



Port of Tacoma Commissioners Study Session for Capital Investment Plan

August 19, 2022

Capital Investment Plan Overview



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

Proposed CIP Budgets, 2021 – 2026



Open Capital Investment Plan Project Totals

(\$ Millions)

2021 CIP Budget	<u>2021</u> \$55.6	<u>2022</u> \$29.5	<u>2023</u> \$28.0	<u>2024</u> \$20.1	<u>2025</u> \$27.3	<u>2026</u>
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Potential 2022 5-Year CIP	<u>2021</u> \$45.8	<u>2022</u> \$48.2	<u>2023</u> \$66.6	<u>2024</u> \$30.0	<u>2025</u> \$25.7	<u>2026</u> \$32.1
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- These are our “open” CIP projects. Open projects are ongoing projects or projects ready to move forward that have customer commitment or a high degree of certainty.
- These numbers exclude our “estimate” CIP projects. Estimate projects are based on an identified business need or opportunity but have not been fully developed in scope and cost.

* 2021 includes both open as well as projects closed (including completed) in 2021.

Top 2021 CIP Budget Items; Budgeted and Forecasted Amounts



Top 2021 CIP Budget Items (Forecast & Budget)		2021 Actuals <i>Forecasted</i>	2021 Budget
Location / CIP Project		(in \$1,000s)	(in \$1,000s)
Port of Tacoma Administration Building	Repairs	\$3,434	\$7,653
Commencement Bay Industrial Development Dist.	Land Acquisitions	\$20,000	\$20,000
Earley Business Center	Repairs & New Siding	\$1,796	\$3,171
Fabulich Center	Repairs & Lighting Upgrade	\$104	\$775
Information Technology	Replacements/Upgrades/Enhancements	\$334	\$1,477
Unallocated	Capital Improvements	\$2,529	\$3,000
	Unanticipated Repairs and Misc. Expenses	\$578	\$1,000
Parcel 14	Lower Wapato Creek Combined Habitat	\$10,615	\$10,685
Totals Above		\$39,391	\$47,761
Total 2021 Capital Investment Plan Budget		\$45,844	\$55,328
Percent of 2021 Capital Investment Plan		86%	86%

- The 2021 CIP budgets for these seven locations / projects total 86% of the 2021 CIP budget, \$47.8 million of \$55.3 million.
- Current forecasted 2021 CIP spend on these seven locations / projects total 82% of their budgeted amounts (\$39.4 million of \$47.8 million), and 86% of the current forecasted total 2021 CIP spend (\$39.4 million of \$45.8 million total forecasted).

Top Eight 2022 CIP Budget Items



Top 2022 CIP Budget Items	2022 Budget
Location / CIP Project	(in \$1,000s)
Commencement Bay Industrial Development Dist. Land Acquisitions (\$20MM), Disch. Invest., Building Demo., Other	\$22,213
Contributions Roadway Infrastructure Funding	\$1,000
Fabulich Center Lighting, Building Repairs and Upgrades	\$1,810
Information Technology Replacements/Upgrades/Enhancements	\$1,525
Maintenance of Way Banana Yard Rail Switch Replacement	\$3,090
Unallocated Capital Improvements	\$3,000
Unanticipated Repairs and Misc. Expenses	\$1,500
Parcel 14 Lower Wapato Creek Combined Habitat	\$2,510
Portac Parcel 15 (Portac) Remediation and Cap Repair	\$4,180
Totals Above	\$40,828
Total 2022 Capital Investment Plan Budget	\$48,170
Percent of 2022 Capital Investment Plan	85%

- The 2022 CIP budgets for these eight locations / projects total 85% of the potential 2022 CIP budget, \$40.8 million of \$48.2 million.
- \$20 million budgeted for land acquisitions as part of the Commencement Bay Industrial Development District budget, and \$4.5 million Unallocated for unidentified capital improvements and unanticipated repairs, together represent half of the potential 2022 CIP budget, \$24.5 million of \$48.2 million (51%).

Top Eight 2023 CIP Budget Items



Top 2023 CIP Budget Items		2023 Budget
Location / CIP Project		(in \$1,000s)
Arkema	Arkema Mfg North Boundary Area Interim Action	\$5,800
Commencement Bay Industrial Development District	POT Off-Dock Container Support Facility (Thorne Road)	\$25,515
	PQ Cleanup and Cost Recovery (Parcel 114)	\$1,500
Earley Business Center	Building 532 Demo and Replacement (401 Alexander)	\$14,530
	Parcel 1b (EBC) Remediation Design & Construction	\$1,630
Information Technology	Replacements/Upgrades/Enhancements	\$2,525
Maintenance of Way	Banana Yard Rail Switch Replacement	\$1,347
Unallocated	Capital Improvements	\$3,000
	Unanticipated Repairs and Misc. Expenses	\$1,500
Parcel 14	Lower Wapato Creek Combined Habitat	\$1,400
PSE	Parcel 2 Petroleum Remediation	\$1,250
Totals Above		\$59,997
Total 2023 Capital Investment Plan Budget		\$66,565
Percent of 2023 Capital Investment Plan		90%

- The 2023 CIP budgets for these eight locations / projects total 90% of the potential 2023 CIP budget, \$60 million of \$66.6 million.
- The \$25.5 million budgeted for the Port of Tacoma off-dock container support facility at Thorne Road represents 38% of the possible 2023 CIP budget total, \$25.5 million of \$66.6 million.

