Delivering Big Projects at Small Ports



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Key Goals for the Port CW 2020 Strategic Plan

- **Waterfront Development:** Integrating the port's ongoing waterfront commercial and residential plans more prominently into the official framework.

- **Community Engagement:** Hosting public open houses, stakeholder interviews, and joint discussions with the cities of Camas and Washougal.

- **Infrastructure & Growth:** Building on prior goals to expand industrial parks (such as the Steigerwald Commerce Center), support local job growth, and enhance recreational spaces.

Capital Budget

Beginning the Budget Process

Port of Camas-Washougal
5 Year Future Capital Improvement Plan
Adopted: April 5, 2011; Revised: November 15, 2011; November 20, 2012; November 18, 2013; November 18, 2014; November 16, 2015; November 14, 2016; November 21, 2017; November 19, 2018; November 18, 2019; November 18, 2020; November 17 2021, November 16 2022

	2023	2024	2025	2026	2027
MARINA (Strategic Investments):					
Breakwater Access (construction) $1,501,897 grant max $1M with 25% match	$ 96,933				
Breakwater Permits (estimate)					
MARINA (Operational Capital Projects):					
Fuel Dock Construction $374,891 BIG grant $72,813, CVA grant $106,706	$ 19,366				
East dock replacement	$ 350,000				
Breakwater dock/fishing dock resurfacing	$ 20,000				
Dredging Hydrographic Survey		$ 10,000			
Dredge Engineering & Permitting		$ 100,000			
East and West Marina access lanes slurry			$ 30,000		
Seal & Paint Riverside Siding			$ 30,000		
Dredging *waiting for analysis				$ 750,000	
	2023	**2024**	**2025**	**2026**	**2027**
PARKS (Operational Capital Projects):					
Art Fund	$ 5,000	$ 5,000	$ 5,000	$ 5,000	
Waterfront Parking lots (east and west)				$ 15,000	
	2023	**2024**	**2025**	**2026**	**2027**
AIRPORT (Strategic Investments):					
AIRPORT (Operational Capital Projects):					
Unleaded fuel tank (permit/tank/install)	$ 200,000				
Tie-down plowing & re-seeding & 2 additional tie-downs (concrete) in-house	$ 20,000				
E row Roof Seal			$ 28,000		
Taxiway D, G & H Slurry seal			$ 65,000		
AP-5 Siding and Paint *(In house)*			$ 15,000		
AP-6 Windows *(In house)*			$ 10,000		
Hangar F Roof Seal & Paint				$ 63,000	
Taxiway F Slurry Seal				$ 15,000	
AP-6 Paint Exterior				$ 6,000	
Airport Parking Lot - paving					$ 30,000
Runways/Taxiways - main entrance road @ gate					$ 10,000

REAL ESTATE/INDUSTRIAL PARK (Strategic Investments):	**2023**	**2024**	**2025**	**2026**	**2027**
Bldg 20 (A&E) - 50,000 sq ft EDA grant $4,004,354, CERB grant/loan $1,440,873					
CIDA	$ 54,191				
Earth Engineers					
Bldg 20 Cultural Resources Discovery Plan - AINW					
Bldg 20 Base Bid	$ 3,261,115				
Bldg 20 Change Order #1					
Bldg 20 Change Order #2					
Bldg 20 Change Order #3	$ 411,778				
Bldg 20 Change Order #4	$ 20,692				
Bldg 20 Change Order #5	$ 24,789				
Bldg 20 Change Order #6	$ 11,101				
Bldg 20 Change Order #7	$ 8,460				
Bldg 20 Change Order #8	$ 3,118				
Bldg 20 Change Order #9	$ 4,586				
Bldg 20 Change Order #10	$ (365,786)				
Bldg 20 Demising Walls (6) Bathrooms (7) Electric Panel (7)	$ 618,609				
Bldg 20 Clark PUD SDC					
Bldg 20 Estimated Permit Costs					
SCC Connector Rd (41st St) - engineering $200,000 CAPITAL ASK					
SCC Connector Rd (41st St) - 1400' $2,200,000 construction CAPITAL ASK	$ 200,000				
Energy efficiency projects (Port lighting updgrades/Bldg 10 insulation)	$ 45,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
West-side Waterfront Development	$ 150,000		$ 50,000	$ 250,000	
Bldg 21 Estimated Design & Permit Costs (construction 2028)					$ 700,000
REAL ESTATE/INDUSTRIAL PARK (Operational Capital Projects):					
Seal & Coat Parking Lot - Bldg 8	$ 15,000				
Seal & Coat Parking Lot - Bldg 11	$ 20,000				
Seal & Coat Parking Lot - Bldg 15	$ 18,000				
Seal & Paint Exterior & Bldg Sign - Bldg 4	$ 29,000				
IP Shop - building B doors	$ 15,000				
Bldg 10 RTU's (5)	$ 20,000				
Rail Repair	$ 15,000				
HVAC Units	$ 30,000				
Bldg 4 - Windows & Doors		$ 15,000			
Seal & Paint Exterior & Bldg Sign - Bldg 5		$ 24,000			
Bldg 5 - Windows		$ 10,000			

Capital Budget

Rail Repair - Various Code 2		$ 15,000			
Rail Crossing 28th & Index		$ 100,000			
HVAC		$ 50,000			
Rail- Switch 6113 rebuild			$ 7,000		
Courthouse Windows			$ 60,000		
Seal & Paint Exterior - Bldg 19			$ 35,000		
Bldg 6- Slurry seal parking lot			$ 15,000		
Bldg 7- Slurry seal parking lot			$ 25,000		
Bldg 14- Slurry seal parking lot			$ 12,000		
Bldg 16- Slurry seal parking lot			$ 12,000		
Asphalt Survey			$ 10,000		
Lincoln St.- Slurry seal			$ 35,000		
HVAC Units			$ 50,000		
Rail				$ 115,000	
Streets				$ 15,000	
Seal & Paint Exterior - Bldg 16				$ 25,000	
Bldg 17 - Slurry seal parking lot				$ 30,000	
Bldg 19 - Slurry seal parking lot				$ 20,000	
HVAC Units				$ 50,000	
Bldg 5 HVAC					$ 25,000
HVAC Units					$ 25,000
Courthouse - courtroom HVAC					$ 40,000
Westlie Ford - Overhead doors					$ 30,000
IP Streets -					$ 80,000
IP Rail					$ 15,000
	2023	**2024**	**2025**	**2026**	**2027**
LEVEE (Operational Capital Projects):					
Levee Bank Restoration	$ 50,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Lawton Creek Design					
Lawton Creek Permitting					
Lawton Creek Construction					

