Port of San Francisco

10-YEAR CAPITAL PLAN

2018-2027

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Executive Summary

The Port of San Francisco's 10-Year Capital Plan supports and guides Port Commission capital expenditure and investment decisions. The Capital Plan provides an inventory of capital need and capital sources and an estimate of unfunded need. The Waterfront Land Use Plan, which defines a public access and open space system, and establishes a framework to protect and rehabilitates waterfront historic resources, is a reference for staff in the development of the Capital Plan. Together, the Capital Plan and the Waterfront Plan provide the framework for the Port's Strategic Plan sections related to land use and capital investment. The Strategic Plan sets the five-year program of initiatives, partnerships, and stewardship work that address Port Commission priorities and objectives.

In the past two years, the Port completed the following major capital project accomplishments:

- Established the Port's largest capital budget ever
- Executed the lease with Orton Development, Inc. to rehabilitate the 20th Street Historic Buildings and established the first Port Infrastructure Financing District for the Pier 70 historic core
- Awarded the first contract for Crane Cove Park
- Completed the Bayview Gateway open space
- Repaired the Pier 35 Bulkhead building
- Completed the seismic analysis of the Seawall, defining the largest new capital need since the inception of the Port's Capital Plan

The Port's 10-Year Capital Plan for 2018-2027 identifies a need to invest $1.5 billion in funding to complete routine renewals and perform deferred maintenance. This is a $130.1 million decline from the prior Plan, due primarily to updated cost estimates and completed work.

	State of Good Repair				Enhancements				
	Backlog (millions)	Renewals (millions)	One-time (millions)	Total (millions)	Seawall Resiliency (millions)	Enhancements (millions)	Conditional Seismic (millions)	Total (millions)	Grand total
Prior Plan (FY2016-25)	*$ 569.4*	*$ 570.2*	*$ 481.3*	*$ 1,622.3*	*$ -*	*$ 365.8*	*$ 475.0*	*$ 840.8*	***$ 2,463.1***
Change	*$ (95.7)*	*$ (26.3)*	*$ (6.7)*	*$ (130.1)*	*$ 493.5*	*$ 367.5*	*$ 86.7*	*$ 947.7*	***$ 817.6***
Current Plan (FY 2018-27)	**$ 473.7**	**$ 543.9**	**$ 474.6**	**$ 1,492.2**	**$ 493.5**	**$ 733.3**	**$ 561.7**	**$ 1,788.5**	***$ 3,280.7***

Summary of changes in need from prior Capital Plan to current plan

The Port Commission's policy to set aside at least 20 percent of annual operating revenue to fund capital expenditures (increasing to 25 percent beginning in FY 2019) provides stable and growing revenue for capital investments. In part because of those planned investments, this Plan projects a total of $591.9 million in revenue for renewals. This leaves a gap of $900.3 million in unfunded need to bring all Port assets into a state of good repair in the next 10 years.

	State of Good Repair	Enhancements*
	Total (millions)	Total (millions)
Total Need	$ 1,492.2	$ 1,226.8
Total Revenue	$ 591.9	$ 697.6
Unfunded gap	**$ 900.3**	**$ 529.2**
% of total need unfunded	**60%**	**43%**

*Column excludes conditional seismic, as that is a potential need, not a definite need.

Unfunded needs

10-year Plan Revenue Projections		
Funding Source	State of Good Repair ($ millions)	Enhancements ($ millions)
Internal		
Port Capital Budget	$ 176.8	$ 29.4
Port Revenue Bonds and COPs	$ 3.0	$ 0.4
Port Tenant Improvements	$ 140.1	$ -
External		
Park System Renovation and Improvement Bonds	$ 6.5	$ 80.2
General Fund & Other City Sources	$ -	$ 7.5
Federal & State Grants	$ 27.2	$ 20.0
Downtown Ferry Terminal Funding Plan	$ -	$ 65.7
Development Projects	$ 238.2	$ 494.4
Total	**$ 591.9**	**$ 697.6**

Sources and uses of revenue identified in 10-Year Capital Plan

In addition to keeping facilities in a state of good repair, the Port pursues opportunities for enhancements to increase the value of assets and help achieve the vision of delivering a vibrant and diverse experience that enriches the City and San Francisco Bay. Such enhancements range from new parks to development projects that revitalize historic buildings. To fund enhancements, the Port looks primarily to outside funding, such as public-private partnerships and grants. Over the next 10-years, the Port anticipates completing $697.6 million in enhancements, less than the $1.8 billion identified need. However, this total need is inclusive of $561.7 million for conditional seismic work, which is only needed if enhancements or renewals trigger a code requirement.

The gap between the need and available revenue for priority enhancement projects is from two projects of importance to the Port and City: the Seawall Resilience Project and the Mission Bay Ferry Landing. Staff is developing full funding plans for these projects. The $41 million Mission Bay Ferry Landing will provide critical Transbay and regional ferry service to and from the fastest growing southern waterfront neighborhood of San Francisco. The Seawall—constructed more than a century ago—is the backbone of more than three miles of San Francisco waterfront. It supports historic piers and the Embarcadero multimodal transportation and utility corridor and provides flood protection to sections of the downtown. The $500 million Seawall Resilience Project will improve earthquake safety and performance of the Seawall and provide near term flood protection with adaptive capacity to address future flood risk. The Port and City funded initial Planning work and are working together to secure full funding for both projects.

The need captured in this plan paints a clear picture: the age and condition of Port assets require substantial investment. The Port will continue to face trade-offs due to limited resources that do not match this need. With the guidance of the Waterfront Land Use Plan update and the Port's internal process for developing a criteria-based capital budget, the Port will continue to strategically choose where to invest and will pursue opportunities for additional outside funding.

Port of San Francisco

The Port of San Francisco is responsible for the seven and one-half miles of San Francisco waterfront adjacent to San Francisco Bay, which the Port develops, markets, leases, administers, manages, and maintains. The Port's jurisdiction stretches along the waterfront from Hyde Street Pier on the north to Heron's Head Park in Bayview-Hunters Point and includes 205 acres on the waterside and 629 upland properties. The Port's operating portfolio is composed 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, and AT&T Park, home of the San Francisco Giants baseball team.

The Port is governed by a five-member Port Commission, each of whom is appointed by the Mayor and subject to confirmation by the City's Board of Supervisors. Each commissioner is appointed to a four-year term.

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. Port lands must be used consistent 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. Urban waterfront developments, including the new Southern Bayfront neighborhood developments proposed in the Mission Rock, Orton, and Forest City projects require detailed coordination, review, and approval of many government agencies. In recent years, the Port has also secured State legislation to allow non-trust uses of specified Port lands and created new public financing tools to support waterfront improvements. Such advances were made possible by developing a common understanding with partner agencies of project objectives and implementation requirements to restore historic structures and improve the waterfront for maritime and public use and enjoyment.

Capital Planning at the Port

This report presents the Port of San Francisco's 10-Year Capital Plan for Fiscal Year (FY) 2018–2027. The Port produced the first ten-year outlook of its capital needs in 2006. The Plan is updated once every two years and is incorporated into the 10-Year Capital Plan of the City and County of San Francisco, which captures a holistic view of Capital needs and expenditures across the City. Since the first report, the Capital Plan has helped the public understand the magnitude of the Port's capital needs, as well as the limited resources available to address them. The Plan also spurred the Port Commission to set the Port on a course to focus greater resources on capital projects. While this commitment has grown the Port's annual Capital Budget from $9.4 million ten years ago, to an all-time high of $36.6 million in 2016-17, the Port has not had sufficient resources in any given year to fully address its annual renewal need (estimated at $54.4 million per year over the next ten years), let alone significantly reduce the substantial backlog of need it has had since the inception of the Capital Plan (current backlog is $473.7 million). As reflected in this update, existing and projected funding continues to fall short; the FY 2018-2027 plan identifies funding to address 38 percent of the needed investment in state-of-good-repair work to maintain facilities over the next ten years.

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, a minimum of 20 percent of Port operating revenue is set aside each year in the operating budget to fund capital expenditures (increasing to 25 percent in FY 2019). This policy arose from the demonstrated need and substantial backlog documented in prior 10-year capital plans. The Port Commission's intent is to provide stable and growing operating revenue for capital investments. Despite this dedication to capital investment, the Port still faces a large structural deficit. To help address this long standing challenge, the Port's practice is to allocate one-time and surplus revenues to annual capital expenditures. As a result of Port policy and practice, the Port has met or exceeded its capital funding target in its budget every year since the policy was adopted and anticipates to keep meeting the target in the 10-years captured in this plan.

Guiding Documents

The Port's Capital Plan is an important document that supports and guides Port Commission capital expenditure and investment decisions. The Capital Plan functions alongside the Waterfront Land Use Plan (Waterfront Plan), which defines the long-term vision, goals, and values to guide use and improvement of the seven and one half mile public waterfront under the Port's jurisdiction. Together the Capital Plan and the Waterfront Plan provide the framework for the Port's Strategic Plan sections related to land use and capital investment. The Strategic Plan sets the five-year program of initiatives, partnerships, and stewardship work that address Port Commission priorities and objectives.

