

The Northwest Seaport Alliance Semi-Annual Project Progress Report



North Harbor



South Harbor

July-December 2020



The Northwest Seaport Alliance Leadership

Managing Members

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Introduction

The Northwest Seaport Alliance (Alliance) is a marine cargo operating partnership of the Port of Seattle and Port of Tacoma. We are the fourth-largest container gateway in North America. Under a port development authority, the ports manage the container, breakbulk, auto and some bulk terminals in Seattle and Tacoma.

As described by the Alliance charter, the Alliance will oversee operations, capital investments and investments with unified management to:

- Optimize the value of marine cargoes;
- Grow cargo volumes and protect market share for the benefit of the region and state;
- Manage overall terminal capacity, through coordinated investment strategies;
- Provide enhanced job prospects for our labor and business partners; and
- Achieve overall financial returns that will not only enable investment but also ultimately provide additional, unencumbered financial returns for each port.

The intent of this report is to provide the Managing Members and public with high level information on the status of the Alliance's projects.

About the Report

The report will provide general information on the project description, status, significant developments, schedule, cost, and risks. The Alliance implements a number of different types of projects and not all information may be relevant to a specific report; as such, the reports may vary in detail and content.

The report includes the project name, project number, authorized amount, project phase, current estimate, cost to date and schedule completion date. The report also includes information on status related to scope, schedule, and budget.

- **Authorization:** Authorization of spending, agreements, administrative actions, real property actions, and other items as outlined by the Delegation of Authority Master Policy by the Managing Members or Chief Executive Officer or the CEO's delegate. Authorizations are frequently phased parallel to specific project stages. For example, the CEO may authorize preliminary work up to the delegated signature authority of \$300,000 for assessing the opportunity and conceptual design. The Managing Members would typically authorize work, in a phased or staged approach, for design and then construction.

- **Project Cost:** Addresses the total estimated cost of the project and includes information on the overall project cost status, recent Managing Member authorizations, and any variances such as forecasted overruns or savings.
- **Current Estimate:** The current estimate represents the expected cost of the project at the time the quarterly report is prepared and submitted.
- **Cost to Date:** The cost to date are actual costs that are recorded in the accounting system as project costs. Cost to date represents a specific date, typically the last day of the reporting quarter.
- **Significant Developments:** Covers items such as accomplishments, significant events or milestones, contract advertisements and awards, upcoming activities, environmental issues, and scope changes.
- **Schedule:** Includes information on the project schedule, including variances since the last report such as contract extensions and information on critical dates.
- **Risks:** Describes any significant risk of delay, any significant risk to cost, or any significant change orders.

These reports are intended to meet the reporting requirements of the Alliance Delegation of Authority Master Policy, paragraph 8. e. i. and is reflective of the project status as of the last day of the reporting period.



**The Northwest Seaport Alliance
Semi-Annual Project Progress Report
July-December 2020**

No.	MID/CIP No.	Project Title	Page	Phase	Overall Project Status	Schedule	Budget
1	201045.01	West Sitcum New Container Property Repurpose	5-6	C	●		
2	201062.04	West Sitcum Buildings 700, 900, and guard shacks roof replacement	7-8	CO	●		
3	201090.01	WUT Utility Vault Upgrades	9-10	CN	●		
4	201107.01	WUT Fender System Replacement	11-12	CN	●		
5	201083.01	Container Crane Disposal - Pier 3	13	C	●		
6	201118.01	TOTE (Parcel 1A) Roof Replacement	14-15	CN	●	√	
7	098156, 201005.01, 201038.01	PCT Operational Pavement Repairs	16-17	CN	●		
8	201098.01	Marshall Ave Auto Facility Pavement Maintenance	18	CN	●	☒	
9	201104.01	Blair Terminal Fender System Upgrades	19-20	CN	●		
10	201070.01	Wapato Creek Bridge and Culvert Removal	21-22	CN	●		
11	201060.01, 201060.02	Tacoma Harbor Deepening Cost-Sharing Agreement	23-24	PL	●		
12	2020-19	Terminal 3 and Terminal 4 Shore Power	25-26	D	●		√
13	201058.01	US CBP Booth Installations - WUT	27	D	●	☒	
14	C800132, C800726, C800988	T-5 Berth Modernization	28-30	CN	●	√	
15	C102554-U00050, U00347	T-46 Lease Improvements - Stormwater Basin 2	31	CN	●	√	
16	C800603-104827	T-46 Dock Rehabilitation	32	CN	●	√	
17	C800742	T-18 Stormwater Infrastructure	33-34	CN	●		
18	U00293	North Harbor Crane Dispositions	35	CO	●		
19	Executive Authorizations for July-December 2020		36				

Key Project Status

Completed	Final Report for this Project
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●	Project within or ahead of target budget and schedule
●	Either target schedule or budget is off
●	Both target schedule and budget are off

Negative Variance Status

√	New Variance
☒	Previously Reported

Schedule Completion on the Project Reports refers to:

Beneficial Occupancy or Last Asset In-Use date

Phases

PL	Planning
RI/FS	Remedial Investigation/Feasibility Study
PD	Preliminary Design
D	Design
CN	Construction
CO	Close Out
C	Completed
M	Monitoring

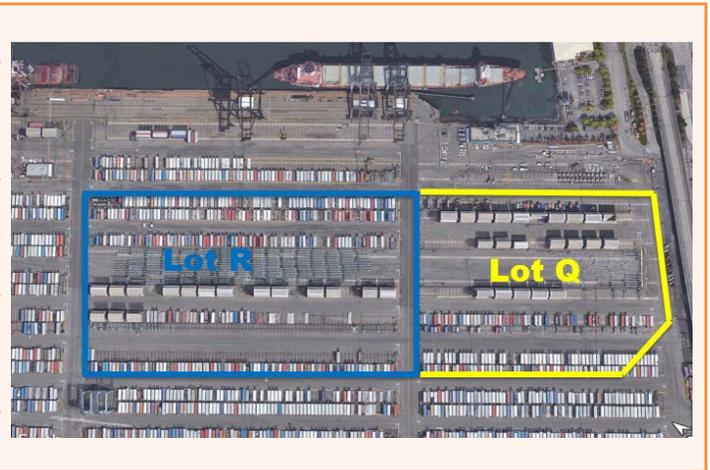
Remediation Glossary

AO	Agreed Order
CAP	Cleanup Action Plan
DCAP	Draft Cleanup Action Plan
DMMP	Dredge Material Management Program
FS	Feasibility Study
MTCA	Model Toxics Control Act
MID Nos	Master Identification Numbers
PCB	Polychlorinated Biphenyls
RI/FS	Remedial Investigation/Feasibility Study

July-December 2020

West Sitcum New Container Property Repurpose

Project MID No:	201045.01
Authorization:	\$706,000
Phase:	Completed
Current Estimate:	\$625,000
Cost to Date:	\$308,079
Start:	9/1/2019
Schedule Completion:	1/8/2021
Project Managers:	Elly Bulega



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

The new lease with SSAT at West Sitcum Container Terminal reduced the overall leased acreage by 15 acres, which will now be repurposed by the NWSA for non-container use. The pavement needed repairing before the area could be used. As part of a lease obligation with AWC, repairs were made to 11 additional acres that were being used by AWC.