Discuss Inclusion of New Port of Tacoma Headquarters Building in 2022 – 2026 CIP Budget



Discuss Inclusion of New Port of Tacoma Headquarters Building in 2022 – 2026 CIP Budget

- Currently, the 2022 – 2026 Capital Investment Plan does not include any budget dollars for the development, design and construction of a new Port of Tacoma headquarters building.
- A few years ago, our real estate professional prepared an early cost estimate of approximately \$35 million.
- **Let's discuss the timing, prioritization and possible budgeting for this potential project.**

Discuss Inclusion of New Port of Tacoma Headquarters Building in 2022 – 2026 CIP Budget



Port Covington, Maryland



Port of Corpus Christi, Texas



Virginia Port Authority, Norfolk, VA



Long Beach Civic Center City Hall & Port HQ



Port of Portland, Oregon



Port Authority, Antwerp, Belgium

Discuss Budget for 11th Street Bridge Project by the Port of Tacoma to Support City of Tacoma Project



Discuss Budget for 11th Street Bridge Project by the Port of Tacoma to Support City of Tacoma Project

- Currently, the 2022 – 2026 Capital Investment Plan does not include any budget dollars for support of the replacement of the closed 11th Street Bridge located between Portland Avenue and Milwaukee streets. Until its closure, the bridge was a key component of a frequently-used vehicle access route to the port.
- The bridge is owned and maintained by the City of Tacoma.
- The City of Tacoma has plans for the replacement of the bridge, at an estimated cost of \$150 million, but currently has no funding for the project, and will seek Federal Grants to fund the project.
- **Let's discuss any possible Port of Tacoma involvement.**

Discuss Budget for 11th Street Bridge Project by the Port of Tacoma to Support City of Tacoma Project



- Replacement of the (closed) 11th Street Bridge between Portland Avenue and Milwaukee (the “Project”) is included in the draft City of Tacoma (“CoT”) Six-Year Comprehensive Transportation and Improvement Plan (the “Plan”), updated as of May 18, 2021.
- The CoT Plan’s cost estimate for the bridge’s replacement is \$150 million.
- The CoT Plan lists the funding type as “Unconfirmed” and funding source as “Grant-Federal” for the entire amount. The CoT Plan notes the Project’s status as “currently unfunded and seeking the appropriate grant opportunities.”
- The Port of Tacoma 5-Year Capital Investment Plan currently includes no contributions for the 11th Street Bridge Replacement Project.

Budget for 11th Street Bridge Replacement Project in City of Tacoma Comprehensive Plan



Bridges

Project Title: East 11th Street Bridge Replacement
Location: E 11th St from Portland Ave to Milwaukee
Description: This project replaces the 11th Street bridge over the mouth of the Puyallup River.

WBS: \$PWE2-56405 **Program Manager:** Steve Carstens
Status: This project is currently unfunded and seeking the appropriate grant opportunities.

Project Funding Plan				
Funding Source	Previously Appropriated	New	Unconfirmed	Total
Grant-Federal			150,000,000	150,000,000
Grand Total			150,000,000	150,000,000

Six-Year Spending Plan					
Funding Type	Prior Spending	2022	2023	2024 -2027	Total
Previously Appropriated					-
New					-
Unconfirmed				150,000,000	150,000,000
Grand Total				150,000,000	150,000,000

Investment Development and Decision Process
and Projects Passing Stage 2

Investment Decision and Development Process



New projects go through a two-stage vetting process with PoT Leadership, called the **Investment Decision and Development Process** (IDDP), before being added to the Capital Investment Plan. This year nearly two dozen projects went through this process, with the projects approved to advance listed on slides 16 and 17.

- **IDDP Stage 1: Opportunity Assessment**. Document new investment opportunities, identify any conflicts, receive input from all potentially affected departments/teams, and get buy-in from the executive team on pursuing the investment.
- **IDDP Stage 2: Planning / Alternatives Analysis**. Assess the initial viability of a project, evaluate alternate schemes, conduct a project screening and consider long-range capital planning.

* I.T. projects represent about half of the nearly two dozen projects referenced above, although I.T. projects follow a slightly different vetting process with an I.T. – specific steering committee.

Example of IDDP Stage 1: Opportunity Assessment Form



 NWSA <input type="checkbox"/>	OPPORTUNITY ASSESSMENT (Stage 1)	 POT <input checked="" type="checkbox"/>
<p><i>To be submitted prior to consideration of any new business opportunity, expense/capital development, or equipment purchase that represents an EXPANSION of the current scope of business, and/or requires a diversion of Port resources (financial, staff, real estate, etc.) to pursue.</i></p>		

OPPORTUNITY TITLE:	
1110 Alexander Building Demolition	
Submitted by: (Name & Dept.)	Scott Francis
Submission Date:	6/10/2021

OPPORTUNITY OVERVIEW:	
<p>This 3-acre site with two small docks is located on the Blair Waterway. Two small warehouses on the property were demolished in 2019. The existing building had a tenant at the time the warehouses were demolished. This building is now vacant and currently presents a safety issue and an attraction to vandals. This is the last building requiring demolition on this site. Once it is removed, the full site will be leasable. Removal of this building will provide an addition one-acre of leasable yard space at \$6K/mo.(\$72K/yr.)</p>	
<ul style="list-style-type: none"> ▪ Asset Management / Repair ▪ New / Renew Lease ▪ Lease Obligation ▪ Environmental Compliance / Safety ▪ Acquisition / Divestiture ▪ IT Project or IT Component in project * ▪ Grant Opportunity 	<ul style="list-style-type: none"> Yes Yes No No No No No
<p>* If yes, you will need to fill out the "Information Technology Supplemental Information" form as part of Stage 2. An IT Representative will be in touch with you.</p>	
<ul style="list-style-type: none"> ▪ Estimated Delivery Date: ▪ Strategic Initiative (if applicable): ▪ Duration of Opportunity (if applicable): ▪ Interested Parties (if applicable): ▪ Parcel Number(s) (if applicable): ▪ Estimated Annual Revenue (if applicable): ▪ Estimated Annual Expense (if applicable): ▪ Intrinsic Benefits, Impacts on other Port Business: 	<ul style="list-style-type: none"> 115 \$ \$ Demolition of this building will eliminate a liability and provide additional one-acre of yard rental space.