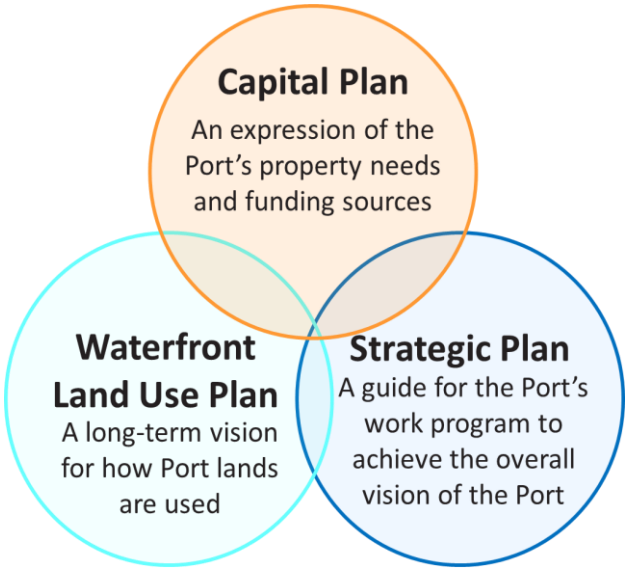

Figure 1: Relationship among Port's guiding documents

The Capital Plan serves to tell us *where we are and what is achievable* in coming years in regards to maintaining and enhancing Port property. The Waterfront Plan provides the vision and policy guidance for *where we want to go* over the long-term to continue to improve San Francisco's public waterfront. Finally, the Strategic Plan lays out the steps for *how we will get there* over a five-year period.

Waterfront Land Use Plan

The Waterfront Plan establishes Port goals and policies that address numerous public needs and interests to guide improvements for the benefit of San Francisco and the State of California. The Waterfront Plan provides policy support to balance the needs of maritime industry and other public trust uses, defines a public access and open space system, and establishes a framework to protect and rehabilitates waterfront historic resources. The Port is currently undergoing an extensive public engagement process to update the Waterfront Plan. After this process concludes in late 2017, Port staff will use the public's input to formally revise the Waterfront Plan.

The Waterfront Plan was originally adopted in 1997, prior to the Port's first Capital Plan in 2006. The financial guidance and capital planning tools the Port and City now employed will figure significantly in the Waterfront Plan Update. As detailed further in this document, the Port's capital resources and investment tools fall short of capital needs. The Capital Plan thus informs the discussions underway in the Waterfront Plan

Update public process about the tradeoffs and priorities for waterfront improvement projects, ideas to increase revenue generation, and the need and possible uses for new financial resources.

Strategic Plan

As a five-year work plan, the Strategic Plan is a living document; staff regularly monitors progress, updates objectives, and briefs the Port Commission regarding outcomes. Investment needs identified in the Capital Plan have helped shape specific objectives in the Strategic Plan, particularly in the Port's Stability strategy. Similarly, 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. By looking Port-wide at the state of Port capital assets and planning a vision for 10-years of renewal and enhancements, the capital planning process helps ensure the infrastructure is in place to achieve this vision.

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

Capital Accomplishments

Established the Port's largest Capital Budget in fiscal years 2016-17 and 2017-18

The Port Commission and the Board of Supervisors approved the Port's largest two-year Capital Budget for fiscal years 2016-17 and 2017-18, totaling $67 million. While San Francisco's booming economy is a factor in this unprecedented budget size, the Port's continued commitment to capital investment was also key to this achievement. In this time of high revenues, Port staff sought to maintain the operating budget and staffing levels at a sustainable level while directing a greater share of revenue toward Capital, where one-time investments have a meaningful impact. Recent new leases, such as the one of Pier 80 to Pasha Automotive Services, are furthering the Port's mission and result in increases to the designation to future capital in the Port's budget. The FY 2016-17 budget dedicates 47 percent and the FY 2017-18 budget dedicates 34 percent operating revenue to capital, far exceeding the Port's Capital Policy goal of 20 percent.

Executed a Lease with Orton Development for the 20th Street Historic Buildings and Set up first Port Infrastructure Financing District (IFD) for Pier 70 Historic Core

In July 2015, the Port Commission and Board of Supervisors approved lease with Orton Development, Inc. to rehabilitate the 20th Street Historic Buildings, the most significant contributors to the Union Iron Works Historic District at Pier 70. This lease provides for an estimated total investment in these buildings – previously in the Port's unfunded backlog – of $82 million, including $58 million of private investment and a $24 million general obligation bond-backed seismic loan that the City approved. Revitalizing these buildings is the Port's first step toward reintroducing the public to historic Pier 70.

Beginning in 2005 the Port sought the authority to capture property tax growth to fund public infrastructure improvements along the San Francisco waterfront. With necessary state and local enabling legislation in place, the Board of Supervisors established the Pier 70 Historic Core IFD in February 2016 and authorized the issuance of up to $25.1 million in bonds at a later date to be repaid from tax increment generated by the properties within the IFD. The new IFD will finance public infrastructure required for the rehabilitation of the Pier 70 Historic Core and will fund a portion phase 2 of Crane Cove Park.

Awarded first contract for Crane Cove Park Project Phase 1

Crane Cove is set to be one of the most celebrated new parks in the City. It is uniquely located within the Union Iron Works Historic District at Pier 70 and adjacent to the Port's large and active ship repair yard. The nine-acre project will include preservation of the historic ship building slip-way and two historic cranes, a variety of landscape and plaza areas, and 1,000 feet of Bay shoreline open to the public. Community planning and design is funded from the 2008 and 2012 Neighborhood Parks General Obligation Bonds. The first phase of construction is funded by those bonds, as well as Port revenue, and a regional grant. The first of two construction contracts for Phase 1, for site preparation, was awarded in fall of 2016. Final construction on all of Phase 1 is anticipated in March, 2018.

Figure 2: Rendering of Crane Cove Park Design

Repaired Pier 35 Bulkhead Building

This $2.2 million project upgraded two elevators and completed essential water intrusion work (roofing, flashing, window, and door weather stripping repairs) in several areas in the Pier 35 bulkhead and shed buildings. Pier 35 is a historic building, which serves as the Port's secondary cruise terminal and has office tenants in the bulkhead building.

Completed the Bayview Gateway

In fall of 2015, the Port celebrated the opening of the Bayview Gateway, a one-acre green open space located at Third Street and Cargo Way near Pier 90 funded by the voter-approved 2008 Clean and Safe Neighborhood Parks General Obligation Bond and Port funds. The project is the latest project in the City's Blue Greenway. Its location and design provides a gateway to the Bayview Community. This passive open space with drought-tolerant plants and fruit-bearing trees was designed to reflect the natural and cultural history of the neighborhood and to be compatible with the Port's cargo and maritime industrial operations.

Figure 3: Completed Bayview Gateway

Strategic Approach

The Capital Plan and capital investments are important tools for achieving the Port's seven strategies laid out in the Strategic Plan, particularly *stability*. This strategy aims to: "ensure the Port's financial stability and viability in order to address the growing backlog of deferred maintenance, maintain the assets for future generations, and manage these waterfront assets to meet the City's and Port's goals". The Capital Plan is the main tool that enables staff and the Port Commission to look holistically at the Port's capital assets and plan strategically for their renewal, given constrained resources.

In addition, the Port's approach to prioritizing investments in the Capital Plan and the implementing Capital Budget further supports Strategic Plan goals. The chart below maps the relationship between criteria used by Staff to prioritize capital investments and Port strategic goals.

Strategic Plan Goal	Capital Investment Criteria
Stability	Basic repairs and improvements to existing facilities that support continued leasing and revenue generation or reduce potential liability to the Port Capital renewal work that addresses a safety, health, code, or regulatory issue or threat to the environment
Resiliency	Infrastructure improvements, including seawall, substructure, and utility repairs that respond to the shared objectives of protecting public safety, improving environmental quality, and responsible stewardship of historic resources along the waterfront
Renewal	Improvements to promotes commerce, navigation, or fisheries, thus retaining and supporting San Francisco's diverse maritime and industrial tenants
Livability	Projects that will attract more people to the waterfront
Sustainability	Investments in natural and cultural resources that meet public trust needs and acknowledge the increasing role of Port lands in addressing City economic and quality-of-life objectives
Economic Vitality	Strategic enhancements and waterfront development that preserve existing revenues or generate additional revenues for the Port

State of Good Repair versus Enhancement

A key aspect of pursuing stability through capital investments is making decisions to invest in state of good repair over enhancements given limited resources. The large capital backlog highlighted in this plan underscores the need for investment in repairs to maintain and renew existing Port assets. At the same time, enhancement projects are key to increasing maritime, recreational, and economic opportunities on the waterfront and can be a source of additional revenue for maintenance of other assets. To balance these needs, the Port now pursues a strategic approach focused on: 1) increasing the overall capital budget by dedicated investment, pursing outside revenue, and completing revenue generating renewals; and 2)

dedicating Port-generated revenue largely to returning and keeping assets in a state of good repair, focusing on the facilities prioritized through the internal capital budget scoring process.

