1,000 | 1,000 | -    | 4,000          |
| Thorne Rd Stormwater Improvements & CY Design              | Potential development of infrastructure for land to be further developed by NWSA. No revenue in budget as negotiation with NWSA has not been completed. | Discretionary | CapEx    | -     | 1,664 | 1,629 | -     | -    | 3,293          |
| Lincoln Ditch (1988 & 2008 land swap)                      | Part of the Puyallup Tribe Land Claim Settlement. Remediation of future Port/Tribe development on Tribal property on BHP                                | Required      | Land     | -     | 276   | 2,332 | 108   | -    | 2,716          |
| Parcel 15 (Portac) Remediation - Phase 1 Stormwater repair | Agreed Order for future clean up obligation on property purchased from Portac.  | Required      | EnvOpEx  | 290   | 2,000 | -     | -     | -    | 2,290          |

# 2021 – 2025 Top 21 Projects



| Project Name                                  | Project Description  | Discretionary | Asset Ty | 2021  | 2022  | 2023 | 2024 | 2025 | 2021-25 Budget |
|---|--|---------------|----------|-------|-------|------|------|------|----------------|
| PQ Cleanup and Cost Recovery (parcel 114)     | Requiring prior property owner to clean up   | Required      | Land     | -     | 2,100 | -    | -    | -    | 2,100          |
| EBC Bldg 9532 Siding Replacement              | Existing building has failing siding. Revenue model.   | Discretionary | CapEx    | 2,050 | -     | -    | -    | -    | 2,050          |
| Admin Bldg Roof Replacement                   | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | Discretionary | CapEx    | 1,545 | -     | -    | -    | -    | 1,545          |
| POT Municipal Stormwater Permit Program (MS4) | State Permit requirement for Stormwater  | Required      | EnvOpEx  | 288   | 254   | 254  | 275  | 270  | 1,341          |
| Stewardship & Public Outreach (all sites)     | Ongoing upkeep of Port habitat sites, including trash removal and weed control, etc.   | Discretionary | EnvOpEx  | 225   | 200   | 200  | 250  | 250  | 1,125          |
| Admin Bldg Restroom Improvements              | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | Discretionary | CapEx    | 825   | -     | -    | -    | -    | 825            |

# Detailed Project list by priority and category

# 2021-2025 Required CIP Project List (\$000)



| Asset Type                      | New categorization | Project Name  | Project Description  | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|---------------------------------|--------------------|---|--|--------------|--------------|--------------|--------------|--------------|----------------------|
|                                 |                    | ☐ IDF Switch Replacement - Security (placeholder) (2025 only) | Replace obsolete technology  | -            | -            | -            | -            | 200          | 200                  |
| <b>Miscellaneous Total</b>      |                    |   |  | -            | -            | -            | -            | <b>200</b>   | <b>200</b>           |
| <b>CapEx Total</b>              |                    |   |  | -            | -            | -            | -            | <b>200</b>   | <b>200</b>           |
| ☐ EnvOpl                        | ☐ Beyond           | ☐ Upper Clear Creek Mitigation Bank                           | Mitigation bank to provide mitigation credits for future POT or NWSA development                                       | 35           | 36           | 37           | 38           | 40           | 186                  |
|                                 |                    | ☐ USACE WRDA Funding  | US Army Corps of Engineers Water Resource Districting Act. Funds to expedite Federal permit review                     | 25           | 25           | 25           | 25           | 25           | 125                  |
| <b>Beyond Compliance Total</b>  |                    |   |  | <b>60</b>    | <b>61</b>    | <b>62</b>    | <b>63</b>    | <b>65</b>    | <b>311</b>           |
| ☐ Habita                        |                    | ☐ Upper Clear Creek Habitat Monitoring (parcel 73/82)         | Consent Decree required monitoring   | 80           | 45           | 80           | 45           | 45           | 295                  |
|                                 |                    | ☐ Advanced Mitigation Monitoring (Parcel 88)                  | Consent Decree required monitoring - Place of Circling Waters  | 13           | 5            | 2            | -            | -            | 20                   |
|                                 |                    | ☐ Alexander Wetland Restoration Monitoring (parcel 10)        | Consent Decree required monitoring   | 37           | 15           | 15           | 40           | 10           | 117                  |
|                                 |                    | ☐ NRDA/Parsons Habitat Monitoring (Parcel 88)                 | Consent Decree required monitoring - Place of Circling Waters  | 1            | 1            | -            | -            | -            | 2                    |
|                                 |                    | ☐ Hylebos Creek (LAGS) Mitigation Monitoring (Parcel 88)      | Monitoring activities consistent with plan requirements at the LAGS compensatory mitigation site at part of parcel 88. | 13           | 5            | 2            | -            | -            | 20                   |
|                                 |                    | ☐ Parcel 14 Habitat Monitoring                                | Future required monitoring   | -            | 15           | 45           | 45           | 45           | 150                  |
| <b>Habitat Monitoring Total</b> |                    |   |  | <b>144</b>   | <b>86</b>    | <b>144</b>   | <b>130</b>   | <b>100</b>   | <b>604</b>           |

