



Port of San Francisco

Capital Improvement Program

Fiscal Years 2018-19 through 2022-23

July 2018



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Executive Summary

For more than a decade, the Port of San Francisco has used its Capital Plan to guide its capital investments. The Capital Plan helps to educate the public about the magnitude of the Port's capital needs, as well as the limited resources available to address them. The Fiscal Year (FY) 2017-18 to FY 2026-2027 Capital Plan identifies a \$1.5 billion state of good repair (SOGR) investment need, \$910 million of which the Port cannot currently afford to fund.

The biennial Capital Budget is the Port's tool to allocate funding to improve the health of its capital assets. Under the guidance of the Port Commission, staff has increased the amount of funding available for capital by more than \$50 million biennially since the 2012 adoption of the Port's capital policy, however the remaining shortfall in funds for SOGR requires the Port to make highly strategic capital investment decisions.

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). Unlike the ten-year Capital Plan, which identifies the Port's total capital needs regardless of available funding, the CIP programs specific projects according to the amount of capital funding that 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. 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.

The chart below provides an overview of the Port's full five-year capital program. The \$579 million of work proposed in this CIP is funded through a mix of internal Port revenue (\$126 million) and external sources (\$453 million). As detailed in the table below, the CIP includes funding for both new projects and for some previously appropriated projects requiring additional funds to complete. Additionally, the CIP funds a new investment in a Port Project Management Office to ensure delivery of capital projects in a timely and efficient manner.

Five-Year Capital Program Snapshot
(\$ rounded to the nearest million)

	Prior Appropriations	CIP Proposed Funding (all sources)	Remaining Need on CIP Projects	Total
Port projects under way	\$163,000,000*	\$36,000,000		\$199,000,000
New Port projects initiated in CIP		\$110,000,000	\$23,000,000	\$133,000,000
<i>Sub-total, Port projects</i>	<i>\$163,000,000</i>	<i>\$145,000,000</i>	<i>\$23,000,000</i>	<i>\$332,000,000</i>
Citywide projects	\$16,000,000	\$433,000,000	\$94,000,000	\$543,000,000
Total, Port and Citywide projects	\$179,000,000	\$579,000,000	\$117,000,000	\$875,000,000

*Represents total project budgets, including funding already spent and encumbered on active projects.

The CIP lays out the details of the Port's vision for capital improvements to San Francisco's waterfront for the next five years. Staff will update the CIP every two years, in conjunction with the City's biennial budget development.

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.

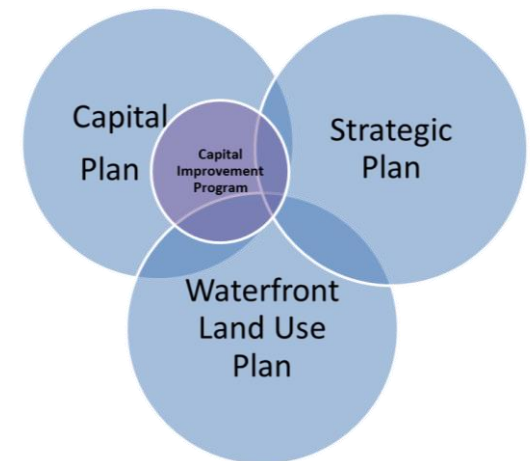
As an enterprise agency, the Port develops, markets, leases, administers, manages, and maintains the waterfront, using tools such as traditional leases, public-private partnerships, and fees to fund ongoing Port operations and infrastructure investments. The Port's jurisdiction stretches from Hyde Street 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, AT&T Park (home of the San Francisco Giants baseball team), and the Exploratorium.

The Role of the Capital Improvement Program at the Port

The Port's Capital Improvement Program (CIP) 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 two-year budget. The two-year Capital Budget adopted by the Port Commission on February 27, 2018, represents the first two years of the five-year CIP. The Port will update its five-year CIP every other year, achieving the first two years of the CIP in 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 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 2017-18 to FY 2026-27. The chart highlights the Port's expectation that it will be able to address approximately 40% of the total state of good repair (SOGR) need and nearly 90% of the enhancement need identified by the Capital Plan over the next ten years.

	State of Good Repair	Enhancements*	Total*
Need	\$1,492.2	\$1,226.8	\$2,719.0
Revenue	\$582.0	\$1,082.4	\$1,664.4
Unfunded Gap	\$910.2	\$144.4	\$1,054.6

*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.

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 Port recently concluded an extensive public engagement process and will use the input gathered to advise the Director and the Port Commission to revise and update the 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: Renewal, Engagement, Livability, Resiliency, Sustainability, Economic Vitality, and Stability. 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. Project forms included information about the project scope, schedule, budget, and merits. Staff then weighed projects against one another using the deliberative quantitative and qualitative approach outlined below.

Capital Technical Review Committee Membership

The Port's Capital Technical Review Committee has the responsibility for evaluating the projects submitted for inclusion in the CIP. The eleven-person committee includes representatives from every Port division: Executive, Finance and Administration, Maintenance, Maritime, Planning and Environment, Real Estate and Development, and Engineering. Committee members include staff with important specialties to help inform the project review, such as knowledge of the Port's environmental and historical resources and the Port's security needs.

Selection Criteria

The Capital Plan Technical Review Committee scores project funding requests using criteria that weigh a project's importance in addressing safety, keeping Port assets in good repair, and advancing the Port's mission. The Committee awards points to each project in the following categories:

Review Criterion	Maximum Points
<i>Committee Criterion</i>	
Does the project address a code or regulatory issue?	20
Does the project significantly reduce potential liability to the Port?	15
Does the project promote maritime commerce, navigation or fisheries?	10
Does the project attract people to the waterfront?	10
Does the project protect natural or cultural resources?	15
Is the project improving state of good repair of existing Port assets?	30
Is the project at a primary screening location (priority locations for work based on nexus of Port's 10-year Capital Plan and priorities from the strategic plan)?	10
<i>Financial Criterion</i>	
What is the payback period, if 10 years or less?	10
What is the total 20-year financial benefit to the Port?	20
Total	140

Funding Principles

In addition to the Committee's scoring process, staff 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.

Improve Delivery Rate—the investment will improve capital project delivery capacity.

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

Leverage Port Funds—the project will be funded by non-Port funding sources.

Port Finance staff utilized the priorities above and the Committee's scores to develop a draft Capital Improvement Program. Finance staff then submitted the proposed capital projects and recommended funding levels to the Port's Executive Director for review. After adjustments by the Executive Director, the Port Commission reviewed and approved the first two years of the CIP as the Port's two-year Capital Budget for FY 2018-19 and FY 2019-20.

Projected Available Funding

Through careful stewardship, the Port has gradually increased the amount of funding available for capital, increasing the biennial capital budget from \$20 million in FY 2010-11 and FY 2011-12 to \$79.2 million in FY 2018-19 and FY 2019-20. Still, the \$910 million 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. To help address this longstanding challenge, the Port allocates one-time and surplus revenues to annual capital expenditures. Port staff has met or exceeded the required capital funding in its budget every year since the Port Commission adopted the policy.

In the first two years of the CIP, approved by the Port Commission in February 2018 as the Port's two-year Capital Budget, the Port far exceeds the policy goal by directly investing and designating net operation revenues equal to 55% and 35% of operating revenues in each respective year. Looking only at the direct

investment, the Port will achieve an average of 26% operating revenue invested in capital over the next two fiscal years. Staff project that the Port will continue to meet or exceed the 25% goal in the final three years of the CIP.

Revenue Projections

Internal Revenue

While projected funding leaves the Port shy of the total amount needed to fully address the \$1.5 billion state of good repair need identified in its Capital Plan, the proposed CIP investments are significant relative to historical spending. As detailed in the table below, the planned expenditures of internal Port revenue in the five-year CIP period outpace the level of investment that staff anticipated in the last ten-year Capital Plan update. This increase to the projected level of funding is due largely to \$30 million in one-time revenue sources now anticipated in the CIP period from the sale of the Ferry Building and affordable housing development on Port property. In accordance with the Port’s capital policy, the Port will dedicate these one-time sources to capital improvements.

	Annual Investment of Internal Port Revenue (\$ millions)					
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Port Funds in CIP (Actual/ <i>Forecasted</i>)	\$39	\$19	\$16	\$21	\$26	\$121
Port Capital Budget Projected in Ten-Year Capital Plan	\$11	\$19	\$13	\$20	\$22	\$85
<i>Actual v. Projected (Investment greater than projection)</i>	\$28	\$0	\$3	\$1	\$4	\$36

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 three major categories: 1) grants, 2) General Fund and other city sources, and 3) development projects. The Port will continue to pursue all three sources over the next five years.

Individual CIP project write-ups, starting on page 14, include outside funding sources in the funding schedule when funds are reasonably expected. Several projects anticipate City sources in their funding plans. These projects are Waterfront Parks, the Seawall Earthquake Safety Program, and Mission Bay Ferry Landing. The “Potential External Revenue Sources” section notes potential grants that would fit a project’s scope; Port staff will pursue these competitive funds.

This CIP focuses on capital improvements to Port property that the Port will deliver. In addition to this work, Port staff anticipate that development projects will continue to repair and enhance Port property. The table below summarizes figures from the Port’s Capital Plan for FY 2017-18 to FY 2026-27 regarding expected improvements from the following ongoing development projects: 20th Street Historic Buildings, Pier 70 Waterfront Site, Seawall Lot 322-1 Development for Affordable Housing, Seawall Lots 323 and 324, Seawall Lot 337 and Pier 48, and the National Park Service Alcatraz Embarkation Site.