The area to be repurposed had significant pavement damage, which created a safety concern for those operating in the area as well as quality concerns for the vehicles.

Project construction was initially scheduled for summer 2018 but was postponed to 2019 to accommodate a necessary laydown area for the West Sitcum Stormwater Improvement project that

was completed in 2019. Upon completion of the stormwater project, only Lot Q damaged pavement areas were repaired. Lot R (should be lot S) construction was scheduled for summer 2020, but in May 2020 it was postponed to summer 2021 due to the COVID-19 pandemic. During the summer of 2020, operations at the West Sitcum Terminal changed to accommodate Matson moving from Seattle to Tacoma. As a result of the new operation, Lots Q and S were no longer required by AWC; so, this project was canceled.

Project Schedule

The project was approved by MM in March 2018 and then postponed to accommodate another project on the West Sitcum Terminal. This resulted in delayed project start and end dates. Lot Q construction pavement repairs were completed 10/30/2019. Lot S pavement repairs were postponed for a second time due to COVID-19 financial impacts. Lot S repairs were scheduled for summer 2021 but now have been canceled with the rest of the project.

This project was cancelled. The original completion date was November 30, 2021.

West Sitcum New Container Property Repurpose

This is the **final** report for this project.

Authorization

No new authorizations in this reporting period.

The current authorization is \$706,000.

Scope

The scope of work included:

- Asphalt milling and paving of failing pavement
- Pavement striping
- Project administration

Project Cost

Project costs were within the approved budget.

Risks

None.

Grant

No grant funding is associated with this project.

July-December 2020

West Sitcum Buildings 700, 900, and Guard Shacks (75, 575, 975) Roof Replacements

Project MID No:	201062.04
Authorization:	\$1,379,000
Phase:	Close Out
Current Estimate:	\$1,379,000
Cost to Date:	\$994,314
Start:	12/19/2018
Schedule Completion:	12/28/2020
Project Manager:	Elly Bulega



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

In October 2017, NWSA entered into a new lease agreement with Stevedoring Services of America. As part of the lease agreement, NWSA agreed to inspect a majority of the roofs and complete roof repairs and/or replacements as necessary. Roof assessments were completed in 2018. Roof repairs for buildings (bldgs.) 100, 400, 600, 925, and 950 were completed in 2019. Buildings 700, 900 and guard shacks 75, 575 and 975 were completed in 2020. Building 800 was not part of the original scope, but a roof leak was reported before the roofing project was ended. A change order was issued to the contractor to reroof building 800, and the work was completed in December 2020. To date, 11 building roofs have been repaired on the West Sitcum Terminal as a part of this project.

Project Schedule

Design Completed	February 2020
Bids Advertised	February 2020
Bids Opened	May 2020
Contract Awarded	May 2020
Construction Completed	December 2020

Project Final Completion was on December 28, 2020; delayed from the original date of October 15, 2020 due to the addition of bldg. 800 to the scope of work.

This is the **final** report for this project.

Authorization

February 4, 2020 – MM approved \$1,153,000 for a revised total of \$1,379,000.

January 15, 2019 – MM approved \$424,818 for design of 8 Buildings, which included \$226,000 for Buildings 700, 900, and guard shacks 75, 575, 975.

West Sitcum Buildings 700, 900, and Guard Shacks (75, 575, 975) Roof Replacements

Scope

The overall scope of work included:

- Removal of the existing skylights on bldg. 900
- Removal of existing roofs and replacing them with new Thermoplastic Polyolefin (TPO) roof systems
- Removal of existing roof on bldg. 800 and replacing it with a new TPO roof under change order
- Installation of R-38 insulation to meet current energy code
- Installation of bird deterrent systems on all 5 roofs
- Installation of bird deterrent systems on bldg. 800 under change order
- Weatherproofing of stairs on bldg. 700
- All roofs came with a 20-year warranty

Project Cost

The project was completed within the budget presented to Managing Members on February 4, 2020.

Risks

No risks as the project has been completed.

Grant

No grant funding was associated with this project.

July-December 2020

Washington United Terminals Utility Vault Upgrades

Project MID No:	201090.01
Authorization:	\$1,310,000
Phase:	Construction
Current Estimate:	\$1,310,000
Cost to Date:	\$390,033
Start:	12/4/2019
Schedule Completion:	5/12/2021
Project Manager:	Elly Bulega



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

The objective of this project is asset preservation at WUT in accordance with NWSA lease obligation to repair and/or upgrade vaults on the terminal and to comply with Ecology's consent decree.

The asphalt in the drive aisle behind the pier at WUT has experienced differential settlement, leading to equipment damaging the vault castings. This project will repair and upgrade the vaults by installing new castings within a reinforced concrete collar to eliminate the settlement issues around the vaults, prevent future damage and improve yard operations. Making these repairs and upgrades is part of the NWSA's lease agreement with the tenant and keeps the Port compliant with Ecology's consent decree.

Project Schedule

Completed Design	March 2020
Advertised Bid	March 2020
Bids Opened	April 2020
Contract Awarded	April 2020
Substantial Completion Phase I	February 2021
Substantial Completion Phase II	April 2021

Authorization

November 7, 2019 – Executive Authorization (Design) for \$150,000.

March 5, 2020 – MM approved \$1,160,000 for a revised total of \$1,310,000.

The current authorization is \$1,310,000.

Scope

The scope of work for this project includes:

- Removal of existing pavement surrounding the utility vault lids extending to approximately 18-24" beyond the exterior wall of all vault(s).

Washington United Terminals Utility Vault Upgrades

- A new, reinforced, structural slab will be installed over each vault which integrally supports a ring and lid.
- All electrical and communications lids are to be constructed with 38-inch diameter round lids with 125,000 lb rating.
- Where possible, existing lids which meet above criterion are to be salvaged and reused.
- In many locations, vaults are in close proximity to one another such that it is advantageous to design and construct a single slab to cover and support two or more vaults and lids.

Project Cost

The project will be completed within the current estimate of \$1,310,000, as presented to the MM on March 5, 2020.

Risks

All locations improved by the tenant, along with the other utility structures with cracked frames, lids, or asphalt need to be repaired and upgraded to remain compliant with Ecology's consent decree. Not repairing the lids and frames increases the risk of terminal vehicles damaging the utility structures, causing serious damage to yard equipment or even injury to persons on the terminal.

There are currently no significant risks of delay or cost to the project.