# 2021-2025 Required CIP Project List (\$000)



| Asset Type | New<br>Category | Project Name   | Project Description  | Y2021<br>Budget | Y2022<br>Budget | Y2023<br>Budget | Y2024<br>Budget | Y2025<br>Budget | Total 2021-25<br>Budget |
|------------|-----------------|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------------|
|            | remediation     | Blair Backup Environmental Liability (1988 and 2008 land swap)       | Part of the Puyallup Tribe Land Claim Settlement. Remediation of future Port/Tribe development on the Tribal property on BHP   | -               | -               | 500             | 3,526           | -               | 4,026                   |
|            |                 | Parcel 1b (EBC) Investigation  | Early Business Center cleanup. Expect Consent Decree to be issued shortly.   | 45              | -               | -               | -               | -               | 45                      |
|            |                 | Parcel 91 Cleanup Investigation & Cost Recovery                      | Investigation of contamination and Brown and Haley property cost recovery efforts  | 17              | -               | -               | -               | -               | 17                      |
|            |                 | Legacy UST Management  | Management of Underground Storage Tanks on Port owned property as required by Health Department and Ecology  | 40              | 40              | 40              | 40              | 40              | 200                     |
|            |                 | US Gypsum Cleanup Investigation - 3rd Party Coordination (parcel 76) | Oversight of prior owners clean up   | 14              | 13              | 13              | 13              | 13              | 66                      |
|            |                 | Parcel 103 (Steam Plant) Cost Recovery                               | Cost recovery from Tacoma Power for investigation work at former Steam Plant property  | 25              | -               | -               | -               | -               | 25                      |
|            |                 | Parcel 2 Petroleum Cost Recovery                                     | Cost recovery for pending clean up from prior owners   | 38              | 24              | -               | -               | -               | 62                      |
|            |                 | Parcel 2 Petroleum Remediation                                       | Future clean up obligation of former Alexander Avenue Tank Farm on the Hylebos. Potential cost recovery from Potential Liable Parties. Part of PSE leasehold property for LNG plant. | -               | 547             | 3,000           | 622             | -               | 4,169                   |
|            |                 | Parcel 15 (Portac) Remediation - Phase 1 Stormwater repair           | Agreed Order for future clean up obligation on property purchased from Portac.   | 290             | 2,000           | -               | -               | -               | 2,290                   |
|            |                 | <b>remediation Total</b>   |  | <b>829</b>      | <b>4,431</b>    | <b>6,753</b>    | <b>4,351</b>    | <b>103</b>      | <b>16,467</b>           |

# 2021-2025 Required CIP Project List (\$000)



| Asset Type | New categorization | Project Name  | Project Description   | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|------------|--------------------|---|---|--------------|--------------|--------------|--------------|--------------|----------------------|
|            |                    | Blair Backup Cleanup Monitoring                     | Consent Decree required monitoring  | 11           | 27           | 12           | 28           | 13           | 91                   |
|            |                    | Union Pacific Monitoring (parcel 69)                | Consent Decree required monitoring  | 5            | 19           | 5            | 8            | 12           | 49                   |
|            |                    | Pony Enviromental Cap Monitoring (parcel 86)        | Consent Decree required monitoring  | 5            | 24           | 5            | 25           | 5            | 64                   |
|            |                    | Wasser Winters Cleanup Monitoring (parcel 47)       | Consent Decree required monitoring  | 39           | 30           | 18           | 39           | 19           | 145                  |
|            |                    | Murray Pacific Enviro Cap Monitoring (parcel 25)    | Consent Decree required monitoring  | 15           | 26           | 5            | 27           | 15           | 88                   |
|            |                    | Cascade Timber No. 3 Cleanup Monitoring (parcel 30) | Consent Decree required monitoring  | 14           | 19           | 5            | 20           | 16           | 74                   |
|            |                    | Time Oil Groundwater Monitoring (parcel 27)         | Consent Decree required monitoring  | -            | 18           | -            | 18           | -            | 36                   |
|            |                    | Parcel 103 (Steam Plant) Monitoring                 | Future monitoring of potential clean up of Steam Plant property                           | -            | -            | -            | -            | 212          | 212                  |
|            |                    | Parcel 2 Petroleum Monitoring                       | Future monitoring of pending clean up of former Alexander Avenue Tank Farm on the Hylebos | -            | -            | -            | -            | 310          | 310                  |
|            |                    | Parcel 1b (EBC) Monitoring                          | Future monitoring of pending clean up of Early Business Center                            | -            | 106          | 106          | 62           | 62           | 336                  |
|            |                    | <b>Remediation Monitoring Total</b>                 |   | <b>244</b>   | <b>430</b>   | <b>346</b>   | <b>388</b>   | <b>825</b>   | <b>2,233</b>         |