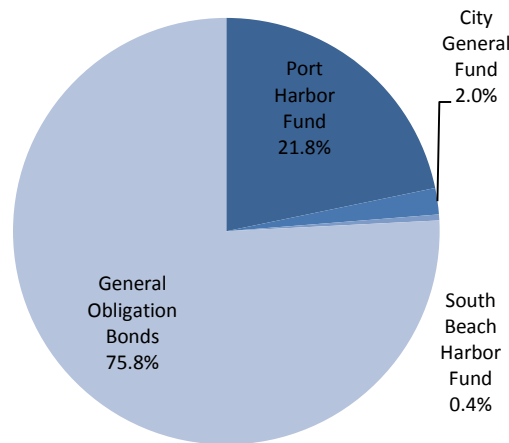
Investments Through Development Projects (\$ millions)

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
State of Good Repair	\$42	\$23	\$3	\$22	\$16	\$106
Enhancements & Seismic	\$171	\$38	\$20	\$24	\$17	\$270

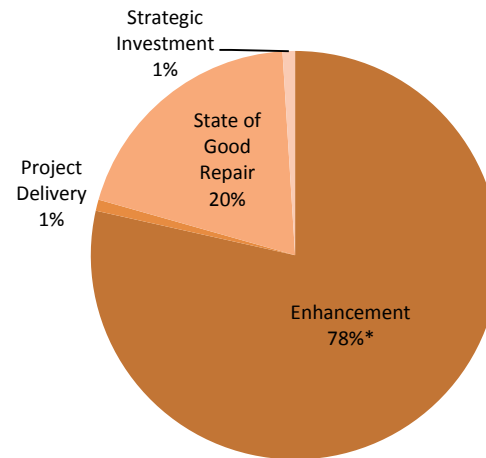
In addition to the development projects currently in motion, the Port is preparing to assess the viability of public-oriented and market-based developments of the remaining under-utilized Embarcadero Historic District piers and the Agriculture Building. To gather information, the Port is putting out a Request for Interest (RFI) to invite ideas and response on possible pier rehabilitation and improvements from public-oriented use operators and master tenants. The RFI will better inform the Port's strategy to achieve needed pier rehabilitation projects in the face of seismic and sea-level rise challenges. It will also help guide a realistic strategy for how staff can leverage non-Port funding to supplement limited Port capital dollars. 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 \$579 million in projected revenue from all sources. The pie charts below illustrate the mix of funding sources projected for Port projects and Citywide projects being delivered by the Port (the Seawall Earthquake Safety Program and Mission Bay Ferry Landing).



Sources of Funds in CIP



Uses of Funds in CIP

*Note: 83% of the funds in the enhancement category are for the Seawall Earthquake Safety Program.

Summary of Projects

Projects in the CIP

Record levels of investment in capital over the next five years will enable the Port to renew and improve many waterfront assets. Frequently, these projects preserve or enhance Port revenue, which enables future investments in capital. When projects in the CIP are expected to increase Port revenue, information on this benefit is included in the scope found in the “Project Details Description” section. Highlights of the programmed projects include state of good repair work that will upgrade electrical systems and replace leaking roofs, 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 Seawall Earthquake Safety 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. Finally, to ensure Port staff is able to deliver these important investments, the CIP funds a Project Management Office (PMO). This new team will provide capacity and skills to enhance the Port’s project delivery. The PMO will significantly increase the number and dollar amount of projects that the Port completes annually.

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>Fisherman’s Wharf</i>					
Hyde Street Harbor Repair & Improvements	Winter 2019	\$965,000	\$1,335,000		\$2,300,000
Wharf J9 Seawall and Deck Repair Project	Summer 2022	\$2,200,000	\$2,200,000		\$4,400,000
Jefferson Street Streetscape Enhancement Project, Phase 2	N/A	\$88,500	\$250,000		\$338,500
<i>Northeastern Waterfront</i>					
Beltline Building	Fall 2019	\$668,000	\$680,000		\$1,348,000
Pier 7.5 Sewer Re-routing to Street	Spring 2020		\$262,500		\$262,500
Pier 19 N. Apron	Fall 2020	\$1,567,997	\$2,000,000		\$3,567,997
Pier 19.5 Roofing	Summer 2018		\$668,000		\$668,000
Pier 19 & 23 leasing Improvements	Summer 2019		\$2,650,000		\$2,650,000
Pier 26 Deluge System Modification & New Fire Standpipe	Winter 2020		\$952,116		\$952,116
Pier 27 Public Art	Winter 2020		\$330,000		\$330,000

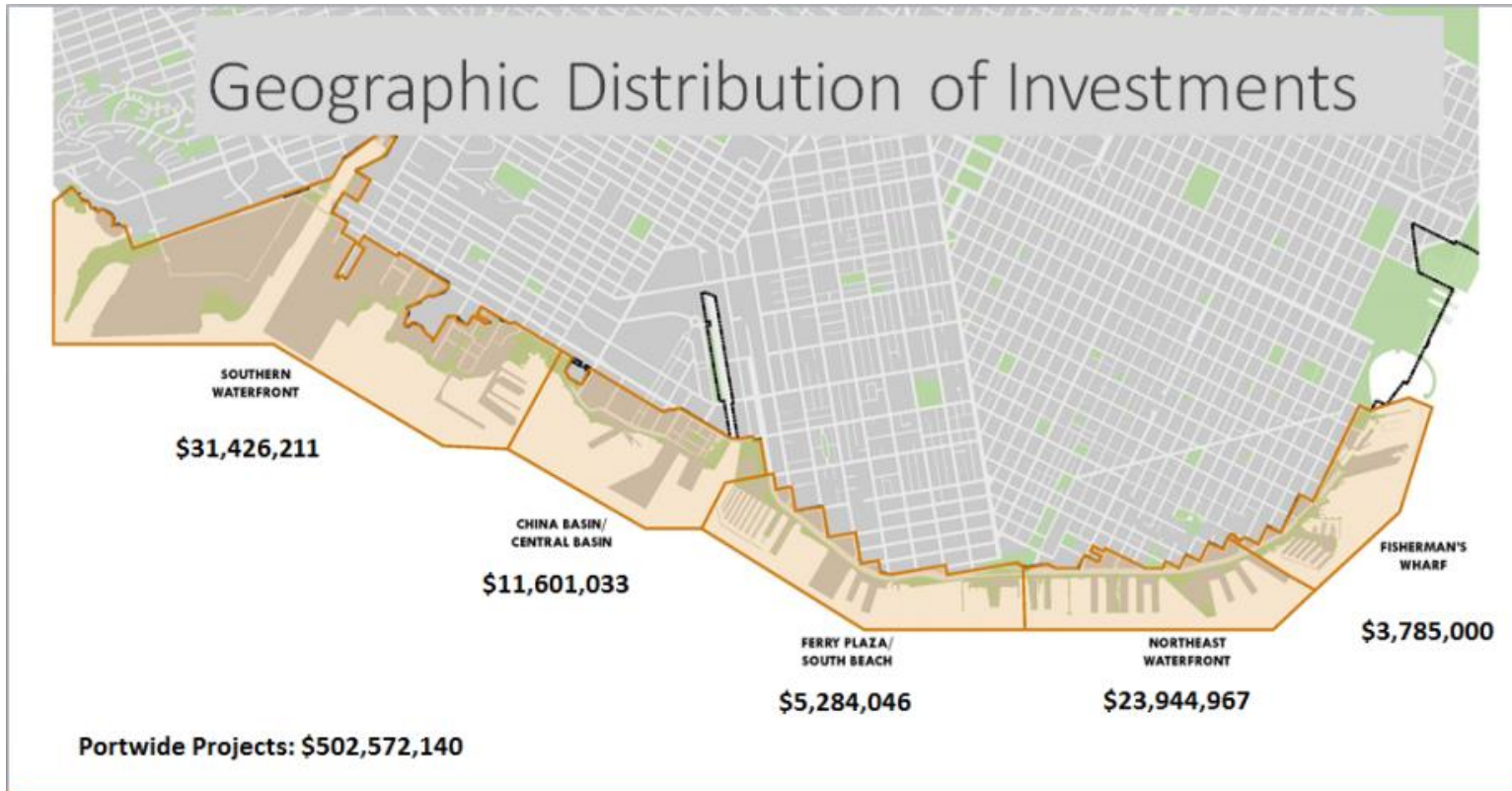
Project	End date	Prior Funding	Committed in CIP	Remaining Need	Total Budget
Pier 29 & 31 Substructure	Winter 2020	\$9,584,188	\$2,852,174		\$12,436,362
Pier 29.5 Pump Station & Force Main Upgrade	Winter 2020		\$800,000		\$800,000
Pier 31 New Fire Standpipe System	Winter 2021		\$676,522		\$676,522
Pier 35 Exterior Wall Repairs	Fall 2021		\$1,146,600		\$1,146,600
Pier 35 Roof Repair	Spring 2022		\$5,163,526		\$5,163,526
Roundhouse Envelope, Security, & Enhancement Project	Spring 2021		\$1,735,283		\$1,735,283
Roundhouse 2 HVAC System Improvements	Spring 2023		\$4,028,246		\$4,028,246
<i>Ferry Plaza/South Beach</i>					
Pier 38 Improvements for Leasing	Summer 2021		\$2,745,225		\$2,745,225
Pier 40 North Guest Dock Kayak Launch	Spring 2021		\$310,000		\$310,000
Pier 40 North Guest Dock Replacement	Spring 2020	\$1,538,310	\$1,082,000		\$2,620,310
Pier 40 End Ties A, C, & E	Winter 2023		\$1,146,821		\$1,146,821
<i>China & Central Basins</i>					
China Basin Floats & Dry Dock Repair	Fall 2021		\$601,033		\$601,033
Mission Bay Ferry Landing	Winter 2020	\$6,970,000	\$11,000,000	\$24,700,000	\$42,670,000
<i>Southern Waterfront</i>					
Amador Street Sewer And Pavement Repair	Spring 2020	\$4,414,000	\$3,800,000		\$8,214,000
Crane Cove Park*	Winter 2019	\$30,787,648	\$4,328,306	\$4,000,000	\$39,122,899
Heron's Head Park Improvements	Fall 2019		\$350,000	\$1,150,000	\$1,500,000
Heron's Head Shoreline Restoration	Summer 2020	\$665,000		\$1,665,000	\$2,330,000
Pier 50 Shed B Apron Partial Repair	Fall 2020		\$341,250		\$341,250
Pier 70 Capital Investment	N/A	\$5,300,000	\$1,200,000		\$6,500,000
Pier 70 Shipyard Improvements	Winter 2019	\$3,000,000	\$2,769,000		\$5,769,000
Pier 80 & 96 Crane Demolition	Spring 2023		\$1,823,259		\$1,823,259
Pier 80 Repair Project	Pending Pasha		\$650,000		\$650,000
Pier 90 Silo Demolition Project	Spring 2025		\$16,164,396		\$16,164,396
<i>Portwide</i>					
Contingency Fund	Ongoing		\$2,913,481		\$2,913,481
Maintenance Dredging and Sediment Sampling	Ongoing		\$32,494,415		\$32,494,415
Dry Docking of Pile Drivers & Barges	Spring 2019	\$2,968,187	\$3,700,000		\$6,668,187
Fire Protection Engineer	Ongoing		\$727,307		\$727,307