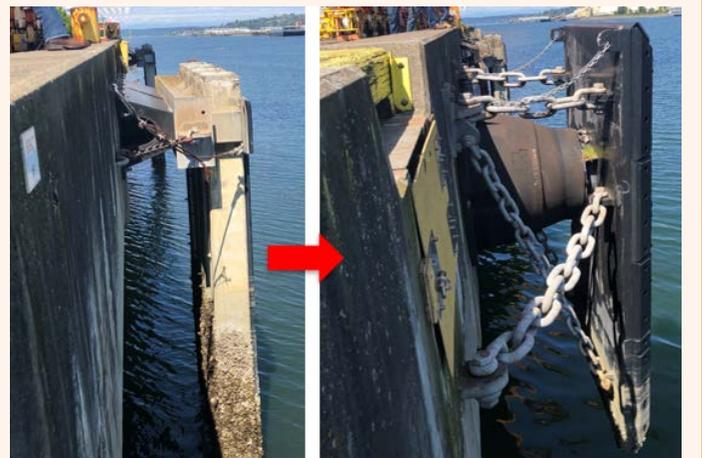
Grant

No grant funding is associated with this project.

July-December 2020

Washington United Terminal (WUT) Fender System Replacement

Project MID No:	201107.01
Authorization:	\$3,678,000
Phase:	Construction
Current Estimate:	\$3,678,000
Cost to Date:	\$168,407
Start:	10/6/2020
Schedule Completion:	12/31/2021
Project Manager:	Elly Bulega



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

The objective of this project is asset preservation in accordance with the Northwest Seaport Alliance (NWSA) lease obligation to repair and/or replace the fender system at WUT.

The wharf at WUT was constructed in two sections. The original pier (northern 2,000 feet) was constructed in 1997, and the pier extension (southern 600 feet) was completed in 2010, for a total berth length of 2,600 feet. The original pier uses a fender-pile system with rubber arches for berthing vessels, which was suited to the original design of vessels. The pier extension incorporates individual unit cone fenders with UHMW-PE (Ultra High Molecular Weight-Polyethylene) faced steel panels for dissipating berthing energy from large vessels. The unit fenders are appropriate for the

wharf extension design vessels, and are best suited to vessels with large, and relatively constant, freeboard such as modern container vessels. The original pier fender-pile system is not performing well with modern large vessels. The existing fender-pile system energy capacity and stiffness are not high enough to handle modern vessels. The fenders need to be replaced with a system that can handle and withstand the size of vessels calling at WUT.

Project Schedule

Completed Design	October 2020
Advertised Bid	October 2020
Bids Opened	December 2020
Contract Award	January 2021
Substantial Completion	November 2021

Washington United Terminal (WUT) Fender System Replacement

Authorization

April 1, 2020 – Executive Authorization for \$200,000.

October 6, 2020 – MM approved \$3,478,000 for a revised total of \$3,678,000.

The current total authorization is \$3,678,000.

Scope

The WUT Fender System Replacement project will include the following work items:

- Demolition of the existing concrete-pile fender system.
- Installation of a new cone fender system, UHMW-PE faced steel fender panels, chains, and anchorages.
- Anchorage of the new fender system to the existing bull rail may include:
 - Coring through the bull rail to allow anchorage to the inboard face, which would involve local removal and replacement of paving and fill.
 - Installing drilled and epoxied anchors into the outboard face of bull rail.
 - The existing fender stand-off distance or approximately 4’8” will be maintained.
 - Where feasible, existing chains and anchorages will be reused from the original fender system.
 - In areas where the fender spacing may need to be adjusted, steel fabrications may be installed to provide a reaction point and anchorage zone for the fender elements between pile caps.

Project Cost

The project will be completed within the current estimate of \$3,678,000, as presented to the MM on October 6, 2020.

Risks

There are currently no significant risks associated with the project.

Grant

No grant funding is associated with this project.

July-December 2020

Container Crane Disposal – Pier 3

Project MID No:	201083.01
Authorization:	\$4,000,000
Phase:	Completed
Current Estimate:	\$3,000,000
Cost to Date:	\$2,689,518.39
Start:	7/22/2019
Schedule Completion:	10/9/2020
Project Manager:	Norman Gilbert



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

Mobilization of the Contractor was delayed due to COVID-19 and PMA travel restrictions. Contractor mobilized and began demolition work in early July. The demolition work was performed within the original project schedule durations, just later. Impact of the delay due to COVID-19 was limited to project schedule only.

Project Schedule

Advertised for Bid	January 27, 2020
Opened Bids	February 19, 2020
Notice of Award Issued	February 24, 2020
Substantial Completion	October 09, 2020
Final Completion	November 10, 2020

This is the **final** report for this project.

Authorization

January 14, 2020 – MM approved \$3,841,245 for a revised total of \$4M.

The current authorization is \$4M.

Scope

The scope of the project is to remove four (4) existing STS Container Cranes and spare parts from Pier 3.

Project Cost

The total estimated cost has been reduced to \$3M from the original project estimate of \$4M. This reduction is a result of the bids received.

The current authorization is \$4M.

Risks

No risks as the project has been completed.

Grant

No grant funding is associated with this project.

July-December 2020

TOTE (Parcel 1A) Roof Replacement

Project MID No:	201118.01
Authorization:	\$360,000
Phase:	Construction
Current Estimate:	\$360,000
Cost to Date:	\$11,580
Start:	8/26/2020
Schedule Completion:	5/31/2021
Project Manager:	Norman Gilbert



Project Status

Schedule:	Delayed
Budget:	On or Within

Significant Developments/Scope Changes

The canopy structures at the north inbound gate at TOTE (parcel 1A) were originally constructed in or around 1983. They have been in use since. The canopies were repainted in 2002 including the metal roofing to extend the life of the structure. Since 2002, only minor repairs have been performed. Coated metal roofing has a 20-30-year life expectancy in normal conditions and much less in marine conditions.

The Tenant (TOTE) notified the Port that a piece of the metal roofing fell from the overhead canopy. Port Maintenance responded and performed a temporary repair to the damaged area. Engineering Department staff recommended that an assessment of the two roofs be performed. The roof assessment was performed and recommended a complete tear off and replacement. In addition, fall protection and bird deterrent systems were suggested.

The replacement of the roof is a lease obligation.

The project experienced a delay due to extended amount of time needed to receive the necessary building permit for the roof replacement. The City required structural analysis of the canopies which was not anticipated to be needed.

Project Schedule

Advertised for Bid	December 21, 2020
Opened Bids	January 14, 2021
Notice of Award	Late January 2021
Substantial Completion	Late May 2021
Final Completion	Late June 2021

Authorization

August 26, 2020 – Executive Authorization for \$50,000.

October 10, 2020 – MM approved \$310,000 for a revised total of \$360,000.

The current total authorization is \$360,000.