COMMENTS FROM MEETING:

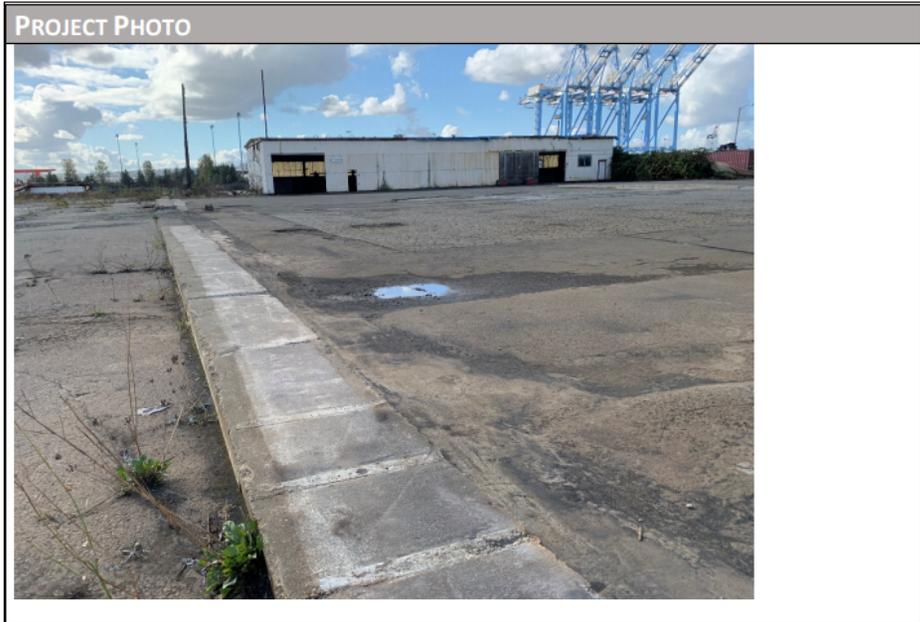
APPROVAL TO MOVE TO STAGE 2:				
Approval to move to Stage 2 ..				
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">_____</td> <td style="width: 50%; border: none;">_____</td> </tr> <tr> <td style="text-align: center; border: none;">Executive Team Review</td> <td style="text-align: center; border: none;">Date</td> </tr> </table>	_____	_____	Executive Team Review	Date
_____	_____			
Executive Team Review	Date			

Example of IDDP Stage 2: Planning / Alternatives Analysis Form



 NWSA <input type="checkbox"/>	ALTERNATIVES ANALYSIS (Stage 2)	 POT <input checked="" type="checkbox"/>
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PROJECT INFORMATION		
Title: <i>1110 Alexander Building Demolition</i>		
Submitted by: (Name & Dept.)	Scott Francis	Submission Date: 7/7/2016



TWO SENTENCE SUMMARY
This building is now vacant and currently presents a safety issue and an attraction to vandals. This is the last building requiring demolition on this site.
BACKGROUND / PROJECT DESCRIPTION
Detailed Project Description This 3-acre site with two small docks is located on the Blair Waterway. Two small warehouses on the property were demolished in 2019. The existing building had a tenant at the time the warehouses were demolished. This building is now vacant and currently presents a safety issue and an attraction to vandals. This is the last building requiring demolition on this site. Once it is removed, the full site will be leasable. Removal of this building will provide an addition one-acre of leasable yard space at \$6K/mo.(\$72K/yr.)
Stakeholders RE Estate, Engineering, Port Security
Measurable Project Objectives and Success Criteria
Justification Removal of this building will provide an addition one-acre of leasable yard space at \$6K/mo.(\$72K/yr), as well as eliminate safety issues.
Requirements
Constraints
Risks
Assumptions

New Projects Approved through Stage 2 of the Investment Decision and Development Process



Port of Tacoma	Cost through	Funding	Planned	Project
New IDDP Stage 2 Submitted Projects	Year 2025	Source	Budget Period	Sponsor
1110 Alexander - Building Demolition	\$358,703	POT Cash	2022	Scott Francis
1203 East D Street - Grade/Gravel & Bioswale	\$116,142	POT Cash	2021	Scott Francis
Fabulich Center - Boiler and Controls Panel	\$ tbd	POT Cash	2021	Scott Francis
2202 Port of Tacoma Road - Roof Repair	\$380,688	POT Cash	2021 - 2022	Scott Francis
401 Alexander - Building 532 Replacement	\$17,372,000	POT Cash	2022 - 2024	Scott Francis
2302 Ross Way - Roof Repair	\$475,000	POT Cash	2021	Scott Francis
Port of Tacoma Bridge Inspection Program	\$59,000	POT Cash	2022 & 2024	Thais Howard
2235 Ross Way - Grant-Funded Cleanup	\$200,000	Grant	2021 - 2023	Jason Jordan
Parcel 14 Voluntary Cleanup Program	\$50,000	POT Cash	2021	Jason Jordan
Cyclone Spill Clean-Up Vehicle	<u>\$221,000</u>	Grant	2022	Tom Bellarud
	\$19,232,533			
	+ Fabulich			

* Additional information about each of these projects can be found in the addendum section of this presentation.