Project	End date	Prior Funding	Committed in CIP	Remaining Need	Total Budget
Pier Repair Fund: Concrete Pile Repair Crew	Ongoing		\$6,888,007		\$6,888,007
Pier Repair Fund: Wood Pile Repair Crew	Ongoing		\$7,685,681		\$7,685,681
Portwide Electrical Safety Upgrade	Ongoing		\$3,797,693		\$3,797,693
Project Delivery Team	Ongoing		\$3,765,556		\$3,765,556
Seawall Earthquake Safety Program	Winter 2026	\$8,650,000	\$422,350,000	\$69,000,000	\$500,000,000
Shoreline Resiliency Planning	Summer 2019		\$250,000		\$250,000
Waterfront Parks	TBD		\$18,000,000	\$17,000,000	\$35,000,000
Total		\$79,366,830	\$578,613,397	\$117,515,000	\$775,502,172

* Total need for Crane Cove Park includes \$4,000,000 in philanthropic funds the Port will seek for additional recreational enhancements at the Park.

Geographic distribution

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



Note: Graphic reflects full budget for all projects receiving funds in the 5-year CIP, inclusive of prior appropriations toward those projects.

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
19th & Illinois Street Parking Lot	\$2,100,000	Spring 2019
Agua Vista Park	\$2,000,000	Summer 2020
Bayview Gateway Art Project	\$684,000	Spring 2018
Beltline Railroad Locomotive	\$1,886,812	Winter 2019
Central Basin Dredging	\$2,500,000	Dependent on U.S. Army Corps of Engineers
Cruise Terminal Shade Structure	\$770,500	Winter 2019
Emergency Equipment	\$176,575	Summer 2018
Ferry Plaza Improvements	\$150,000	Dependent on GO Bond
Forest City Development	\$1,314,445	Ongoing
Greening & Beautification of Southern Waterfront	\$616,534	Summer 2019
Hyde Street Harbor Repair And Improvements	\$965,000	Winter 2020
Inventory Material	\$1,000,000	Ongoing
Islais Creek Improvements	\$2,000,000	Spring 2019
Maintenance Dredging FY 16/17 & 17/18	\$11,129,282	Summer 2018
Materials Testing	\$400,000	Summer 2018
Perimeter Security Hardening	\$402,806	Summer 2018
Pier 23 Utility Upgrade And Restroom	\$1,440,000	Summer 2018
Pier 29 Utility Upgrade & Improvement	\$850,000	Summer 2018
Pier 29.5 & 31 Utility Upgrade & Improvements Project	\$4,089,185	Summer 2018
Pier 33 Fire Sprinkler System	\$850,000	Winter 2019
Pier 35 Substructure Repair	\$3,000,000	Spring 2021
Pier 39 Sediment Investigation	\$250,000	Winter 2023
Pier 40 Baffle Wall Repairs	\$300,000	Winter 2020
Pier 45 Replace Wood piles	\$150,000	Spring 2018
Pier 70 Pile Removal	\$2,800,000	Dependent on U.S. Army Corps of Engineers
Pier 80 High Mast Lighting	\$234,165	Winter 2019
Pier 92 Apron Repair	\$2,337,382	Winter 2019
Pier 94 Backlands Improvements	\$8,499,975	Winter 2019

Project	Project Budget	End Date
Pier 94/96 Storm Drain and Outfall Repairs	\$1,449,283	Summer 2018
Pier Bldgs Ladders & Skylights	\$500,000	Fall 2018
Pier Tenant Restrooms (Pier 50 Sheds A&B)	\$724,242	Fall 2019
Portwide CCTV Phase 4	\$695,000	Spring 2018
Portwide Emergency Power	\$195,000	Summer 2018
Programmable Logic Controls	\$602,505	Summer 2018
Public Restrooms- Pier 45 Shed A and Islais Creek	\$819,990	Winter 2019
Roundhouse 2 Elevator Modernization Project	\$360,250	Spring 2018
SFPD Marine Unit Dock Replacement	\$1,330,000	Spring 2020
Southern Waterfront Pile Removal	\$2,150,000	Winter 2021
SWL337 Mission Rock Develop	\$835,555	Ongoing
Vibrohammer Purchase	\$658,340	Winter 2019
Total	\$94,758,592	

Project Detail Descriptions

Hyde Street Harbor Repair and Improvements

Scope

Opened in June 2001, Hyde Street Harbor was built to accommodate the seasonal fishing fleets that deliver herring, salmon, and crab to the fish processors at Pier 45. Commercial fishing vessels always have top priority for Hyde Street Harbor berths, but recreational vessels may berth for up to ten days a month when space is available. The floating docks at the Hyde Street Harbor Pier are failing and in need of major repairs. In recent years, the deterioration-related damage created safety issues and four berths were taken out of service. In addition, the electrical system is aging and starting to fail. This project will make structural repairs to four berths, install a new, improved mooring systems, remove old piles, and make electrical and mechanical upgrades. Additional funds are needed to cover scope increases, like the mechanical upgrades, and to cover cost escalation.



Advancing the Port's Strategic Plan

Renewal – Ensures safe operation for marina tenants, staff, and the public.
Economic Vitality – Continues service to the commercial fishing industry and maritime community.

Project Lead

Peter Luong, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$965,000	\$1,335,000	\$0	\$0	\$0	\$0	\$0	\$2,300,000
Total	\$965,000	\$1,335,000	\$0	\$0	\$0	\$0	\$0	\$2,300,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2019



Wharf J9 Seawall and Deck Repair Project

Scope

Wharf J9 serves as a berthing area for fisherman. This project will replace approximately 50 wood piles, repair or replace sections of the wood deck, and strengthen approximately 500 feet of deteriorating seawall and improve its seismic stability. The seawall improvements will be performed by driving sheetpile in lieu of installing a concrete gravity wall. The sheetpile system is a new approach for the Port and is expected to result in better performance. If successful, the Port may continue to use the sheetpile approach throughout the waterfront. This additional funding will enable the use of the new sheetpile approach and cover a peer review of the design.

Advancing the Port's Strategic Plan

Renewal – Maintains the structural integrity of a Port facility.

Project Lead

Peter Luong, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$2,200,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$4,400,000
Total	\$2,200,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	\$4,400,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2020



Jefferson Street Streetscape Enhancement Project, Phase 2

Scope

Phase 1 of the Jefferson Street Streetscape Enhancement Project was completed in 2013 and created improvements to pedestrian areas along the length of Jefferson Street, featuring improved intersections and street segments, pedestrian corner plazas, shortened crossing distances, pedestrian scale lighting, and other amenities. Phase 2 of this project would extend street improvements on Jefferson Street from Jones to Powell Streets, improving the street user experience on a major, iconic, commercial corridor in San Francisco.

Advancing the Port's Strategic Plan

Renewal – Enhances public enjoyment and safety and enlivens the waterfront.

Project Lead

Dan Hodapp, Planning

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$88,500	\$250,000	\$0	\$0	\$0	\$0	\$0	\$338,500
Total	\$88,500	\$250,000	\$0	\$0	\$0	\$0	\$0	\$338,500

Funded Phase(s)

Construction

Potential External Revenue Sources

N/A: Public Works is responsible for the project budget.

Estimated Project Completion

N/A: Public Works is responsible for the project schedule.



Beltline Building Repair Project

Scope

The Beltline Building is a currently vacant, historic, two-story building located between piers 27 and 29. This project will make the Beltline Building more leasable by installing new code compliant exterior egress stairs and an entry on the north side of building; relocating the electrical service inside; installing a new lift for ADA access to all levels; removing non-historic interior walls and doors; repairing existing windows; renovating a restroom on the second floor to meet current codes; upgrading utilities; and repairing the roof. This project is anticipated to increase revenue to the Port, earning \$1.1 million in net present value over the next 20 years. The cost of the work will be repaid through rents in approximately seven years. Additional funds are needed to cover scope increases, like sewer re-routing, and to cover cost escalation.



Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for adaptive reuse.

Stability – Enables the Port to lease the vacant building to deepen the Port's revenue base.

Economic Vitality – Creates space for new business opportunities and jobs, and generate new tax revenue.