	2023	**2024**	**2025**	**2026**	**2027**
VEHICLES (Operational Capital Projects):					
F-150 - Hybrid (electric vehicle not available until 2025 - order in 2023)	$ 60,000				
Gravely Mowers (2)	$ 24,000				
Replace Ford Explorer - For electric vehicle	$ 40,000				
Backhoe			$ 80,000		
New Utility Vehicle Marina			$ 17,000		
Extra Cab Truck - electric vehicle (order in 2023)			$ 80,000		
Main Levee Mower					$ 65,000
	2023	**2024**	**2025**	**2026**	**2027**
ADMINISTRATION OFFICE (Other Capital Projects):					
Slurry Seal Main Parking Lot				$ 20,000	
TOTAL CAPITAL IMPROVEMENT PROJECTS COSTS	**$ 5,494,952**	**$ 404,000**	**$ 746,000**	**$ 1,454,000**	**$ 1,095,000**
	2023	**2024**	**2025**	**2026**	**2027**
CONTINGENCY CAPITAL PROJ W/ 2022 NET OPERATING & NON-OPERATING INCOME					
Cloud based Financial Systems Implementation Cost $29,810 plus travel for training	$ 27,025				
Bldg 8 Overhead door					
Bldg 19 Roof Repair - need estimate	$ 25,000				
Bldg 4 Office Remodel					
Utility Vehicle for Marina	$ 20,000				
New gate system - Marina and Port Main office building	$ 15,375				
TOTAL CONTINGENCY CAPITAL IMPROVEMENT PROJECTS COSTS	**$ 87,400**				

Project Development

What are we going to construct?

- Spec?
- Build to suit?
- Building size? What is the demand?
- Determining bay size (3,300’-6,600-9,900)?--flexibility
- Determine a budget



Hiring an Engineering Firm

What are we going to construct?

- SAO procedures
- Professional Services Contract
  - Clearly define the scope of work and expected deliverables.
  - Understand what services are included in the contract and what will cost extra.
  - Establish expectations for project oversight and contract administration
- Negotiations
- Commission Approval

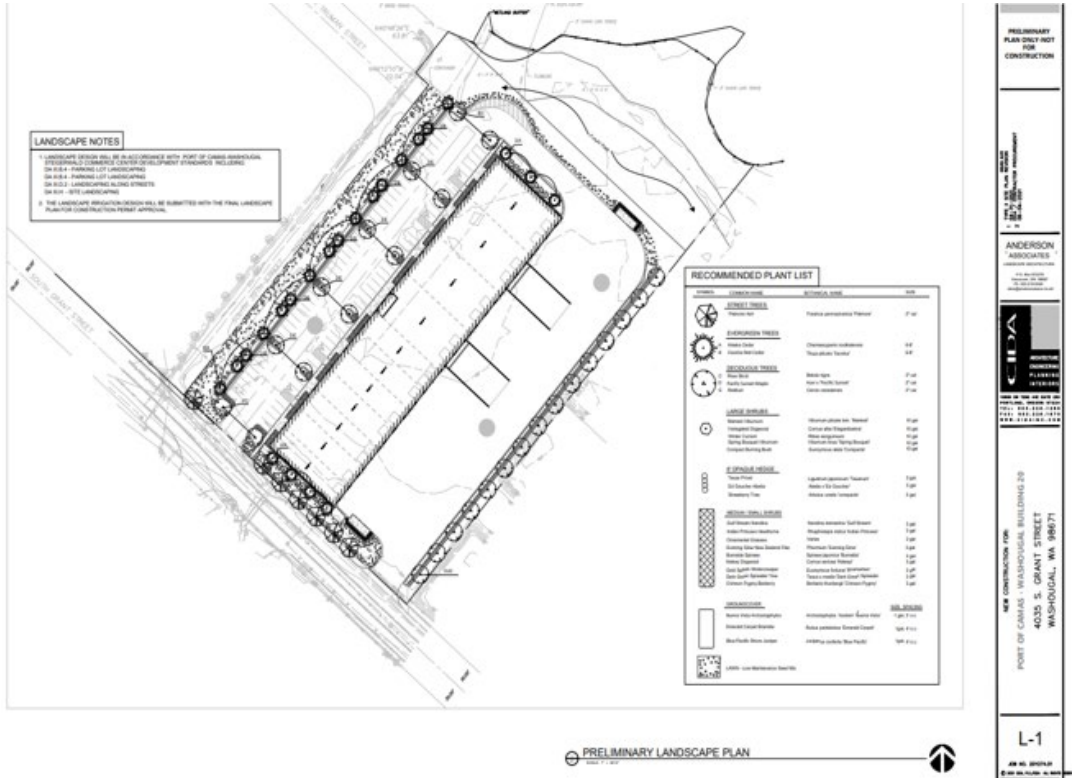


Project Design Layout

Site Layout (Future Planning)



Predesign Layout



Paying for your Project

Building #20 Funding

- Total Construction $10,167,020.54
- EDA $4,004,354
- CERB GRANT $216,131
- CERB Loan $1,224,742.00
- CPU EV Grant $30,000
- Port Funds $4,691,793.54

Understand procurement and contracting requirements associated with each funding source.



Let's Hear From You: What Challenges or Similarities Does This Project Planning and Funding Experience Bring to Mind for You?

Bidding/Commission Approval/Construction/ Contract Administration

- Bid process
  - Confirm procurement method and applicable requirements
  - Ensure bid documents clearly define the work, contract terms, responsibility and expectations
  - Evaluate bid responsiveness and bidder responsibility
- Commission approval
  - Confirm award requirements and approval authority
- Construction Contract



