



Port of San Francisco

Capital Improvement Program

Fiscal Years 2022-23 through 2026-27

August 2022



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Executive Summary

For more than a decade, the Port of San Francisco has used its ten-year Capital Plan to guide its capital investments by determining the overall scope of its capital need and the resources required to improve its capital assets. The Capital Plan educates the public and policy makers about the magnitude of the Port's capital need, as well as the limited resources available to address them. The Fiscal Year (FY) 2021-22 to FY 2030-31 Capital Plan identifies a \$1.994 billion state of good repair (SOGR) investment need, \$1.49 billion of which the Port cannot currently afford to fund.

The biennial Capital Budget is the Port's tool to allocate available funding to projects. In 2012 the Port Commission adopted a policy requiring the Port to allocate 25% of its operating revenue annually to fund capital. While this policy was successful in increasing capital, the onset of COVID has dramatically decreased Port revenues and funds available for capital investment in FY 2020-21 and FY 2021-22. Despite this challenge, the Port sees an emerging opportunity as the federal and state governments allocate billions of dollars to the nation's infrastructure needs.

To date, Port staff has worked diligently to secure \$114 million in grants from the State of California to offset the negative economic impacts caused by COVID. While that \$114 million will allow the Port to maintain critical capital investments, the underlying challenge of a capital need that far exceeds the Port's available dollars remains fundamentally unchanged. The Port must therefore seek additional infrastructure funding from sources, including the \$1 trillion federal infrastructure bill enacted in November 2021. Future capital plans will provide more detail on staff efforts to win federal infrastructure dollars as the federal government disbursement mechanisms and eligibility criteria become clearer.

To facilitate strategic analysis and bridge the gap between the distant ten-year time span of the Capital Plan and the immediacy of the two-year Capital Budget, the Port developed its first five-year Capital Improvement Program (CIP) in 2018. Unlike the ten-year Capital Plan, which identifies the Port's total capital needs regardless of available funding, the CIP program specifies projects according to the amount of capital funding staff estimates will be available over the next five years. The CIP also allows staff to consider the time span necessary to conceive, design, and deliver capital projects, as well as the priority of each project given its contribution to the Port's maritime mission, revenue generating capacity, and impacts on race equity. The CIP lays out the Port's vision for addressing as many of the needs identified in the Capital Plan as possible, given limited resources, and is updated every two years in conjunction with the City's biennial budget development.

In order to better inform capital investment decisions, the Port implemented the Facility Inspection and Repair Project Assessment (FIRPA) in 2019. FIRPA engages specialized engineering teams to develop highly detailed condition assessments for critical Port assets. These assessments, which include cost estimates to bring facilities into a state of good repair for the next 30 years, have proven to be highly valuable for many Port capital decisions and form the basis of multiple projects funded in this CIP. Staff will use FIRPA to review a number of Port facilities every year until all major facilities have been evaluated with the goal of assessing every Port facility approximately every ten years.

The chart below provides an overview of the Port’s full five-year capital program. The \$205.5¹ million of work proposed in this CIP is funded through a mix of internal Port revenue (\$88.3 million), South Beach Harbor revenue (\$7.2 million), state stimulus (\$62.3 million), and other external sources (\$47.7 million).

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Total
Port Harbor Fund	\$13.3	15.0	20.0	20.0	20.0	88.3
South Beach Harbor Fund	1.5	1.6	1.6	1.3	1.3	7.2
State Stimulus Fund	54.8	7.5	0.0	0.0	0.0	62.3
Grant Fund	1.0	0.0	0.0	0.0	0.0	1.0
General Obligation Bonds	13.9	9.1	7.8	8.0	7.9	46.7
TOTAL	\$84.5	\$33.1	\$29.4	\$29.3	\$29.2	\$205.5

The CIP presents the details of the Port’s vision for \$205.5 million in capital improvements to San Francisco’s waterfront for the next five years. While Staff has maximized external funding sources in this five-year period, the amount still falls far short of the pace required to meet the \$1.994 billion capital need identified by the ten-year Capital Plan. Nonetheless the Port is proud to have prioritized 9 projects with an impact on race equity despite funding shortfalls. These projects totaling \$44.1 million include improvements serving communities of color in the southern waterfront, or industries with high proportions of black, indigenous, or other workers of color.

[Introduction](#)

About the Port

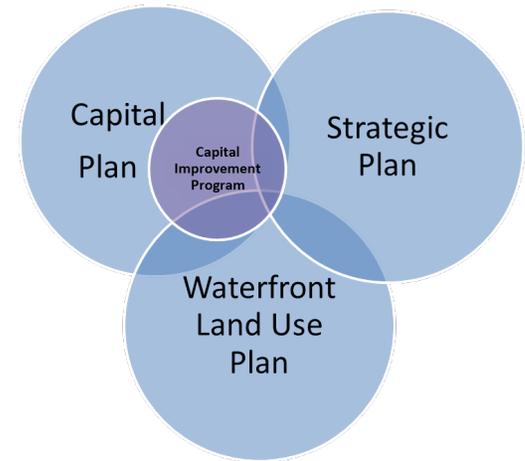
The Port of San Francisco oversees the seven and one-half miles of San Francisco waterfront adjacent to San Francisco Bay. Port lands were owned and managed by the State of California until the State Legislature approved the Burton Act in 1968, granting these lands to the City and County of San Francisco and establishing the San Francisco Port Commission. The Port Commission oversees the Port of San Francisco, a self-sustaining enterprise department. Port lands must be used consistently with public trust principles for the benefit of all California citizens, to further navigation and maritime commerce, fisheries, public access and recreation, environmental restoration, and commercial activities that attract the public to the waterfront.

As an enterprise agency, the Port develops, markets, leases, administers, manages, and maintains the waterfront, using tools such as traditional leases, public-private partnerships, and fees to fund ongoing Port operations and infrastructure investments. The Port’s jurisdiction stretches from Hyde Street Pier to Heron’s Head Park in Bayview-Hunters Point. The Port’s operating portfolio consists of approximately 580 ground, commercial, retail, office, industrial, and maritime leases, including leases of many internationally recognized landmarks such as Fisherman’s Wharf, Pier 39, the Ferry Building, Oracle Park (home of the San Francisco Giants baseball team), and the Exploratorium.

¹ This chart differs than Table 3-6 of the staff report for Item 7A of the February 22, 2022 Port Commission meeting due to an increase to the South Beach Harbor budget of \$1.1 million and the removal of the General Fund request budget of \$4.0 million that was not approved.

The Role of the Capital Improvement Program at the Port

The Port’s Capital Improvement Program is shaped by three guiding documents: 1) the Ten-Year Capital Plan, which suggests where work is needed and what level of investment is achievable in coming years to maintain and enhance Port property; 2) the Waterfront Land Use Plan, which provides vision and policy guidance for long-term improvements to San Francisco’s waterfront; and 3) the Strategic Plan, which lays out the Port’s action plan for the next five years.



The CIP details the capital projects the Port anticipates funding and initiating over the next five years to maintain and enhance its capital assets. This specific work program represents a prioritized subset of the much greater need for capital work identified in the Port’s ten-year Capital Plan; it is the work the Port has the funding and capacity to advance in this time frame.

Every two years the Port, in conjunction with the rest of the City, adopts a biennial budget. The two-year Capital Budget, when adopted by the Port Commission, represents the first two years of the five-year CIP. The Port updates its five-year CIP every other year, using the first two years of the CIP to build the Capital Budget. In alternate years, the Port will continue its cycle of biennial updates to the Capital Plan, to capture the overarching, longer-term need.

Ten-Year Capital Plan

The Port’s ten-year Capital Plan identifies the optimal infrastructure investments the Port must make to bring its capital assets into a state of good repair and estimates the resources the Port expects to have available for such repairs over the next ten years. It also includes the capital enhancements the Port anticipates making over that period. Enhancements are capital projects that improve Port assets beyond their original condition. The Capital Plan helps to educate the public and policy makers about the magnitude of the Port’s capital needs, as well as the limited resources available to address them. The chart below summarizes the needs and resources identified in the Port’s ten-year Capital Plan for FY 2021-22 to FY 2030-31. The chart highlights the Port’s expectation that it will be able to address approximately 25% of the total state of good repair (SOGR) need and nearly 64% of the enhancement need identified by the Capital Plan over the next ten years.