Project Lead

Wendy Proctor, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$668,000	\$680,000		\$0	\$0	\$0	\$0	\$1,348,000
Total	\$668,000	\$680,000		\$0	\$0	\$0	\$0	\$1,348,000

Funded Phases

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Fall 2019



Pier 7 ½ Sewer Re-routing to Street

Scope

Pier 7 ½ serves as a public promenade along the waterfront. The sewer serving the Pier 7 ½ tenant, Waterfront Restaurant, is improperly routed to discharge to a nearby catch basin, resulting in a Notice of Violation from the State Water Control Board. This project will disconnect the Waterfront Restaurant's south side underground sewer from the catch basin at the curb and re-route the sewer connection to a manhole in the street of the Embarcadero. The work will address the code violation and meet all requirements for proper slope and connection points, helping avoid unintended discharges to the Bay to protect water quality.



Advancing the Port's Strategic Plan

Sustainability – Ensures proper treatment of sewer discharges from the restaurant.

Project Lead

David Hu, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$262,500	\$0	\$0	\$0	\$0	\$262,500
Total	\$0	\$0	\$262,500	\$0	\$0	\$0	\$0	\$262,500

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2020



Pier 19 North Apron

Scope

The northern apron along Pier 19 has fallen into disrepair and has been demolished. A safe apron is needed here to provide a means of emergency egress for future tenants in Pier 19 and to provide public access, as required by the Bay Conservation and Development Commission. With this additional funding, the Port will repair and reconstruct the apron for public access and fire egress. Reconstruction is likely to include installation of steel piles, steel framing, concrete filled metal deck, and replacing the pier fenders.



Advancing the Port's Strategic Plan

Renewal – Restores adequate egress for the facility.

Project Lead

Peter Luong, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$ 1,567,997	\$2,000,000		\$0	\$0	\$0	\$0	\$0
Total	\$ 1,567,997	\$2,000,000		\$0	\$0	\$0	\$0	\$0

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Fall 2020



Pier 19 ½ Roofing Project

Scope

Pier 19 ½ is a connector building between piers 19 and 23. It was constructed in 1961 and it is likely that the current roof is the original roof from the time of construction. The roof is leaking and needs to be fully replaced before the facility can be leased. Water damage is a major cause of loss for pier facilities, and the longer the exposure, the greater the costs for restoration. Repair work will ensure the structure is maintained in a state of good repair and increase the revenue potential of the facility.

Advancing the Port's Strategic Plan

Renewal – Repairs a Port asset for adaptive reuse.

Stability – Deepens the Port's revenue base through new leasing opportunity.

Economic Vitality – Creates more space for production, distribution, and repair (PDR) in the City and generates additional tax revenue.

Project Lead

Wendy Proctor, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$668,000	\$0	\$0	\$0	\$0	\$0	\$668,000
Total	\$0	\$668,000	\$0	\$0	\$0	\$0	\$0	\$668,000

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2018



Pier 19 & 23 Leasing Improvements

Scope

Piers 19 and 23 are currently used for storage and parking and their aprons are open for public access. This project will make various improvements to the Pier 19, 19½, and 23 complex to accommodate new, more intensive uses. Work will include: installation of a fire protection standpipe system for the complex; backflow preventers to protect the City's water system; and installation of an exhaust ventilation system in Pier 19 to enable parking operations. The new leases and parking operations made possible through this work are anticipated generate \$21.9 million in net present value over the next 20 years. The cost of the work will be repaid by revenues in approximately four years after completion.

Advancing the Port's Strategic Plan

Stability – Enables new revenue from leasing opportunities.

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

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$2,650,000	\$0	\$0	\$0	\$0	\$0	\$2,650,000
Total	\$0	\$2,650,000	\$0	\$0	\$0	\$0	\$0	\$2,650,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2019



Pier 26 Deluge System Modification & New Fire Standpipe

Scope

The deluge system at Pier 26 was installed to protect the Bay Bridge from damage should a fire occur in Pier 26. It is now in disrepair and has been deemed no longer necessary to protect the bridge. This project will remove the old system and replace it with a new fire standpipe system that was identified by Fire Department staff as a critical health, safety, and facility preservation improvement.

Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for adaptive reuse.

Stability – Improves the safety of our tenants in a revenue-generating facility.

Project Lead

Pending



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$952,116	\$0	\$0	\$0	\$0	\$0	\$952,116
Total	\$0	\$952,116	\$0	\$0	\$0	\$0	\$0	\$952,116

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2020



Pier 27 Public Art Project

Scope

Named for James R. Herman, longtime Port Commissioner and labor leader, Pier 27 Cruise Terminal is the largest Port investment since the San Francisco Harbor Commission constructed the seawall, historic bulkhead buildings, and finger piers more than 100 years ago. The new terminal and plaza transformed Pier 27 from an underused, view-blocking warehouse to one of San Francisco's civic jewels. Public access includes the 2½-acre Cruise Terminal Plaza, which allows visitors and residents to get close to the ocean-going ships berthed adjacent to the plaza. This project involves working with the San Francisco Arts Commission to select an artist to design and install a permanent art piece at Pier 27 in the Plaza.

Advancing the Port's Strategic Plan

Renewal – Enhances public enjoyment and enlivens the waterfront.

Engagement – Enhances partnership with the local arts community.

Project Lead

Ming Yeung, Planning & Environment

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
General Obligation Funds	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$330,000
Total	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$330,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2020



Pier 29 & 31 Substructure Repair

Scope

Piers 29 and 31 are part of the Embarcadero Historic District. The Pier 29 bulkhead and shed have recently been used for light industrial, storage, and parking. Pier 31 bulkhead is vacant. This project will repair the substructures of 29 through 31 ½ to make them more leasable. The Port recently negotiated a lease of the Alcatraz Ferry Embarkation site at Pier 31 ½ and dining amenities in Pier 31 with the National Park Service (NPS). Lease terms require the Port to complete essential repairs to the Pier 31 and 31 ½ substructures before the facilities are turned over to NPS in May of 2019. Substructure repairs to Pier 29 will make the space more leasable. The original budget for this project assumed work would be completed by Port pilecrews. However, to meet the NPS timeline, work will be completed by a contractor, increasing the funding need.



Advancing the Port's Strategic Plan

Renewal – Activates an historic pier shed and enhances the necklace of waterfront open spaces.

Stability – Preserves and enhances revenue generation from these facilities.

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

Project Lead

Jonathan Roman, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$ 9,584,188	\$2,852,174	\$0	\$0	\$0	\$0	\$0	\$12,436,362
Total	\$ 9,584,188	\$2,852,174	\$0	\$0	\$0	\$0	\$0	\$12,436,362

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2020



Pier 29 ½ Pump Station and Force Main Upgrade

Scope

Utilities at Pier 29 ½ need to be brought above deck to reduce the chance of leakage into the Bay, and to enable separating the utility service of Pier 31, the location of the new Alcatraz Embarkation site. This project will re-route a new force main above-deck to replace the existing under-pier sewer force main and re-size and replace the two existing pumps. In combination, improvements to accommodate the new Alcatraz Embarkation site are anticipated to generate \$8.4 million in net present value over the next 20 years. The cost of all of the work for the embarkation site will be repaid by revenues approximately nine years after completion.

Advancing the Port's Strategic Plan

Sustainability – Protects the Bay by eliminating the risk of accidental damage and leakage when utilities remain exposed under the pier.

Project Lead

David Hu, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$800,000
Total	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$800,000

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2020



Pier 31 New Fire Standpipe System

Scope

Pier 31 is currently vacant, but is destined for increased activity and visitors as part of the Alcatraz Ferry Embarkation project and other planned leases in the vicinity. This new fire standpipe system will provide health, safety, and facility preservation measures at Pier 31 by providing a necessary support tool to the fire department to combat fires. Because the intensity of use in this area is expected to increase, the Fire Marshall and Fire Protection Engineer identified this as a top priority fire-safety project.

Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for adaptive reuse and complements expanded public amenities along the waterfront.

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$676,522	\$0	\$0	\$0	\$0	\$676,522
Total	\$0	\$0	\$676,522	\$0	\$0	\$0	\$0	\$676,522

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2021



Pier 35 Exterior Wall Repairs

Scope

Pier 35 serves as the Port's alternate cruise terminal and is key for Port maritime operations. The planned work entails patching, repairing, and painting Pier 35's wood siding, windows, and other exterior damage. The south side of the Pier has cracks and holes due to extended sun, weather, and cruise ship cargo traffic. The renewal work will help extend the useful life of the facility, protecting it from further weathering and maintaining the building in better condition.

Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for continued adaptive reuse.

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Wendy Proctor, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$0	\$220,500	\$926,100	\$0	\$0	\$1,146,600
Total	\$0	\$0	\$0	\$220,500	\$926,100	\$0	\$0	\$1,146,600

Funded Phase(s)

Design and Construction

Potential External Revenue Sources

None

Estimated Project Completion

Fall 2021



Pier 35 Roof

Scope

This project will reroof 131,000 square feet of the Pier 35 shed and repair windows, gutters, and drains. The current roof is beyond its useful life and allows water to enter and damage the building and disrupt tenants. Water damage is a major cause of loss for pier facilities, and the longer the exposure, the greater the costs for restoration.

Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for continued adaptive reuse.