# 2021-2025 Required CIP Project List (\$000)



| Asset Type                           | New categorization               | Project Name   | Project Description  | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|--------------------------------------|----------------------------------|--|--|--------------|--------------|--------------|--------------|--------------|----------------------|
|                                      | <input type="checkbox"/> Storm   | <input type="checkbox"/> POT ISGP Program Management                   | Industrial Stormwater General Permit required  | 26           | 25           | 25           | 25           | 30           | 131                  |
|                                      |                                  | <input type="checkbox"/> POT Municipal Stormwater Permit Program (MS4) | State Permit requirement for Stormwater  | 288          | 254          | 254          | 275          | 270          | 1,341                |
| <b>Stormwater Compliance Total</b>   |                                  |  |  | <b>314</b>   | <b>279</b>   | <b>279</b>   | <b>300</b>   | <b>300</b>   | <b>1,472</b>         |
| <b>EnvOpEx Total</b>                 |                                  |  |  | <b>1,591</b> | <b>5,287</b> | <b>7,584</b> | <b>5,232</b> | <b>1,393</b> | <b>21,087</b>        |
| <input type="checkbox"/> Land        | <input type="checkbox"/> Habitat | <input type="checkbox"/> UCC Site Expansion Land Acquisition/CE        | Land acquisitions or conservation easement agreements to expand Upper Clear Creek mitigation site                                | -            | 90           | -            | -            | -            | 90                   |
| <b>Habitat/ Mitigation Dev Total</b> |                                  |  |  | <b>-</b>     | <b>90</b>    | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>90</b>            |
|                                      | <input type="checkbox"/> remed   | <input type="checkbox"/> PQ Discharge Investigation (parcel 114)       | Investigate remedies for clean up from previous operation at Taylor and 11th St  | 125          | -            | -            | -            | -            | 125                  |
|                                      |                                  | <input type="checkbox"/> Lincoln Ditch (1988 & 2008 land swap)         | Part of the Puyallup Tribe Land Claim Settlement. Remediation of future Port/Tribe development on Tribal property on BHP         | -            | 276          | 2,332        | 108          | -            | 2,716                |
|                                      |                                  | <input type="checkbox"/> PQ Cleanup and Cost Recovery (parcel 114)     | Requiring prior property owner to clean up contamination from their previous operation on property located at Taylor and 11th St | -            | 2,100        | -            | -            | -            | 2,100                |
| <b>remediation Total</b>             |                                  |  |  | <b>125</b>   | <b>2,376</b> | <b>2,332</b> | <b>108</b>   | <b>-</b>     | <b>4,941</b>         |
| <b>Land Total</b>                    |                                  |  |  | <b>125</b>   | <b>2,466</b> | <b>2,332</b> | <b>108</b>   | <b>-</b>     | <b>5,031</b>         |

# 2021-2025 Required CIP Project List (\$000)



| Asset Type                          | New categorization             | Project Name   | Project Description   | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|-------------------------------------|--------------------------------|--|---|--------------|--------------|--------------|--------------|--------------|----------------------|
| <input type="checkbox"/> NonOp      | <input type="checkbox"/> Comm  | <input type="checkbox"/> Tideflats Subarea Plan (amt's shown in 2020-22 are for cash, already recorded exp)                              | Port contribution to for Subarea Plan   | 225          | 200          | -            | -            | -            | 425                  |
|                                     |                                | <input type="checkbox"/> Waterway Park Contribution (maybe cash pmt in 2024, record exp in 2Q21 which is when it has to be fully funded) | Contribution as requested by Commission   | 250          | -            | -            | -            | -            | 250                  |
| <b>Commission Total</b>             |                                |  |   | <b>475</b>   | <b>200</b>   | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>675</b>           |
|                                     | <input type="checkbox"/> remed | <input type="checkbox"/> Hylebos Segs 3, 4 and 5 Reporting, Tracking, Oversight (Mouth of Hylebos)                                       | Consent decree required reporting   | 5            | -            | -            | -            | -            | 5                    |
|                                     |                                | <input type="checkbox"/> Head of Hylebos Cleanup (Arkema)  | Clean up completed, sampling done to evaluate performance. Waiting on EPA before drafting OMMP. | 30           | -            | -            | -            | -            | 30                   |
| <b>remediation Total</b>            |                                |  |   | <b>35</b>    | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>35</b>            |
|                                     | <input type="checkbox"/> Remed | <input type="checkbox"/> Pier 24 & 25 Bank Cleanup Monitoring  | Consent Decree requirement to monitor cap integrity. Wharf leased to Trident.                   | 12           | 10           | 350          | 10           | 10           | 392                  |
|                                     |                                | <input type="checkbox"/> Hylebos Cleanup Monitoring (Mouth of Hylebos)   | Consent Decree required monitoring  | 60           | 61           | 61           | 61           | 61           | 304                  |
|                                     |                                | <input type="checkbox"/> Maytown Remediation Monitoring  | Agreed Order required monitoring  | 17           | 20           | 20           | 20           | 20           | 97                   |
|                                     |                                | <input type="checkbox"/> Head of Hylebos Monitoring  | Consent Decree required monitoring. Awaiting EPA & Ecology to approve monitoring plan.          | 85           | 85           | 20           | 85           | 20           | 295                  |
| <b>Remediation Monitoring Total</b> |                                |  |   | <b>174</b>   | <b>176</b>   | <b>451</b>   | <b>176</b>   | <b>111</b>   | <b>1,088</b>         |
| <b>NonOpEx Total</b>                |                                |  |   | <b>684</b>   | <b>376</b>   | <b>451</b>   | <b>176</b>   | <b>111</b>   | <b>1,798</b>         |