Unfunded Need (\$millions)

	State of Good Repair	Enhancements*	Total*
Need	\$1,994.0	\$1,931.0	\$3,925.0
Revenue	\$503.1	\$1,239.6	\$1,742.6
Unfunded Gap	\$1,490.9	\$691.4	\$2,182.4

*Enhancements column and total column exclude conditional seismic needs, as that is a potential need, not a definite need.

Port staff used the Capital Plan as a reference document for developing the CIP. The Capital Plan identified which facilities were in need of investment. The CIP process then refined project cost estimates in the Capital Plan. As the Port completes capital projects funded in the CIP, staff will log this work as a reduction to the Port's total need in the next Capital Plan update.

Notably, the largest capital need facing the Port is currently not entirely reflected in the Capital Plan figure above. The Waterfront Resilience Program (WRP), which will improve the resilience of the Port's 7.5-mile waterfront to seismic and sea level rise risks, is estimated to cost in excess of \$5 billion. Because that figure is subject to substantial variance as the specific projects that comprise the program are selected and designed, and given the scale and variability of the WRP total cost compared to available funds, Port staff only included costs in the "enhancements" category of the Capital Plan to the extent funding sources have been identified. The Port will include future resilience costs as specific projects are selected and when cost estimates and funding sources are identified.

Waterfront Land Use Plan

The Waterfront Land Use Plan (Waterfront Plan) establishes Port land use and urban design policies to guide improvements for the benefit of San Francisco and California. The Waterfront Plan is informed by diverse public interests and provides a comprehensive vision for use of Port land. The policy recommendations that were developed through the public planning process were endorsed by the Port Commission and provide the basis for updating the Waterfront Plan. Environmental review of the plan has begun and is anticipated to be complete by the end of 2022, after which the Port Commission will consider adoption of the updated Waterfront Plan.

The funding shortfall identified in the ten-year Capital Plan informed the discussions in the Waterfront Plan public process about the tradeoffs and priorities for waterfront improvement projects, as well as ideas to increase revenue generation and possible uses for new financial resources. In turn, policy recommendations from the Waterfront Plan guide Port priorities for new potential development projects and leases, which may result in future CIP updates.

Strategic Plan

The Strategic Plan is the Port's five-year operating guide to achieving the Port's vision of a vibrant and diverse waterfront. The Port's mission articulated in the Strategic Plan—*The Port of San Francisco manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the City, Bay Area region and California*—underpins the Port's approach to capital planning and development of the CIP. As detailed, the selection criteria staff used to evaluate proposed projects are focused on advancing projects that support this mission. Additionally, the Strategic Plan includes seven specific strategies the Port uses to realize its mission: Economic Recovery, Productivity, Equity, Resilience, Sustainability, Evolution, and Engagement. Every capital project in this plan advances at least one of these strategies.

Together, these documents guide the Port toward its vision of delivering vibrant experiences along the waterfront that enrich the City and San Francisco Bay.

CIP Development Process

To begin the process of developing the CIP, the Port's Finance team solicited capital requests from all Port divisions. Adding previously unfunded projects as well as the results from the 2021 FIRPA inspections, divisions completed project forms including information about the project scope, schedule, budget, return on

investment, impacts on race equity, safety improvements, and the relationship to the Port’s mission. The Finance team and the Project Management Office compiled and analyzed the project requests and provided a packet of information to the Port’s Deputy Directors for review. The Deputies met over the course of two days to discuss the projects and rank them against one another using the principles outlined below.

Funding Principles

The Capital Technical Review Committee reviewed all projects to determine if they fell into one or more of the following prioritization categories:

Honor Prior Commitments—the project was funded in a previous Capital Budget and additional funds are needed to complete the project due to expanded scope, a new cost estimate, or bids that came in over the approved budget.

Address Priority Health and Safety Needs—the project is legally mandated or failure to complete the scope puts the Port in imminent jeopardy of being legally mandated to do the work.

Meet Imminent Leasing Needs—the project is required to prepare a Port facility for a tenant, per an existing or pending lease agreement.

Strategic Investment—the investment will generate sufficient revenue in the future to justify postponing other capital improvements.

Leverage Port Funds with Outside Sources—the project will be at least partially funded by non-Port sources.

Impacts on Race Equity – new to this year, the process specifically required each project sponsor to discuss the impact on race equity. Impacts varied from projects with direct impacts such as supporting job opportunities for majority BIPOC workforces or improvements which serve or are adjacent to historically underserved neighborhoods; to those projects which address important deferred maintenance at Port facilities but may have limited direct equity impacts.

After the Deputy Directors ranked the projects, Port Finance staff evaluated the prioritized projects versus available funding over the five-year period and created a proposed funding plan for the Port’s Executive Director to review. The first two years of the five-year CIP are included in the proposed FY 2022-23 and FY 2023-24 Biennial Operating and Capital Budget.

Projected Available Funding

Through careful stewardship, the Port gradually increased the amount of capital funding available from 2012 through 2020. Then the onset of the COVID pandemic dramatically decreased Port revenues, and capital investment decreased in FY 2020-21 and FY 2021-22 to \$24.5 million and \$8.3 million as staff sought to balance the Port’s budget and maintain fund balance levels. The Port’s allocation of state stimulus will buttress capital investment in the first two years of the CIP, but investment of Port funds in years three through five is projected to be severely constrained. Port staff have begun to develop and implement economic recovery measures to increase operating revenue and allow the Port to begin to restore capital funding in the next five years. Despite funding shortfalls, Port staff has identified funding for 9 projects which advance race equity. These projects, totaling \$44.1 million, include improvements serving communities of color in the southern waterfront, or industries with high proportions of black, indigenous, or other workers of color.

The \$1.49 billion SOGR shortfall identified in the ten-year Capital Plan means the Port continues to face great demand for funds over the next five years. The CIP is an important tool to improve the health of the Port’s capital assets through more strategic programming of its capital investments.

Capital Policy

In 2012, the Port Commission adopted a capital policy that designates a minimum amount of operating revenue for capital projects. Pursuant to this policy, the Port sets aside a minimum amount of 25% of operating revenue annually to fund capital expenditures and provide stable and growing revenue for capital investments. This policy arose from the demonstrated need and substantial backlog documented in prior ten-year capital plans. Despite this increased capital investment, the Port still faces a large structural deficit. Port staff has met or exceeded the required capital funding in its budget every year since the Port Commission adopted the policy until COVID-19 made such investments impossible in FY 2020-21 and FY 2021-22.

In the first two years of the CIP, also the Port’s two-year Capital Budget, the Port far exceeds the policy goal with capital investments of 37% of operating revenues due to the availability of \$114 million in state stimulus. Unless the Port can implement economic recovery strategies more quickly than assumed or the COVID recovery is significantly faster than predicted, it is unlikely the Port will achieve the 25% investment goal in years three through five.

Revenue Projections

Internal Revenue

While projected funding leaves the Port far short of the total amount needed to fully address the \$1.994 billion state of good repair need identified in its Capital Plan, the proposed CIP investment represents the maximum investment possible without severely reducing critical operations or staffing levels.

	Annual Investment of Internal Port Revenue (\$millions)					
	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	Total
Port Harbor Funds in CIP (Actual/Forecasted)	\$13.3	\$15.0	\$20.0	\$20.0	\$20.0	\$88.3
Port Harbor Funds in Ten-Year Capital Plan	\$13.3	\$15.0	\$15.5	\$15.9	\$16.4	\$76.1
Increase from Ten-Year Capital Plan	\$0.0	\$0.0	\$4.5	\$4.1	\$3.6	\$12.2

External Funding

Given the gap between the cost to maintain the Port’s facilities in a state of good repair and the expected available revenue for capital, it remains essential that the Port seek external funding opportunities. Potential external funding options fall into four major categories: 1) State stimulus, 2) grants, 3) General Fund and other city sources, and 4) development projects. The Port will continue to pursue all these sources over the next five years. Additionally, the enactment of the \$1 trillion federal infrastructure bill in November represents a historic opportunity for the Port to bring external dollars to our capital need. Future capital plans will

provide more detail on staff efforts to secure federal infrastructure dollars as federal agencies provide information about disbursement mechanisms and eligibility criteria.