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Wendy Proctor, Engineering



Funding Schedule

Photo by Dave Rauenbuehler

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$0	\$486,721	\$4,676,805	\$0	\$0	\$5,163,526
Total	\$0	\$0	\$0	\$486,721	\$4,676,805	\$0	\$0	\$5,163,526

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2022



Roundhouse Envelope, Security, & Common Area Enhancement Project

Scope

Roundhouse 2 at 10 Lombard Street is a four-story office building constructed in 1983 with an area of 26,000 square feet. The purpose of the project is to enhance and revitalize the Roundhouse building. Its current state of disrepair is limiting the leasing potential of much of the space. This project will renew the building's envelope (roof, wall, doors, and windows), improve security, and update the lobby and common areas. In combination, this project and HVAC improvements to the Roundhouse building are anticipated to increase revenue to the Port, earning \$7.4 million in net present value over the next 20 years. The cost of the work will be repaid through rents in approximately six years.

Advancing the Port's Strategic Plan

Stability – Preserves and enhances revenue generation from this facility.

Economic Vitality – Activates more space for new business opportunities and jobs and generates new tax revenue.

Renewal – Restores an historic asset for adaptive reuse.

Project Lead

Wendy Proctor, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$467,000	\$525,000	\$743,283	\$0	\$0	\$0	\$1,735,283
Total	\$0	\$467,000	\$525,000	\$743,283	\$0	\$0	\$0	\$1,735,283

Funded Phase(s)

Design and construction

Potential External Revenue Sources

The Port will seek funds from the Federal Port Security Grant Program for the security elements of this project.

Estimated Project Completion

Spring 2021



Roundhouse 2 HVAC System Improvements

Scope

The Roundhouse 2 building's heating, ventilation, and air conditioning (HVAC) system has deficiencies due to multiple tenant space modifications and lack of adequate maintenance. Deficiencies include issues in major system components such as the boiler, pumps, condensing water piping, and air quality control. These problems have resulted in complaints about air quality in tenant spaces and incorrect air temperature. The new system will alleviate these issues, resulting in better conditions for tenants, better marketability, and an increase to market rate rents.



Advancing the Port's Strategic Plan

Stability – Preserves and enhances revenue generation from this facility.

Economic Vitality – Activates more space for new business opportunities and jobs and generates new tax revenue.

Project Lead

David Hu, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$0	\$358,575	\$3,669,671	\$0	\$0	\$4,028,246
Total	\$0	\$0	\$0	\$358,575	\$3,669,671	\$0	\$0	\$4,028,246

Funded Phase(s)

Planning, design, and construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2023



Pier 38 Improvements for Leasing

Scope

Pier 38 is home to a currently empty, historic bulkhead building and shed awaiting potential tenants. Pier 38 is in need of repairs to: mitigate continued damage to the facility; remove non-compliant improvements by prior tenant; activate the facility to quell ongoing vandalism; and prepare the site for leasing to generate ongoing revenue for the Port. Work will include repairs to the apron and windows, patching the roof, and removing non-compliant prior tenant build-outs. The improved leasing appeal of Pier 38 resulting from this project will generate \$14.9 million in net present value to the Port over the next 20 years. The cost of the work will be repaid by revenues in approximately four years after completion.

Advancing the Port's Strategic Plan

Renewal – Restores an historic asset for adaptive reuse.

Stability – Deepens the Port's revenue base through new leasing opportunity.

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

Project Lead

Wendy Proctor, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$0	\$661,500	\$2,083,725	\$0	\$0	\$2,745,225
Total	\$0	\$0	\$0	\$661,500	\$2,083,725	\$0	\$0	\$2,745,225

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2021



Pier 40 North Guest Dock Kayak Launch

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. To ensure continued public access to Pier 40 facilities, this project will install a new public kayak launch along Pier 40 North Guest Dock for vessel docking and human-powered water recreation public access. The dock will be open and accessible to the public, and provide ADA-consistent kayak entry and exit from the water.

Advancing the Port's Strategic Plan

Renewal – Adds to the Port's maritime assets and array of recreational amenities.

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

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
South Beach Harbor Fund	\$0	\$0	\$310,000	\$0	\$0	\$0	\$0	\$310,000
Total	\$0	\$0	\$310,000	\$0	\$0	\$0	\$0	\$310,000

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2021



Pier 40 North Guest Dock Replacement

Scope

Project will remove South Beach Harbor's dilapidated Pier 40 North concrete guest dock and replace it with a new guest dock, using the existing guide piles. Three new electrical pedestals will be added for improved lighting. The new guest dock will match the capacity of the current dock, but be shorter to better weather maritime conditions in the location. Additional funds are programmed in the CIP to cover the latest cost estimate for construction.

Advancing the Port's Strategic Plan

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

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Pending



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
South Beach Harbor Fund	\$1,538,310	\$1,082,000	\$0	\$0	\$0	\$0	\$0	\$2,620,310
Total	\$1,538,310	\$1,082,000	\$0	\$0	\$0	\$0	\$0	\$2,620,310

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2020



Pier 40 End Ties A, C, & E

Scope

The end ties, which allow larger boat moorage at the end of the Pier 40 docks in South Beach Harbor, are in need of repair; some are unusable due to their current condition. Repairs include replacement of floats and missing pieces, as needed.

Advancing the Port's Strategic Plan

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

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
South Beach Harbor Fund	\$0	\$0	\$0	\$0	\$1,146,821	\$0	\$0	\$1,146,821
Total	\$0	\$0	\$0	\$0	\$1,146,821	\$0	\$0	\$1,146,821

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2023



China Basin Floats and Dry Dock Repair

Scope

The China Basin floats are an essential part of the Port's public water transportation infrastructure; they enable ferry service to events at Giants stadium. The Port recently completed routine maintenance on the East float. The funds programmed in the CIP will be used to prepare a cost estimate for the work to dry dock the remaining West float and lift so that it too can receive maintenance and repairs, including sandblasting the surface, repairing damaged structural elements, and applying new corrosion protection. Additional funds for the full cost of the repair will be requested and programmed in a future update to the CIP.



Advancing the Port's Strategic Plan

Livability – Reduces overland traffic congestion along the waterfront.

Resiliency – Provides an alternate, water-based means of accessing the City immediately after a seismic event.

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$ 0	\$203,000	\$0	\$398,033	\$0	\$0	\$TBD	\$601,033
Total	\$ 0	\$203,000	\$0	\$398,033	\$0	\$0	\$TBD	\$601,033

Funded Phase(s)

Design and partial funding for construction

Potential External Revenue Sources

None

Estimated Project Completion

Fall 2021



Mission Bay Ferry Landing

Scope

Mission Bay Ferry Landing is a planned enhancement on San Francisco Bay in the rapidly growing Mission Bay neighborhood. The Project entails construction of a ferry landing to provide regional ferry service and potentially an adjacent water taxi landing. The Mission Bay Ferry Landing will serve more than 350,000 annual weekday passengers plus 125,000 people traveling for special events. Appropriations made prior to this CIP covered the project's planning and design phases. Funds programmed in the CIP and those being sought are for the construction phase.



Advancing the Port's Strategic Plan

Resiliency – Provides a means of accessing the City after a seismic event.

Livability – Reduces overland traffic congestion along the waterfront.

Stability – Maximizes external investment capital for project funding.

Project Lead

Jonathan Roman, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$3,470,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,470,000
City Sources	\$3,500,000	\$11,000,000	-\$11,000,000*	\$0	\$0	\$0	\$0	\$3,500,000
Development Impact Fees	\$0	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
Private Contributions	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000
Grants/Bridge Toll	\$0	\$0	\$0	\$0	\$0	\$0	\$24,700,000	\$24,700,000
Total	\$6,970,000	\$11,000,000	\$0	\$0	\$0	\$0	\$24,700,000	\$42,670,000

*General Fund to repaid by development impact fees and private contributions, if they are secured.

Funded Phase(s)

Construction

Potential External Revenue Sources

The Ferry Landing is a candidate project for up to \$25 million in Regional Measure 3 (bridge toll funding). The Port and City are also pursuing funds from private sources.

Estimated Project Completion

Winter 2020



Amador Street Sewer and Pavement Repair

Scope

Amador Street and the Amador sewer serve many of the Port's Maritime Eco-Industrial Area tenants. The current forced sewer main frequently breaks and the pump station is running beyond its maximum capacity. The pavement is beyond its useful life and filled with potholes. This project will replace the forcemain, make pump station upgrades, complete sewer system repairs under the roadway, and make base repairs and repave the roadway. Additional funds are needed to cover the increased cost estimate and to enable the road repaving to be completed concurrently with the sewer upgrades.



Advancing the Port's Strategic Plan

Renewal – Restores Port assets that are key to the Maritime Eco-Industrial Strategy.

Economic Vitality – Sustains space for business opportunities and jobs and generates tax revenue.

Project Lead

Ken Chu, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$ 4,414,000	\$3,800,000	\$0	\$0	\$0	\$0	\$0	\$8,214,000
Total	\$ 4,414,000	\$3,800,000	\$0	\$0	\$0	\$0	\$0	\$8,214,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2020



Crane Cove Park

Scope

Crane Cove Park will be a major new open space along currently inaccessible former industrial shoreline. The nine acre park will be a part of the Blue Greenway, a necklace of waterfront public access connecting the City to the shore via pathways, parks, and open spaces. Bids on the project came in over the engineer's estimate and the Port is revising the bid packages for a successful bid. The Port is adding internal revenue to supplement Waterfront Parks General Obligation Bond dollars to cover essential project elements.



Advancing the Port's Strategic Plan

Renewal – Restores a Port asset for adaptive reuse.

Sustainability – Protects the Bay's ecology through best management practices for storm water management and water efficient landscaping.