Construction: Now the Real Work Begins

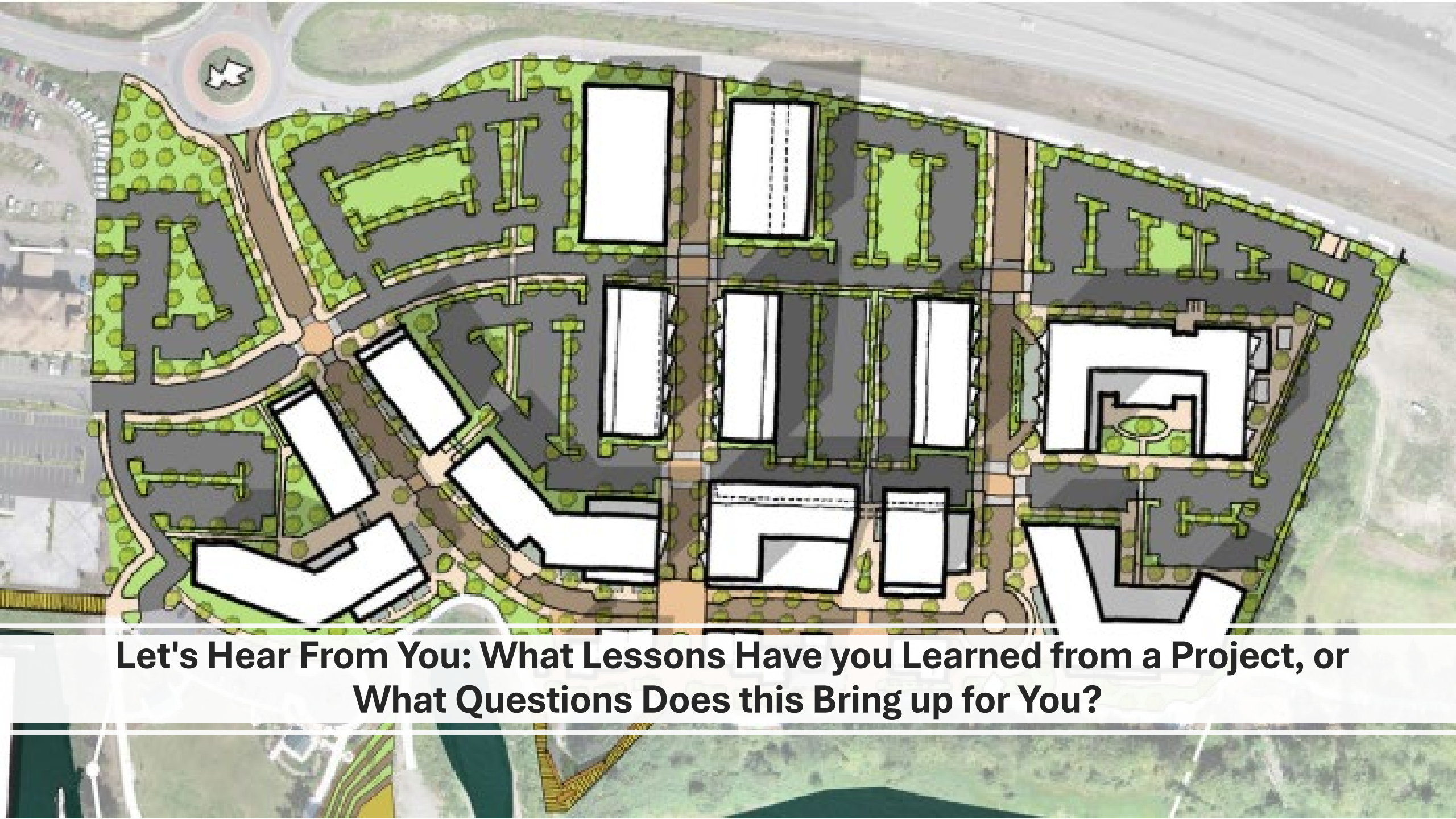
- Designate a Project Manager
  - Port staff
  - Hire the engineering firm
  - Mixture of both
- Weekly Construction Mtgs / Site visits during construction
  - Establish authority to approve contract changes.
  - Monitor contract performance, schedule, and costs
  - Document changes, decisions, and additional costs.



Project Completion

- Finalizing Documents
  - Payment certifications
  - Warranties
  - Reporting
- The Big Three
  - Department Revenue
  - Labor and Industries
  - Employment Security





Let's Hear From You: What Lessons Have you Learned from a Project, or What Questions Does this Bring up for You?



A practical approach for ports with limited staff and limited capital

From Opportunity to Operating Asset

Jay Hester • Economic Development Director • Port of Walla Walla

Big Projects Don't Always Start with Big Plans



- A tenant inquiry can create an unexpected opportunity



- Don't wait until you have a ready-made site



- Ask whether the project fits your community



- Be willing to explore possibilities

Sometimes Your First Location Isn't the Right One

- Evaluate existing properties before committing
- Structural condition can rule out an attractive location
- Don't force a project onto the wrong asset
- Keep alternative sites in mind

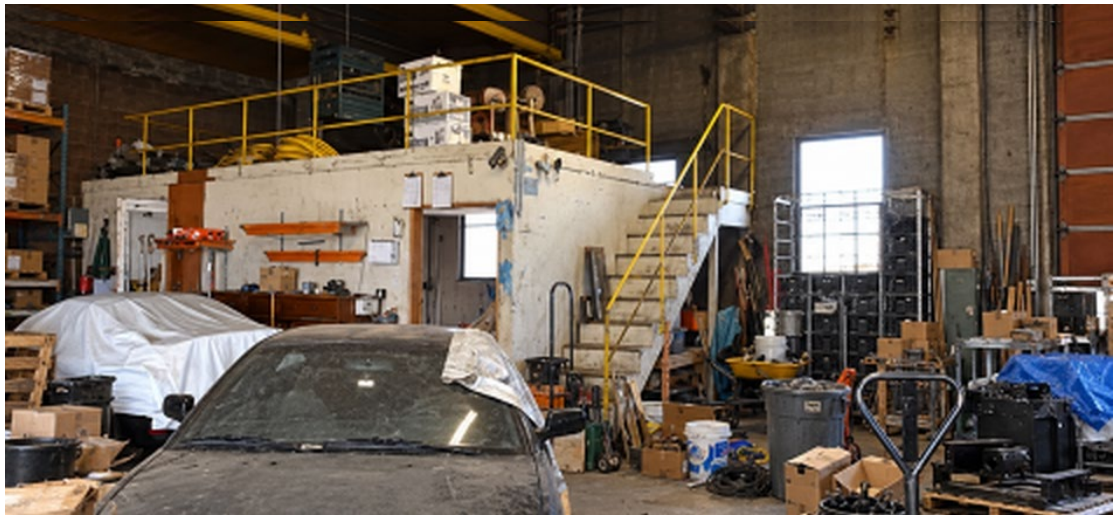




Recognize Opportunities in Existing Assets

- Inventory underused public and private property
- Know local realtors, property owners and utilities
- Consider bank-owned properties and brownfields
- Review environmental history before acquisition





Turning an Opportunity Into a Project

- Understand the tenant’s production and storage needs
- Partner with the City on property and wastewater solutions
- Leverage County .09 funds for building renovations
- Control development costs and avoid overbuilding





Let's Hear From You: What Opportunities or Underused Assets at your Port does this Bring to Mind?

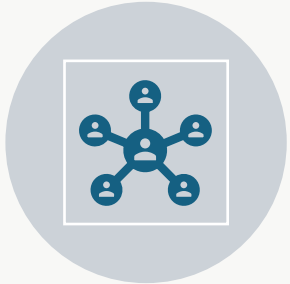
Learn From Those Who Have Done It



Visit other ports and exchange ideas



Learn from their successes and challenges



Use WPPA staff to connect with experienced peers



Adapt proven approaches to your own community

CERB: Plan Before You Invest

- Use CERB feasibility and planning grants to test ideas
- Bring in consultants for engineering, costs and site readiness
- Understand pricing and what the Port can afford
- Know CERB construction and county .09 funding options



Know What You Can Afford Before Taking on More Debt

- Track annual principal and interest payments
- Include rent, tax revenue and operating expenses
- Identify when existing debt retires
- Look ahead to future borrowing capacity