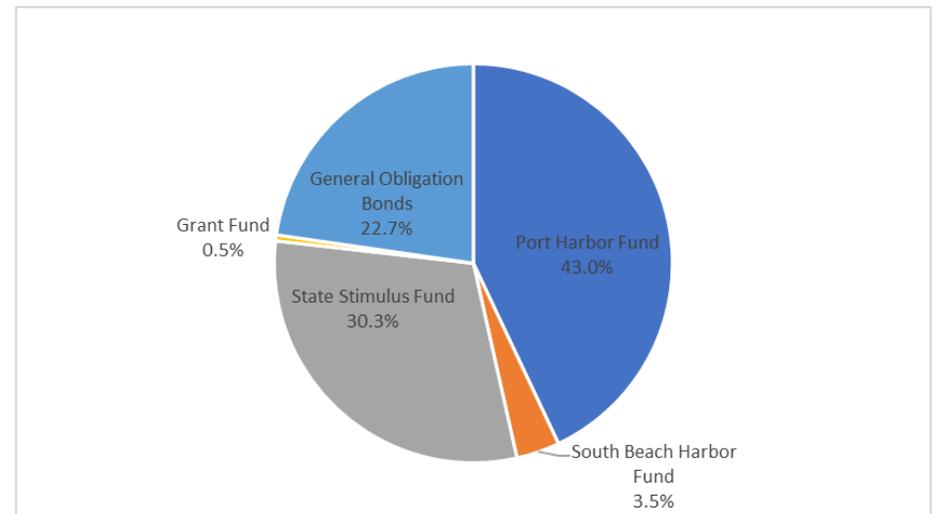
Individual CIP project write-ups, starting on page 12, include outside funding sources in the funding schedule when funds are reasonably expected. For example, the Waterfront Resilience Program is substantially supported by 2018 Embarcadero Seawall General Obligation Bond funds. Where relevant, the “Potential External Revenue Sources” section notes potential grant opportunities that would fit a project’s scope. Port staff has begun to identify projects that may compete well for federal infrastructure funding and is developing a strategy to complete successful grant applications. The proposed CIP includes a project to provide grant matches and fund work such as cost benefit analyses that may be required to support a grant application.

In addition to capital work that the Port will deliver, development projects will continue to repair and enhance Port property. During the five-year Capital Improvement Program period, Port staff anticipates finalizing development agreements at Piers 30 & 32 & Seawall Lot 330 and Piers 38 & 40 as public-oriented mixed-use developments, providing the Port significant substructure and resiliency improvements at both locations. The Teatro ZinZanni commercial development along the Northern Waterfront expects to begin and complete construction during this period.

In addition to the development projects above, Port staff anticipates the upcoming tenant at Building 49 within Crane Cove Park to contribute improvements as a condition of its lease. Other vacant or otherwise underutilized buildings throughout the Waterfront are expected to be re-tenanted, and improved, throughout the five-year period. More information on public-private partnership projects and their associated capital improvements may be found in the Port’s Capital Plan.

Total CIP Revenue Sources

The CIP includes revenue from a mix of internal and external sources. In total, it includes \$205.5 million in projected revenue from all sources. The pie chart to the right illustrates the mix of funding sources projected for Port projects and Citywide projects being delivered by the Port.



Summary of Projects

Projects in the CIP

Thanks to the allocation of state stimulus funds to offset the negative impacts of COVID, the Port will be able to address critical capital needs over the next five years despite the financial impacts of the COVID pandemic. Highlights of the programmed projects include state of good repair work identified through the FIRPA process, thus protecting historic pier structures. The CIP also funds strategic enhancement projects with benefits stretching well beyond the waterfront. Most notable among the enhancements is the Waterfront Resilience Program, the first \$500 million phase of which is included in the CIP. This investment will significantly improve earthquake safety and performance of portions of the Embarcadero Seawall, provide near-term flood protection improvements, and plan for additional long-term resilience and adaptation of the northern waterfront.

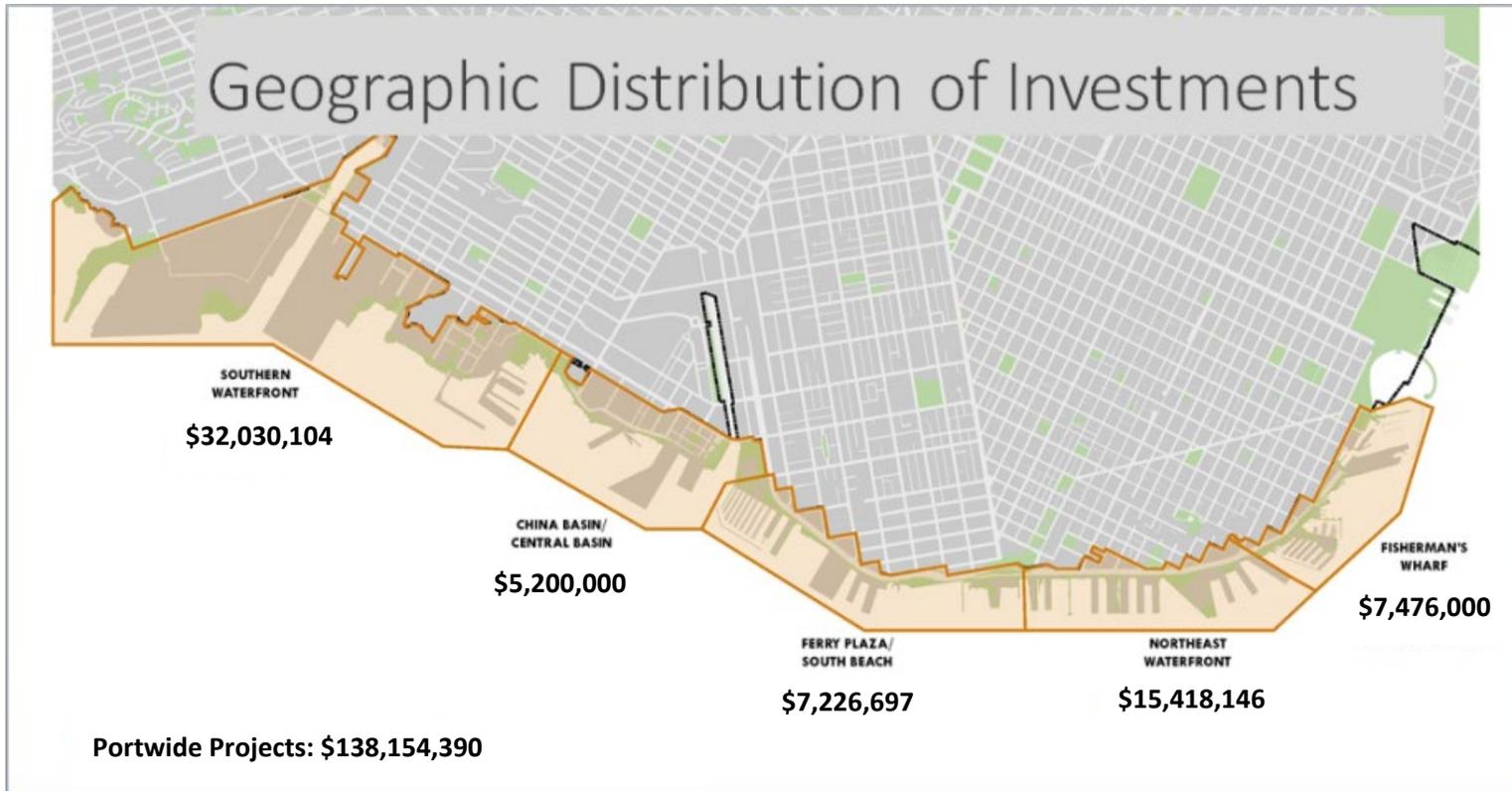
The following table details all projects in the CIP, including Citywide projects being delivered by the Port (highlighted in orange text), organized by their geographic location along the waterfront. Funds appearing in the committed column are from a mix of internal and external sources. Port staff will prioritize securing external revenue sources to fill the gap shown as remaining need on projects. Greater detail on project scopes and funding plans may be found in the “Project Detail Description” section of this document. The project schedules provided throughout this document for new and existing projects are based on staff’s best estimates and are subject to revision due to coordination with other projects, scope changes, or staffing constraints.