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

Project Lead

Erica Petersen, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$4,653,139	\$1,885,571	\$550,000	\$0	\$0	\$0	\$0	\$7,088,710
General Obligation Bonds	\$24,612,727	\$1,242,735	\$0	\$0	\$0	\$0	\$0	\$25,855,462
Grants	\$1,521,782	\$650,000	\$0	\$0	\$0	\$0	\$0	\$2,171,782
Philanthropy	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$4,000,000
Total	\$30,787,648	\$3,778,306	\$550,000	\$0	\$0	\$0	\$4,000,000	\$39,115,954

Funded Phase(s)

Construction

Potential External Revenue Sources and other Non-Port Sources

The Port is seeking a Proposition 1 Grant from the Coastal Conservancy for \$650,000. If secured, it would reduce the need for Port Harbor Fund, freeing the dollars for other renewal investments. The Port is also working with philanthropic interests in the City to secure the remaining \$4 million for play structures.

Estimated Project Completion

Winter 2019



Heron's Head Park Improvements

Scope

With prior General Obligation Bond (GO Bond) funds, the Port expanded Heron's Park. The Port now proposes improvements to the older sections of the park utilizing 2012 Waterfront Parks GO Bond funds. Work will include constructing an ADA compliant pathway to improve the connection from Heron's Head Park to the adjacent PG&E shoreline area; upgrades to the Eco-Center's electrical system to ensure reliable electricity for the Eco-Center, which provides educational outreach and community meeting space to support the parks programs; and installing a comprehensive signage program for the park.

Advancing the Port's Strategic Plan

Renewal – Improves recreational amenities to enhance public enjoyment of the waterfront.

Sustainability – Employs best environmental practices to sequester carbon, reduce non-renewable energy use, and minimize water use.

Project Lead

Erica Petersen, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
General Obligation Bond	\$0	\$350,000	\$0	\$0	\$0	\$0	\$1,150,000	\$1,500,000
Total	\$0	\$350,000	\$0	\$0	\$0	\$0	\$1,150,000	\$1,500,000

Funded Phase(s)

Design and construction

Potential External Revenue Sources

General Obligation Bonds

Estimated Project Completion

Fall 2019



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 will seek funds for construction.

Advancing the Port's Strategic Plan

Sustainability – Protects the Bay's ecology by reducing discharge of sediment and improving ecological function of shoreline.

Resiliency – Stabilizes the shoreline for the effects of rising sea level.

Project Lead

Carol Bach, Planning & Environment



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$665,000	\$0	\$0	\$0	\$0	\$0	\$0	\$665,000
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$1,665,000	\$1,665,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,330,000

Funded Phase(s)

Funds will be sought for construction.

Potential External Revenue Sources

This project is a good match for the San Francisco Bay Restoration Authority's Measure AA funding. The Port anticipates applying for Measure AA funds for the construction phase in FY 18/19. Another possible grant source is California's Proposition 1 grant program, which funds multi-benefit ecosystem and watershed protection and restoration projects. Staff will monitor this program and pursue, if needed.

Estimated Project Completion

Summer 2020



Pier 50 Shed B Apron Partial Repair

Scope

The Pier 50 Shed B is leased to multiple tenants, primarily for use as storage. The apron is currently red-tagged in this area, meaning it has been identified as in poor structural condition and unsafe. Any additional damage to piles will force the closure of the egress needed for tenants and create potentially unsafe code violations. The project includes installing four new timber piles per bent for the first nine bents of the Pier 50 Shed B apron to ensure a permanent, safe means of egress for tenants.

Advancing the Port's Strategic Plan

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Mathew Bell, Engineering



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$341,250	\$0	\$0	\$0	\$0	\$341,250
Total	\$0	\$0	\$341,250	\$0	\$0	\$0	\$0	\$341,250

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Fall 2020



Pier 70 Capital Investment

Scope

Pier 70 is a 70-acre brownfield site adjacent to the Dogpatch neighborhood. The underutilized space is about to undergo a transformation thanks to a mixed-use development project. The Port Commission selected Forest City to develop a 28-acre portion of the area and has the right to invest capital in the project. In exchange for a capital investments toward building the infrastructure for the new neighborhood, the Port will earn a 10% annual return. This investment is projected to generate a return by the seventh year of the project and will generate an additional \$9.9 million to the Port. While a larger capital contribution would generate even greater return to the Port, a higher level of investment would have forced the Port to forego time sensitive, mission-critical projects in the CIP.



Advancing the Port's Strategic Plan

Engagement – Reflects six years of community outreach and incorporates that vision into the design.

Livability – Expands San Francisco's housing supply by at least 1,100 new homes, 30% of which will be affordable units.

Project Lead

Meghan Wallace, Finance & Administration

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$5,300,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$6,500,000
Total	\$5,300,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$6,500,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None, although the Port capital investments leverage Developer capital and public-private partnership funding mechanisms being used for the project, including an Infrastructure Finance District.

Estimated Project Completion

Full build-out of Forest City is expected in 10-15 years



Pier 70 Shipyard Improvements

Scope

The Pier 70 Shipyard has been home to ship repair activities for 150 years and includes two dry-docks. This project will complete capital repairs and enhancements to ready the shipyard for a new operator. Completing these improvements is key to helping attract an operator and restore ship repair jobs. Work will include upgrading existing electrical equipment, rehabilitating the shipyard's switchgear to increase reliability, and dredging berths. Work also includes installing two new breakers, one to serve as a main for the shipyard and one to supply the Building 102 substation. Additional funds are needed to cover an increased cost estimates for the electrical work and the additional need for dredging.



Photo by Dave Rauenbuehler

Advancing the Port's Strategic Plan

Economic Vitality – Restores potential for jobs and tax revenue.

Stability – Reduces the Port's operating expenses and increase revenues.

Project Lead

Raman Singh, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$3,000,000	\$1,769,000	\$1,000,000	\$0	\$0	\$0	\$0	\$5,769,000
Total	\$3,000,000	\$1,769,000	\$1,000,000	\$0	\$0	\$0	\$0	\$5,769,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Winter 2019 for capital construction work, to be followed by dredging



Pier 80 & 96 Crane Demolition

Scope

Pier 96 is home to four cargo cranes that are no longer needed for Port operations. This project will demolish those cranes. Future business opportunities will not utilize cranes and there is no secondary market for them. Without removal, the cranes represent an ongoing maintenance expense to the Port and present a potential health and safety hazard.

Advancing the Port's Strategic Plan

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

Project Lead

Raman Singh,
Engineering



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$0	\$0	\$0	\$1,823,259	\$0	\$1,823,259
Total	\$0	\$0	\$0	\$0	\$0	\$1,823,259	\$0	\$1,823,259

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2023



Pier 80 Repair Project

Scope

In April 2016 the Port entered into a management and terminal operating agreement with Pasha Automotive Services for the operation and management of the Pier 80 cargo terminal. Under the terms of the agreement, the Port is obligated to reimburse the tenant up to \$2,000,000 for the cost of specified improvements to the terminal. \$650,000 of the \$2,000,000 must be paid to the tenant in cash, with the balance provided via rent credits. This investment meets that obligation.



Advancing the Port's Strategic Plan

Livability – Creates living-wage jobs for local residents through Pasha's operations.

Stability – Preserves and enhances revenue generation from this facility.

Project Lead

Brendan O'Meara, Maritime

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$650,000	\$0	\$0	\$0	\$0	\$0	\$650,000
Total	\$0	\$650,000	\$0	\$0	\$0	\$0	\$0	\$650,000

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Dependent on Pasha's delivery



Pier 90 Silo Demolition

Scope

The Pier 90 silos, formerly used to store grain, have been unused since the 1989 Loma Prieta earthquake. The proposed project scope is to demolish all existing landside structures and 80,000 square feet of dilapidated timber wharf at the Pier 90 grain silo facility. The project is needed to remove a vacant facility that has become a life-safety hazard and ongoing maintenance and security expense. The removal will improve the Bay by removing fill and allow future productive use of the site as part of the Port's Maritime Eco-Industrial Strategy.



Advancing the Port's Strategic Plan

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

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

Project Lead

Matthew Bell, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$100,000	\$1,050,000	\$0	\$0	\$15,014,396	\$0	\$16,164,396
Total	\$0	\$100,000	\$1,050,000	\$0	\$0	\$15,014,396	\$0	\$16,164,396

Funded Phase(s)

Planning, design, and construction

Potential External Revenue Sources

None

Estimated Project Completion

Spring 2025



Contingency Fund

Scope

The Bay Area's thriving economy has led to an increase in construction costs, as contractors have more choice of projects to take on and limited capacity. Departments city wide are now receiving bids on capital projects that frequently far exceed engineers' estimates. The funds budgeted here will be used 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.

Advancing the Port's Strategic Plan

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

Project Lead

Meghan Wallace, Finance & Administration

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$2,078,881	\$0	\$0	\$0	\$0	\$0	\$2,078,881
South Beach Harbor Fund	\$0	\$0	\$834,600	\$0	\$0	\$0	\$0	\$834,600
Total	\$0	\$2,078,881	\$834,600	\$0	\$0	\$0	\$0	\$2,913,481

Funded Phase(s)

Various

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable

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. This disposal option is more costly than other disposal methods, but is environmental friendly and enables the Port to comply with its commitment to the U.S. Environmental Protection Agency, Bay Area Conservation District, and Regional Water Quality Control Board.

Advancing the Port's Strategic Plan

Economic Vitality – Maintains berth depths for ongoing business operations that generate continued tax revenue.

Sustainability – Creates and restores habitats, when sediments are able to be beneficially re-used.

Project Lead

Shannon Alford, Planning & Environment



Photo by Dave Rauenbuehler



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$2,480,000	\$8,180,400	\$5,868,920	\$8,008,826	\$7,956,269	\$0	\$32,494,415
Total	\$0	\$2,480,000	\$8,180,400	\$5,868,920	\$8,008,826	\$7,956,269	\$0	\$32,494,415

Funded Phase(s)

Sediment testing, dredging, and disposal

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Dry Docking of Pile Drivers and Barges

Scope

This project will drydock the Port's two pile drivers and pile barges (used for pier repairs by Port crews), so that the equipment can receive structural upgrades, repairs, and routine maintenance, including coating repairs and corrosion protection to extend the life of these assets. One pile driver will be drydocked with the previously appropriated funds. Funds programed in this CIP will cover drydocking of the two barges and the second pile driver, based on recent cost estimates.