TOTE (Parcel 1A) Roof Replacement

Scope

The scope of the project is to completely remove the existing metal roofing and replace with new coated metal roofing. Limited metal framing that is corroded will also be replaced. In addition, new fall protection and bird deterrent systems will be installed.

Project Cost

The total estimated cost is \$360,000.

The current authorization is \$360,000.

Risks

The project is currently out to bid. There is a risk of bids received being higher than anticipated.

Additionally, since the replacement work has not begun, there is a risk that additional corrosion may be uncovered.

Both risks are mitigated by the project contingency.

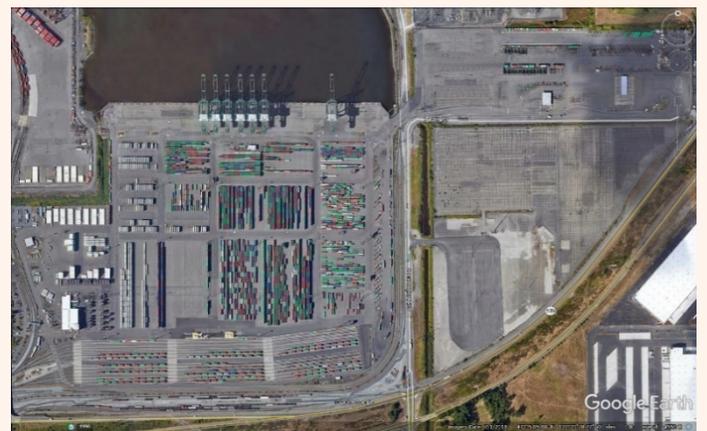
Grant

No grant funding is associated with this project.

July-December 2020

Pierce County Terminal (PCT) Operational Pavement Repairs

Project MID No:	201038.01
Authorization:	\$4,500,000
Phase:	Construction
Current Estimate:	\$4,000,000
Cost to Date:	\$2,502,479
Start:	1/1/2018
Schedule Completion:	12/31/2022
Project Manager:	David Myers



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

Pavement repairs will continue to be made as areas requiring repairs are identified.

Project Schedule

The repairs are made as needed.

Significant areas in and around the truck transfer zone, the reefer storage area and within the yard were completed in 2019.

Additional areas in and around the truck transfer zone, the reefer storage area and within the yard were completed in 2020.

Authorization

No new authorizations in this reporting period.

The current authorization is \$4,500,000.
(\$900,000/Year)

Additional MM authorization will be requested to match the current amount in the Capital

Improvement Plan.

Previous authorizations are shown in the summary table on page 2.

Scope

Complete repairs to the failing pavement sections at PCT from 2018-2022.

Project Cost

See table on page 2.

Risks

The areas requiring repairs are increasing and the previous annual budgeted amount of \$900,000 has been increased to \$1,500,000, however, this amount needs both Commercial and Commission authorization. Widespread degradation and failure is occurring within the container stack areas. Pothole repairs within the strad runways do not hold up. The recommendation is to begin completing more significant area repairs rather than isolated failure points.

Grant

No grant funding is associated with this project.

Pierce County Terminal (PCT) Operational Pavement Repairs

	Authorized Amount	Total Spent	
MID 098156			
2009	\$100,000	\$84,524	Exec. Authorization
2010	\$450,000	\$353,279	Commission
2011	\$575,000	\$200,084	Commission 3 Years, \$2,250,000
2012	\$575,000	\$324,296	
2013	\$1,100,000	\$1,001,196	
2014	\$900,000	\$858,349	Commission 4 Years, \$3,600,000
2015	\$900,000	\$521,915	
2016	\$900,000	\$354,737	
MID 201005.01			
2017	\$900,000	\$895,144	
MID 201038.01			
2018	\$900,000	\$754,481	Commission 5 Years, \$4,500,000
2019	\$900,000	\$860,240	
2020	\$900,000	\$883,442	
2021	\$900,000		
2022	\$900,000		
Totals	\$10,900,000	\$7,091,687	

July-December 2020

Marshall Avenue Auto Facility Pavement Maintenance (AWC=Auto Warehousing Company)

Project MID No:	201098.01
Authorization:	\$1,000,000
Phase:	Construction
Current Estimate:	\$1,000,000
Cost to Date:	\$11,785
Start:	3/11/2020
Schedule Completion:	11/1/2021
Project Manager:	Brett Ozolin



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

Project bid documents for annual pavement maintenance (surface sealing) were completed and ready to post for public bidding. Due to COVID-19 budgetary constraints engineering was directed to put the project on hold until 2021.

Project Schedule

Advertise for Bid	On Hold
Open Bids	On Hold
Notice of Award	On Hold
Substantial Completion	On Hold
Final Completion	On Hold

Authorization

January 31, 2020 – Executive Authorization for \$10,000.

March 5, 2020 – MM authorized \$990,000 for a revised total of \$1,000,000.

The current authorization is \$1,000,000.

Scope

The scope of work for this project includes:

- Surface Sealing – 10 to 12 acres on an annual basis, 50 to 60 acres total (estimated)
- Crack Sealing – 10 to 12-acre area on an annual basis, 50-60-acre area total (estimated)
- 5 years of annual maintenance cycles

Project Cost

The project will be completed within the current estimate as presented to Commission on March 5, 2020.

Risks

No significant project risks with regard to pavement failure. Project work is primarily sealing which extends pavement service life. By not sealing the pavements, the Port does risk a slight reduction in overall pavement life.

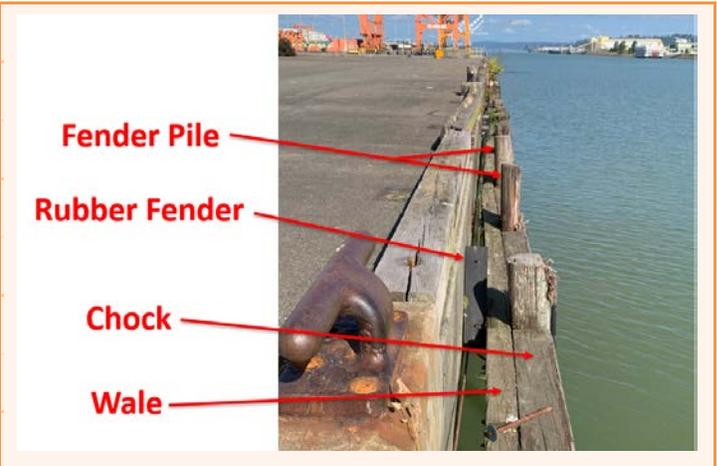
Grant

No grant funding is associated with this project.

July-December 2020

Blair Terminal Fender System Upgrades

Project MID No:	201104.01
Authorization:	\$905,000
Phase:	Construction
Current Estimate:	\$905,000
Cost to Date:	\$344,720
Start:	3/6/2020
Schedule Completion:	2/14/2021
Project Manager:	Brett Ozolin



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

The Port has procured and received timber fender piles and steel wale assemblies that will be installed by the contractor. Onsite construction activities started early January 2020.