New I.T. Projects Approved through Stage 2 of the Investment Decision and Development Process



Port of Tacoma	Budgeted	Funding	CIP	Department	Budget	Project
2022 I.T. Projects	2022 Projects	Source	Budget	Budget	Period(s)	Sponsor
MS365 Modern Workplace Program	\$100,000	POT Cash	\$0	\$100,000	2022	Mark Miller
RPM: Records Properly Managed - Implemen.	\$325,000	POT Cash	\$0	\$325,000	2022	Mark Miller
Datacenter DR Warm Site - Implementation	\$470,000	POT Cash	\$250,000	\$220,000	2022	Mark Miller
PCS Pilot (2022+)	\$185,000	POT Cash	\$65,000	\$120,000	2022	Mark Miller
Conference Room Technology (Resubmit)	\$190,000	POT Cash	\$180,000	\$10,000	2022	Mark Miller
Finance & Procurement System Plan & Design	\$150,000	POT Cash	\$150,000	\$0	2022	Mark Miller
Commission Broadcast Equipment Upgrades	\$300,000	POT Cash	\$280,000	\$20,000	2022	Mark Miller
Maximo Cloud Migration	\$250,000	POT Cash	\$250,000	\$0	2022	Mark Miller
Bellerophon 3 Upgrade and Cloud Migration	\$170,000	POT Cash	\$150,000	\$20,000	2022	Mark Miller
HR System Planning and Design	\$150,000	POT Cash	\$150,000	\$0	2022	Mark Miller
RFID Data Sharing Enhancements	\$50,000	POT Cash	\$50,000	\$0	2022	Mark Miller
2022 I.T. Projects Subtotal	\$2,340,000		\$1,525,000	\$815,000		
I.T. Projects in Authorized 2021 Budget	Delayed	Funding	CIP	Department	Budget	Project
Delayed to 2022	2021 Projects	Source	Budget	Budget	Revised to	Sponsor
Maximo Enhancement Pilot (Mobile)	\$112,000	POT Cash	\$112,000	\$0	2022	Mark Miller
BPOSS	\$168,000	POT Cash	\$168,000	\$0	2022	Mark Miller
NIM Rail Assessment	\$150,000	POT Cash	\$150,000	\$0	2022	Mark Miller
Delayed 2021-Budgeted I.T. Projects Subtotal	\$430,000		\$430,000	\$0		
Projects Totals	\$2,770,000					

* CIP CapEx = \$822,000; CIP OpEx = \$1,133,000; Dept. Budget = \$815,000

Total CIP Budget Items, 2022 - 2026

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
1110 Alexander	\$0	\$0	\$359	\$0	\$0	\$0	\$0
1110 Alexander Bldg Demolition	\$0	\$0	\$359	\$0	\$0	\$0	\$0
1171 Taylor	\$382	\$483	\$140	\$383	\$362	\$106	\$106
1171 Taylor Wy Stormwater & Surface Improvements	\$300	\$458	\$0	\$0	\$0	\$0	\$0
Parcel 103 (Steam Plant) Cost Recovery	(\$4)	\$25	\$0	\$0	\$0	\$0	\$0
Parcel 103 (Steam Plant) Monitoring	\$0	\$0	\$0	\$0	\$0	\$106	\$106
Parcel 103 (Steam Plant) Remediation	\$0	\$0	\$0	\$160	\$362	\$0	\$0
Parcel 103 (Steam Plant) Site Investigation	\$86	\$0	\$140	\$223	\$0	\$0	\$0
1203 E "D" St	\$138	\$0	\$8	\$0	\$0	\$0	\$0
1203 East D St Grade/Gravel	\$116	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 94 Brownsfield Assessment Grant Application	\$22	\$0	\$8	\$0	\$0	\$0	\$0
2202 POT Rd	\$31	\$0	\$349	\$0	\$0	\$0	\$0
2202 POT Rd Roof Repair	\$31	\$0	\$349	\$0	\$0	\$0	\$0
2302 Ross Wy	\$475	\$0	\$0	\$0	\$0	\$0	\$0
2302 Ross Wy Roof Recover	\$475	\$0	\$0	\$0	\$0	\$0	\$0
Admin Bldg Design / Construction / Repairs	\$3,434	\$7,653	\$100	\$0	\$0	\$0	\$0
Admin Bldg Repairs	\$0	\$4,841	\$0	\$0	\$0	\$0	\$0
Admin Bldg Physical Security Enhancements (PSGP2019)	\$340	\$315	\$0	\$0	\$0	\$0	\$0
Admin Bldg Plumbing Improvements	\$909	\$825	\$0	\$0	\$0	\$0	\$0
Admin Bldg Roof Replacement	\$1,982	\$1,545	\$100	\$0	\$0	\$0	\$0
Admin Building Shoreline Repair	\$203	\$127	\$0	\$0	\$0	\$0	\$0
Air	\$110	\$125	\$315	\$155	\$165	\$170	\$170
Electrification Roadmap - POT	\$0	\$25	\$50	\$0	\$0	\$0	\$0
POT Environmental Sustainability Initiatives	\$110	\$100	\$265	\$155	\$165	\$170	\$170