Project	End date	Prior Funding	Committed in CIP	Remaining Need	Total Budget
<i>Southern Waterfront</i>					
Heron’s Head Shoreline Restoration	Summer 2023	\$5,229,000	\$1,500,000		\$6,729,000
Pier 80 Piling and Fendering	Winter 2024		\$9,400,000		\$9,400,000
Pier 80 Subsidence Rehab	Winter 2022		\$750,000		\$750,000
Pier 90 Silo Demolition Design	Spring 2025		\$1,150,000		\$1,150,000
Resilient Multi-Modal Cargo Way Pre-design	Winter 2023		\$6,164,000		\$6,164,000
Southern Waterfront Beautification	Ongoing	\$10,644,200	\$11,110,000		\$21,754,200
Southern Waterfront Pile Removal	Ongoing		\$1,956,104		\$1,956,104
<i>China & Central Basins</i>					
Pier 50 Seismic Assessment and Retrofit Pre-design	Winter 2026		\$3,800,000		\$3,800,000
Pier 64 Sediment Site Cleanup	Winter 2023	\$250,000	\$1,400,000		\$1,650,000
<i>Ferry Plaza/South Beach</i>					
South Beach Harbor	Ongoing	\$6,451,794	\$7,226,697		\$13,678,491
<i>Northeastern Waterfront</i>					
Pier 29.5 Office Rehab	Summer 2024		\$232,000		\$232,000

Project	End date	Prior Funding	Committed in CIP	Remaining Need	Total Budget
Pier 29.5 Parking Exhaust System	Fall 2026	\$454,000	\$1,505,000		\$1,959,000
Pier 9 (Tier 1 FIRPA)	TBD		\$5,681,146		\$5,681,146
Roundhouse 2 Building Envelope	TBD		\$8,000,000		\$8,000,000
<i>Fisherman's Wharf</i>					
Aquatic Park	Winter 2024		\$1,226,000		\$1,226,000
FW Resilience and Public Realm Planning	Winter 2025		\$1,600,000		\$1,600,000
Pier 45 Shed B and D Repairs	Summer 2026		\$4,650,000		\$4,650,000
<i>Portwide</i>					
Contingency Fund	Ongoing	\$3,496,630	\$13,767,601		\$17,264,231
Crane Barge Purchase			\$6,500,000		\$6,500,000
Enterprise Technology Project	Ongoing	\$2,763,127	\$1,500,000		\$4,263,127
Facility Inspection and Repair Project Assessments	Ongoing	\$1,877,247	\$5,000,000		\$6,877,247
Grant Match	Ongoing		\$14,900,000		\$14,900,000
Insurance Deductible	Ongoing	\$750,000	\$2,800,000		\$3,550,000
Ladders and Skylights	Ongoing	\$312,370	\$1,000,000		\$1,312,370
Maintenance Dredging and Sediment Sampling	Ongoing	\$13,579,128	\$17,620,000		\$31,199,128
Pile Crew	Ongoing	\$5,284,477	\$2,400,000		\$7,684,477
Project Management Office	Ongoing	\$3,458,137	\$9,330,529		\$12,788,666
Stormwater Trash Capture	Winter 2023		\$450,000		\$450,000
TI Fund for tenant attraction/retention	Ongoing		\$8,078,382		\$8,078,382
Waterfront Resilience Program	Fall 2027	\$58,264,621	\$54,807,878	\$386,927,501	\$500,000,000
Total		\$112,814,731	\$205,505,337	\$386,927,501	\$705,247,569

Geographic distribution

The following graphic illustrates the geographic distribution of projects funded in the CIP, including all sources, across Port property.



On-going projects

The following projects were fully funded prior to this CIP; work on them is ongoing and they are expected to be completed during the five-year CIP period.

Project	Project Budget	End Date
Agua Vista Park	\$1,800,000	Fall 2023
Crane Cove Park	\$36,668,549	Summer 2022
Heron's Head Park Path and Electrical Improvements	\$1,720,256	Summer 2022
Hyde Street Harbor Repair and Improvements	\$2,500,000	Winter 2023
Islais Creek Improvements	\$250,000	Fall 2023
Mission Bay Ferry Landing	\$58,800,000	Fall 2024
Pier 27 Public Art	\$330,000	Fall 2023
Pier 70 Shipyard Shoreline & Sediment Remediation	\$2,500,000	Fall 2023
Pier 70 Shipyard Uplands	\$2,000,000	Winter 2022
Pier 80 Berth C Fendering Conceptual Design	\$375,000	Fall 2022
Pier 92 Apron Repair	\$2,337,382	Fall 2022
Programmable Logic Controls	\$650,000	Summer 2023
Total	\$109,931,187	

Project Detail Descriptions

Heron's Head Shoreline Restoration

Scope

One of San Francisco's ecological treasures, Heron's Head Park is a 22-acre open space and thriving wildlife habitat located in the City's Southeast Sector. The existing shoreline on the south side of the park is experiencing severe erosion and consequently discharges sediment into the Bay. The proposed project would stabilize the shoreline, improve habitat and biodiversity, and include sea level rise adaptation, as possible. Planning and design are fully funded with prior appropriations, and staff has secured grant funds for construction.



Advancing the Port's Strategic Plan

Equity – Serves BIPOC communities residing in the Southern Waterfront
 Resilience – Stabilizes the shoreline for the effects of rising sea level
 Sustainability – Protects the Bay's ecology by reducing discharge of sediment and improving ecological function of shoreline

Evolution – Transforms the waterfront
 Engagement – Includes grant-funded community outreach

Project Sponsor

Planning & Environment, David Beaupre

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$969,000	\$0	\$0	\$0	\$0	\$0	\$0	\$969,000
State Stimulus	\$0	\$513,000	\$0	\$0	\$0	\$0	\$0	\$513,000
Grants	\$4,260,000	\$987,000	\$0	\$0	\$0	\$0	\$0	\$5,247,000
Total	\$5,229,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$6,729,000

Funded Phase(s)

Construction, post construction monitoring and plant habitat stewardship

Potential External Revenue Sources

External revenue sources have been secured, including grants from the San Francisco Bay Restoration Authority, California Ocean Protection Council, and California Department of Fish & Wildlife. Additional funding from the National Coastal Wetlands Conservation Program is anticipated, but not yet secured.

Estimated Project Completion

June 2023

Pier 80 Piling and Fendering Upgrade

Scope

This project will replace the Pier 80's current fender system – oversized tires hung from aging and deteriorating marine pilings – with new pilings and procure/install three-foot-tall buckling-type rubber cone fenders along the 1,200-foot east-facing berth. This will reduce operational constraints of the current Roll-on/Roll-off (Ro/Ro) vessels at Pier 80 (terminal) and provide flexibility for additional vessel classes that may call the terminal.



Advancing the Port's Strategic Plan

Economic Recovery – Preserves and enhances revenue generation from this facility while eliminating consistent repair costs

Productivity – Allows the Port to compete for global cargo shipping business

Equity – Supports our maritime industry and its predominantly BIPOC workforce

Resiliency – Enhances the Pier structure

Project Sponsor

Maritime, Andre Coleman

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$9,400,000	\$0	\$0	\$0	\$0	\$0	\$9,400,000
Total	\$0	\$9,400,000	\$0	\$0	\$0	\$0	\$0	\$9,400,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Pier 80 Subsidence Rehabilitation

Scope

Pier 80 is a Ro/Ro facility operated by Pasha Automotive Services which provides an export gateway for Tesla, Inc. to export automobiles to Europe and Asia. This project funds a study to determine the preferred approach to dealing with subsidence that has caused an uneven surface at the facility. The results of the study will guide future requests to fund facility repairs and maintain Pier 80 as a functioning cargo terminal.