Project Schedule

The project started with inspection and an alternatives analysis evaluation, followed by design and construction.

Advertised for Bid	October 22, 2020
Opened Bids	November 12, 2020
Contract Execution	December 3, 2020
Substantial Completion	February 2021
Final Completion	March 2021

Authorization

March 31, 2020 – Executive Authorization \$26,300.
July 15, 20 – Executive Authorization \$76,302.
September 1, 2020 – MM authorization \$802,400 for a revised total of \$905,000.
The current total authorization is \$905,000.

Scope

The scope of work will include:

- Inspection and alternatives analysis
- Final design and construction documents
- Procurement of timber fender piles
- Procurement of steel wale assemblies
- Demolition and disposal of existing timber wale system
- Contractor installation of Port procured materials (steel wale assemblies and timber fender piles)

Blair Terminal Fender System Upgrades

Project Cost

The project will be completed within the current estimate as presented to the Managing Members.

Risks

The contract has a strict performance period to meet permitted work windows. The most significant risk is all work is not completed in the permitted work window. If not completed, vessels will continue to use a deteriorated fender system, resulting in poor customer satisfaction. While deteriorated and in need of replacement, the existing fender system can continue to support vessel berthing operations.

Grant

No grant funding is associated with this project.

July-December 2020

Wapato Creek Bridge and Culvert Removal

Project MID No:	201070.01
Authorization:	\$3,070,000
Phase:	Construction
Current Estimate:	\$3,070,000
Cost to Date:	\$1,702,504
Start:	12/19/2018
Schedule Completion:	11/15/2021
Project Manager:	Stanley Ryter



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

On December 21, 2018, the Port was notified of pavement settling at the ingress/egress road providing access from Alexander Ave to the Portac site; this site is utilized for truck queuing for PCT.

Upon investigation, it was determined that the existing 50+ year old culvert was beginning to fail, and the Portac entrance was closed. This action resulted in backing up traffic on to SR-509 and up Taylor Way. The Port declared an emergency due to the condition endangering the life and safety of the public. The Port immediately commenced with design and construction of an interim solution. This work was completed in late winter of 2019 and the access route was reopened.

Port Engineering and Environmental staff has since completed permitting and design for a permanent

solution, coordinating with the City of Tacoma and in-water agencies. The project was presented to the Managing Members for project and construction authorization on June 2, 2020.

Project Schedule

The project is in construction. The current schedule calls for completion of the new bridge by February 15, 2021. Removal of the existing culvert and restoration of the creek is expected to be completed in the fall of 2021.

Authorization

January 2, 2019 – Executive Authorization for \$100,000

January 9, 2019 – Declaration of Emergency

January 16, 2019 – Executive Authorization for \$200,000

February 5, 2019 – MM Ratified Emergency Contract No. 071080 for culvert repair

June 2, 2020 – MM authorized Project Authorization for \$2,050,000.

August 4, 2020 – MM authorized \$720,000 increase for a revised total of \$3,070,000.

Wapato Creek Bridge and Culvert Removal

December 1, 2020 – MM authorized acceptance of \$931,640 grant from the Pierce County Flood Control District.

The current total authorization is \$3,070,000.

Scope

The scope of work for the project includes:

- Design and construction of an interim bridge over the existing culvert. (Complete)
- Field investigations, permit acquisition, design of a permanent bridge. (Complete)
- Construction of the permanent bridge just south of the existing culvert. (75% complete)
- Removal of the interim bridge structure and culvert.

Project Cost

The total cost of the project is estimated at ~\$3,070,000.

Risks

A low risk is the potential collapse of the culvert. The interim bridge would prevent a catastrophic failure, and the new bridge is on track to be completed by mid-February.

The project is on budget, however there is a low risk of slightly exceeding the budget due to difficult foundation conditions and unforeseen additional utilities during construction.

Grant

A grant was awarded through Pierce County Flood Control Zone District in the amount of \$931,640 and accepted by MM on December 1, 2020.

July-December 2020

Tacoma Harbor Deepening Feasibility Cost-Sharing Agreement

Project MID Nos:	201060.01, 201060.02
Authorization:	\$1,629,000
Phase:	Planning
Current Estimate:	\$1,629,000
Cost to Date:	\$1,532,261
Start:	8/14/2018
Schedule Completion:	8/18/2021
Project Manager:	Tony Warfield



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

This effort officially began August of 2018 with the signing of the Feasibility Cost-Sharing Agreement with the US Army Corps of Engineers to study the feasibility of deepening the navigation channels in the Tacoma Harbor and obligates the NSWA to \$1,500,000 toward funding the study as the non-federal sponsor.

Project Schedule

The effort was ahead of schedule with nearly every major milestone complete. See below.

Tentatively Selected Plan (TSP) October 2019:

- Formulate alternatives (complete)
- Ship simulation (complete)
- Adjust scope to incorporate ship simulation results (complete)

- Sediment sampling/testing (complete)
- Conceptual designs & cost estimates (complete)
- Economic evaluation (complete)
- Impacts analysis (Draft Environmental Assessment-complete)
- Stakeholder coordination (EPA, Coast Guard, Tribes, etc.) (ongoing)
- Internal review draft of TSP (complete)
- Identify “Tentatively Selected Plan” that is in the Federal Interest and economically viable for the nation (complete)

Draft Feasibility Study and Environmental Assessment:

- Public review draft of feasibility study and Environmental Assessment (complete)
- Consider Tribal, agency and public comments (ongoing)
- Evaluate alternatives (complete)
- Agency Decision Milestone (complete):
- Refine conceptual designs and cost estimates (complete)

Tacoma Harbor Deepening Feasibility Cost-Sharing Agreement

Final Feasibility Report December 2020:

- Refine recommended plan based on review comments (complete)
- Further develop designs of recommended plan (complete)
- Final report / NEPA document released for public review **(on-hold)***

Chief's Report due August 2021*:

- Final report sent to Congress recommending authorization and appropriation **(On-hold)***
- Environmental compliance process **(on-hold)***

* **On-hold pending consultation with the National Marine Fisheries Service.**

Authorization

8/14/2018 – MM approved \$1,500,000.

4/7/2020 –MM approved increase of \$129,000

The current authorization is \$1,629,000.

Scope

The authorized scope of work is to serve as the local sponsor for the US Army Corps of Engineers' Tacoma Harbor Deepening Feasibility Study.

Project Cost

The total estimated cost of the NWSA's share of the project is \$1,629,000. Cost to date includes approximately \$1,532,261. These costs include both cash payments to the Corps and Work-In-Kind (WIK) provided by the Port to support the Feasibility Study.