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Arkema	\$476	\$744	\$904	\$6,064	\$6,886	\$8,286	\$3,236
Arkema Manufacturing Area Cleanup (parcel 99)	\$0	\$0	\$0	\$0	\$6,100	\$7,500	\$2,300
Arkema Manufacturing Area Investigation (parcel 99)	\$323	\$300	\$400	\$228	\$0	\$0	\$0
Arkema Manufacturing Monitoring (no stage 2)	\$0	\$0	\$0	\$0	\$0	\$0	\$900
Arkema Mfg North Boundary Area Interim Action (parcel 76/99)	\$130	\$400	\$480	\$5,800	\$750	\$750	\$0
Arkema Mound Remediation Monitoring (parcel 99)	\$9	\$30	\$8	\$20	\$20	\$20	\$20
US Gypsum Cleanup Investigation - 3rd Party Coordination (parcel 76)	\$14	\$14	\$16	\$16	\$16	\$16	\$16
Blair Waterway	\$148	\$11	\$59	\$284	\$2,864	\$3,642	\$17,035
Blair Backup Cleanup Monitoring	\$5	\$11	\$32	\$8	\$32	\$8	\$35
Blair Backup Environmental Liability (1988 and 2008 land swap)	\$0	\$0	\$0	\$0	\$500	\$3,526	\$0
Blair Tribal Dredge	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blair Waterway/Saltchuk Studies	\$143	\$0	\$27	\$0	\$0	\$0	\$0
Lincoln Ditch (1988 & 2008 land swap)	\$0	\$0	\$0	\$276	\$2,332	\$108	\$0
USACE Husky Channel Dredging	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000
Commencement Bay Industrial Development District (CBIDD)	\$20,792	\$20,367	\$22,213	\$28,284	\$1,946	\$925	\$925
2220 11th St Bldg Demolition	\$0	\$0	\$484	\$0	\$0	\$0	\$0
2235 Ross Wy Brownfield Analysis (parcel 130)	\$30	\$0	\$125	\$125	\$0	\$0	\$0
Encampment Cleanup (all sites)	\$36	\$50	\$50	\$50	\$50	\$50	\$50
Land Acquisitions	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0	\$0
Parcel 91 Cleanup Investigation	\$56	\$60	\$175	\$340	\$430	\$0	\$0
Parcel 91 Cleanup Investigation & Cost Recovery	\$52	\$17	\$0	\$0	\$0	\$0	\$0
POT Off-Dock Container Support Facility (Thorne Rd)	\$209	\$0	\$648	\$25,515	\$0	\$0	\$0
PQ Cleanup and Cost Recovery (parcel 114)	\$0	\$0	\$0	\$1,500	\$600	\$0	\$0
PQ Cleanup Monitoring (parcel 114)	\$0	\$0	\$0	\$0	\$130	\$130	\$130

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
PQ Discharge Investigation (parcel 114)	\$48	\$125	\$240	\$0	\$0	\$0	\$0
Taylor Wy & Alexander Ave Fill Area Cost Recovery (parcel 95)	\$0	\$0	\$0	\$660	\$660	\$685	\$685
Taylor Wy & Alexander Ave Fill Area Investigation (parcel 95, 111 & 1	\$340	\$76	\$475	\$35	\$0	\$0	\$0
Thorne Rd Stormwater Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wasser Winters Cap Repair (parcel 47)	\$0	\$0	\$0	\$50	\$50	\$50	\$50
Wasser Winters Cleanup Monitoring (parcel 47)	\$21	\$39	\$16	\$9	\$26	\$10	\$10
Contribution	\$0	\$975	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Roadway Infrastructure Funding (placeholder)	\$0	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
SR 167 POT Contribution (Expensed \$22m in Dec 2019 based on reso	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taylor Way Heavy Haul Rehab (\$500k exp recorded Jun 2020, cash p	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tideflats Subarea Plan (\$500k exp recorded Mar 2019, \$28k cash pm	\$0	\$225	\$0	\$0	\$0	\$0	\$0
Waterway Park Contribution (maybe cash pmt in 2024, record exp in	\$0	\$250	\$0	\$0	\$0	\$0	\$0
Earley Business Center (EDC) Repairs	\$1,796	\$3,171	\$751	\$16,190	\$4,512	\$206	\$106
Bldg 326 Window & Ceiling Replacement & Lighting Upgrade	\$677	\$816	\$0	\$0	\$0	\$0	\$0
Bldg 532 Demo & Replacement (401 Alexander)	\$0	\$0	\$300	\$14,530	\$1,337	\$0	\$0
Bldg 532 Structural Repairs	\$1,051	\$0	\$200	\$0	\$0	\$0	\$0
Bldg 9532 Data Connectivity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBC Bldg 326 Window & Ceiling Grid Replacement & Painting	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBC Bldg 9532 Siding Replacement	\$40	\$2,050	\$0	\$0	\$0	\$0	\$0
Parcel 1b (EBC) Investigation	\$20	\$45	\$27	\$0	\$0	\$0	\$0
Parcel 1b (EBC) Monitoring	\$0	\$0	\$0	\$0	\$0	\$106	\$106
Parcel 1b (EBC) Remediation Cost Recovery	\$8	\$60	\$24	\$30	\$75	\$0	\$0
Parcel 1b (EBC) Remediation Design & Construction	\$0	\$200	\$200	\$1,630	\$3,100	\$100	\$0