Advancing the Port's Strategic Plan

Economic Recovery – Preserves and enhances revenue generation from this facility

Productivity – Allows the Port to compete for global cargo shipping business

Equity – Supports our maritime industry and its predominantly BIPOC workforce

Resilience – Reduces the flooding of the Pier

Project Sponsor

Maritime, Andre Coleman

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000
Total	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$750,000

Funded Phase(s)

Design

Potential External Revenue Sources

None

Estimated Project Completion

Design completion – December 2022

Pier 90 Silo Demolition Design

Scope

The Pier 90 silos, formerly used to store grain, have been unused since 1989 and have become a life-safety hazard and ongoing maintenance and security expense. The proposed project will design the demolition of the Pier 90 facilities, including the silos and all existing landside structures. After design, additional funding will be requested for demolition.

Advancing the Port's Strategic Plan

Economic Recovery – Creates space for new business opportunities and jobs and generates new tax revenue

Equity – Advances the removal of blight near BIPOC communities residing in the Southern Waterfront

Sustainability – Protects the Bay's ecology and other natural resources by removing dilapidated structures



Project Sponsor

Engineering, Rod Iwashita

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$1,150,000	\$0	\$0	\$0	\$0	\$0	\$1,150,000
Total	\$0	\$1,150,000	\$0	\$0	\$0	\$0	\$0	\$1,150,000

Funded Phase(s)

Design

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Resilient Multi-Modal Cargo Way Design

Scope

The Resilient Multi-Modal Cargo Way Design project will improve Cargo Way consistent with the City’s Better Streets guidelines and serve as an important segment of City flood protection for inland areas. Through additional City department and community engagement, the goal of this funding request is to develop a plan and 35% design for a Resilient Multi-Modal Cargo Way with CEQA and NEPA clearance, and to position this project for future state and federal funding which may offset some of the total estimated project cost of \$30-50 million.

Advancing the Port’s Strategic Plan

Equity – Improves a critical roadway serving BIPOC communities residing in the Southern Waterfront

Resilience – Contributes to sea level rise resilience

Sustainability – Improve multi-modal access, including bicycle and pedestrian access, and plant trees and other landscaping on Cargo Way

Evolution – Cargo Way provides critical north-south access to the Hunters Point Shipyard and India Basin neighborhoods

Engagement – The project will enhance a key segment of the San Francisco Bay Trail

Project Sponsor

Real Estate & Development, Rebecca Benassini
Maritime, Andre Coleman

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$3,082,000	\$3,082,000	\$0	\$0	\$0	\$0	\$6,164,000
Total	\$0	\$3,082,000	\$3,082,000	\$0	\$0	\$0	\$0	\$6,164,000

Funded Phase(s)

Planning through Design

Potential External Revenue Sources

Project is a primary candidate for federal funding through MARAD’s Port Infrastructure Development Grant Program or the new U.S. Department of Transportation PROTECT program in the bipartisan infrastructure bill

Estimated Project Completion

June 2024

Southern Waterfront Beautification

Scope

This fund is designated to finance projects that will improve the southern waterfront. Qualifying projects may include open space, wetland restoration, pier removal, public art, historic preservation, and other similar projects that may arise over time.



Advancing the Port's Strategic Plan

Productivity – Creates a vibrant and successful waterfront

Equity – Serves BIPOC communities residing in the Southern Waterfront

Sustainability – Employs best environmental practices to reduce run-off, sequester carbon, and minimize water use

Evolution – Converts degrading facilities into new uses

Engagement – Includes public outreach for projects, when applicable

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$10,644,200	\$2,222,000	\$2,222,000	\$2,222,000	\$2,222,000	\$2,222,000	\$0	\$21,754,200
Total	\$10,644,200	\$2,222,000	\$2,222,000	\$2,222,000	\$2,222,000	\$2,222,000	\$0	\$21,754,200

Funded Phase(s)

Planning, design, and construction

Potential External Revenue Sources

The Port will seek grants that arise for habitat preservation or parks and open space that can be used to supplement Port funds.

Estimated Project Completion

On-going.

Southern Waterfront Pile Removal

Scope

This project will remove deteriorated creosote treated piles and wharf areas that are no longer functional in the Southern Waterfront. Port staff has completed pile removal at Islais Creek (2019) and North Apron of Pier 19 (2017) and will prioritize additional pile removal based on water and safety hazards.

Advancing the Port's Strategic Plan

Economic Recovery – Decreases deferred maintenance and increases the value of Port property

Equity – Advances the removal of blight near BIPOC communities residing in the Southern Waterfront

Resilience – Removes deteriorated piles and wharf areas

Sustainability – Protects the Bay's ecology and other natural resources by removing creosote treated piles

Project Sponsor

Engineering, Rod Iwashita

Maintenance, Tim Felton

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$1,956,104	\$0	\$0	\$0	\$0	\$0	\$1,956,104
Total	\$0	\$1,956,104	\$0	\$0	\$0	\$0	\$0	\$1,956,104

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Pier 50 Seismic Assessment & Retrofit Pre-design

Scope

The project will ensure the Port's fleet of critical personnel and equipment are able to fulfill their disaster response recovery operations following a major earthquake, by improving the seismic performance of the Pier 50 drive aisle and sheds A through D. This project also ensures the Port's alternate DOC is operational following a major earthquake.

Advancing the Port's Strategic Plan

Productivity – Addresses deferred maintenance, maximizing the value of Port Property

Resilience – Prepares the Port for future seismic hazards to ensure critical operation

Engagement – Raise awareness and provide public benefits to adjacent communities

Project Sponsor

Maritime, Andre Coleman

Maintenance, Tim Felton



Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$3,800,000	\$0	\$0	\$0	\$0	\$0	\$3,800,000
Total	\$0	\$3,800,000	\$0	\$0	\$0	\$0	\$0	\$3,800,000

Funded Phase(s)

Planning through Closeout

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Pier 64 Sediment Site Cleanup

Scope

After identifying sediment contamination at Pier 64, the Port and Responsible Parties performed the sediment investigation and submitted a report of findings to the Regional Water Quality Control Board (“Water Board”) in February 2021. Discussions with the Water Board to date indicate it will require additional evaluation of sediment contamination and submittal of an addendum to the sediment investigation report to support the final remediation plan. Once the plan is approved, the Port will enter into negotiations with the Responsible Parties to share the cost of remediation. In addition to the Mission Bay Ferry Landing (MBFL) project mitigation requirement to remove portions of Pier 64 marine debris, the Port is committed to complete the removal of the remaining Pier 64 hazardous marine debris not being addressed by the MBFL project.

Advancing the Port’s Strategic Plan

Economic Recovery – Mostly funded from outside sources allowing the Port to use their funding for other capital projects
Sustainability – Designed to be resilient to wave and vessel impact allowing the cap to retain its integrity
Engagement – Includes outreach and coordination with stakeholders

Project Sponsor

Planning & Environment, David Beaupre

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$250,000	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$1,650,000
Total	\$250,000	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$1,650,000

Funded Phase(s)

Planning

Potential External Revenue Sources

None

Estimated Project Completion

Planning complete winter 2023

Construction complete winter 2024

South Beach Harbor

Scope

South Beach Harbor is a full-service marina consisting of 700 slips, a recreational and commercial guest dock, the Pier 40 Maritime Center and South Beach Park. This project will improve various assets within the South Beach Harbor area. Current projects include baffle wall, pre-dredge sediment, and improvements to Pier 40. The Pier 40 improvements, which are required by the Bay Conservation and Development Commission (BCDC), include work on the north guest dock, kayak float, east apron public access improvements, jib hoist replacement, relocation of existing hoist, and BCDC application fees.