Risks

- Ship Simulation showed the need for widening the Blair Waterway in several places. Without structural improvements that widening would require minor cutbacks to the top of bank. Cutbacks were not part of the original scope of work and create real estate and environmental risk. The Corps is working through design alternatives to mitigate those risks. The Port is working through real estate issues, particularly with the Puyallup Tribe of Indians, that also mitigate those risks.
- While the Corps is supportive of beneficially using dredge material to build a large habitat restoration project near Marine View Drive that would provide critical salmon habitat, the Puget Sound Pilots and US Coast Guard have raised concerns about that project. The US Coast Guard has agreed to review/participate in the next round of ship simulation to ensure their concerns are met. The Port continues to work with the pilots, and they will also be a key participant in the next ship simulation and associated design process.

Grant

No grant funding is associated with this project.

July-December 2020

Terminal 3 and Terminal 4 Shore Power

Project MID No:	201100.01
Authorization:	\$530,000
Phase:	Design
Current Estimate:	\$9,465,000
Cost to Date:	\$241,978
Start:	12/19/2018
Schedule Completion:	12/31/2022
Project Manager:	Hughes Wike



Project Status

Schedule: On or Ahead
Budget: Forecast Overrun

Significant Developments/Scope Changes

Following industry data gathering efforts, project team has recommended an increase in shore power system capacity to adequately serve anticipated vessel power needs. Further, due to the limited number of existing shore power vaults, the project team has recommended the addition of one vault on Pier 3. These design changes led to a project estimate increase from \$5,661,000 to (approx.) \$9,465,000.

Project Schedule

Date	Task/Milestone
April 2021	Complete Design
Q2 2021	Contract Execution
Q3 2021	Begin Construction
Q4 2022	Project completion

Authorization

November 5, 2019 – MM authorization to accept the DERA grant in the amount of \$1M.

January 14, 2020 – MM authorization to accept the TransAlta grant in the amount of \$1M.

February 14, 2020 – Executive Authorization of \$200,000 for preliminary design.

September 1, 2020 – MM authorization of \$330,000 to complete project design for a revised total of \$530,000.

The current authorization is \$530,000.

Scope

The scope of this project is to design, construct, test, and commission two shore power systems at Terminal 3 and Terminal 4 including:

- installation of electrical equipment, vaults and concrete equipment foundations
- wharf modifications to provide ship-to-shore power connections
- trenching for new conduit in select areas
- cable pulling through new and existing conduit

Terminal 3 and Terminal 4 Shore Power

Project Cost

The total project cost including all stages is currently estimated at \$9,465,000.

Risks

Long-Lead Items: Switchgear and transformer equipment will come with lead times of up to six (6) months.

Power Shutdowns: Existing electrical equipment supports active terminals. Select components will need to be de-energized to safely implement construction work.

Testing/Commissioning: Detailed on-site startup, testing, and training requirements will be included in the construction contract to preclude issues with connection of first shore power-ready vessels.

Grant

Name: TransAlta Centralia Coal Transition Grant Program Energy Technology Fund Grant

Value: \$1.0M

Port Match: \$4.4M (other grants can be used as part of the match)

Status: Awarded, funds received.

Name: EPA DERA 2019

Value: \$1.0M

Port Match: \$4.4M (non-Federal grants can be used as part of the match)

Status: Awarded, funds to be requested as costs are incurred.

Name: Department of Ecology Existing Clean Truck Fund Grant

Value: \$1.2M (\$1.1M remaining)

Port Match: N/A

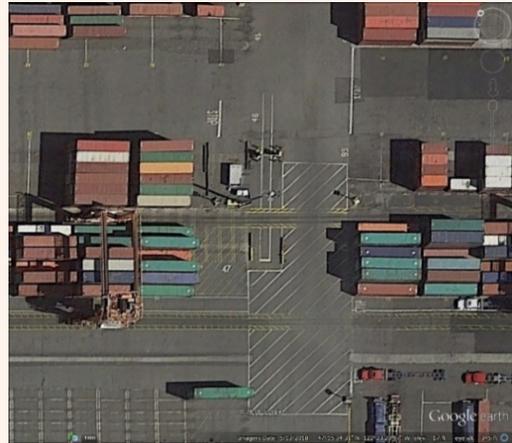
Status: Negotiating grant agreement – Through the 2020 Legislative Session, staff worked successfully with lawmakers on state budget legislation to re-appropriate unused funds from Clean Truck Fund to shore power projects in Tacoma. Staff are presently working with Ecology to negotiate a new grant agreement to use the funds for shore power.

July-December 2020

US CBP Booth Installations – WUT

(CBP=Customs and Border Protection; WUT=Washington United Terminals)

Project MID No:	201058.01
Authorization:	\$200,000
Phase:	Design
Current Estimate:	\$200,000
Cost to Date:	\$1,085
Start:	5/11/2016
Schedule Completion:	2021
Project Manager:	Hughes Wike



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

Project on-hold pending review of federal financing.

Project Schedule

Project completion has shifted from 2020 to 2021. Exact schedule TBD.

Authorization

No new authorizations in this reporting period. The current authorization is \$200,000.

Via agreements with the Countering Weapons of Mass Destruction Office (CWMD) and CBP, NWSA financial commitment is capped at \$200K.

Scope

- Remove existing booth and related items
- Extend existing concrete foundation to accept salvaged booth from Pierce County Terminal

(PCT)

- Install booth on new foundation
- Provide all necessary power and communications connections

Project Cost

The NWSA's financial commitment is capped at \$200,000.

Risks

The WUT CBP Booth Installation Project was not completed in 2020 as expected due to delays in Federal financing associated with scope items that are not able to be accomplished by the NWSA contractor.

The project has been delayed until 2021; however, this does not result in any material risk to the project.

Grant

No grant funding is associated with this project.

July-December 2020

T-5 Modernization Program

Project CIP No:	C800132, C800726, C800988
Authorization:	\$340,000,000
Phase:	Construction
Current Estimate:	\$340,000,000
Cost to Date:	\$148,985,129
Start:	6/3/2014
Scheduled Completion:	12/31/2023
Project Manager:	Emma Del Vento



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

North Berth above water dock construction, substation, civil, water, and electrical distribution work in progress. Slope Stabilization had a significant delay in Q4 2019 for the timber pinch pile driving. COVID-19, West Seattle Bridge, Air quality, Toe wall driving challenges, SCL theft, have impacted the Phase 1 (North Berth) schedule. Early turnover of South Berth to Contractor will allow some acceleration of work Programmatic schedule outcomes (for Phase 2 – South Berth) are being finalized.

Permit Conditions are in progress, and Phase 1 permit conditions will be met for North Berth turnover. Remaining work is scheduled for 2022.