# 2021-2025 Required CIP Project List (\$000)



| Asset Type                    | New categorization             | Project Name   | Project Description   | Y2021 Budget | Y2022 Budget | Y2023 Budget  | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|-------------------------------|--------------------------------|--|---|--------------|--------------|---------------|--------------|--------------|----------------------|
| <input type="checkbox"/> OpEx | <input type="checkbox"/> Maint | <input type="checkbox"/> Parcel 86 Bank Stabilization          | Repair and stabilize bank on Hylebos due to erosion. Will protect operations and environmental cap. | 728          | -            | -             | -            | -            | 728                  |
|                               |                                | <b>Maintenance Total</b>                                       |   | <b>728</b>   | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>-</b>     | <b>728</b>           |
|                               | <input type="checkbox"/> Misc  | <input type="checkbox"/> Wasser Winters Cap Repair (parcel 47) | Cap repair per Consent Decree   | -            | 50           | 50            | 50           | 50           | 200                  |
|                               |                                | <b>Miscellaneous Total</b>                                     |   | <b>-</b>     | <b>50</b>    | <b>50</b>     | <b>50</b>    | <b>50</b>    | <b>200</b>           |
| <b>OpEx Total</b>             |                                |  |   | <b>728</b>   | <b>50</b>    | <b>50</b>     | <b>50</b>    | <b>50</b>    | <b>928</b>           |
| <b>Grand Total</b>            |                                |  |   | <b>3,128</b> | <b>8,179</b> | <b>10,417</b> | <b>5,566</b> | <b>1,754</b> | <b>29,044</b>        |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type                  | Category       | Project Name  | Project Description   | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|-----------------------------|----------------|---|---|--------------|--------------|--------------|--------------|--------------|----------------------|
| CapEx                       | Infrastructure | Thorne Rd Stormwater Improvements & CY Design               | Potential development of infrastructure for land to be further developed by NWSA. No revenue in budget as negotiation with NWSA has not been completed. | -            | 1,664        | 1,629        | -            | -            | 3,293                |
|                             |                | Admin Bldg Physical Security Enhancements (PSGP2019)        | Installation of physical security enhancements to POT/SH admin bldg. Grant funds awarded to cover 25% of allowable costs.                               | 330          | -            | -            | -            | -            | 330                  |
|                             |                | CCTV Expansion (PSGP2019)                                   | Install cameras where we currently lack coverage. Grant funds will cover 25% of allowable costs.  | 251          | -            | -            | -            | -            | 251                  |
|                             |                | Conference Rooms Equipment (multiple locations, POT & NWSA) | Upgrade equipment in conference rooms at Admin, Fab Center, & T46   | 190          | -            | -            | -            | -            | 190                  |
| <b>Infrastructure Total</b> |                |   |   | <b>771</b>   | <b>1,664</b> | <b>1,629</b> | <b>-</b>     | <b>-</b>     | <b>4,064</b>         |
|                             | Land           | 1171 Taylor Wy Stormwater & Surface Improvements            | Install catch basins, stormwater pipe & remove asphalt & gravel & replace   | 458          | -            | -            | -            | -            | 458                  |
| <b>Land Total</b>           |                |   |   | <b>458</b>   | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>458</b>           |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type | New categorization | Project Name  | Project Description  | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|------------|--------------------|---|--|--------------|--------------|--------------|--------------|--------------|----------------------|
|            | ☐ Maintenance      | ☐ Vehicle Purchases - All Departments (2021 only)           | Ongoing auto/truck fleet program on a 5 year cycle by year   | 350          | -            | -            | -            | -            | 350                  |
|            |                    | ☐ Vehicle Purchases - All Departments (2022 only)           | Ongoing auto/truck fleet program on a 5 year cycle by year   | -            | 350          | -            | -            | -            | 350                  |
|            |                    | ☐ Vehicle Purchases - All Departments (2023 only)           | Ongoing auto/truck fleet program on a 5 year cycle by year   | -            | -            | 350          | -            | -            | 350                  |
|            |                    | ☐ Vehicle Purchases - All Departments (2024 only)           | Ongoing auto/truck fleet program on a 5 year cycle by year   | -            | -            | -            | 350          | -            | 350                  |
|            |                    | ☐ Vehicle Purchases - All Departments (2025 only)           | Ongoing auto/truck fleet program on a 5 year cycle by year   | -            | -            | -            | -            | 350          | 350                  |
|            |                    | ☐ Admin Bldg Restroom Improvements                          | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | 825          | -            | -            | -            | -            | 825                  |