Advancing the Port's Strategic Plan

Economic Recovery – Preserves and enhances revenue generation from this facility

Productivity – Restores Port maritime asset and maintains Port's array of recreational amenities

Engagement – Responds to a request from the public to develop a program of more activity in our open spaces

Project Sponsor

Maritime, Andre Coleman

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
South Beach Harbor Fund	\$6,451,794	\$1,522,881	\$1,551,908	\$1,551,908	\$1,300,000	\$1,300,000	\$0	\$13,678,491
Total	\$6,451,794	\$1,522,881	\$1,551,908	\$1,551,908	\$1,300,000	\$1,300,000	\$0	\$13,678,491

Funded Phase(s)

Planning through Construction

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Pier 29.5 Office Rehabilitation

Scope

Pier 29.5 office building is a vacant two-story building that requires rehabilitation prior to leasing. This project will repair the sheetrock damage in the lobby and both floors, remove hazardous material, as well as improve the entrance and staircase in the lobby accessed from the Embarcadero. Once finished this office building could potentially increase revenue by approximately \$160,000 annually.

Advancing the Port's Strategic Plan

Economic Recovery – Maintains the Port's financial strength by addressing deferred maintenance, maximizing the value of the property, and increases revenue

Productivity – Attracts new tenants that build an economically viable Port

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$232,000	\$0	\$0	\$0	\$0	\$0	\$232,000
Total	\$0	\$232,000	\$0	\$0	\$0	\$0	\$0	\$232,000

Funded Phase(s)

Planning through construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Pier 29.5 Parking Exhaust System

Scope

The San Francisco Fire Department (SFFD) has mandated installation of a new ventilation system to continue using Pier 29.5 for parking. To preserve the historic fabric of the facility, a new ventilation system will be installed utilizing existing roll-up door openings and windows to mount exhaust fans that will increase air circulation within Piers 29.5 and 31 bulkheads. The project will also include installation of Carbon Monoxide (CO) sensors to operate the fans.

Advancing the Port's Strategic Plan

Economic Recovery – removes a life safety issue and allows the facility to remain open

Productivity – Attracts and retains tenants

Productivity – Maintains the Port's financial strength by addressing safety issues, maximizing the value of the property, and increasing revenue

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$454,000	\$0	\$0	\$0	\$0	\$0	\$0	\$454,000
State Stimulus	\$0	\$1,505,000	\$0	\$0	\$0	\$0	\$0	\$1,505,000
Total	\$454,000	\$1,505,000	\$0	\$0	\$0	\$0	\$0	\$1,959,000

Funded Phase(s)

Planning through construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Pier 9 (Tier 1 FIRPA)

Scope

Pier 9 supports a variety of high-value office and maritime tenancies. As part of the 2019 FIRPA study, this facility was assessed by a multi-disciplinary technical team to identify near and long-term maintenance and repair needs.

In the course of this assessment, the assessment team identified several urgent repair needs that present a potential life safety hazard to current facility users. The cost of these urgent recommendations is only 20% of the total recommended repair work for the near-term (0-10 year) time period. These recommendations include repairs to the substructure pile and beams, roof, and concrete spillings along the parapets.

Advancing the Port's Strategic Plan

Economic Recovery – removes a life safety issue and allows a fully tenanted facility to remain open. Maintains the Port's financial strength by addressing safety issues, maximizing the value of the property, and increasing revenue

Productivity – Attracts and retains tenants

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$2,840,573	\$2,840,573	\$0	\$0	\$0	\$5,681,146
Total	\$0	\$0	\$2,840,573	\$2,840,573	\$0	\$0	\$0	\$5,681,146

Funded Phase(s)

TBD

Potential External Revenue Sources

None

Estimated Project Completion

December 2026

Roundhouse 2 Building Envelope

Scope

Roundhouse 2 is a four-story partially occupied office building. The project is intended to enhance and revitalize the Roundhouse building, address its current state of disrepair, and increase the leasing potential of the space. This project includes work to correct deficiencies in the fire-rated construction of HVAC shafts, replace the roof, repair windows for water intrusion, and replace the building's solarium.

Advancing the Port's Strategic Plan

Economic Recovery – Addresses deferred maintenance and protects Roundhouse 2 and the rent revenue it produces

Productivity – This project will address current issues to allow the Port to continue to lease space to current tenants in Roundhouse 2

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$8,000,000
Total	\$0	\$8,000,000	\$0	\$0	\$0	\$0	\$0	\$8,000,000

Funded Phase(s)

Planning through construction

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2024

Aquatic Park Sewer Repair

Scope

The San Francisco Regional Water Quality Control Board (Water Board) has determined that Aquatic Park has been impaired with fecal indicator bacteria. To address bacteria issues at beaches throughout the Bay Area, the Water Board amended the San Francisco Basin Water Quality Control Plan (Basin Plan). This amendment requires that the Port of San Francisco inspect and repair the sewer lines within ¼ miles from the Aquatic Park shoreline and within Port jurisdiction. In accordance with the Basin Plan amendment, repairs should be completed by 2025.

Advancing the Port's Strategic Plan

Economic Recovery – This project addresses deferred maintenance and increases the value of Port property

Resilience – Repairs will further protect the bay waters and ocean from bacteria and sewage

Sustainability – The project will increase water quality

Project Sponsor

Planning & Environment, David Beaupre

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$1,226,000	\$0	\$0	\$0	\$0	\$0	\$1,226,000
Total	\$0	\$1,226,000	\$0	\$0	\$0	\$0	\$0	\$1,226,000

Funded Phase(s)

Planning through Construction

Potential External Revenue Sources

None

Estimated Project Completion

December 2024

Fisherman’s Wharf Resilience and Public Realm Planning

Scope

The facility at Pier 45, which is a hub for the commercial fishing industry and supports visitor serving attractions in Fisherman’s Wharf, recently experienced a devastating fire that destroyed the historic Shed C (one of four warehouses on the pier). The Waterfront Resilience Program’s Multi-Hazard Risk Assessment revealed seismic risks throughout much of Fisherman’s Wharf, including older wood structures. The COVID-19 pandemic has seriously impacted tourism-dependent businesses in the area. Together, these events suggest the need to reinvest in and reinvigorate the Wharf. This planning effort will examine community interest towards a plan to attract new investment to the area to improve the public realm, enhance community resilience and support businesses and workers.



Advancing the Port’s Strategic Plan

Resilience – Repairs will include seismic upgrades to the facilities
Sustainability – The project will include environmental stewardship

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000
Total	\$0	\$0	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000

Funded Phase(s)

Planning and design

Potential External Revenue Sources

None

Estimated Project Completion

December 2025

Pier 45 Shed B & D Repairs

Scope

The 2019 FIRPA study recommended a variety of work to address deferred maintenance at Pier 45. This includes repairs and upgrades to the roof, parapet coping, concrete façade, windows, metal doors, and egress doors at Sheds B and D.

Advancing the Port's Strategic Plan

Economic Recovery – supports revenue generating assets

Resilience – Repairs will include seismic upgrades to the facilities

Sustainability – The project will include environmental stewardship

Project Sponsor

Real Estate & Development, Rebecca Benassini

Waterfront Resilience Program, Brad Benson

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$1,700,000	\$2,950,000	\$0	\$0	\$0	\$4,650,000
Total	\$0	\$0	\$1,700,000	\$2,950,000	\$0	\$0	\$0	\$4,650,000

Funded Phase(s)

Planning through construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2026

Contingency Fund

Scope

With supply-chain issues and labor shortages, construction costs have risen significantly and have created uncertainty in project budgets. The Port uses the Contingency Fund to supplement budgets on essential projects when bids come in high, but are deemed reasonable, or when unforeseen site conditions or other challenges arise that exceed a project's budgeted contingency. The Contingency Fund also serves as a source to address urgent projects and needs that arise after the biennial budget is adopted.