Lease Obligation project scope is gaining clarity

during ongoing Tenant discussions. The reefer plug infrastructure project scope is in discussion. Stormwater 100% design is due in January 2021. The south Marine Building was removed from the north Marine Building scope of work, and the contract to build the north Marine Building was executed in December 2020.

Tenant is evaluating a location change to the Radiation Portal Monitor (RPM) truck lane and CBP booth. Until final location is determined and CBP agrees on the change, additional survey and redesign to build the power infrastructure is on hold.

Project Schedule

Berth Modernization: Phase 1 schedule delays have been compounded by COVID-19, air quality, toe wall driving challenges, and theft at the site's main electrical substation. The overall program schedule will be delivered on time with the General Contractor agreement milestones for the south berth completion December 31, 2022 and dredging completed by March 2023.

T-5 Berth Modernization Program

Permit Conditions: Construction is underway for elements related to the Phase 1 delivery. Remaining construction is scheduled in 2022.

Lease Obligations: Construction of the north Marine Building will commence in early Q1 2021 and is expected to be substantially completed by August 3, 2021. NWSA is obligated to deliver the south marine building by December 31, 2023.

Radiation Portal Monitor (RPM) and CBP Booth power supply project is on hold; due to protracted decision making between tenant and CBP.

Stormwater will be built in two phases starting in 2021.

North Reefer construction is planned for 2022.

Authorization

August 4, 2020 – T5 Marine Building – Authorization to advertise for North Building construction only

May 20, 2019 – Program Authorization for Construction of Berth Modernization Program

April 2, 2019 – Additional Program Funding and Authorization to Fund T5 Modernization Program \$314,150,000

February 26, 2019 – Authorization to advertise for construction \$0

August 1, 2017 – Railroad quiet zone funding, tribal payments, and Agreements \$5,650,000

October 4, 2016 – Additional Funding, Seattle City Light Agreement, and Project Labor Agreement \$8,200,000

November 4, 2015 – Additional SEPA and Design Funding \$2,000,000

July 14, 2015 – Additional Design Authorization \$5,000,000

June 3, 2014 – Initial Design Authorization \$4,700,000

March 12, 2014 – Additional Pre-Design Authorization \$150,000

October 27, 2013 – Initial Pre-Design Authorization \$150,000

The current authorization is \$340,000,000.

Scope

Berth Modernization Construction: Improvements to support larger vessels at T-5, including crane rail strengthening, berth deepening, and electrical upgrades.

Permit Conditions: include rail quiet zone, striping, signalization and various traffic improvement measures and various Master Use Permit conditions concerning noise and gate management plans.

Lease Obligations: Uplands scope includes north reefer infrastructure, construction of two marine buildings, stormwater treatment, installation of Clean Truck Program hardware and software deployment, electrical power supply to the Radiation Portal Monitors (RPM) and Customs and Border Protection (CBP) booth.

Other Upland Work: south reefer repair to power supply

Project Cost

The total program cost to date is \$148,985,129. Managing Members authorized a total of \$340M as of April 2019.

T-5 Berth Modernization Program

Risks

COVID-19, West Seattle Bridge closure, challenges to toe wall driving, and theft at site's main electrical substation have generated operational work arounds for General Contractor that will result in additional cost and impacts to schedule.

Construction delays are sensitive to in-water work window and obstructions, which may impact delivery schedule.

Timeline and permit scope for berth dredging is under review and could result in additional costs and impacts to schedule.

Toe wall driving challenges have impacted installation of toe wall and dredging.

Crane off load plans are pending final validation by engineers.

Seattle City Light delivery timeline was pushed out as turnover was delayed, a recent theft and damage occurred, which may impact construction schedule. Seattle City Light has also established a new tax that may be charged to T5, which may impact the budget.

Stormwater Treatment System 90% design budget plan was over agreed amount of \$30,000,000. The project amount will be better defined when the construction project is bid.

North reefer design 90% will be complete in January 2021. South Reefer repair analysis has been completed and repair is scheduled for Q3 2021. Gate design and survey scope definition are impacting Gate Queue Management Plan permit condition approval and installation of power infrastructure.

Any delays to Marine Building construction will increase the time needed to utilize the temporary facilities. This will impact budget. Delivery of Clean Truck Program is dependent on tenant installing server and front gate structures.

Grant

Name of Grant: MARAD Port Infrastructure Development Program (PIDP) NWSA

Value of Grant: **\$10,687,333**

Port Match: **\$24,687,333**

Status: Awarded. Pending execution of grant agreement in mid to late 2021.

Name of Grant: Water Quality Combined Financial Assistance funding program (for Stormwater System)

Value of Grant: \$5,000,000

Port Match: \$1,666,667

Status: Awarded; NWSA has signed the agreement, waiting on Ecology's signature.

Name of Grant: Washington State Budget (for Shore Power)

Value of Grant: \$4,400,000

Port Match: \$0

Status: NWSA is working with the Department of Commerce on the contracting language required for appropriation.

July-December 2020

T-46 Lease Improvements – Stormwater Basin 2

Project CIP Nos:	C102554-U00347
Authorization:	\$3,900,000
Phase:	Construction
Current Estimate:	\$3,058,000
Cost to Date:	\$2,595,956
Start:	4/12/2013
Schedule Completion:	Q2 2021
Project Manager:	Ticson Mach



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

Started potholing and excavation in the work area. Installed temporary stormwater re-route and whaler system for shoring. Removed existing electrical conduit. Started sheetpile shoring installation and encountered unforeseen obstructions of 30" boulder at various depths. The manufacturer is delayed in stormwater vault fabrication due to COVID-19.

Project Schedule

The project schedule is delayed by 4 months. Completion is expected by Q2 2021, delayed from original date of Q1 2021. The delay will not impact the project objectives or budget.

Authorization

February 4, 2020 – MM authorized overall program allocation of \$42,790,000.

The current allocation for this project is \$3,900,000.

Scope

Construction of stormwater vault to support future operation and fulfill TIGER grant obligation.

Project Cost

Project is anticipated to come in below budget. The total estimated cost of the project is \$3,058,000. The total project cost to date is \$2,595,956.

Risks

Potential risks that could impact the budget include: management of construction water, encountering obstructions during installation.

Grant

Name of Grant: TIGER
Value of Grant: \$616,040
Port Match: \$924,060
Grant Amount Received to Date: \$123,469
(anticipate receiving total amount by August 2021)
Status: awarded, expires 09/2021

July-December 2020

T-46 Dock Rehabilitation

Project CIP Nos:	C800603 - 104827
Authorization:	\$27,613,788
Phase:	Construction
Current Estimate:	\$23,740,000
Cost to Date:	\$20,138,127
Start:	11/6/2012
Schedule Completion:	Q2 2021
Project Manager:	Ticson Mach



Project Status

Schedule: Delayed
Budget: On or Within

Significant Developments/Scope Changes

Started demolition of damaged pilecap and deck panel. Discovered extensive additional soffit damages on cast-in-place deck adjacent to bent N72. Evaluated rehabilitation option for the additional soffit damages. N72 rehabilitation on hold until soffit damages rehabilitation is completed. Continue work on other pilecap.