|            |                    | ☐ Admin Bldg Roof Replacement                               | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | 1,545        | -            | -            | -            | -            | 1,545                |
|            |                    | ☐ Admin Bldg Design & Construction                          | Bldg improvements & repairs to existing POT/SH admin building. Alternatives could have been cost of new building or lease expense if moving to a commercial building | 4,841        | -            | -            | -            | -            | 4,841                |
|            |                    | ☐ EBC Bldg 326 Window & Ceiling Grid Replacement & Painting | Replace windows & ceiling grid   | 816          | -            | -            | -            | -            | 816                  |
|            |                    | <b>Maintenance Total</b>                                    |  | <b>8,377</b> | <b>350</b>   | <b>350</b>   | <b>350</b>   | <b>350</b>   | <b>9,777</b>         |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type | New categorization | Project Name  | Project Description   | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|------------|--------------------|---|---|--------------|--------------|--------------|--------------|--------------|----------------------|
|            | Opera              | EBC Bldg 9532 Siding Replacement                                      | Existing building has failing siding. Revenue model.  | 2,050        | -            | -            | -            | -            | 2,050                |
|            |                    | Fab Center Lighting Upgrade   | Upgrade lighting to LED to reduce energy consumption  | 420          | -            | -            | -            | -            | 420                  |
|            |                    | <b>Operational Upgrades Total</b>                                     |   | <b>2,470</b> | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>2,470</b>         |
|            | Suppo              | Ford F550 Hi Rail Truck   | Additional truck for track maintenance team. Improve efficiency and ability to work on track. | 175          | -            | -            | -            | -            | 175                  |
|            |                    | Palo Alto Firewall Replacement (2025 only)                            | Replace obsolete technology   | -            | -            | -            | -            | 672          | 672                  |
|            |                    | Wireless Network Upgrade (Controller & WAPS) (placeholder)(2023 only) | Replace obsolete technology   | -            | -            | 300          | -            | -            | 300                  |
|            |                    | Server Equipment Replacements (placeholder) (2021 only)               | Replace obsolete technology   | 100          | -            | -            | -            | -            | 100                  |
|            |                    | Server Equipment Replacements (placeholder) (2023 only)               | Replace obsolete technology   | -            | -            | 200          | -            | -            | 200                  |
|            |                    | Data Storage Equipment (SAN's) (placeholder) (2024 only)              | Replace obsolete technology   | -            | -            | -            | 125          | -            | 125                  |
|            |                    | IDF Switch Replacement - Admin (placeholder) (2024 only)              | Replace obsolete technology   | -            | -            | -            | 200          | -            | 200                  |
|            |                    | MDF Switch Replacement (placeholder) (2023 only)                      | Replace obsolete technology   | -            | -            | 250          | -            | -            | 250                  |
|            |                    | Audio Codes Replacement (placeholder) (2024 only)                     | Replace obsolete technology   | -            | -            | -            | 100          | -            | 100                  |
|            |                    | HP SAN Switches Replacement (placeholder) (2023 only)                 | Replace obsolete technology   | -            | -            | 150          | -            | -            | 150                  |
|            |                    | Maximo Enhancements (mobile & inventory)                              | Improved technology for inventory control for maintenance                                     | 377          | -            | -            | -            | -            | 377                  |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type                   | New categorization | Project Name                          | Project Description   | Y2021 Budget  | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|------------------------------|--------------------|---------------------------------------|---|---------------|--------------|--------------|--------------|--------------|----------------------|
|                              |                    | ☐ Maximo Mobile Devices               | Improve efficiency for maintenance staff to access Maximo (maintenance software) with mobile technologies   | 64            | -            | -            | -            | -            | 64                   |
|                              |                    | ☐ Maximo Enhancements Pilot           | Improve efficiency for maintenance staff to access Maximo (maintenance software) with mobile technologies   | 112           | -            | -            | -            | -            | 112                  |