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Environmental	\$615	\$815	\$651	\$632	\$618	\$620	\$605
Environmental Compliance Program	\$54	\$80	\$40	\$40	\$40	\$40	\$40
Invasive Species Action	\$40	\$40	\$40	\$40	\$25	\$25	\$10
Legacy UST Management	\$20	\$40	\$40	\$40	\$40	\$40	\$40
POT Environmental Analysis for Potential Port Development	\$60	\$120	\$60	\$60	\$60	\$60	\$60
Potential Property Acquisition Environmental Due Diligence	\$6	\$50	\$50	\$50	\$50	\$50	\$50
Programmatic Maintenance Permitting	\$150	\$200	\$50	\$50	\$0	\$0	\$0
Public Outreach - Environmental (all sites)	\$90	\$0	\$90	\$90	\$90	\$90	\$90
Stewardship (all sites)	\$150	\$225	\$200	\$200	\$250	\$250	\$250
Upper Clear Creek Mitigation Bank	\$45	\$35	\$56	\$37	\$38	\$40	\$40
USACE WRDA Funding	\$0	\$25	\$25	\$25	\$25	\$25	\$25
Equip Mnt	\$248	\$589	\$913	\$375	\$375	\$375	\$375
Maintenance Backup Generator	\$0	\$0	\$302	\$0	\$0	\$0	\$0
Maintenance Shop Source Evaluation	\$26	\$0	\$22	\$25	\$25	\$25	\$25
Purchase 2017 Ford Transit Connect XL	\$22	\$0	\$0	\$0	\$0	\$0	\$0
Spreader Bay Doors	\$0	\$239	\$239	\$0	\$0	\$0	\$0
Vehicle Purchases - All Departments (2022 only)	\$0	\$0	\$350	\$0	\$0	\$0	\$0
Vehicle Purchases - All Departments (2023 only)	\$0	\$0	\$0	\$350	\$0	\$0	\$0
Vehicle Purchases - All Departments (2024 only)	\$0	\$0	\$0	\$0	\$350	\$0	\$0
Vehicle Purchases - All Departments (2025 only)	\$0	\$0	\$0	\$0	\$0	\$350	\$0
Vehicle Purchases - All Departments (2026 only)	\$0	\$0	\$0	\$0	\$0	\$0	\$350
Vehicle Purchases 2021	\$200	\$350	\$0	\$0	\$0	\$0	\$0

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Fabulich Center	\$104	\$775	\$1,810	\$0	\$0	\$0	\$0
3600 POT Rd Lighting Upgrade	\$67	\$420	\$410	\$0	\$0	\$0	\$0
3600 POT Rd Window Assessment	\$20	\$0	\$0	\$0	\$0	\$0	\$0
Boiler Replacement (3600 POT Rd)	\$0	\$0	\$30	\$0	\$0	\$0	\$0
Commission Broadcast Equipment Upgrades	\$0	\$0	\$280	\$0	\$0	\$0	\$0
Fab Center Bldg Upgrades	\$0	\$0	\$500	\$0	\$0	\$0	\$0
Fab Center Commission Space Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fab Center Curb Repair	\$2	\$0	\$0	\$0	\$0	\$0	\$0
Fab Center Lighting Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fab Center Window Repair (south side)	\$15	\$355	\$590	\$0	\$0	\$0	\$0
Fab Center Window Repair Assessment (south side)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Mnt	\$191	\$175	\$396	\$0	\$0	\$0	\$0
Cyclone Spill Clean Up Vehicle	\$0	\$0	\$221	\$0	\$0	\$0	\$0
Ford F550 Hi Rail Truck	\$191	\$175	\$0	\$0	\$0	\$0	\$0
Key Control & Management System	\$0	\$0	\$175	\$0	\$0	\$0	\$0
Gypsum	\$61	\$0	\$0	\$0	\$0	\$0	\$0
GP Gypsum Shoreline Repair	\$61	\$0	\$0	\$0	\$0	\$0	\$0
Habitat/Open Space	\$296	\$107	\$180	\$260	\$2,092	\$2,090	\$275
Advanced Mitigation Monitoring (Parcel 88)	\$13	\$13	\$5	\$10	\$2	\$0	\$0
Dick Gilmur Wall Repairs	\$54	\$0	\$0	\$0	\$0	\$0	\$0
Hylebos Creek (LAGS) Mitigation Monitoring (Parcel 88)	\$13	\$13	\$5	\$0	\$0	\$0	\$0
NRDA/Parsons Habitat Monitoring (Parcel 88)	\$0	\$1	\$0	\$0	\$0	\$0	\$0
Parcel 129 Building Demolitions	\$137	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 14 Habitat Monitoring	\$0	\$0	\$0	\$45	\$45	\$45	\$195

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Saltchuk Beach Design & Construction (parcel 83)	\$0	\$0	\$125	\$125	\$2,000	\$2,000	\$2,000
Upper Clear Creek Habitat Monitoring (parcel 73/82)	\$80	\$80	\$45	\$80	\$45	\$45	\$80
Husky	\$45	\$45	\$60	\$60	\$5	\$5	\$5
Slip One Cleanup Monitoring	\$45	\$45	\$60	\$60	\$5	\$5	\$5
Hylebos Waterway	\$305	\$192	\$94	\$246	\$86	\$151	\$86
Head of Hylebos Cleanup (Arkema)	\$66	\$30	\$0	\$0	\$0	\$0	\$0
Head of Hylebos Monitoring	\$162	\$85	\$20	\$85	\$20	\$85	\$20
Hylebos Cleanup Monitoring (Mouth of Hylebos)	\$61	\$60	\$60	\$61	\$61	\$61	\$61
Hylebos Legal Support / Cost Recovery	\$2	\$0	\$0	\$0	\$0	\$0	\$0
Hylebos Segs 3, 4 and 5 Reporting, Tracking, Oversight (Mouth of Hylebos)	\$4	\$5	\$4	\$0	\$0	\$0	\$0
Pier 24 & 25 Bank Cleanup Monitoring	\$10	\$12	\$10	\$100	\$5	\$5	\$5
IT	\$334	\$1,477	\$1,510	\$2,525	\$1,485	\$1,075	\$229
Audio Codes Replacement (placeholder) (2024 only)	\$0	\$0	\$0	\$0	\$100	\$0	\$0
Blade Server Replacement	\$87	\$100	\$0	\$0	\$0	\$0	\$0
Breakbulk Pre-Advice Notification (PAN) - Phase 2	\$0	\$164	\$0	\$164	\$0	\$0	\$0
Conference Rooms Equipment (multiple locations, POT & NWSA)	\$0	\$190	\$180	\$100	\$0	\$0	\$0
Data Storage Equipment (SAN's) (placeholder) (2024 only)	\$0	\$0	\$0	\$0	\$125	\$0	\$0
Disaster Recovery Warm Site Hardware & Software	\$0	\$0	\$250	\$0	\$0	\$0	\$0
Finance & Procurement System Planning & Design	\$0	\$0	\$150	\$650	\$1,000	\$500	\$0
FMS/MTIS Replacement (BPOSS)	\$225	\$350	\$168	\$0	\$0	\$0	\$0
HP SAN Switches Replacement (placeholder) (2023 only)	\$0	\$0	\$0	\$150	\$0	\$0	\$0
HR System Planning & Design	\$0	\$0	\$150	\$400	\$0	\$0	\$0
IDF Switch Replacement - Admin (placeholder) (2024 only)	\$0	\$0	\$0	\$0	\$200	\$0	\$0
IDF Switch Replacement - Security (placeholder) (2025 only)	\$0	\$0	\$0	\$0	\$0	\$200	\$0