Project Schedule

Construction scheduled has been delayed by 4 months from original date of Q1 2021 and will be complete by May 2021.

Authorization

February 4, 2020 – MM authorized overall program allocation of \$42,790,000.

The current allocation for this project is \$27,613,788.

Scope

Rehabilitate pile caps and underdeck panels from Bents 100 to N77.

Project Cost

The project will be completed below budget. The updated total estimated cost of the project is \$23,740,000. The total project cost to date is \$20,138,127.

Risks

Risks to the project that could impact the schedule and budget include working with tide under dock, unforeseen extended damages, and delays due to COVID-19.

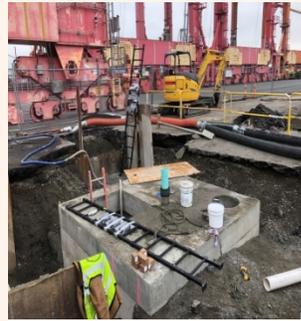
Grant

Name of Grant: TIGER
Value of Grant: \$8,323,877
Port Match: \$12,485,815
Grant Amount Received to Date: \$7,694,139 (anticipate receiving total amount by August 2021)
Status: awarded, expires 09/2021

July-December 2020

T-18 Stormwater Infrastructure

Project CIP No:	C800742
Authorization:	Cost share – POS Commission Lease Agreement (7/22/14)
Phase:	Construction
Current Estimate:	\$19,000,000
Cost to Date:	\$12,519,462
Start:	6/9/2015
Scheduled Completion:	10/31/2021
Project Manager:	Catherine Chu



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

There have not been any significant scope changes this period. Tenant (SSAT) completed Phase III Season 1 construction punch list.

Project Schedule

Due to COVID-19 impact, Phase III work is being constructed in two seasons, with 2nd season expected to be completed by October 2021, delayed from original date of October 2020. Tenant (SSAT) received Ecology’s approval (in Q3 2020) for this phased approach and Phase III Season 2 is expected to be completed by the revised date of October 2021.

Authorization

No new authorizations.

July 22, 2014 – Project authorized by Port of Seattle Commission.

February 4, 2020 – MM briefed on project status.

Current projected total project cost to NWSA is \$19M.

Scope

The tenant is to install level 3 stormwater corrective actions on the 180-acre terminal in three phases. The first phase completed in October 2016 treating 88.5 acres; Phase 2 was completed in November 2018 treating 45 acres; and treatment for the final 3rd Phase of 55 acres will be completed by end 2021.

T-18 Stormwater Infrastructure

Project Cost

The status review of the budget at the end of the 2020 construction season shows Phase III Season 2 is expected to be on budget.

Risks

Unanticipated site conditions; additional COVID-19 impact beyond currently anticipated.

The remaining contingency is low, at approx 4%, due to phasing, COVID requirements, and West Seattle Bridge closure impact.

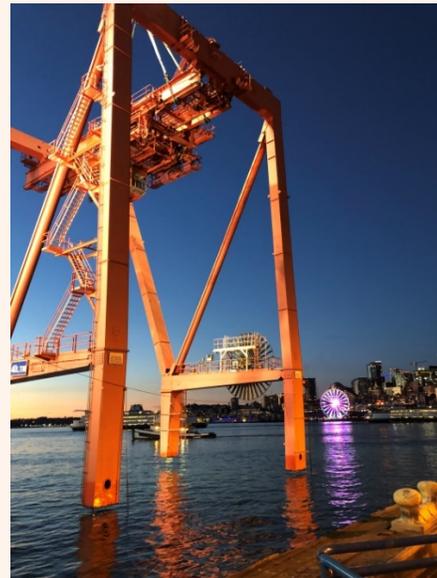
Grant

No grant funding is associated with this project.

July-December 2020

North Harbor Crane Dispositions

Project CIP No:	U00293
Authorization:	\$7,523,000
Phase:	Close Out
Current Estimate:	\$6,800,000
Cost to Date:	\$4,754,000
Start:	7/8/2015
Schedule Completion:	12/31/2020
Project Manager:	Curtis Stahlecker



Project Status

Schedule: On or Ahead
Budget: On or Within

Significant Developments/Scope Changes

The remaining six container cranes at Terminal 5 (of total ten in this project) were sold to SSA as part of the Matson Lease termination agreement. With the transfer of ownership, SSA agreed to remove the cranes from Terminal 5 and the project budget was increased to reflect this change.

Project Schedule

Project is ahead of schedule. The remaining six cranes were to be removed from the terminal by the end December 2020. SSA completed the work in early November 2020.

This is the **final** report for this project.

Authorization

The previous authorization was \$4,523,000. The

Lease termination agreement added an additional \$3,000,000 to the project budget.

The current authorization is \$7,523,000.

Scope

Remove the ten surplus cranes from the North Harbor. Four cranes were removed in 2019. Three cranes were moved and repurposed in the South Harbor in September 2020. The last three cranes were removed in November 2020.

Project Cost

The project is below budget. The total project cost to date is \$4,754,000, and the final estimated cost is expected to be less than \$6,800,000.

Risks

The project is complete and there are no further risks.

Grant

No grant funding is associated with this project.



**The Northwest Seaport Alliance
Executive Authorizations
July-December 2020**

No.	Project Title	Type of Request	\$ - this request
1	Blair Dock Fender Pile Repair	Project	\$76,032
2	Parcel 1A Inbound Canopy Replacement	Project	\$25,000
3	Maintenance Dredging at Piers 3/4 Husky Terminal	Project	\$32,400
4	Maintenance Dredging at WUT	Project	\$147,600
5	2020 Pavement Repairs at Terminals 3/4 (Husky)	Project	\$20,148
6	TOTE Bird Wire Repair	Project	\$67,525
7	WUT Crane Power Addition	Project	\$170,000
8	Maintenance Dredging at PCT	Project	\$30,000
9	PCT/Wapato Creek Culvert Repair	Project	\$73,608
10	Parcel 1A Inbound Canopy Replacement	Project	\$50,000
11	Maintenance Dredging at Piers 3/4 (Husky)	Project	\$25,000
12	Parcel 1A (TOTE) Bird Wire Repair	Project	\$27,520
13	Maintenance Dredging at PCT	Project	\$50,000
14	EB1 Yard Reconfiguration	Project	\$25,000
15	Pier 3 Waterside Crane Rail Switch Assessment	Project	\$15,000
16	Electrification Roadhup - SH	Project	\$50,000
17	Industrial Stormwater Permit Appeal	Project	\$70,000
18	SIM Charging Stations & Electric Trucks	Project	\$100,000
TOTAL			\$ 1,054,833