PRINCIPAL & INTEREST														
GENERAL DEBT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Beyond	Total
Bond Debt														
2022 BOND DEBT ($3M)	$254,754.40	$254,189.40	$254,465.40	$254,550.60	$254,445.00	$255,148.60	$254,629.60	$254,919.80	$254,987.40	$254,832.40	$255,454.80	$253,822.80	-	$3,056,200.20
Total Bond Debt	**$254,754.40**	**$254,189.40**	**$254,465.40**	**$254,550.60**	**$254,445.00**	**$255,148.60**	**$254,629.60**	**$254,919.80**	**$254,987.40**	**$254,832.40**	**$255,454.80**	**$253,822.80**	**-**	**$3,056,200.20**
Infrastructure Loan														
INFRASTRUCTURE LOAN	$30,309.94	$30,309.94	$30,309.94	$30,309.72	-	-	-	-	-	-	-	-	-	$121,239.54
Total Infrastructure Debt	**$30,309.94**	**$30,309.94**	**$30,309.94**	**$30,309.72**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$121,239.54**
Other & CERB														
PROPERTY / FACILITY LOAN	$60,780.24	$60,780.24	$60,780.24	$55,715.22	-	-	-	-	-	-	-	-	-	$238,055.94
INTERFUND LOAN	$38,964.28	$38,964.28	$38,964.28	$38,964.28	-	-	-	-	-	-	-	-	-	$155,857.12
CERB LOAN A (NO INTEREST)	$28,533.33	$28,533.33	$28,533.33	$28,533.33	$28,533.39	-	-	-	-	-	-	-	-	$142,666.71
CERB LOAN B ($400K)	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.80	$21,609.83	$43,220.07	$302,537.70
CERB LOAN C ($375K)	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$27,631.78	$55,263.55	$386,844.91
CERB FACILITY EXPANSION LOAN ($914,60(	$99,735.88	$99,735.88	$99,735.88	$99,735.88	$99,735.88	$99,735.88	$99,735.88	$99,735.88	$99,735.92	-	-	-	-	$897,622.96
CERB INFRASTRUCTURE LOAN ($4.25M)	-	$544,782.38	$460,845.26	$460,845.26	$460,845.26	$460,845.26	$460,845.26	$460,845.26	$460,845.26	$460,845.26	$460,845.21	-	-	$4,692,389.67
Total Other & CERB Debt	**$277,255.31**	**$822,037.69**	**$738,100.57**	**$733,035.55**	**$638,356.11**	**$609,822.72**	**$609,822.72**	**$609,822.72**	**$609,822.76**	**$510,086.84**	**$510,086.79**	**$49,241.61**	**$98,483.62**	**$6,815,975.01**
TOTAL GENERAL DEBT	**$562,319.65**	**$1,106,537.03**	**$1,022,875.91**	**$1,017,895.87**	**$892,801.11**	**$864,971.32**	**$864,452.32**	**$864,742.52**	**$864,810.16**	**$764,919.24**	**$765,541.59**	**$303,064.41**	**$98,483.62**	**$9,993,414.75**

Design for Future Use

- Meet tenant needs without designing for only one use
- Consider future tenants and other industries
- Avoid improvements that make reuse difficult
- Protect the Port’s long-term investment



Return on Investment Is More Than Cash

- Financial sustainability still matters
- Jobs and private investment are community returns
- Tax base and local economic activity create value
- Measure the full return, not just Port rental income



Let's Hear From You: How Does Your Port Think About Project Success Beyond the Financial Return?

Resources and Next Steps

CERB Planning Program	Feasibility, engineering and site readiness
CERB Committed Private Partner	Infrastructure supporting private investment
County .09 Economic Development Funds RCW 82.14.370	Potential grants and loans; varies by county
Washington Public Ports Association	Peer connections and technical resources

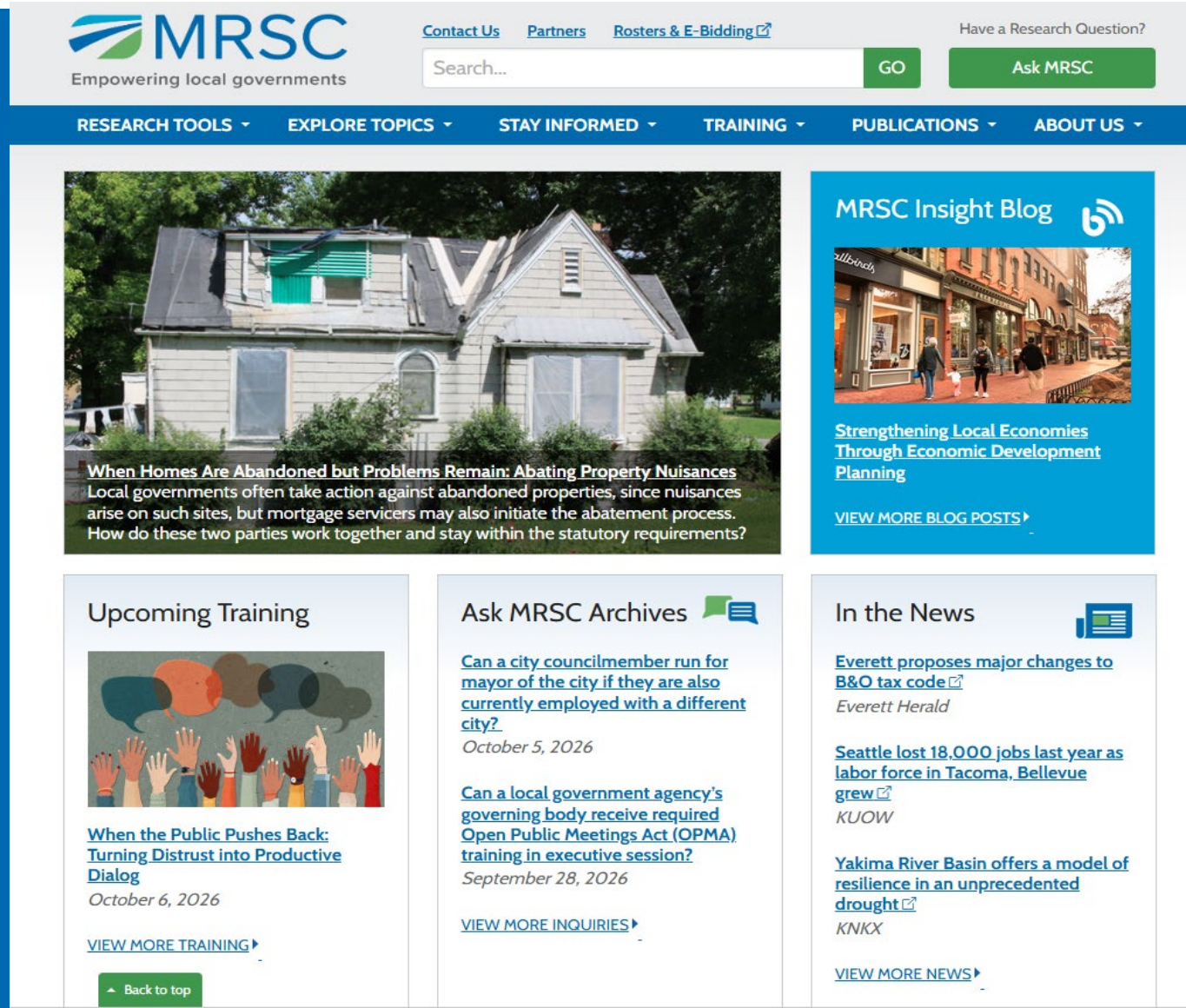
County examples: Yakima County SIED and Walla Walla County Economic Development Sales Tax Fund.