Project Delivery Options

A final piece of the Port's strategic efforts to efficiently use limited resources is to complete work as affordably as possible. Repairing the substructure of Port piers is highly specialized work and very few contractors bid on such projects. Staff analysis has shown that having Port crews perform under-pier renewal work is the most affordable delivery method available, in part because when crews find unforeseen conditions, they can remobilize to other Port projects while engineers revise plans. In the most recent Capital Budget, the Port funded two crews to work on piers with wooden piles and one crew to work on piers with cement piles.

Figure 4: Pier 35 apron—scheduled for repair by the Port's new cement pile repair crew

Challenges and Opportunities

Economic uncertainty

The strength of San Francisco's economy was pivotal to the Port's recent increased investment in capital projects. The City's economy continues to exhibit unusual strength in some sectors and the Port's revenues continue to reflect a reasonable degree of strength and stability. The broader economic climate continues, however, to present some uncertainties and potential challenges in particular to the cost side: fluctuating fuel costs, construction materials cost increases, supply chain disruptions due to natural or man-made disasters, etc. A cautious optimism is warranted in this economic environment; revenue projections in the Capital Plan anticipate that the Port will be able to maintain revenues at current levels with modest year-to-year growth. Should economic conditions change for the worse, the gap between the Port's need for capital investment and available revenue could widen. Similarly, changes in the real estate market could cause some development projects highlighted in the Enhancements section of this plan to be changed, delayed, or cancelled.

Seawall

The Seawall—constructed more than a century ago—is the backbone of more than three miles of San Francisco waterfront stretching from Fisherman's Wharf and Telegraph Hill to South Beach and Mission Creek. The Seawall supports historic piers and wharves and the Ferry Building clock tower and plaza, stabilizes the ground below The Embarcadero multimodal transportation and utility corridor, and provides flood protection to downtown.

The Seawall requires significant improvements to survive the next major earthquake and to address increasing flood risk from sea level rise. 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. The 2016 Seawall Earthquake Vulnerability Study indicated that $2-3 billion may be needed to stabilize the entire Seawall, backlands, and infrastructure, with that number potentially increasing to as much as $5 billion pending identification of sea level rise adaptation measures.

The Vulnerability Study's economic analysis indicates that $1.6 billion in Port assets are potentially at risk from earthquake damage within the Seawall zone of influence and that $2.1 billion in value for the City and Port in the form of rents, business income, and wages are generated yearly from these Port assets. Besides direct and indirect impacts to the Port, the Northern Waterfront is a major contributor to the tourism industry (valued at more than $11 billion per year) and of significant economic importance to the City and Bay Area.

Given what is at stake, investing in the Seawall to make it seismically stable and adaptive to sea level rise is a sound resiliency strategy for the City. Recognizing that a project of this magnitude will be multi-generational and require federal, state, and local permitting and funding, Port staff have proposed, and the Port Commission has approved, a two-prong approach that entails initiating a Seawall Resiliency Program to: 1) plan and complete the first phase of improvements to address the most immediate life safety and high-priority upgrades to the Seawall (estimated at $500 million); and 2) define requirements for subsequent phases to complete the Seawall's resiliency.

Figure 5: Flooding along Embarcadero during a king tide

Sea level rise and tidal flooding

The Seawall is not the only Port asset threatened by sea level rise. Some areas of Port property, such as Mission Creek, Islais Creek, Heron's Head Park, and the Ferry Building are at low elevations and are subject to potential flood risk in a 100 year storm event today. In 2016, the National Historic Trust identified the Embarcadero Historic District as one of the 11 most endangered historic places in the country, due the threats of rising sea levels and seismic vulnerability.

According to the Intergovernmental Panel on Climate Change (IPCC), between 1901 and 2010, global sea levels rose an average of seven inches, a change visible here in San Francisco Bay. All Port property resides in the sea level rise vulnerability zone for the year 2100, and under some scenarios some facilities could experience occasional flooding as early as 2050. In recognition of the risks to capital assets from sea level rise, the Port has incorporated projected sea level rise into planning and projects since 2009.

City coordination

In early 2015, Mayor Edwin Lee established the Sea Level Rise Coordinating Committee, an interagency task force consisting of representatives from twelve City departments, including the Port, whose assets would likely be affected by sea level rise. The Planning Department and the Port are leading development of the Citywide Sea Level Rise Action Plan, with support from the Port. The Port's primary role is developing near-term adaptation strategies for high risk assets and low-lying areas of the waterfront, including the Seawall and the finger piers and monitoring and tracking storm events. Port staff is also raising these issues with Port tenants and the Waterfront Plan Working Group.

Mission Creek Sea Level Rise Adaptation Study

This study was undertaken as part of an international collaboration between the Netherlands-based Stichting Delta Alliance, the Port and City of San Francisco, the San Francisco Bay Conservation and Development Commission (BCDC), and San Francisco Bay Area Planning and Urban Research Association (SPUR) to develop sea level rise adaptation alternatives for the Mission Creek waterfront area of San Francisco, one of the lowest lying developed areas of the City. Through design charrettes and field studies, the project team and city staff developed seven conceptual designs for retrofitting the shoreline for expected sea level rise through 2100. The study revealed that there are many attractive options to build resilience into the City's waterfront and that raising and bolstering the shoreline in just a few low spots could protect the Mission Creek area for several decades. Port and City staff needs to evaluate potential capital projects as the City studies longer-range plans to address resiliency in this area, which may result in additions to the next 10-Year Plan.

Under-pier utilities

The Port maintains an under-pier utility inspection and response program to ensure compliance with regulatory requirements of the State Water Resources Control Board, specifically the Municipal General Stormwater Permit Illicit Discharge Detection and Elimination program element. However, sea level rise poses a compounding challenge for maintaining under-pier utilities. Opportunities to access under-pier utilities for maintenance are dependent upon tidal windows. Higher sea levels will result in fewer and shorter windows of time in which crews can safely inspect and repair under-pier utilities. As part of the Port's Sustainability strategic goal, staff is currently analyzing projected sea level rise and existing under-pier utility conditions to estimate the investment needed to move the remaining under-pier utilities to above deck location, and project how available maintenance periods will dwindle over time. The analysis may result in additional capital needs that require inclusion in the next 10-Year Plan.

Development and revenue generating projects

Building on the policy direction set in the Waterfront Land Use Plan, public-private development partnerships have served as a significant opportunity to revitalize the Port and preserve historic resources. Even before development of the Port's 10- Year Capital Plan in 2006, it was clear that the Port did not have the financial resources to improve the waterfront or restore historic structures on its own. Public-private development partnerships have provided a means to access other capital to upgrade and improve maritime facilities and rehabilitate aging piers and bulkhead buildings. Additionally, as a result of these investments, the Port has increased opportunities to support private enterprises through the creation of new office, retail, and Production-Distribution-and-Repair (PDR) sites.

Pursuing revenue generating projects are another opportunity for revitalizing the Port. Port properties not currently under lease are primarily those in need of significant capital renewal. By strategically pursuing renewals at facilities, the Port's revenue generating projects result in improvements that make properties leasable or expand the possible uses at a site to increase the lease revenue generated. Investing in revenue generating projects activates areas along the waterfront and generates new revenue that is then used for the maintenance of these and other facilities. The Port's diverse portfolio of approximately 580 leases provides a stable revenue base, even during economic downturns.

Expanding ferry transportation

The Port and its partners are pursuing two projects to support and expand ferry service on San Francisco Bay, in accordance with city and regional policies to encourage transit use: expansion of the Downtown Ferry Terminal and construction of a Mission Bay Ferry Landing. This new ferry infrastructure will more than double the number of passengers served every day to over 20,000; alleviate current land transportation

overcrowding; provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure or other unplanned event; and provide transportation choices for people traveling to and from areas of growth, including Mission Bay and Treasure Island. Further detail on these projects may be found in the Capital Expenditures section.

Condition of Port Facilities

The Port waterfront has played an important role in San Francisco's development since the 1850's, from the Gold Rush, maritime commerce and industrialization, and through two world wars. The bulkhead buildings and finger piers along The Embarcadero, the shipyard warehouses and facilities at Pier 70, and other Port waterfront landmarks and historic structures are a defining feature of the unique San Francisco urban form and provide a network of important public places.

As depicted below, the Port has two historic districts listed on the National Register of Historic Places (National Register); one City-designated historic district; individual structures that are listed on the National Register or designated as City Landmarks; and certain structures that are greater than 45 years old and eligible for historic designation.