Photo by Dave Rauenbuehler

Advancing the Port's Strategic Plan

Renewal –Maintains the structural integrity and operations of Port equipment.

Stability – Enables work to preserve and enhance revenue generation from various Port facilities.

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$2,968,187	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$6,668,187
Total	\$2,968,187	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$6,668,187

Funded Phase(s)

Construction

Potential External Revenue Sources

None

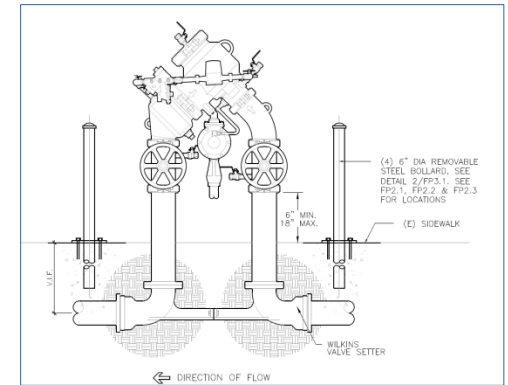
Estimated Project Completion

Spring 2019

Fire Protection Engineer

Scope

The Fire Protection Engineer performs duties and functions such as: conducting building life safety system assessments; designing water-based fire protection systems; preparing construction bid packages, emergency exiting, smoke control system designs; reviewing proposed construction documents for conformance to applicable building and fire codes; and managing fire protection capital improvement projects from planning to final completion. This position complements Port staff, as the Port does not have a qualified Fire Protection Engineer to perform such functions. The need to continue the position beyond the first three years of the CIP will be evaluated in the next CIP update, and the decision will be based upon the remaining workload of fire improvements pending at the Port.



Advancing the Port's Strategic Plan

Stability – Protects port revenues by minimizing facilities' fire risks.

Project Lead

Pending

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$232,992	\$242,311	\$252,004	\$0	\$0	\$0	\$727,307
Total	\$0	\$232,992	\$242,311	\$252,004	\$0	\$0	\$0	\$727,307

Funded Phase(s)

Not applicable

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Pier Repair Fund: Concrete-Pile Repair Crew

Scope

These funds will be used to hire and maintain a Port-staffed pileworker crew to perform capital repairs on Port piers with concrete piles. The crew consists of twelve pileworkers and two supervisors. 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. Pier 35 Substructure Repair is the major concrete pile repair project planned to be in construction during the CIP period.



Advancing the Port's Strategic Plan

Renewal – Restores historic assets for adaptive reuse.

Stability – Preserves and enhances revenue generation from Port facilities in a cost-effective manner.

Project Lead

Tim Felton, Maintenance

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$2,206,563	\$2,294,825	\$2,386,618	\$0	\$0	\$0	\$6,888,007
Total	\$0	\$2,206,563	\$2,294,825	\$2,386,618	\$0	\$0	\$0	\$6,888,007

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable. Work of crew is ongoing.

Pier Repair Crew: Wood-Pile Repair Crew

Scope

These funds will be used to hire and maintain a Port-staffed pileworker crew to perform capital repairs on Port piers with wooden piles. The crew consists of seven pileworkers, one supervisor, and one piledriver engine operator. Upcoming pier repair locations include: Pier 19 North Apron, Pier 92 Apron Repair, and removal of old piles along Islais Creek.

Advancing the Port's Strategic Plan

Renewal – Restores historic assets for adaptive reuse.

Stability – Preserves and

Photo by Dave Rauenbuehler

enhances revenue generation from Port facilities in a cost-effective manner.

Project Lead

Tim Felton, Maintenance



Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$1,418,985	\$1,475,744	\$1,534,774	\$1,596,165	\$1,660,012	\$0	\$7,685,681
Total	\$0	\$1,418,985	\$1,475,744	\$1,534,774	\$1,596,165	\$1,660,012	\$0	\$7,685,681

Funded Phase(s)

Construction

Potential External Revenue Sources

None

Estimated Project Completion

Not applicable. Work of crew is ongoing.

Portwide Electrical Safety Upgrade

Scope

The Port has multiple electrical installations that are 20-30 years old and electrical equipment that is beyond its recommended service life. These pose potential hazards and limitations. This funding will be used to upgrade outdated electrical equipment and make future electrical repair work safer for Port electricians.

Locations to be repaired include: Pier 26, Pier 33, Pier 28, Pier 31, Pier 23, and Pier 50 Shed A.

Advancing the Port's Strategic Plan

Stability – Supports Port revenue generation by protecting the electrical systems serving facilities.

Project Lead

Raman Singh, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$0	\$1,155,000	\$2,249,100	\$393,593	\$0	\$0	\$3,797,693
Total	\$0	\$0	\$1,155,000	\$2,249,100	\$393,593	\$0	\$0	\$3,797,693

Funded Phase(s)

Design and construction

Potential External Revenue Sources

None

Estimated Project Completion

Locations will be completed on an ongoing basis.

Project Delivery Team

Scope

Thanks to the Port's capital policy and several years of sustained strong revenues, the Port is seeing a continued trend in substantial capital investments. These funds will be used to create a Project Management Office at the Port, made up of a team of four project managers and an analyst. The new team will provide overall capital program management and each project manager will have a portfolio of projects that they are responsible for driving from inception to construction close out. With the support of the analyst, this new team will also provide capacity and skills to enhance the Port's project delivery procedures and practices of collecting, analyzing, learning from, and reporting on project data. The CIP includes three years of funding for the new Project Management Office as a trial, to help Port staff ascertain the efficacy of this approach and ensure that it is properly sized to match the Port's ongoing need.

Advancing the Port's Strategic Plan

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

Project Lead

Rod Iwashita, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$1,206,290	\$1,254,542	\$1,304,724	\$0	\$0	\$0	\$3,765,556
Total	\$0	\$1,206,290	\$1,254,542	\$1,304,724	\$0	\$0	\$0	\$3,765,556

Funded Phase(s)

Not applicable

Potential External Revenue Sources

None

Estimated Project Completion

Ongoing

Seawall Earthquake Safety Program

Scope

San Francisco's Embarcadero Seawall was constructed more than a century ago and is the foundation of over three miles of waterfront stretching from Fisherman's Wharf to Mission Creek. Today, the Seawall supports historic structures, underpins the Embarcadero Promenade, and supports transportation and utility networks. Additionally, the Seawall provides flood protection to downtown neighborhoods. The Seawall requires significant improvements to survive the next major earthquake and to address increasing flood risk from sea level rise and climate change. Improvements under consideration include: a) strengthening the ground below the seawall, b) improving the ground landside of the seawall, c) constructing a new seawall, d) strengthening or replacing bulkhead walls and wharves, and e) relocating or replacing critical utilities. An estimated \$5 billion may be needed to stabilize the entire Seawall and infrastructure and adapt to sea level rise. The \$500 million Phase 1 will address the most immediate life safety and high-priority upgrades.



Advancing the Port's Strategic Plan

Resiliency –Addresses threats from earthquakes and flood risk.

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

Stability – Maximizes external investment capital for project funding.

Project Lead

Steven Reel, Engineering

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$2,900,000	\$1,100,000	\$0	\$0	\$0	\$0	\$4,000,000	\$8,000,000
City General Fund	\$5,750,000	\$5,250,000	\$-9,000,000*	\$0	\$0	\$0	\$0	\$2,000,000
General Obligation Bond	\$0	\$425,000,000	\$0	\$0	\$0	\$0	\$0	\$425,000,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$65,000,000	\$65,000,000
Total	\$8,650,000	\$431,350,000	\$-9,000,000	\$0	\$0	\$0	\$69,000,000	\$500,000,000

*General Obligation Bond funds will reimburse the General Fund, should voters approve the Bond measure.

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. In July 2017, the group released their report, which considered 48 different local, regional, state, and federal funding sources. The report's primary recommendations that the Port and the City should immediately pursue were:

- 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.

With the guidance from the Work Group, the Port and City will continue to pursue these funding sources.

Estimated Project Completion

Winter 2026 (\$500 million Phase 1)

Shoreline Resiliency Planning

Scope

This funding will be used to develop a planning level understanding of what the waterfront needs to be resilient in the face of seismic risks and sea level rise. The project will focus on the waterfront areas not being addressed by the Seawall Earthquake Safety Program, including the southern waterfront, and will leverage prior local and regional studies.

Advancing the Port's Strategic Plan

Resiliency –Addresses threats from earthquakes and flood risk.

Project Lead

Lindy Lowe, Planning

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
Port Harbor Fund	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
Total	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000

Funded Phase(s)

Planning

Potential External Revenue Sources

None

Estimated Project Completion

Summer 2019

Waterfront Parks and Open Space

Scope

The Port has a vision to continue expanding the necklace of waterfront parks throughout Port property. Past support for waterfront parks from the City's General Obligation Bond (GO Bond) program and San Francisco voters has enabled the construction of new parks, including Brannon Street Wharf and Cruise Terminal Plaza. Per the City's Capital Plan, the next parks and open space GO Bond is proposed for November 2019. With funds from such a Bond, the Port is considering improvements to locations such as Warm Water Cove, Islais Creek, Ferry Plaza, and Irish Hill.



Advancing the Port's Strategic Plan

Renewal – Enhances the necklace of waterfront open spaces.