Advancing the Port's Strategic Plan

Economic Recovery – Ensures that sufficient funds are available to deliver planned projects in a changing bid environment

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$3,496,630	\$2,602,224	\$3,556,003	\$2,512,915	\$3,782,608	\$1,313,851	\$0	\$17,264,231
Total	\$3,496,630	\$2,602,224	\$3,556,003	\$2,512,915	\$3,782,608	\$1,313,851	\$0	\$17,264,231

Funded Phase(s)

Various

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable

Crane Barge Purchase

Scope

This project will design and build a new 150' Crane Barge (pile driving barge) affixed with a 200-ton crane to support pier repair projects for the next 50 years. The new Crane Barge is a generational purchase that will be large enough to handle steel pipe and concrete piles which outperform wood pile and are much safer for the aquatic environment. The new Crane Barge will allow the Port to make seismic and structural repairs to our facilities due to the increased reach and lifting capacity. The engine on the crane will also meet all modern bay area air quality standards to reduce pollution in the environment. Design and construction specifications will be provided by an as needed marine engineering firm and will be solicited under competitive bid.

Advancing the Port's Strategic Plan

Productivity –The new barge will increase staff capacity to work on wood, steel, and concrete pile at greater heights and distances

Equity – The new barge will support local hiring and blue-collar jobs by employing a crew of 10 pile workers

Resilience – The barge can support delivery of smaller resiliency projects such as installation of sheet pile and raising wharfs and aprons

Sustainability – The barge will reduce emissions compared to the prior barge, and support use of pile material other than treated wood (which leach toxic chemicals)

Project Sponsor

Maintenance, Tim Felton

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$6,500,000	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Total	\$0	\$6,500,000	\$0	\$0	\$0	\$0	\$0	\$6,500,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

July 2023

Enterprise Technology Project

Scope

This project funds procurement and implementation of a new asset management system. The Port’s existing enterprise asset management system, which functions as the work order system for the Maintenance division, has become obsolete and is no longer supported by the vendor. Implementation of a new system will enhance asset management functionality for the entire organization and will greatly improve the Maintenance division’s work order system. This project will also allow the Port to finally retire its Oracle-based financial software, freeing IT resources to support other technology needs including data governance, tracking and reporting, document management, integration of systems such as GIS and PropWorks to maximize their functionality, and implementation of collaborative work tools including SharePoint.

Advancing the Port’s Strategic Plan

Productivity – Ensures better asset management to maintain and/or upgrade current facilities

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$2,763,127	\$0	\$0	\$0	\$0	\$0	\$0	\$2,763,127
State Stimulus	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Total	\$2,763,127	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$4,263,127

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Facility Inspection and Repair Project Assessments (FIRPA)

Scope

The Facility Inspection and Repair Project Assessments (FIRPA) are a long-term and on-going program to determine the current state of each Port facility and the resources required to bring the facility into a state of good repair. FIRPA will assess a number (i.e., five to ten) of port facilities every year until all major Port facilities have been evaluated with the goal of assessing every Port facility approximately every ten years.

Advancing the Port's Strategic Plan

Economic Recovery – Enable the Port to make informed decisions about capital investments to support revenue generations using Port properties
Equity – After assessments are complete the construction projects will upgrade facilities will attract a diversity of people to the Waterfront

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$1,877,247	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$4,877,247
State Stimulus	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$2,000,000
Total	\$1,877,247	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$6,877,247

Funded Phase(s)

Planning

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Grant Match

Scope

The Port regularly applies to the federal and state governments for grants which require a local match. This project will meet two needs – it will support grant match requirements and will also support pre-work such as cost benefit studies often required to obtain grants.

Advancing the Port's Strategic Plan

Economic Recovery – Ensures that sufficient funds are available to deliver grant funded projects

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$2,000,000	\$1,000,000	\$1,000,000	\$6,000,000	\$4,900,000	\$0	\$14,900,000
Total	\$0	\$2,000,000	\$1,000,000	\$1,000,000	\$6,000,000	\$4,900,000	\$0	\$14,900,000

Funded Phase(s)

Various

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable

Insurance Deductible

Scope

Property insurance markets are in a crisis due to the compounding impacts of climate change and business interruption claims resulting from COVID-19. As a result of these market wide impacts, as well as the Pier 45 fire in May 2020, the Port’s insurance deductible has increased from \$750,000 to \$10 million. The Port intends to accumulate funds over time to ensure sufficient funding to cover the deductible in case of future losses.

Advancing the Port’s Strategic Plan

Economic Recovery – Enable the Port to pay its insurance deductible

Project Sponsor

Finance & Administration, Katie Petrucione

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$750,000	\$800,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$3,550,000
Total	\$750,000	\$800,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$3,550,000

Funded Phase(s)

Various

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Ladders and Skylights

Scope

The aging ladders and skylights on shed roofs present a safety risk for Port maintenance staff when working on the roofs. This project would improve or replace the most degraded ladders and skylights throughout the waterfront, reducing the safety risk to Port employees.

Advancing the Port's Strategic Plan

Productivity – Addresses deferred maintenance, maximizing the value of Port Property

Project Sponsor

Maintenance, Tim Felton

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$312,370	\$0	\$0	\$0	\$0	\$0	\$0	\$312,370
State Stimulus	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Total	\$312,370	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,312,370

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Maintenance Dredging & Sediment Sampling

Scope

Routine dredging of Port berths is required to maintain depths for vessels in support of maritime commerce, including cruise and cargo operations. The frequency at which any given location needs to be dredged varies and is as frequently as annually for key locations such as the cruise terminals at piers 27 and 35. The budget includes funds for pre-dredge testing of sediment required by regulatory agencies to determine the appropriate disposal or re-use option for the sediments. The budget also includes sufficient funds to direct dredged sediments to beneficial re-use such as wetlands restoration, such as the Montezuma Wetlands Restoration in Solano County, when feasible.

Advancing the Port's Strategic Plan

Economic Recovery – Maximized the value of Port property and increases revenue

Productivity – Attract and retain tenants that build and economically viable Port

Sustainability – Creates and restores habitats when sediments can be beneficially re-used

Project Sponsor

Maritime, Andre Coleman



Photo by Dave Rauenbuehler



Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$13,579,128	\$1,050,854	\$0	\$3,500,000	\$2,925,000	\$6,395,000	\$0	\$27,449,982
State Stimulus	\$0	\$3,749,146	\$0	\$0	\$0	\$0	\$0	\$3,749,146
Total	\$13,579,128	\$4,800,000	\$0	\$3,500,000	\$2,925,000	\$6,395,000	\$0	\$31,199,128

Funded Phase(s)

Sediment testing, dredging, and disposal

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Pile Crew

Scope

These funds will be used to hire and maintain a Port-staffed pile worker crew to perform capital repairs on Port piers. The crew consists of seven pile workers, one supervisor, and one crane operator. The Port’s analysis indicates that completing pier repairs with Port crews is more cost-effective than having the work done by a contractor. However, finding and hiring skilled professionals for the work can be a challenge. If the Port is unable to fill all needed positions, budgeted funds will be used to put as many planned pier repair projects out to bid as this budget allows. Project locations include Pier 50B, Hyde Street Harbor, and Pier 96 Islais Creek. This crew could also be dedicated to the larger projects such as Wharf J-9 street pile/apron installation and Pier 35 concrete pile repair.



Photo by Dave Rauenbuehler

Advancing the Port’s Strategic Plan

Economic Recovery – Preserves and enhances revenue generation from Port facilities in a cost-effective manner

Resilience – Repairs and maintains structures to withstand earthquakes and sea level rise

Sustainability – This crew continues to mitigate current, more harmful piles, with less harmful piles

Project Sponsor

Maritime, Andre Coleman

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Funds	\$5,284,477	\$0	\$0	\$0	\$0	\$0	\$0	\$5,284,477
State Stimulus	\$0	\$800,000	\$1,600,000	\$0	\$0	\$0	\$0	\$2,400,000
Total	\$5,284,477	\$800,000	\$1,600,000	\$0	\$0	\$0	\$0	\$7,684,477

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable. Work of crew is ongoing.

Project Management Office

Scope

This funding supports the Port's Project Management Office (PMO) staff for the next five years. The PMO manages all Port capital projects and is responsible for driving those projects from inception to construction close out. The PMO staff will play an integral role in the expenditure of approximately \$41 million in state stimulus funds on capital projects by December 2026.