Figure 6: Illustration of Port's historic resources

Since the development of the Waterfront Land Use Plan's vision to "Reunite the Waterfront with the City" in the 1990's, more than $900 million has been invested in waterfront development, mostly in historic rehabilitation projects. These projects demonstrate how the waterfront continues to evolve and how Port historic structures are readily adapted to new uses to create a vibrant urban public waterfront with broad appeal to residents, workers, families and visitors from near and far.

Findings of Facility Assessment Program

Despite increased investments since the 1990's, some historic sheds and structures have not received major maintenance work since as far back as the late 1940's. The Engineering Division regularly conducts inspections of all Port facilities (the Facility Assessment Program) and categorizes the condition of more than 350 structures, including piers, wharves, and buildings. Load-restricted facilities are "yellow-tagged" and those that are fully restricted are "red-tagged." Based on the structural condition of the facilities, the Engineering Division makes recommendations for occupancy loads, load restrictions, barricades, and warning signs. The inspections are also used to identify and prioritize maintenance and repair needs.

The 2016 engineering report lists 34 facilities as yellow-tagged, which Port staff recommend be repaired in the near future to avoid being shut-down and 20 facilities as red-tagged (restricted access, unsafe, poor structural condition). The total number of facilities in each category was the same in 2015, meaning that many yellow tagged facilities remained at risk of becoming red-tagged, due to funding constraints. The Engineering Division continues to monitor these facilities and impose further restrictions as necessary until repairs are made.

Consistent with the Port's capital budget investment criteria, revenue-generating yellow-tagged facilities will receive priority in future capital planning and allocation decisions. [1] While some of the red-tagged facilities may never be repaired, others may still be brought back into productive use with sufficient capital investment. For example, Pier 31's superstructure was red-tagged and is currently under repair.

It is likely that the Seawall Repair Project will address the needs of yellow-tagged portions of marginal wharfs in several locations. However, because staff is still defining the scope of the near-term Seawall Repair Project, this Capital Plan does not make assumptions about how much of the backlog will be renewed by the project. As that scope is fully defined, adjustments will be made in the Plan.

[1] Examples of yellow-tagged facilities completed since the 2015 report, or slated for work in fiscal years 2016-17 and 2017-18, include Pier 9 south apron, Pier 28 north apron, and Pier 26 south apron. Red-tagged facilities in progress or slated for work in fiscal years 2016-17 and 2017-18 include Pier 19 north apron, and Pier 31 superstructure.

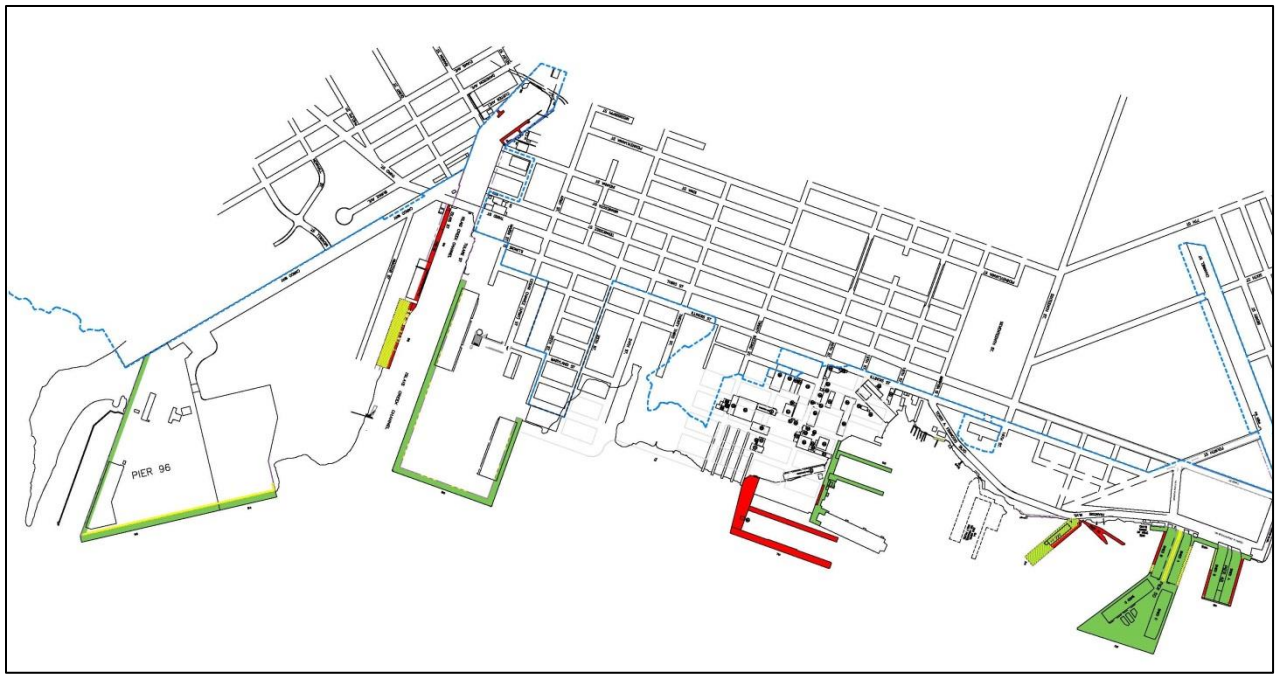

Figure 7: Structural condition rating map of substructures along the waterfront between China Basin and Pier 96

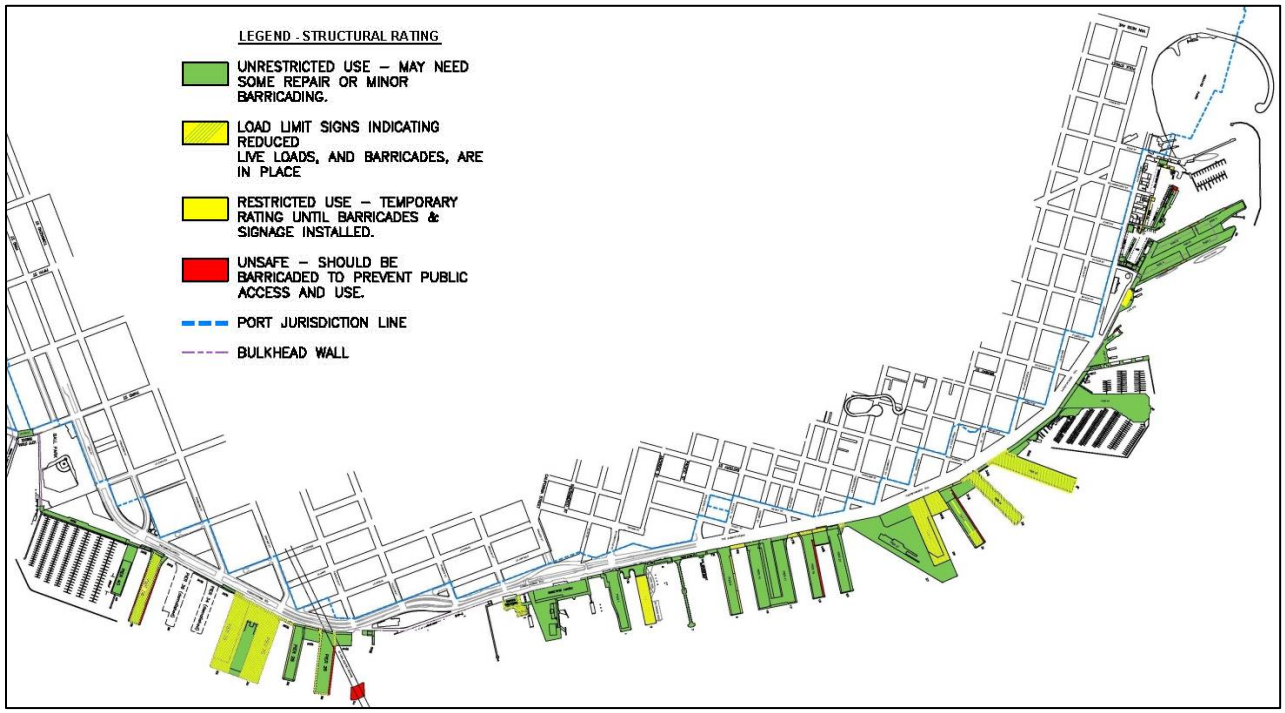

Figure 8: Structural condition rating map of substructures along the waterfront between Hyde Street Harbor and China Basin

Ten Year Capital Need

This plan shows a backlog for deferred maintenance of $473.7 million and calls for $543.9 million in renewal investments and $474.6 million in one-time work over the next ten years to renew Port facilities and keep them in a state of good repair.

The figure below summarizes adjustments to the Port's 10-year investment need for State of Good Repair and Enhancements from the prior plan.