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Injury & Incident Management System	\$0	\$70	\$0	\$70	\$0	\$0	\$0
iPro Upgrade & Enhancements - Phase 1	\$22	\$0	\$0	\$0	\$0	\$0	\$0
Maximo Cloud Migration	\$0	\$0	\$150	\$0	\$0	\$0	\$0
Maximo Enhancements (mobile & inventory)	\$0	\$377	\$0	\$377	\$0	\$0	\$0
Maximo Enhancements Pilot	\$0	\$112	\$112	\$0	\$0	\$0	\$0
Maximo Mobile Devices	\$0	\$64	\$0	\$64	\$0	\$0	\$0
MDF Switch Replacement (placeholder) (2023 only)	\$0	\$0	\$0	\$250	\$0	\$0	\$0
NIM Rail Technology Optimization (iPro) Implementation - Phase 2	\$0	\$50	\$150	\$0	\$0	\$0	\$0
Palo Alto Firewall Replacement 3 yr Maintenance Agreement (2025 o	\$0	\$0	\$0	\$0	\$0	\$129	\$129
Palo Alto Firewall Replacement Equipment Only (2025 only)	\$0	\$0	\$0	\$0	\$0	\$146	\$0
Server Equipment Replacements (placeholder) (2021 only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Server Equipment Replacements (placeholder) (2022 only)	\$0	\$0	\$200	\$0	\$0	\$0	\$0
Server Equipment Replacements (placeholder) (2023 only)	\$0	\$0	\$0	\$200	\$0	\$0	\$0
Server Equipment Replacements (placeholder) (2024 only)	\$0	\$0	\$0	\$0	\$60	\$0	\$0
Server Equipment Replacements (placeholder) (2025 only)	\$0	\$0	\$0	\$0	\$0	\$100	\$0
Server Equipment Replacements (placeholder) (2026 only)	\$0	\$0	\$0	\$0	\$0	\$0	\$100
Wireless Network Upgrade (Controller & WAPS) (placeholder)(2023 c	\$0	\$0	\$0	\$100	\$0	\$0	\$0
Kaiser	\$30	\$67	\$13	\$9	\$13	\$9	\$6
Alexander Wetland Restoration Monitoring (parcel 10)	\$13	\$37	\$7	\$3	\$7	\$3	\$0
Customer Service Relocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Kaiser Cleanup Monitoring (parcel 77)	\$14	\$30	\$6	\$6	\$6	\$6	\$6
Parcel 77 Auto Terminal Development	\$4	\$0	\$0	\$0	\$0	\$0	\$0

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Maytown	\$150	\$157	\$150	\$150	\$150	\$150	\$150
Maytown Operating Oversight	\$130	\$130	\$130	\$130	\$130	\$130	\$130
Maytown Property Sale Project	\$0	\$10	\$0	\$0	\$0	\$0	\$0
Maytown Remediation Monitoring	\$20	\$17	\$20	\$20	\$20	\$20	\$20
Mnt of Way	\$0	\$0	\$3,090	\$1,347	\$0	\$0	\$0
Banana Yard Rail Switch Replacement	\$0	\$0	\$3,090	\$1,347	\$0	\$0	\$0
N/A	\$0	\$4,000	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
POT Unallocated Capital Improvements (placeholder)	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
POT Unanticipated Repairs/Misc Expenses (placeholder)	\$0	\$1,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
NIM	\$0	\$0	\$20	\$0	\$18	\$0	\$18
Time Oil Groundwater Monitoring (parcel 27)	\$0	\$0	\$20	\$0	\$18	\$0	\$18
Parcel 14	\$10,665	\$10,685	\$2,510	\$1,400	\$800	\$172	\$0
Lower Wapato Creek Combined Habitat (Parcel 14)	\$10,615	\$10,685	\$2,510	\$1,400	\$800	\$172	\$0
Parcel 14 Voluntary Cleanup Program	\$50	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 88	\$100	\$0	\$176	\$0	\$0	\$0	\$0
Parcel 88 Mine Reclamation Planning & Permitting	\$100	\$0	\$176	\$0	\$0	\$0	\$0
PCT	\$11	\$0	\$0	\$0	\$0	\$0	\$0
PCT Fuel Truck Spill	\$11	\$0	\$0	\$0	\$0	\$0	\$0
Pony Lumber	\$446	\$733	\$21	\$3	\$22	\$3	\$3
Parcel 86 Bank Stabilization	\$414	\$728	\$0	\$0	\$0	\$0	\$0
Parcel 86 Stormwater Pipe Investigation (this is not the Interceptor p	\$30	\$0	\$0	\$0	\$0	\$0	\$0
Pony Environmental Cap Monitoring (parcel 86)	\$2	\$5	\$21	\$3	\$22	\$3	\$3