|                              |                    | ☐ Injury & Incident Management System | Replace inefficient software (Claim Jumper) to track workers' compensation claims.  | 70            | -            | -            | -            | -            | 70                   |
|                              |                    | ☐ Spreader Bay Doors                  | Improve ability to maintain crane and strad spreaders. Current curtain system doesn't provide required temperature control for welding, making maintenance difficult. | 239           | -            | -            | -            | -            | 239                  |
|                              |                    | ☐ Key Control & Management System     | Replace obsolete key management system. Several master keys are missing. This will improve security and control.  | 175           | -            | -            | -            | -            | 175                  |
|                              |                    | ☐ Maintenance Backup Generator        | Provide maintenance building backup generator to keep operations going if power is lost. The Admin building has a backup generator.                                   | -             | 302          | -            | -            | -            | 302                  |
|                              |                    | ☐ Banana Yard Rail Switch Replacement | Replace 15 track switches   | 3,950         | 320          | -            | -            | -            | 4,270                |
| <b>Support Systems Total</b> |                    |                                       |   | <b>5,262</b>  | <b>622</b>   | <b>900</b>   | <b>425</b>   | <b>672</b>   | <b>7,881</b>         |
| <b>CapEx Total</b>           |                    |                                       |   | <b>17,338</b> | <b>2,636</b> | <b>2,879</b> | <b>775</b>   | <b>1,022</b> | <b>24,650</b>        |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type                  | New categorization              | Project Name  | Project Description  | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|-----------------------------|---------------------------------|---|--|--------------|--------------|--------------|--------------|--------------|----------------------|
| EnvOp                       |                                 | <input type="checkbox"/> POT Environmental Sustainability Initiatives               | Opportunities to reduce POT environmental footprint  | 100          | 150          | 155          | 165          | 170          | 740                  |
| <input type="checkbox"/> Ex | <input type="checkbox"/> Air Qu | <input type="checkbox"/> Electrification Roadmap - POT                              | Study to plan infrastructure investments to power POT/NWSA SH operations w/ clean energy   | 25           | 25           | -            | -            | -            | 50                   |
|                             |                                 | <b>Air Quality Total</b>  |  | <b>125</b>   | <b>175</b>   | <b>155</b>   | <b>165</b>   | <b>170</b>   | <b>790</b>           |
|                             | <input type="checkbox"/> Beyond | <input type="checkbox"/> Potential Property Acquisition Environmental Due Diligence | Environmental consulting, if needed, for potential property acquisition  | 50           | 50           | 50           | 50           | 50           | 250                  |
|                             |                                 | <input type="checkbox"/> Invasive Species Action                                    | Snail eradication efforts (ongoing)  | 40           | 40           | 40           | 25           | 25           | 170                  |
|                             |                                 | <input type="checkbox"/> Stewardship & Public Outreach (all sites)                  | Ongoing upkeep of Port habitat sites, including trash removal and weed control, etc.   | 225          | 200          | 200          | 250          | 250          | 1,125                |
|                             |                                 | <input type="checkbox"/> Environmental Analysis for Potential Port Development      | Research and Development to support permitting of future facilities development. Mainly used for staff time.   | 120          | 120          | 120          | 120          | 120          | 600                  |
|                             |                                 | <input type="checkbox"/> Environmental Compliance Program                           | Removal of derelict vessels and spill response funds   | 80           | 80           | 80           | 80           | 80           | 400                  |
|                             |                                 | <b>Beyond Compliance Total</b>  |  | <b>515</b>   | <b>490</b>   | <b>490</b>   | <b>525</b>   | <b>525</b>   | <b>2,545</b>         |
|                             | <input type="checkbox"/> remed  | <input type="checkbox"/> Parcel 2 Petroleum Investigation                           | Investigate remedies for clean up of former Alexander Avenue Tank Farm on the Hylebos. Potential cost recovery from Potential Liable Parties. Part of PSE leasehold property for LNG plant | 50           | 24           | -            | -            | -            | 74                   |
|                             |                                 | <input type="checkbox"/> Parcel 1A UST  | Underground Storage Tank investigation at TOTE   | 40           | -            | -            | -            | -            | 40                   |
|                             |                                 | <input type="checkbox"/> CanAm Cleanup Investigation (parcel 115)                   | Oversite of former tenant's clean up of property on Blair Waterway   | 31           | -            | -            | -            | -            | 31                   |