	State of Good Repair				Enhancements				
	Backlog (millions)	Renewals (millions)	One-time (millions)	Total (millions)	Seawall Resiliency (millions)	Other Enhancements (millions)	Conditional Seismic (millions)	Total (millions)	**Grand total**
Prior Plan (FY2016-25)	*$ 569.4*	*$ 570.2*	*$ 481.3*	*$ 1,622.3*		*$ 365.8*	*$ 475.0*	*$ 840.8*	***$ 2,463.1***
Updated project cost, estimates, completions	$ (153.3)	$ (103.9)	$ (65.8)	$ (323.0)	$ 493.5	$ 367.5	$ 36.2	$ 897.2	**$ (286.8)**
Leased facility improvements (by tenants)	$ (22.5)	$ (3.9)	$ (5.5)	$ (31.9)				$ -	**$ (31.9)**
Missed renewals* (FY 2016 & 2017)	$ 29.1	$ (56.5)	$ 27.4	$ -				$ -	**$ -**
New years nine and ten (FY 2026 & 2027)		$ 87.8		$ 87.8				$ -	**$ 87.8**
Escalation (5% annually)	$ 51.0	$ 50.2	$ 37.2	$ 138.4			$ 50.5	$ 50.5	**$ 188.9**
Current Plan (FY2018-27)	**$ 473.7**	**$ 543.9**	**$ 474.6**	**$ 1,492.2**	**$ 493.5**	**$ 733.3**	**$ 561.7**	**$ 1,788.5**	***$ 3,280.7***

* Missed pier renewals are captured in the one-time category in the Port and City's asset capital planning tool, FRRM.

Figure 9: Summary of changes in this Capital Plan from prior plan

As detailed in the figure above, the plan shows a $118.6 million decrease in need for state of good repair investments and an increase of $943.6 million for enhancements. These changes are due to the following factors:

- Work completed—Staff logged completed projects, which removed them from backlog, renewals, or one-time needs. This includes projects undertaken by the Port and by tenants, where the tenant has responsibility for facility maintenance. For example, the leasee completed repairs to the asphalt at the intermodal container transfer facility, the Port completed annual maintenance dredging, and the Port is wrapping up repairs to the roof at Pier 31 funded with internal Port revenues.
- Updated cost estimates—Staff updated project costs and the timing of renewal needs to reflect more recent estimates, where available (e.g., as a result of a more extensive engineering analysis and routine site assessments, design, or third-party cost estimates). Such adjustments result in both increases and decreases to the identified need. In the case of Pier 70, the Port's decision to remove some structures that no longer provide utility to the Port or its mission also resulted in updated cost estimates. The Capital Plan planned shifted to assuming the Port would demolish these selected buildings and the pier itself rather than fully renew them. This resulted in a significant savings, as the facilities were beyond their useful life and would have required significant renewal investments.

- Newly identified needs—Changes to the enhancement category were largely driven by newly identified needs. This Capital Plan incorporates the need to invest in two new priority enhancements of citywide importance: the Seawall Resiliency Project and the Mission Bay Ferry Landing. More detail on these additions appears in the Enhancement section.
- Passage of time—As each year passes, new systems require renewal and others pass their optimal renewal date and become part of the backlog, if work was not completed. In addition, the plan includes annual escalation of costs, set by the City's Capital Planning Committee, to capture the increasing price of delivering capital projects.

Driven by the need illustrated in the summary table, this plan proposes investments in renewal projects to keep Port assets in a state of good repair and enhancement projects to expand or improve the uses of facilities.

State of Good Repair

State of good repair projects are the work needed to keep Port assets in good working condition. Ideally, repair work would happen on a regular cycle, renewing each subsystem of a facility, like the roof on a building, as soon as it reaches the end of its useful life. The cost for such repairs in the future is classified as the renewal need. Due to insufficient capital investments in the past, some pier facilities or elements of facilities were not renewed at the optimal time. Systems that are now beyond their useful life are captured in the backlog. The final element of state of good repair is one-time costs for necessary investments that do not require routine renewal. Figure 8 illustrates how the need for state of good repair investments are divided among the major categories of Port capital investment.

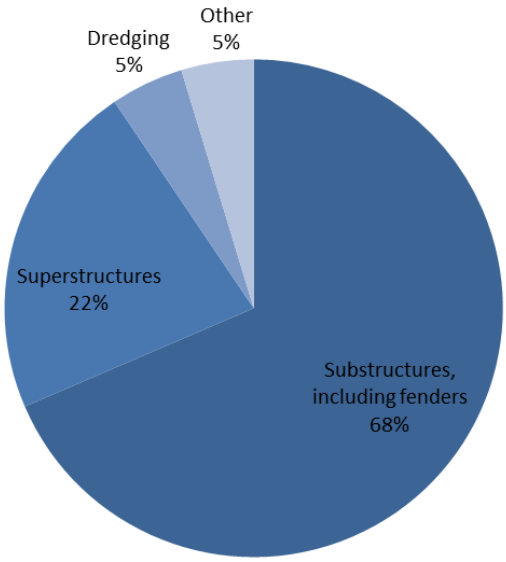

Figure 8: Categorization of state of good repair needs

Backlog and renewals

Consistent with the Port Commissions commitment to investing in renewal of Port resources and guided by the priorities laid forth in the Waterfront Land Use Plan, the Port invests at least 20 percent of its annual budget into facility renewals. This work maintains existing resources and, when possible, makes un-leased properties fit for leasing, thus increasing the Port's revenue generating capacity. Repairing the Port's pier structures is necessary to ensure: 1) the continued safe operation of pier superstructures and buildings; 2) the preservation of lease revenues; and 3) the extension of the economic life of the Port's pier and marginal wharf assets.

Repairs and reinvestments

Many large renewal projects are designed by Port Engineering staff and performed by contractors. Maintenance of the Pier substructures, the deck and piles that make up the piers, is done primarily by Port staff, as analysis indicated it was the most cost-effective delivery method. With two new crews of pile workers funded in the fiscal year 2016-17 and 2017-18 Capital Budget, the rate of pier repair in this Capital Plan period will increase.

Dredging

Maintenance dredging ensures the proper depth of berths at the Port's piers so that they remain suitable for water traffic. Dredging makes up 21% of the Port's average annual capital renewal investment in the most recent two-year Capital Budget. Maintenance dredging is necessary for the continued operation of Port

maritime facilities. Dredging keeps the Port's berths and channels at navigable depths, including sites where the Port has contractual obligations with shipping lines and operators.

One-time

The one-time cost category primarily captures non-cyclical needs, which are typically driven by changes in code requirements. Such work includes items like closure of the dumpsite at Pier 94. The Port's capital modeling also includes a large number of the structures at Pier 70 in this category, as they are condemned and entirely in a state of deferred maintenance. For these structures, partial rehabilitation is not a viable option and any rehabilitation will trigger substantial seismic work. Until they are rehabilitated and enter a capital maintenance cycle, the entire rehabilitation cost or the cost for demolition of these buildings are modeled as one-time costs. Demolition costs are included for a limited number of structures at Pier 70, as they no longer provide utility to the Port or its mission.

Enhancements

Enhancement projects play a vital in advancing the Port's mission. These projects construct new parks to increase recreational opportunities; fortify the Seawall to protect economic interests and ensure financial stability; and bring new life (including maritime, recreational, and commercial actives) to otherwise vacant piers. The Plan invests $688.2 million in enhancements, primarily from outside sources.

Seawall Resiliency Project

The Seawall Resiliency Project is an 8-10 year, major City and Port effort to significantly improve earthquake safety and performance of the Embarcadero Seawall, provide near term flood protection improvements, and plan for additional long term resilience and adaptation of the northern Bayfront. This work is needed as we enter an unprecedented period of climate change and rising sea level that will challenge our ability to maintain a thriving urban waterfront, adapt a national registered historic district, and improve the health of the Bay. The Program will develop and complete the most immediate life safety and high-priority upgrades to the Seawall at key locations, currently estimated at $500 million.