Procurement Takeaways

1. **Plan Early**
   Understand procurement requirements before starting the process.
2. **Define Expectations**
   Clear scopes and contracts reduce confusion and risk.
3. **Know Your Requirements**
   Funding sources can add procurement and contract obligations.
4. **Manage the Contract**
   Establish authority, document changes, and monitor performance.
5. **Use Your Resources**
   MRSC, WPPA, peer ports, and experienced consultants can help.

MRSC Website

mrsc.org



About MRSC

Research and Consulting Services for Washington Local Governments and State Agencies

- Guidance on hundreds of topics
- Research tools
- Publications
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- Free consultation (Ask MRSC)
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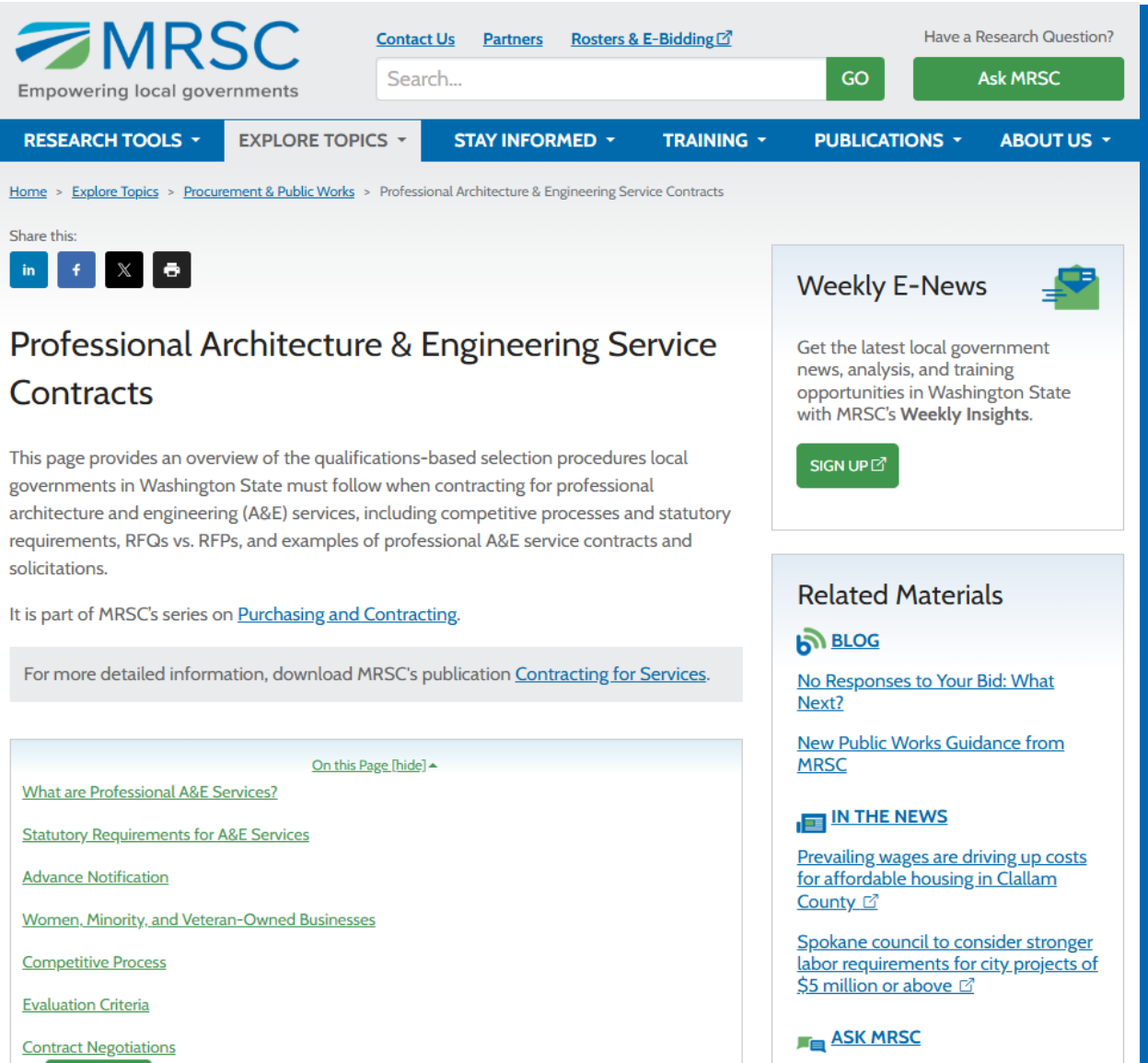
After Today's Training



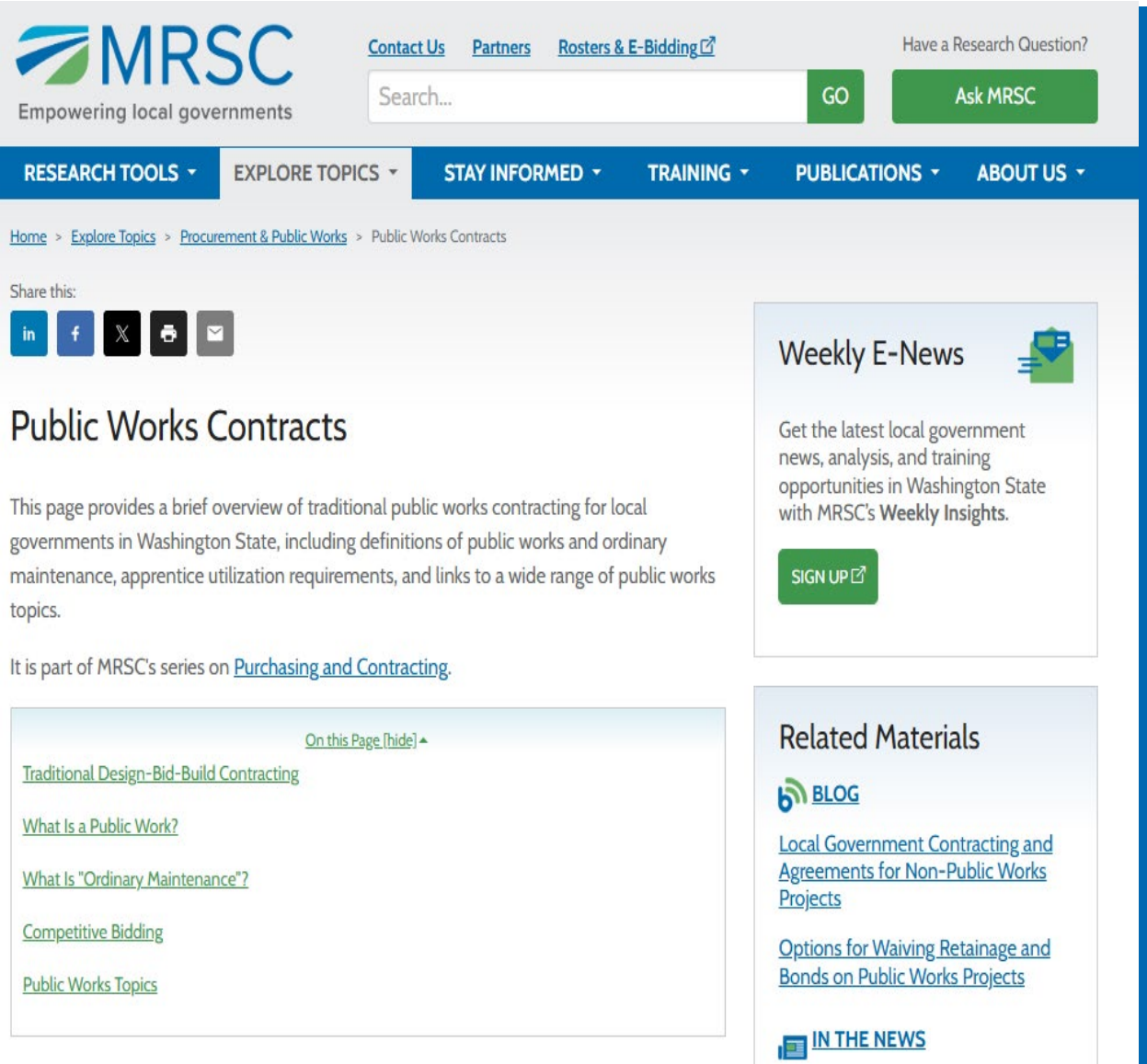
Professional A&E Service Contracts Resource