Advancing the Port's Strategic Plan

Renewal – Restores historic assets with timely project completion
Economic Recovery – Ensures that sufficient staff are available to deliver funded projects in a timely fashion, helping preserve revenue generation

Project Sponsor

Engineering, Rod Iwashita

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$3,458,137	\$0	\$0	\$1,854,000	\$1,909,620	\$1,966,909	\$0	\$9,188,666
State Stimulus	\$0	\$1,800,000	\$1,800,000	\$0	\$0	\$0	\$0	\$3,600,000
Total	\$3,458,137	\$1,800,000	\$1,800,000	\$1,854,000	\$1,909,620	\$1,966,909	\$0	\$12,788,666

Funded Phase(s)

Not applicable

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Stormwater Trash Capture Installation

Scope

This project will fund the first phase towards installing a full trash-capture device (FTCD) in the municipal separate storm sewer system (MS4) area. There are approximately 543 stormwater inlets in the MS4 area. The FTCDs are required to maintain the state Municipal General Stormwater Permit. The requirement per the permit is to install the FTCDs prior to 2030. There are two types of FTCDs, standard and high flow. This project will evaluate the best option per location.

Advancing the Port's Strategic Plan

Resilience – Reduces potential flooding

Project Sponsor

Planning & Environment, David Beaupre

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000
Total	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$450,000

Funded Phase(s)

Planning

Potential External Revenue Sources

None

Estimated Project Completion

Planning complete December 2023

Tenant Improvement Fund for tenant attraction/retention

Scope

This project is an economic recovery initiative and would allow the Port to fund tenant improvements on par with private sector landlords. Historically the Port has relied on tenants to finance these needed improvements, then reduced their rent to offset the improvement costs. This has the impact of discouraging small businesses that might not have the cash or credit to finance such improvements and also reduces rent that the Port receives from these lease agreements.

Advancing the Port's Strategic Plan

Productivity – This project will address current and anticipated vacancies.

Equity – Creates opportunities for small and local businesses.

Project Sponsor

Real Estate & Development, Rebecca Benassini

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
State Stimulus	\$0	\$8,078,382	\$0	\$0	\$0	\$0	\$0	\$8,078,382
Total	\$0	\$8,078,382	\$0	\$0	\$0	\$0	\$0	\$8,078,382

Funded Phase(s)

N/A

Potential External Revenue Sources

None

Estimated Project Completion

June 2024

Waterfront Resilience Program

Scope

The Port of San Francisco's treasured waterfront is vulnerable to hazards, including urgent seismic risk and increasing flood risks from sea level rise. To protect this resource - from the iconic landmarks, cultural and art destinations, and beautiful open spaces to connected to the Bay, to the diverse maritime industries and businesses, and key emergency, transportation, and utility infrastructure - for future generations, the Port has established the Waterfront Resilience Program. The Program works to ensure the waterfront, and its critical regional and citywide assets, are resilient to hazards - and increasingly accessible to everyone it serves.



Advancing the Port's Strategic Plan

Economic Recovery – Maximizes external investment capital for project funding

Resilience –Addresses threats from earthquakes and flood risk

Engagement – Includes extensive engagement with San Franciscans and other stakeholders to educate them and ascertain their priorities

Project Sponsor

Waterfront Resilience Program, Brad Benson

Funding Schedule

Source	Previous Appropriation	22/23	23/24	24/25	25/26	26/27	Remaining Need	Total
Port Harbor Fund	\$9,317,346	\$1,548,922	\$1,581,424	\$1,620,512	\$1,660,772	\$1,702,240	\$0	\$17,431,216
General Obligation Bond	\$48,947,275	\$13,910,850	\$9,062,575	\$7,799,282	\$8,027,606	\$7,893,695	\$332,280,992	\$423,947,275
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$54,646,509	\$54,646,509
Total	\$58,264,621	\$15,459,772	\$10,643,999	\$9,419,794	\$9,688,378	\$9,595,935	\$386,927,501	\$500,000,000

Funded Phase(s)

Design and construction

Potential External Revenue Sources

In FY 2016-17 the City's convened a Seawall Finance Work Group to analyze potential funding strategies and prepare a specific set of recommendations for the City and the Port to consider. Since then, the WRP has secured a General Obligation Bond and state grant funding and entered into a cost sharing agreement with the U.S. Army Corps of Engineers for a general investigation of flood risks along the Port's entire 7.5-mile waterfront to determine a federal interest in federal funding and construction of coastal flood defenses for San Francisco. Other funding sources that Port continues to pursue include:

- A. General Obligation Bonds, as detailed in the funding plan.
- B. A Community Facilities District to fund sea-level rise adaptations and seismic mitigation measures on the Seawall.
- C. Local Property Tax Increment Revenue generated from Infrastructure Finance Districts over development areas on Port property.
- D. State Property Tax Increment Revenue generated from IFDs on Port property, to be pursued through legislation at the State level.
- E. State Resilience General Obligation Bond funding pursued through legislation at the State level.
- F. U.S. Army Corps of Engineers Funding at the federal level through the CAP 103 Program and a General Investigation.
- G. Federal Infrastructure dollars

Estimated Project Completion

Early projects to end in 2028

Appendix 1: Budgeting Detail for FY 2022-23 and FY 2023-24 Capital Budget

The table below shows how the projects in the first 2 years will be included in the proposed capital budget appropriation.

Budgeted Project	FY 22/23 Capital Budget Request	FY 23/24 Capital Budget Request	Total
<i>Southern Waterfront</i>			
Heron's Head Park Shoreline	\$1,500,000		\$1,500,000
Pier 80 Piling and Fendering	\$9,400,000		\$9,400,000
Pier 80 Subsidence Rehab	\$750,000		\$750,000
Pier 90 Silo Demolition Design	\$1,150,000		\$1,150,000
Pile Removal	\$1,956,104		\$1,956,104
Resilient Multi-Modal Cargo Way Pre-design	\$3,082,000	\$3,082,000	\$6,164,000
Southern Waterfront Beautification Fund	\$2,222,000	\$2,222,000	\$4,444,000
<i>China & Central Basins</i>			
Pier 50 Seismic Assessment and Retrofit Pre-design	\$3,800,000		\$3,800,000
Pier 64 Sediment Site Cleanup	\$1,400,000		\$1,400,000
<i>Ferry Plaza/South Beach Harbor</i>			
South Beach Harbor	\$1,522,881	\$1,551,908	\$3,074,789
<i>Northeastern Waterfront</i>			
Pier 29.5 Office Rehab	\$232,000		\$232,000
Pier 29.5 Parking Exhaust System	\$1,505,000		\$1,505,000
Pier 9 (Tier 1 FIRPA)		\$2,840,573	\$2,840,573
Roundhouse 2 Building Envelope	\$8,000,000		\$8,000,000
<i>Fisherman's Wharf</i>			
Aquatic Park	\$1,226,000		\$1,226,000
FW Resilience and Public Realm Planning		\$1,600,000	\$1,600,000
Pier 45 Shed B & D Repairs		\$1,700,000	\$1,700,000
<i>Portwide</i>			
Contingency	\$2,602,224	\$3,556,003	\$6,158,227
Crane Barge Purchase	\$6,500,000		\$6,500,000
Enterprise Technology Project	\$1,500,000		\$1,500,000

Facility Inspection and Repair Project Assessments	\$1,000,000	\$1,000,000	\$2,000,000
Grant Match	\$2,000,000	\$1,000,000	\$3,000,000
Insurance Deductible	\$800,000	\$500,000	\$1,300,000
Ladders & Skylights	\$1,000,000		\$1,000,000
Maintenance Dredging and Sediment Sampling	\$4,800,000		\$4,800,000
Pile Crew	\$800,000	\$1,600,000	\$2,400,000
Project Management Office	\$1,800,000	\$1,800,000	\$3,600,000
Stormwater Trash Capture	\$450,000		\$450,000
TI Fund for Tenant Attraction/Retention	\$8,078,382		\$8,078,382
Waterfront Resilience Program	\$1,548,922	\$1,581,424	\$3,130,346
Total	\$70,625,513	\$24,033,908	\$94,659,421