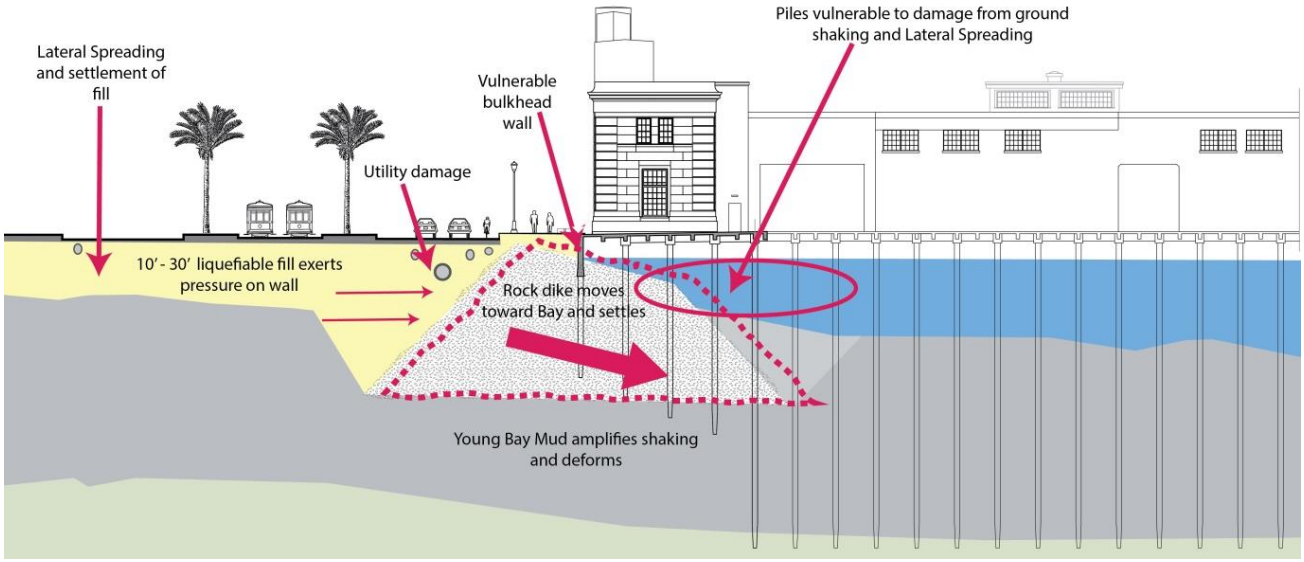

Figure 9: Seawall earthquake vulnerabilities

Given what is at stake, investing in the Seawall to make it seismically sturdy and adaptive to sea level rise is a sound resiliency strategy for the City. Recognizing that a project of this magnitude will occur over several decades and require federal, state, and local permitting and funding, Port staff have proposed, and the Port

Commission has approved, a two-prong approach which entails initiating a Seawall Resiliency Program to: 1) plan and complete the first phase of improvements to address the most immediate life safety and high-priority upgrades to the Seawall (estimated at $500 million); and 2) define requirements for subsequent phases to complete the Seawall's resiliency.

The Project will focus on making improvements before disaster strikes, improvements that will save lives, reduce suffering, support disaster response and recovery efforts, and help protect the historic waterfront. The primary focus is to design and implement the most critical improvements within the next decade and to plan for additional improvements over the next several decades as climate change and rising seas significantly challenge our ability to maintain a thriving urban waterfront and protect a national registered historic district. The program goals are to:

- Improve earthquake safety without delay;
- Reduce earthquake damage and disruption;
- Lower flood risk;
- Enhance the San Francisco Bay; and
- Create a stable foundation for sea level rise adaptation.

The Port and City have committed $9.6 million for the initial phase of the $500 million dollar project, with $5.6 million scheduled prior to this 10-year plan period and $4.0 million identified for fiscal year 2017-18. The Port and City are developing a funding strategy for the deferred need that includes seeking voter approval for a local general obligation bond, seeking the State share of tax increment from the Mission Rock development project Infrastructure Financing District, and working with the US Army Corps of Engineers to identify a flood control project under the authority of the Water Resources Development Act. This variety of funding sources aims to spread the cost of the project across a range of constituencies that have an interest in preserving infrastructure that supports a National Historic District, major transit routes that serve millions daily, and embarkation sites that will be critical for the City's recovery in the event of a major earthquake.

Other enhancements

Mission Bay Ferry Landing

The Mission Bay Ferry Landing will provide critical Transbay and regional ferry service to and from the fastest growing southern waterfront neighborhood of San Francisco, the financial district and the East and North bays. The Ferry Landing will provide essential transportation infrastructure to alleviate land transportation overcrowding and provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure, or other unplanned event. The landing will provide capability to berth two ferry boats simultaneously and will likely include a nearby water taxi landing, to provide regional access to UCSF Mission Bay, the Golden State Warriors arena, and the surrounding neighborhoods.

Figure 10: Proposed vicinity for Mission Bay Ferry Landing

The estimated project cost is between $32.5 and $42.7 million depending on the location selected. Design and permitting phases of work are funded in this Capital Plan at $7.0 million, with $1.5 million scheduled prior to this 10-year plan period and $5.5 million identified for FY 2017-18. The Port has solicited contractor architectural and engineering services to help determine the location, obtain permitting, and establish a final budget. Potential funding sources staff is pursuing for the remainder of this project include: local funds for transportation, private contributions, and state and federal transportation grants. The Port is entering into MOUs with the Bay Area Water Emergency Transportation Authority (WETA) to establish roles and responsibilities for the construction of the project as well as for the details and cost of ongoing operations, which WETA will bear.

Development Projects

Pier 70 area

Pier 70 is a 69-acre site on San Francisco's Central Waterfront between 18th and 22nd streets, east of Illinois Street. For more than 150 years, the site has been used for ship building and repair, steel production, and other heavy industrial uses. Following a three-year community planning process, the Port Commission endorsed the Pier 70 Master Plan in May 2010 that balances sustained ship repair, historic preservation, new waterfront parks, and new development.

20th Street Historic Buildings

The 20th Street Historic Buildings are eight buildings on or near 20th Street at Pier 70, some dating back to 1880s that need substantial investment to return to active use. The Port selected Orton Development Inc. for a public-private partnership to rehabilitate these buildings for use by office workers, retailers, artists and manufacturing companies Orton has commenced construction, and first occupancy is anticipated by summer 2017 with full buildout estimated by fall 2018. The capital cost estimate is $81 million.

Figure 11: Forest City rendering of Market Plaza at Pier 70

Pier 70 Waterfront Site

The Port Commission selected Forest City California, Inc. as its development partner for the Waterfront Site. Construction is

expected to commence in 2017, with full build-out completion in 10-15 years. In this 10-year plan period, the $270 million concept for horizontal project includes nine acres of waterfront parks, playgrounds and recreation opportunities; new housing units (including 30 percent below market-rate homes); restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, cultural, small-scale manufacturing, local retail, and neighborhood services; up to 2,000,000 square feet of new commercial and office space; and parking facilities and other transportation infrastructure.

Pier 38

In 2012, the Port sought a development partner to rehabilitate the Pier 38 bulkhead building and limited shed improvements for re-occupancy and potentially qualifying the developer to redevelop the entire facility in the long-term. The Port Commission subsequently passed a resolution requiring a planning process before consideration of any development of the full pier. In May 2015, the Port Commission authorized a 25-year lease for Pier 38. After this authorization, the developer determined that additional seismic retrofits are needed prior to making an investment and re-tenanting the space. The Port and developer are negotiating changes to the authorized lease, for Port Commission consideration, to devise a financially feasible project which can support these additional seismic costs.

National Park Service Alcatraz Embarkation Site

The National Park Service ("NPS") and Port are negotiating to develop a long-term, land-side home for an NPS welcome center for embarkation to Alcatraz Island as well as an entry point for its many regional destinations in the Golden Gate National Recreation Area via ferry. NPS has partnered with the Golden Gate National Parks Conservancy (Conservancy) on design and improvement plans for Pier 31 and Pier 33 Bulkhead buildings and the Pier 31 ½ marginal wharf. The Port and NPS are developing a long-term agreement to eliminate the disruption to park visitors that currently occurs from the periodic relocation of the embarkation site. The improvements to the site include approximately $20.8 million in investment in the buildings, wharf, floats, ramps, and other in-water property to be made by the Conservancy and the next ferry concessioner selected by NPS. The Port has also committed to a $5 million repair to the marginal wharf's substructure, which is funded in FY 2017-2018.

Seawall Lot 337 and Pier 48

The vision for the this project, led by Seawall Lot 337 Associates, LLC (an affiliate of the San Francisco Giants), is a flexible development that balances residential, office, retail, exhibition, and parking space in a combination of uses that will evolve to meet market demands and reflect community and regulatory concerns, and ensure mixed-use diversity. The Port anticipates that this project will generate new lease revenues, new property tax pay-go and bond revenues created through the formation of an Infrastructure Financing District, and result in overall higher property values. The total cost of the project, as planned, is estimated at $1.8 billion.

Seawall Lots 323 and 324

In 2015, the Port Commission approved an agreement with Teatro ZinZanni and its financial partner, operating together as TZK Broadway, LLC, for the lease and development of Seawall Lots 323 and 324 for a dinner-theater, a maximum 200-room, 40-foot high boutique hotel, an approximately 7,500 square foot privately financed public park, and ancillary uses. This project's total development cost is estimated at $124 million to be funded with private funds. The project is anticipated to be constructed and operational by 2019.