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

Project Lead

David Beaupre, Planning & Environment

Funding Schedule

Source	Previous Appropriation	18/19	19/20	20/21	21/22	22/23	Remaining Need	Total
General Obligation Bond	\$0	\$0	\$0	\$6,000,000	\$6,000,000	\$6,000,000	\$17,000,000	\$35,000,000
Total	\$0	\$0	\$0	\$6,000,000	\$6,000,000	\$6,000,000	\$17,000,000	\$35,000,000

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 Bond funds.

Estimated Project Completion

To-be determined.

Unfunded Projects

Staff proposed the following projects for consideration by the Capital Technical Review Committee, but these projects were not ultimately prioritized for inclusion in the CIP, due to limited funding resources. Should additional funding become available, staff will look to fund work from this list. Additionally, this list highlights several Port facilities like Pier 29, which need major Capital improvements and might be good candidates for renewal through a public-private partnership. Throughout the CIP period, staff will continue to pursue alternate means of funding renewal and enhancement work.

Project Name	Funding Request
401 Terry Francois New Fire Sprinkler System	\$1,000,000
501 Cesar Chavez New Fire Sprinkler System	\$1,000,000
501 Chavez HVAC & Roof	\$2,232,660
Alber Building Renovation	\$1,125,300
Cargo Way Street Reconstruction	\$405,000
China Basin Terminal Gangway Power Lifts	\$500,000
Downtown Ferry Terminal Gate B Float	\$3,000,000
Leasing Capital Improvements	\$1,500,000
Pier 26 Roof & Building Repairs	\$10,000,000
Pier 27 Public Access and Placemaking	\$500,000
Pier 28 New Fire Sprinkler System	\$2,000,000
Pier 28 Roof & Building Repairs	\$10,000,000
Pier 29 – Electrical service Upgrade	\$800,000
Pier 29 Roof Replacement	\$4,958,800
Pier 29 Substructure Repair East of Jamestown	\$12,000,000
Pier 29 Superstructure Seismic Strengthening	\$12,000,000
Pier 33 Bulkhead Roof and Structural Repairs	\$600,000
Pier 40 New Fire Sprinkler System and Stand Pipe	\$2,329,446
Pier 45 Shed C New Fire Sprinkler System and Stand Pipe	\$2,500,000
Pier 50 Shed B New Fire Sprinkler System and Stand Pipe	\$2,000,000
Pier 50 Shed C New Fire Sprinkler System and Stand Pipe	\$2,500,000
Pier 54 New Fire Sprinkler System and Stand Pipe	\$2,000,000
Pier 54 Timber Substructure Demolition	\$370,000
Pier 80 Fendering	\$607,500
Pier 94/96 Storm Drain improvement	\$5,500,000

Project Name	Funding Request
Pier 96 South Sea Wall Sheet Pile	\$4,760,000
Pier Repair Fund: Cement Mason	\$897,957
Portwide Physical Security Enhancements	\$996,135
South Beach Harbor Dock Conduit Replacement	\$3,500,000
USA Utility Mapping Project	\$1,500,000
Total	\$93,082,798

Appendix 1: Budgeting Detail

The table below records the details on how the projects in the CIP were included in the two year capital budget or are proposed for inclusion in future budgets. Rows in grey text are projects that have been budgeted under the overarching budget authority in the row above.

Budgeted Project	FY 18/19 Appropriation	FY 19/20 Appropriation	FY 20/21 Anticipated Appropriation	FY 21/22 Anticipated Appropriation	FY 22/23 Anticipated Appropriation	Total
Amador Street Sewer And Pavement Repair	\$3,800,000					\$3,800,000
Capital Project Contingency Fund	\$2,078,881					\$2,078,881
Capital Project Implementation Team	\$1,206,290	\$1,254,542	\$1,304,724			\$3,765,556
Cargo Maintenance Dredging	\$2,480,000	\$8,180,400	\$5,868,920	\$8,008,826	\$7,956,269	\$32,494,415
Crane Painting and Upgrade Project					\$1,823,259	\$1,823,259
<i>Pier 80 & 96 Crane Demolition</i>					\$1,823,259	\$1,823,259
Ferry Terminal Float Repair	\$203,000		\$398,033			\$601,033
<i>China Basing Floats & Dry Dock Repair</i>	\$203,000		\$398,033			\$601,033
Leasing Capital Improvements	\$4,130,000	\$525,000	\$1,568,858	\$3,669,671		\$9,893,529
<i>Beltline Building</i>	\$680,000					\$680,000
<i>Pier 19&23 Leasing Improvements</i>	\$2,650,000					\$2,650,000
<i>P 29.5 Pump Station & Force Main</i>	\$800,000					\$800,000
<i>RH 2 HVAC System Improvements</i>		\$105,000	\$253,575	\$3,669,671		\$4,028,246
<i>Roundhouse Enhancement Project</i>		\$420,000	\$1,315,283			\$1,735,283
Marina Repairs and Upgrades	\$2,417,000	\$310,000		\$1,146,821		\$4,708,421
<i>Hyde Street Harbor Repair & Improvements</i>	\$1,335,000					\$1,335,000
<i>Pier 40 North Guest Dock Kayak Launch</i>		\$310,000				\$310,000
<i>Pier 40 North Guest Dock Replacement</i>	\$1,082,000					\$1,082,000
<i>Pier 40 End Ties A, C & E</i>				\$1,146,821		\$1,146,821
<i>SBH Contingency Fund (budgeted as Marina Repairs and Upgrades)</i>		\$834,600				\$834,600
Mission Bay Ferry Landing	\$11,000,000					\$11,000,000
Parks General Obligation Bond			\$6,000,000	\$6,000,000	\$6,000,000	\$18,000,000
Pier 90 Grain Silo Demolition Project	\$100,000	\$1,050,000			\$15,014,396	\$16,164,396

Budgeted Project	FY 18/19 Appropriation	FY 19/20 Appropriation	FY 20/21 Anticipated Appropriation	FY 21/22 Anticipated Appropriation	FY 22/23 Anticipated Appropriation	Total
Pier 70 Infrastructure Plan	\$1,200,000					\$1,200,000
<i>Pier 70 Investment</i>	\$1,200,000					\$1,200,000
Pier 70 Shipyard Improvements	\$1,769,000	\$1,000,000				\$2,769,000
Pier Structure Repair Project	\$11,327,722	\$4,111,820	\$4,803,393	\$4,605,990	\$1,660,012	\$26,508,937
<i>Pier 19 N Apron</i>	\$2,000,000					\$2,000,000
<i>Pier 29 & 31 Substructure Repair (budgeted as Pier Structure Repair)</i>	\$2,852,174					\$2,852,174
<i>Pier 35 Exterior Wall Repairs</i>			\$220,500	\$926,100		\$1,146,600
<i>P 50 Shed B Apron Partial Repair</i>		\$341,250				\$341,250
<i>Concrete Pile Repair Crew</i>	\$2,206,563	\$2,294,825	\$2,386,618			\$6,888,007
<i>Wood Pile Repair Crew</i>	\$1,418,985	\$1,475,744	\$1,534,774	\$1,596,165	\$1,660,012	\$7,685,681
<i>Wharf J9</i>	\$2,200,000					\$2,200,000
<i>Pier 80 Repair Project</i>	\$650,000					\$650,000
Port Waterfront Support Assets	\$3,700,000					\$3,700,000
<i>Dry Docking of Pile Drivers & Barges</i>	\$3,700,000					\$3,700,000
Shoreline Resiliency Project	\$250,000					\$250,000
Roof Repair Project	\$668,000		\$486,721	\$4,676,805		\$5,831,526
<i>Pier 19.5 Roofing Project</i>	\$668,000					\$668,000
<i>Pier 35 Roof Repair</i>			\$486,721	\$4,676,805		\$5,163,526
Seawall Bond- Budgeted Project Name TBD		Timing of appropriation TBD				\$416,000,000
Seawall & Marginal Wharf Repair Project	\$6,350,000					\$6,350,000
<i>Seawall Resiliency Project</i>	\$5,000,000					\$5,000,000
<i>Seawall & Marginal Wharf Repair</i>	\$1,350,000					\$1,350,000
S. Waterfront Open Space Enhancements	\$3,128,308	\$550,000				\$4,985,253
<i>Crane Cove Park</i>	\$4,435,253	\$550,000				\$4,985,253
Grants	\$650,000	\$650,000				\$650,000
<i>Crane Cove Park</i>	\$650,000	\$650,000				\$650,000
Utilities Project	\$1,185,108	\$2,336,334	\$2,501,104	\$393,593		\$6,416,138
<i>Fire Protection Engineer</i>	\$232,992	\$242,311	\$252,004			\$727,307

Budgeted Project	FY 18/19 Appropriation	FY 19/20 Appropriation	FY 20/21 Anticipated Appropriation	FY 21/22 Anticipated Appropriation	FY 22/23 Anticipated Appropriation	Total
<i>P 26 Deluge System modificat'n</i>	\$952,116					\$952,116
<i>Pier 31 New Fire Standpipe Sys</i>		\$676,522				\$676,522
<i>P7.5 Sewer Re-routng to Street</i>		\$262,500				\$262,500
<i>Portwide Electr Safety Upgrd</i>		\$1,155,000	\$2,249,100	\$393,593		\$3,797,693
Public Access Improvements	\$250,000					\$250,000
<i>Jefferson Streetscape Project 2</i>	\$250,000					\$250,000
RP Waterfront Parks	\$680,000					\$680,000
<i>Heron's Head Park Improvements</i>	\$350,000					\$350,000
<i>Pier 27 Public Art</i>	\$330,000					\$330,000
Total	\$59,040,309	\$20,152,696	\$22,464,752	\$28,501,706	\$32,453,936	\$578,613,398