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Portac	\$340	\$465	\$4,180	\$425	\$125	\$125	\$125
Parcel 15 (Portac) Cleanup Monitoring	\$0	\$75	\$0	\$75	\$75	\$75	\$75
Parcel 15 (Portac) Environmental Cap Repair (parent MID)	\$0	\$100	\$100	\$100	\$50	\$50	\$50
Parcel 15 (Portac) Investigation	\$5	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 15 (Portac) Remediation - Cap Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 15 (Portac) Remediation - Phase 1 Stormwater repair	\$0	\$240	\$0	\$0	\$0	\$0	\$0
Parcel 15 (Portac) Remediation - Phase 2 Contigent Cleanup Actions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 15 (Portac) Remediation - Phase 2 Groundwater Monitoring	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parcel 15 (Portac) Remediation Phase 1	\$335	\$50	\$4,080	\$250	\$0	\$0	\$0
Powers	\$5	\$31	\$28	\$0	\$0	\$0	\$0
CanAm Cleanup Investigation (parcel 115)	\$5	\$31	\$28	\$0	\$0	\$0	\$0
PSE	\$109	\$88	\$459	\$1,280	\$1,280	\$1,280	\$359
Parcel 2 Petroleum Cost Recovery	\$29	\$38	\$48	\$30	\$30	\$30	\$30
Parcel 2 Petroleum Investigation	\$81	\$50	\$11	\$0	\$0	\$0	\$0
Parcel 2 Petroleum Monitoring	\$0	\$0	\$0	\$0	\$0	\$0	\$310
Parcel 2 Petroleum Remediation	\$0	\$0	\$400	\$1,250	\$1,250	\$1,250	\$19
PWI	\$404	\$276	\$81	\$40	\$58	\$40	\$58
Asset Management	\$33	\$40	\$40	\$40	\$40	\$40	\$40
Bridge Inspection Program	\$0	\$0	\$41	\$0	\$18	\$0	\$18
CCTV Expansion (PSGP2019)	\$344	\$236	\$0	\$0	\$0	\$0	\$0
Fiber Lot F to T4 Admin Bldg (PSGP2018)	\$8	\$0	\$0	\$0	\$0	\$0	\$0
PSGP2015 Cameras & TWIC Readers	\$20	\$0	\$0	\$0	\$0	\$0	\$0
SIM	\$2	\$5	\$15	\$2	\$8	\$8	\$3
Union Pacific Monitoring (parcel 69)	\$2	\$5	\$15	\$2	\$8	\$8	\$3

Total CIP Budget Items, 2022 - 2026

Includes Open, Closed / Completed Projects; Excludes Estimate Projects (Premature); (in \$1,000s)



Location / Identification / Project	Sum of 2021 Forecast	Sum of 2021 CIP Budget	2022 CIP Budget at 8/2021	2023 CIP Budget at 8/2021	2024 CIP Budget at 8/2021	2025 CIP Budget at 8/2021	2026 CIP Budget at 8/2021
Stormwater	\$415	\$417	\$595	\$490	\$390	\$390	\$390
POT ISGP Program Management	\$26	\$26	\$14	\$30	\$30	\$30	\$30
POT Municipal Stormwater Permit Program (MS4)	\$248	\$351	\$257	\$320	\$320	\$320	\$320
Stormwater Infrastructure Funding (no stage 2)	\$100	\$0	\$184	\$0	\$0	\$0	\$0
Stormwater Sediment Source Tracing	\$40	\$40	\$140	\$140	\$40	\$40	\$40
TOTE	\$18	\$40	\$138	\$149	\$88	\$76	\$48
Parcel 1A UST (TOTE)	\$18	\$40	\$138	\$149	\$88	\$76	\$48
UCC	\$207	\$0	\$0	\$90	\$0	\$0	\$0
UCC Parcel 129 Habitat Design	\$7	\$0	\$0	\$0	\$0	\$0	\$0
UCC Parcel 75 Habitat Construction (Placeholder)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UCC Parcel 75 Habitat Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UCC Parcel 75 Habitat Monitoring	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UCC Site Expansion Land Acquisition/CE	\$200	\$0	\$0	\$90	\$0	\$0	\$0
W. Hylebos	\$66	\$64	\$172	\$52	\$0	\$0	\$0
Parcel 105 UST Investigation	\$66	\$64	\$172	\$52	\$0	\$0	\$0
W. Sitcum	\$349	\$567	\$160	\$161	\$120	\$240	\$240
Milwaukee Cleanup Monitoring (parcel 41)	\$26	\$51	\$43	\$46	\$5	\$5	\$5
Parcel 40 Bldg 600 Vapor Mitigation	\$386	\$453	\$0	\$0	\$0	\$0	\$0
Parcel 40 Insurance Recovery	\$2	\$0	\$40	\$80	\$80	\$200	\$200
Parcel 40 Site Investigation	\$26	\$13	\$42	\$0	\$0	\$0	\$0
Parcel 40 Vapor Remediation Monitoring	\$0	\$50	\$35	\$35	\$35	\$35	\$35
W. Sitcum Transfer Dock Demo Backcharge	(\$91)	\$0	\$0	\$0	\$0	\$0	\$0
WUT	\$18	\$29	\$50	\$9	\$39	\$24	\$9
Cascade Timber No. 3 Cleanup Monitoring (parcel 30)	\$9	\$14	\$28	\$5	\$16	\$13	\$5
Murray Pacific Enviro Cap Monitoring (parcel 25)	\$8	\$15	\$22	\$4	\$23	\$11	\$4
Grand Total	\$43,315	\$55,328	\$48,170	\$66,565	\$30,007	\$25,668	\$30,062