Seawall Lot 322-1 Development for Affordable Housing

In 2014, the Port Commission approved an agreement between the Port and the Mayor's Office of Housing and Community Development (MOHCD) regarding a joint effort to pursue the feasibility of improving Seawall Lot 322-1 with an affordable housing development. MOHCD recently selected Bridge Housing as its private partner to develop the site with 130 family housing rental units at a projected cost of $72 million. The project is scheduled for construction in 2018.

Figure 12: Rendering of planned affordable housing development at Seawall Lot 322

Downtown San Francisco Ferry Terminal Expansion Project

The Bay Area Water Emergency Transportation Authority (WETA) is developing the Downtown San Francisco Ferry Terminal Expansion project to expand and improve facilities at the ferry terminal. The expansion will accommodate anticipated increases in ferry ridership as new ferry services from downtown San Francisco to Richmond, Treasure Island, and other locations, to be introduced through 2030. The project will include construction of two new ferry gates and four new berths, landside pedestrian circulation improvements, installation of amenities such as weather-protected areas for queuing, and covering of the current "lagoon" area south of the Ferry Building. This covered area will enhance emergency response capabilities and serve as a new public plaza in the heart of the Ferry Building area. The new gates and amenities will support projects under development to provide new ferry service to Richmond, Treasure Island, and other locations, as well as efforts to enhance existing services. Construction, at an estimated cost of $75 million, is expected to begin in 2017 and be completed by 2020.

General Obligation Bond Waterfront Park projects

During this Capital Plan period, the Port will complete work on projects funded substantially with 2008 and 2012 Clean and Safe Neighborhood Parks General Obligation Bonds. The Plan also anticipates Parks General Obligation Bond authorization in 2018 and 2024. The first four projects listed below are the ongoing projects funded with the existing Bonds. Crane Cover Park Phase 2 is the priority project for future Bonds.

Agua Vista Park

The $2 million project will renovate and connect the 20,000 square foot shoreline Aqua Vista Park to the recently improved edge of Bayfront Park. When completed, Aqua Vista Park and the future Bayfront Park combined are expected to include 2,000 linear feet of new shoreline access, continuous walking and bike paths, and dramatic views of ships being worked on at the Pier 70 ship yard and dry dock. Improvements may include new pathways, seating areas, interpretation, and fishing facility improvements. Aqua Vista is a waterfront park at the southern edge of Mission Bay located on Terry Francois Boulevard at 16th Street that was originally improved in the 1970s. The project is expected to be completed in 2017.

Blue Greenway Public Art

Working with the SF Arts Commission, the Port identified the Bayview Gateway site as the appropriate site and location for a $684 thousand Port art enrichment project. The selection panel made its artist recommendations in September 2015; the Arts Commission and the Port Commission approved the panel's recommendation in December 2015. Construction is anticipated to be complete in 2017.

Islais Creek Improvements

This project will complete the pathway along the northern shore of Islais Creek from I-280 to Illinois Street. New public access would connect the Islais Creek Promenade at Tennessee Street to the historic Third Street Bridge. Improvements budgeted at $2 million are expected to include a new waterfront walkway and scenic lookout points. This site currently is partially unimproved; improvements would close a gap in the Islais Creek system of open spaces, the Blue Greenway, and Bay Trail. The project is expected to be completed in 2017.

Crane Cove Park Phases 1 and 2

Crane Cove Park is a new, approximately 9-acre, Blue Greenway waterfront park located in the Central Waterfront between 19th and Mariposa Streets east of Illinois Street. Initial park concepts include shoreline cleanup and stabilization, restoration of historic cranes, historic interpretation, bay access, and a facility for human powered boats. The total cost for the entire project is expected to be $50-$60 million dollars, which is greater than the current available funding. As a result, the Port is delivering the project in two phases to allow progress as funding is secured. Phase 1 of the project is funded by $24.6 million from the 2008 and 2012 Parks Bonds and $6.9 million in other Port sources. Construction is underway and completion is slated for 2018. Improvements within Phase 1 include green space with shade trees and seating, a waterfront walkway, bicycle parking, a beach area, and restoration of slipway 2.

Phase 2 of the project is $20 million and will support completion of a 4-acre site east of slipway 2. Improvements within Phase 2 include: a) shoreline clean up; b) shoreline restoration to create a soft planted shoreline accommodating tidal action; c) a native uplands planting area interspersed with trails and relics from the ship building era; d) site furnishings including lights, benches and waste receptacles; e) rehabilitation of Building 110 for a café and public restrooms; and f) improvements to Building 109 for a park shelter and site interpretation. The Port would prioritize this project for future Parks Bonds.

Conditional seismic costs

Over the next ten years, $561.7 million may or may not be needed for conditional seismic work on Port facilities.[2] Consistent with the approach used by the rest of the City in the 10-Year Capital Plan, seismic costs are categorized as enhancements. However, seismic costs, like one-time costs, may actually be required for code compliance when performing renewal work on piers. Thus this category differs from more classic enhancements, where work is voluntarily undertaken to improve a facility beyond its prior state of repair solely for the purpose of making the improvement, rather than to comply with a regulation. The seismic costs essentially represent a worst-case scenario in terms of the total potential cost for state of good repair work. In some instances, renewal work on wharfs and piers may be scoped and designed so that it does not trigger the need for seismic repairs. This figure is captured in the Capital Plan because in some instances there will be instances when the scope of repairs undertaken by the Port will trigger the need for full seismic upgrades of a substructure.

Emerging Needs

The following emerging needs are potential future capital needs, which require further analysis by Port staff. Once additional planning is completed to develop greater understanding of these projects scopes, costs, and funding options, staff will add them to the Capital Plan, if needed.

[2] This number excludes many facilities at Pier 70, where the costs for seismic work are rolled into "full rehabilitation" estimates because seismic-only costs cannot be separated.

Seawall stabilization and adaptation for sea level rise

Two to three billion dollars is needed to stabilize the entire Seawall in the event of a major earthquake, with that number potentially increasing to $5 billion pending sea level rise adaptation measures. The need for these long-term investments is not incorporated into the Capital Plan, as work is first needed to define the project scope, budget, and schedule. In conjunction with the Port, the City was selected to participate in City Accelerator's Infrastructure Finance Cohort. Through participation in the Accelerator, the City and Port will conceptualize a budgeting and public engagement strategy that can endure a near term change in administrations as well as sustain public support 10, 20, and 30 years from today and beyond. As cities around the world begin to reconcile the real and unpredictable consequences of sea level rise and increased seismic vulnerability, San Francisco is looking to draw upon the City Accelerator to explore innovative financing options for the Seawall.

BAE Ship Repair

The BAE Ship Repair leasehold is 15.1 acres of land and 17.4 acres of water on the northeastern edge of Piers 68 and 70. It includes 19 buildings, six functional cranes, and two floating drydocks. It is under a lease to BAE, generating approximately $1.8 million dollars in annual revenues to the Port. BAE's ship repair is key to sustaining the Port's maritime function and is utilized by other maritime enterprises, such as cruise ships calling in San Francisco. Recently, competitive facilities in Vallejo and Oregon have caused a decline in BAE revenues. The current lease between the Port and BAE committed to pursue improvements to infrastructure that will sustain the ship repair facility for the next 25 years by replacing one or both drydocks to improve the facility's competitiveness. A new dry dock is estimated to cost $50 million. The Port will work with BAE to develop the business case to support private or public funding for this expenditure.

Piers 80-96 Maritime Eco-Industrial Center

The Maritime Eco-Industrial Center co-locates maritime industrial uses to enable product exchange, optimize the use of resources, incorporate green design and technologies on site, foster resource recovery and reuse, provide economic opportunities that employ local residents, minimize environmental harm, and incorporate public open space. The Port has made strides in bringing new industries to Piers 80-96, most recently Pasha Automotive Services' import, export, and detailing facility at Pier 80, but additional capital investments are needed to support and grow maritime industries in the area. Likely areas of investment include improving transportation access to the site, substructure renewal at Piers 80 and 94/96, public realm improvements, area beautification and wharf and pile removal from the Bay. Port staff is working to define project scopes and funding plans for potential inclusion in future Capital Plans. The Port will likely seek Federal Fostering Advancements in Shipping and Transportation for the Long-term Achievement of National Efficiencies (FASTLANE) grant funds to improve transportation access to the site.

Funding Plan

The Capital Plan identifies that $1.3 billion in funds will be available during the ten-year plan period. The plan differentiates expenditure of those funds into two categories: 1) capital projects that help maintain the Port's facilities in a state of good repair (SOGR); and 2) enhancement projects that add value to the Port property. Figure 13 details the breakdown of planned capital expenditures and funding sources by expenditure type.