# 2021-2025 Discretionary CIP Project List (\$000)

| Asset Type           | New category | Project Name   | Project Description  | Y2021 Budget | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|----------------------|--------------|--|--|--------------|--------------|--------------|--------------|--------------|----------------------|
|                      |              | ☐ Taylor Wy & Alexander Ave Fill Area Investigation (parcel 95, 111 & 117) | Funds to investigate sources of contamination. Required to clear property for future development                       | 76           | -            | -            | -            | -            | 76                   |
|                      |              | ☐ Parcel 40 Site Investigation   | Investigation of existing petroleum plume  | 13           | -            | -            | -            | -            | 13                   |
|                      |              | ☐ Parcel 105 UST Investigation   | Underground Storage Tank investigation at W. Hylebos Log Dock  | 64           | 131          | -            | -            | -            | 195                  |
|                      |              | <b>remediation Total</b>   |  | <b>274</b>   | <b>155</b>   | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>429</b>           |
|                      |              | ☐ Arkema Mound Remediation Monitoring (parcel 99)                          | Consent Decree required monitoring of completed cleanup  | 30           | 20           | 20           | 20           | 20           | 110                  |
|                      |              | <b>Remediation Monitoring Total</b>  |  | <b>30</b>    | <b>20</b>    | <b>20</b>    | <b>20</b>    | <b>20</b>    | <b>110</b>           |
|                      |              | ☐ Stormwater Sediment Source Tracing                                       | Re-sampling in Hylebos, Blair & Sicum waterways to verify no contamination in our stormwater system                    | 40           | 40           | 40           | 40           | 40           | 200                  |
|                      |              | <b>Stormwater Compliance Total</b>   |  | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>40</b>    | <b>200</b>           |
|                      |              | ☐ Programmatic Maintenance Permitting                                      | Obtain 10 yr programmatic permit to conduct routine mnt work. Having permit will reduce time it takes to get a permit. | 200          | 70           | -            | -            | -            | 270                  |
|                      |              | <b>Support Systems Total</b>   |  | <b>200</b>   | <b>70</b>    | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>270</b>           |
| <b>EnvOpEx Total</b> |              |  |  | <b>1,184</b> | <b>950</b>   | <b>705</b>   | <b>750</b>   | <b>755</b>   | <b>4,344</b>         |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type                           | New categorization                   | Project Name  | Project Description  | Y2021 Budget  | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |
|--------------------------------------|--------------------------------------|---|--|---------------|--------------|--------------|--------------|--------------|----------------------|
| <input type="checkbox"/> Land        | <input type="checkbox"/> Habitat     | <input type="checkbox"/> Lower Wapato Creek Combined Habitat (parcel 14)    | Develop habitat site for concurrent mitigation credits for potential Thorne Rd development. Puyallup Tribe expects Port to complete this effort.                                     | 10,685        | 1,000        | 1,750        | 600          | -            | 14,035               |
|                                      |                                      | <input type="checkbox"/> Saltchuk Beach Design & Construction (parcel 83)   | Potential reuse of dredge spoils to construct a shallow water restoration site for salmon habitat  | -             | 125          | 125          | 2,000        | 2,000        | 4,250                |
| <b>Habitat/ Mitigation Dev Total</b> |                                      |   |  | <b>10,685</b> | <b>1,125</b> | <b>1,875</b> | <b>2,600</b> | <b>2,000</b> | <b>18,285</b>        |
|                                      | <input type="checkbox"/> Land        | <input type="checkbox"/> Land Acquisitions                                  | Unspecified land purchase. No revenue included in operating budget. Recommend any increase in this budget include some estimate of revenue from the type of property to be purchased | 10,000        | -            | -            | -            | -            | 10,000               |
| <b>Land Total</b>                    |                                      |   |  | <b>10,000</b> | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>10,000</b>        |
|                                      | <input type="checkbox"/> Operational | <input type="checkbox"/> POT Unallocated Capital Improvements (placeholder) | Budget for unplanned capital projects. Based on historical amounts   | 3,000         | 3,000        | 3,000        | 3,000        | 3,000        | 15,000               |
| <b>Operational Upgrades Total</b>    |                                      |   |  | <b>3,000</b>  | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>15,000</b>        |