For an overview of the qualifications-based selection procedures port districts must follow when contracting for professional architecture and engineering (A&E) services, visit:

Professional Architecture & Engineering Service Contracts

Public Works Contracts Resource



For an overview of traditional public works contracting, including definitions of public works and ordinary maintenance, apprentice utilization requirements, and links to a wide range of other public works topics, visit:

Public Works Contracts

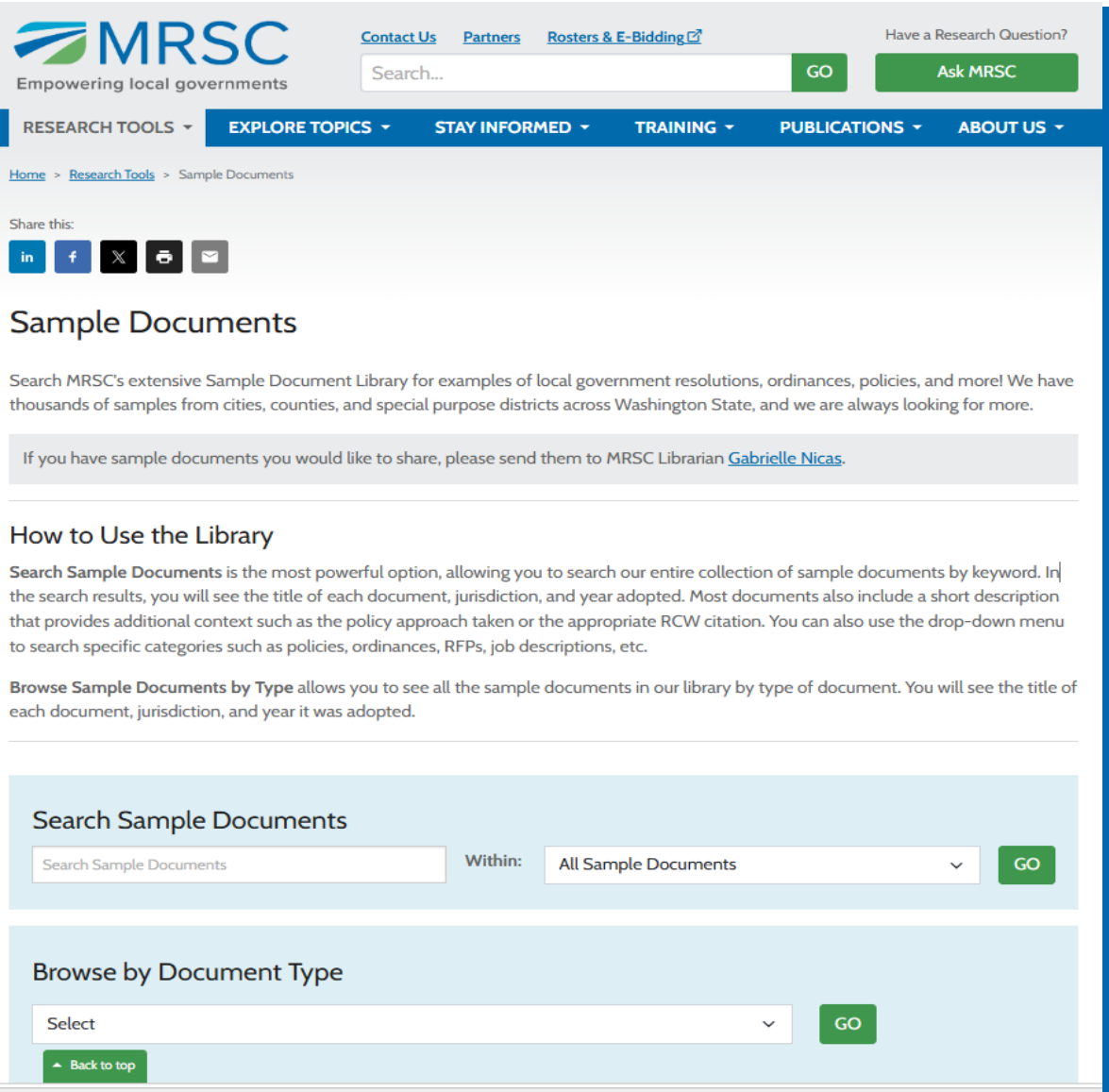
Alternative Public Works Contracting Resource



For a general overview of design-build contracting, general contractor/construction manager contracting (GC/CM), and job order contracting (JOC), visit:

Alternative Public Works Contracting Methods

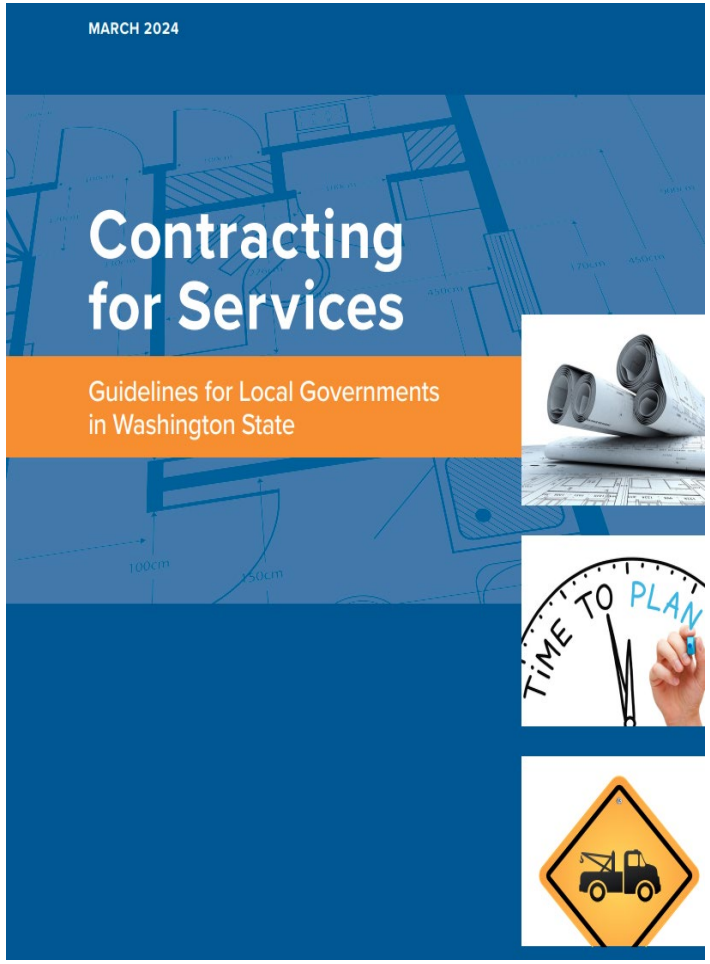
Sample Document Library



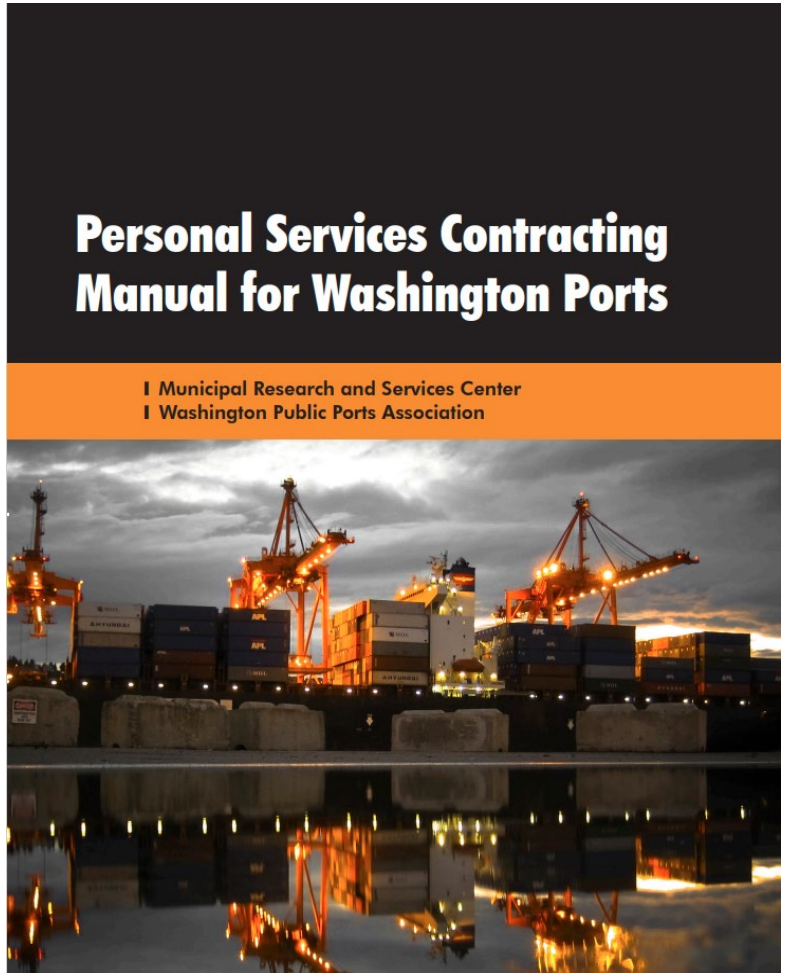
The Sample Document Library has project examples from port districts, cities, counties, and other special purpose districts when searching “RFP/RFQ/Bid Documents”:

Sample Documents

Services Publications



[Contracting for Services]

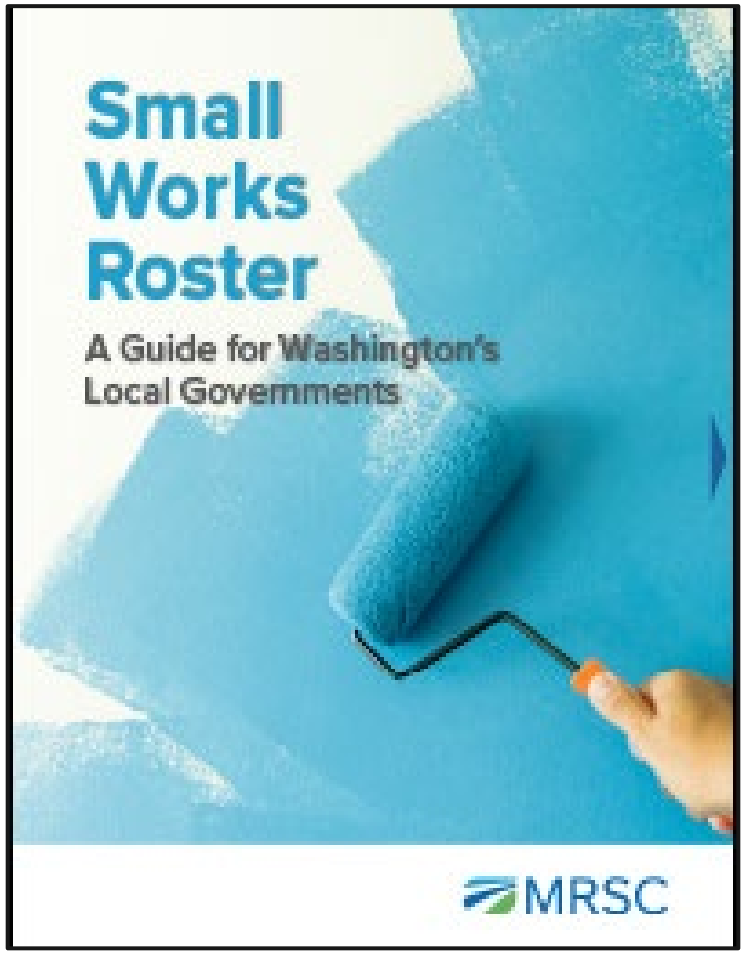


[Personal Services Contracting Manual for Washington Ports]