# 2021-2025 Discretionary CIP Project List (\$000)



| Asset Type                   | New categorization | Project Name   | Project Description   | Y2021 Budget   | Y2022 Budget | Y2023 Budget | Y2024 Budget | Y2025 Budget | Total 2021-25 Budget |       |
|------------------------------|--------------------|--|---|--|--------------|--------------|--------------|--------------|----------------------|-------|
|                              | Remediation        | Arkema Manufacturing Area Investigation (parcel 99)    | Investigate remedies for clean up of Arkema property  | 300  | 189          | -            | -            | -            | 489                  |       |
|                              |                    | Parcel 103 (Steam Plant) Site Investigation            | Investigation work on former Steam Plant property purchased from COT  | -  | 120          | 178          | 148          | -            | 446                  |       |
|                              |                    | Parcel 103 (Steam Plant) Remediation                   | Future clean up pending cost recovery from Tacoma Power for their contamination of the Steam Plant property                 | -  | -            | -            | 80           | 442          | 522                  |       |
|                              |                    | Parcel 91 Cleanup Investigation                        | Remedial investigation and feasibility study to select most cost effective solution to clean up former Brown and Haley site | 60   | 88           | 102          | 395          | -            | 645                  |       |
|                              |                    | Arkema Mfg North Boundary Area FS & Design (parcel 99) | Future clean up obligation. Potential cost recovery from Potential Liabe Parties  | 400  | 118          | 4,300        | 675          | -            | 5,493                |       |
| <b>remediation Total</b>     |                    |  |   | <b>760</b>   | <b>515</b>   | <b>4,580</b> | <b>1,298</b> | <b>442</b>   | <b>7,595</b>         |       |
| <b>Land Total</b>            |                    |  |   | <b>24,445</b>  | <b>4,640</b> | <b>9,455</b> | <b>6,898</b> | <b>5,442</b> | <b>50,880</b>        |       |
| NonOp                        | Ex                 | Infrastructure   | Roadway Infrastructure Funding (placeholder)  | Funds for Commission to contribute to regional road projects. Added based on prior commission request. | 1,000        | 1,000        | 1,000        | 1,000        | -                    | 4,000 |
| <b>Infrastructure Total</b>  |                    |  |   | <b>1,000</b>   | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>-</b>     | <b>4,000</b>         |       |
|                              |                    | Maintenance  | Maytown Operating Oversight   | Ongoing support to maintain mining permit until sold   | 130          | 130          | 130          | 130          | 130                  | 650   |
| <b>Maintenance Total</b>     |                    |  |   | <b>130</b>   | <b>130</b>   | <b>130</b>   | <b>130</b>   | <b>130</b>   | <b>650</b>           |       |
|                              |                    | Support Systems  | Maytown Property Sale Project   | Existing purchase agreement support  | 10           | -            | -            | -            | -                    | 10    |
| <b>Support Systems Total</b> |                    |  |   | <b>10</b>  | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>10</b>            |       |
| <b>NonOpEx Total</b>         |                    |  |   | <b>1,140</b>   | <b>1,130</b> | <b>1,130</b> | <b>1,130</b> | <b>130</b>   | <b>4,660</b>         |       |

\*Arkema project is changed to 'required'

# 2021-2025 Discretionary CIP Project List (\$000)

| Asset Type                    | New category                   | Project Name   | Project Description   | Y2021 Budget  | Y2022 Budget  | Y2023 Budget  | Y2024 Budget  | Y2025 Budget | Total 2021-25 Budget |
|-------------------------------|--------------------------------|--|---|---------------|---------------|---------------|---------------|--------------|----------------------|
| <input type="checkbox"/> OpEx | <input type="checkbox"/> Demo  | <input type="checkbox"/> 459 E 15th St Bldg Demolitions (Bearwood & Museum, parcel 92) | Demolition of derelict buildings  | 490           | -             | -             | -             | -            | 490                  |
|                               |                                | <input type="checkbox"/> 2220 11th St Bldg Demolition                                  | Demolition of derelict building. Land purchased in preparation for terminal development along 11th St. Payback of 5 years                             | 484           | -             | -             | -             | -            | 484                  |
| <b>Demolition Total</b>       |                                |  |   | <b>974</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>     | <b>974</b>           |
|                               | <input type="checkbox"/> Misce | <input type="checkbox"/> Encampment Cleanup (all sites)                                | Response & cleanup to illegal trespass, dumping & encampments   | 50            | 50            | 50            | 50            | 50           | 250                  |
|                               |                                | <input type="checkbox"/> Admin Building Shoreline Repair                               | Repair & stabilize shoreline  | 127           | -             | -             | -             | -            | 127                  |
| <b>Miscellaneous Total</b>    |                                |  |   | <b>177</b>    | <b>50</b>     | <b>50</b>     | <b>50</b>     | <b>50</b>    | <b>377</b>           |
|                               | <input type="checkbox"/> Opera | <input type="checkbox"/> POT 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. | 1,500         | 1,500         | 1,500         | 1,500         | 1,500        | 7,500                |
|                               | <input type="checkbox"/> Suppo | <input type="checkbox"/> Asset Management  | Funds to develop an asset management program  | 40            | 40            | 40            | 40            | 40           | 200                  |
|                               |                                | <input type="checkbox"/> FMS/MTIS Replacement  | Current system will have no vendor support.   | 350           | -             | -             | -             | -            | 350                  |
| <b>Support Systems Total</b>  |                                |  |   | <b>390</b>    | <b>40</b>     | <b>40</b>     | <b>40</b>     | <b>40</b>    | <b>550</b>           |
| <b>OpEx Total</b>             |                                |  |   | <b>3,041</b>  | <b>1,590</b>  | <b>1,590</b>  | <b>1,590</b>  | <b>1,590</b> | <b>9,401</b>         |
| <b>Grand Total</b>            |                                |  |   | <b>47,148</b> | <b>10,946</b> | <b>15,759</b> | <b>11,143</b> | <b>8,939</b> | <b>93,935</b>        |