Public Works Publications



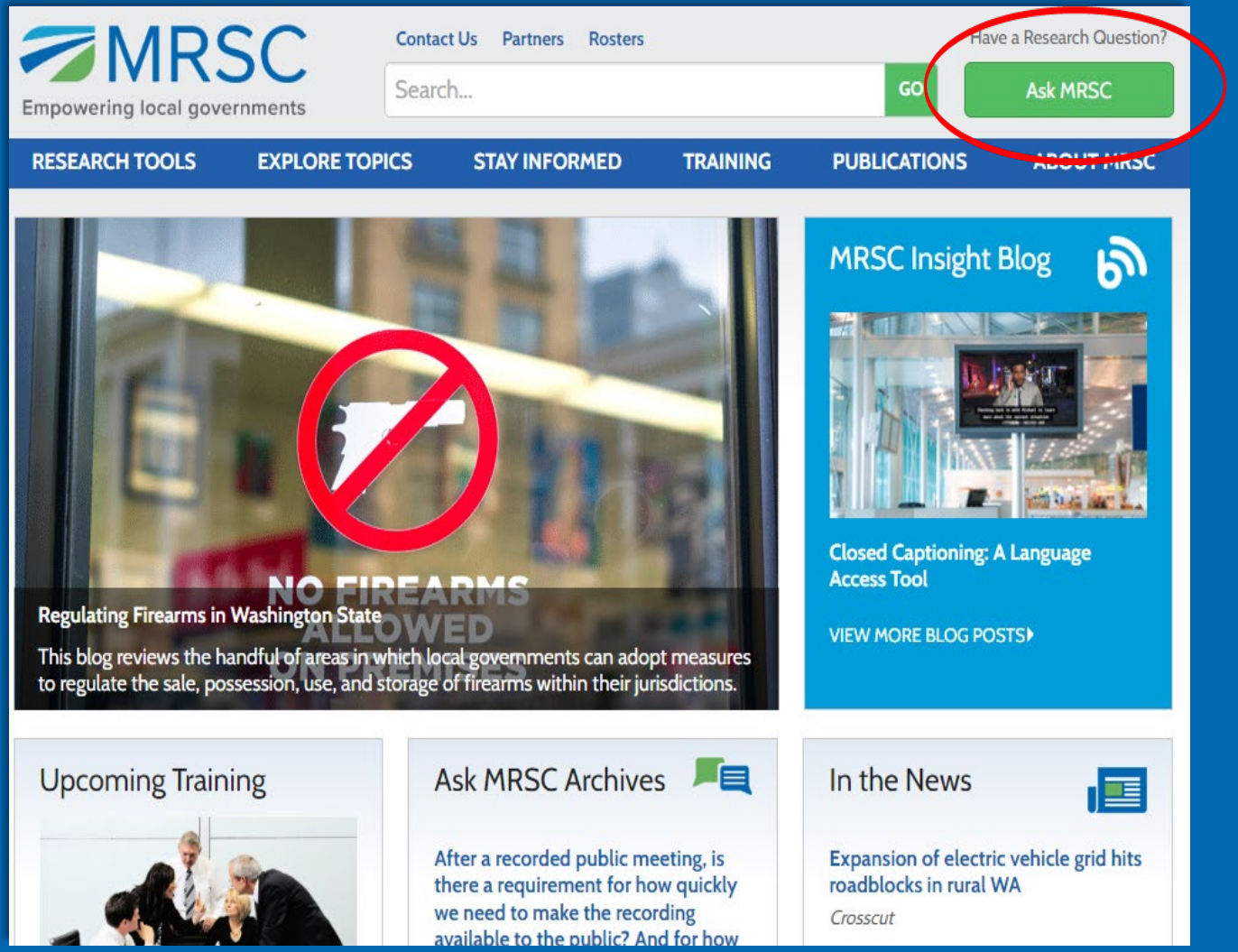
[Public Works Best Practices Manual]

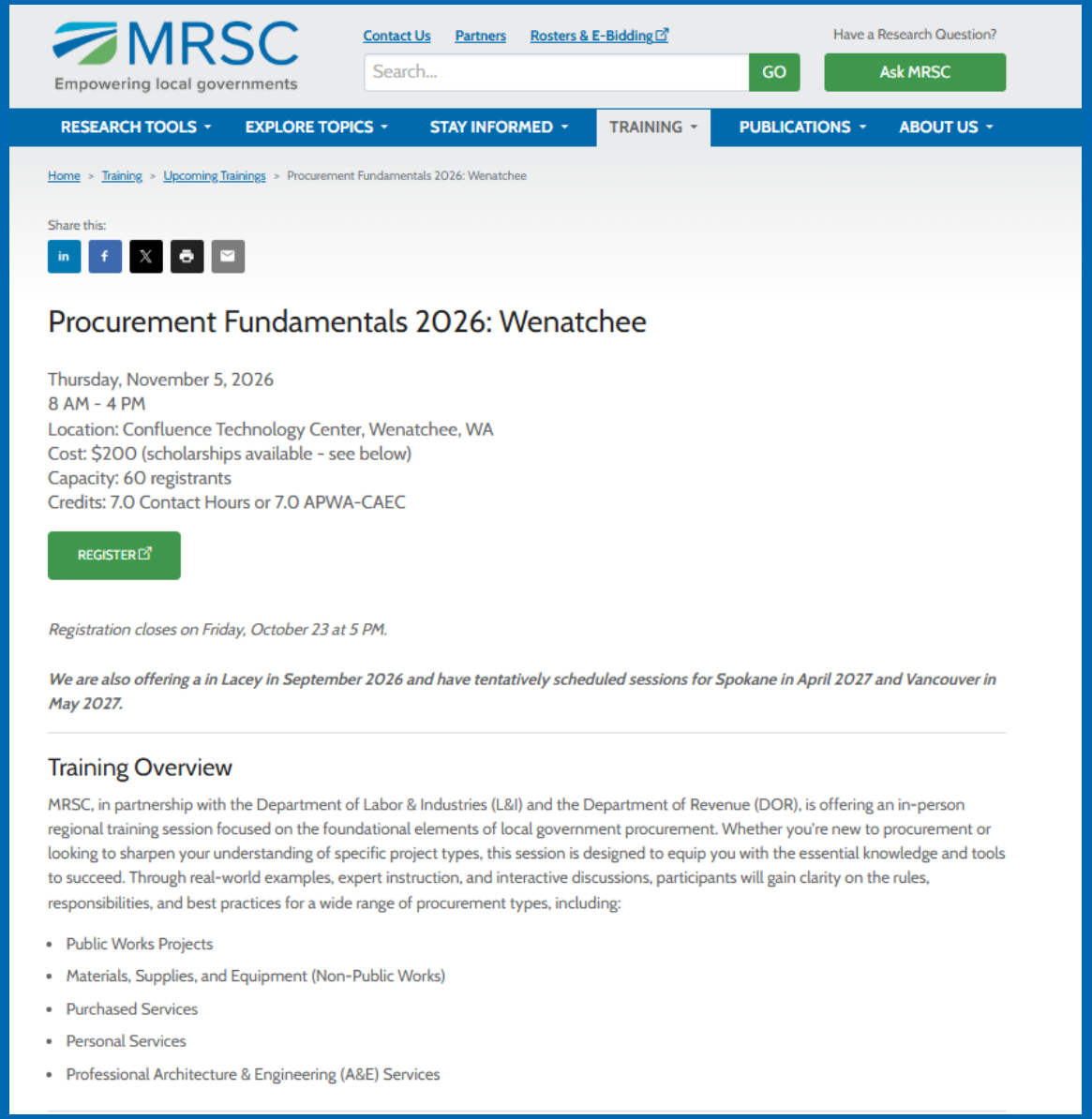


[Small Works Roster Guide]

Project Question? Ask MRSC!

Most port districts in are eligible for our Ask MRSC Service.





MRSC - Upcoming Trainings

Stay up-to-date with the latest news and analysis from MRSC!

- New legislation and court decisions
- Emerging issues
- Policy and financial guidance
- Management tips



Sign up for our e-newsletters at **mrsc.org/e-news**



What Else Would You Like to Hear?

Thank You!

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