All figures $1,000s

Program / Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 - 2027	Plan Total	Backlog
SPENDING PLAN								**DEFERRED**
State of Good Repair								
Emergency Facility Repair	100	100	100	100	100	500	1,000	
ADA	100	100	100	100	100	500	1,000	
Dredging	13,000	6,000	6,000	6,000	6,000	30,000	67,000	
Repair / Reinvestment	84,249	106,966	58,632	21,513	38,232	213,281	522,874	
State of Good Repair Subtotal	**97,449**	**113,166**	**64,832**	**27,713**	**44,432**	**244,281**	**591,874**	**922,726**
Enhancements								
Parks and Open Space	13,813	12,426	5,396	5,396	5,396	37,771	80,197	
Facility Improvements	3,308	5,570	4,668	4,665	4,633	24,962	47,806	
Development Project Areas	204,988	175,520	42,341	19,674	23,580	28,338	494,441	
Ferry Terminal Expansion Project	26,300	29,300	10,100	-	-	-	65,700	
Seawall Resiliency Project	4,000	-	-	-	-	-	4,000	**489,500**
Mission Bay Ferry Landing	5,470	-	-	-	-	-	5,470	**35,700**
Enhancements Subtotal	**257,879**	**222,816**	**62,505**	**29,735**	**33,609**	**91,070**	**697,614**	
TOTAL	**355,328**	**335,982**	**127,337**	**57,448**	**78,041**	**335,352**	**1,289,488**	**1,447,926**
REVENUES								
Internal Funding								
Port Capital Budget	19,752	23,850	19,340	19,325	19,166	104,808	206,240	
Port Revenue Bonds and COPs	1,587	1,747	-	-	-	-	3,334	
Port Tenant Improvements	9,259	32,628	15,228	7,442	5,327	70,250	140,135	
Internal Funding Subtotal	**30,598**	**58,226**	**34,568**	**26,766**	**24,493**	**175,057**	**349,708**	
External Funding								
General Fund and Other City Sources	7,500	-	-	-	-	-	7,500	
Federal & State Grants	2,000	2,000	2,000	2,000	2,000	10,000	20,000	
US Army Corps of Engineers	7,000	5,700	-	-	-	14,500	27,200	
DTFT - State Proposition 1B	13,300	21,300	10,100	-	-	-	44,700	
DTFT - Local Sources (RM2 and Prop K)	9,100	8,000	-	-	-	-	17,100	
DTFT- Federal	3,900	-	-	-	-	-	3,900	
Park System Renovation and Improvement Bond	14,933	13,433	5,833	5,833	5,833	40,833	86,700	
Development Projects (Including developer investments and public financing)	266,997	227,323	74,835	22,849	45,715	94,961	732,680	
External Funding Subtotal	**324,730**	**277,756**	**92,769**	**30,682**	**53,548**	**160,294**	**939,779**	
Total	**355,328**	**335,982**	**127,337**	**57,448**	**78,041**	**335,352**	**1,289,488**	

Figure 13: Detailed sources and uses of funds

Overall, the plan reflects a balanced expenditure of funds, with most of the Port's internally generated funding sources directed towards SOGR projects, whereas enhancement projects are more dependent on externally generated funds, as described in the next section and illustrated in Figure 14.

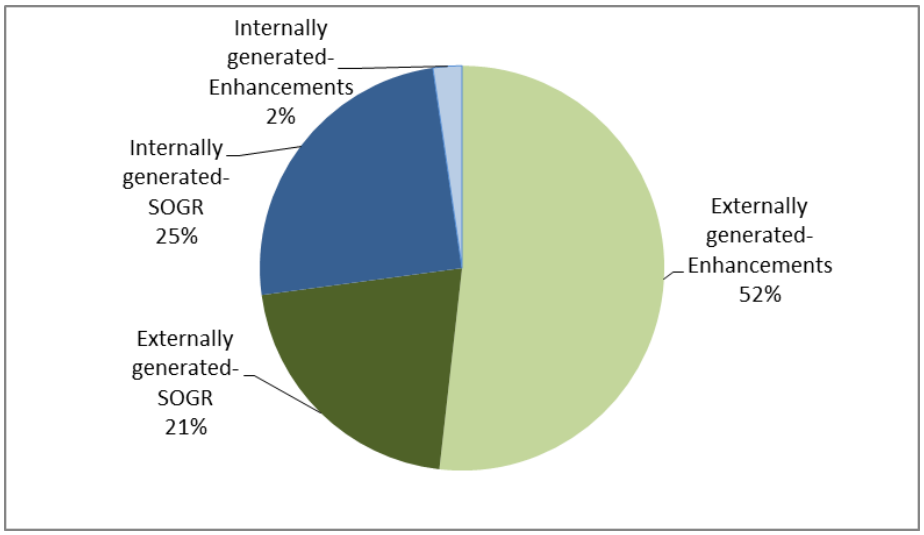

Figure 14: Sources and uses of funds, by percentage of total 10-year revenue

Despite these investments in capital improvements, the Port faces a $900.3 million unfunded need for repair work and possibly another $561.7 million in seismic costs. To reduce this gap, the Port will continue to explore ways to address the unfunded need, including public-private partnerships and pursuing outside funds.

Internal Funding Sources

Internally-generated funding sources include those sources that are primarily within the Port's control, utilizing existing assets, with a fairly high degree of confidence in their projected value. The charts below provide detail on the internally-generated sources assumed in the plan and their uses.

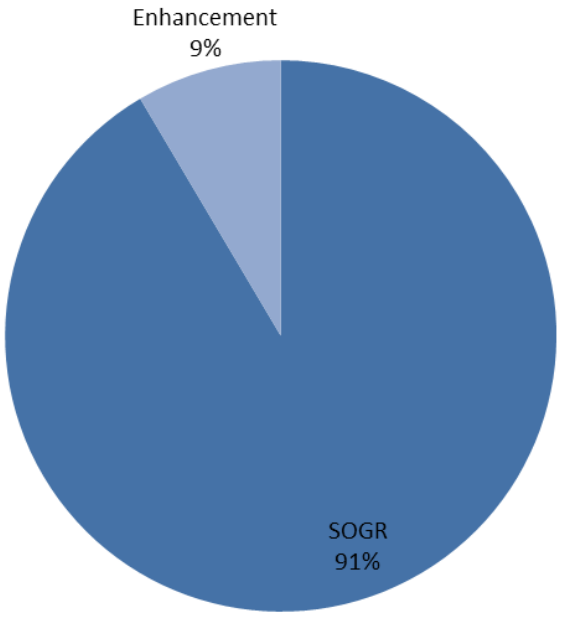

Figure 15: Uses of internal funds

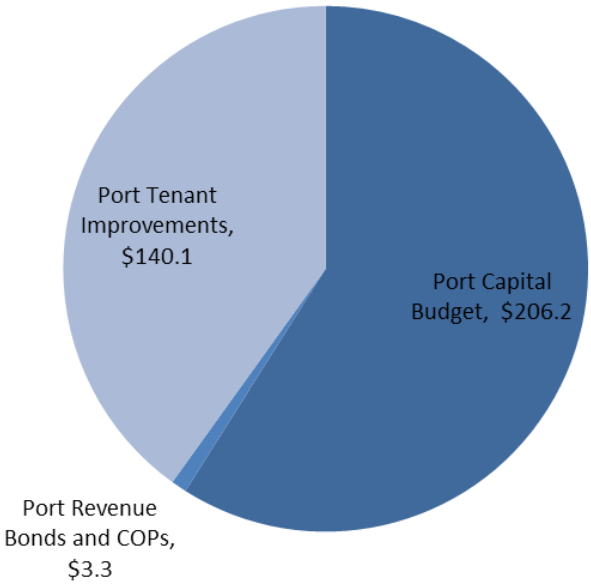

Figure 16: Sources of internal funds ($ million)

Port Capital

The Port funds its Capital Budget through net revenues generated from its Operating Budget. The Port actively designates net operating revenue within its budget to ensure that funds are reserved for capital spending. Additionally, at the end of each fiscal year any expenditure savings and surplus revenues are deposited in the Port's Fund Balance. It is also the Port's practice to dedicate one-time funding sources, such as those derived from a prepaid lease, to capital investments.

Port Revenue Bonds and Certificates of Participation (COPs)

Port revenue bonds are long-term debt obligations that are secured by the Harbor Fund. The Port Commission may issue Port revenue bonds to fund capital improvement projects, purchases of large-scale capital equipment, and other nonoperational Port costs. COPs are lease-financing arrangements between the City and a for-profit lessor. In the 10-year window of this Capital Plan, the Port will finish expending previously issued COPs and revenue bonds to complete capital improvement projects.

Port Tenant Improvements

The Port enters into lease agreements that may include obligations on the tenants to complete capital improvements. The Capital Plan captures the amount and timing of those improvements that would otherwise be completed by the Port.

External Funding Sources

Externally-generated funding sources represent those sources that require some form of partnership with an external party to be realized. Those partners may include developers, federal or state agencies, or other departments within the City and County of San Francisco. While partnerships often require considerably more effort to build and maintain, and are not entirely within Port's control, ultimately they have far greater potential in the long-term than traditional internally-generated sources.

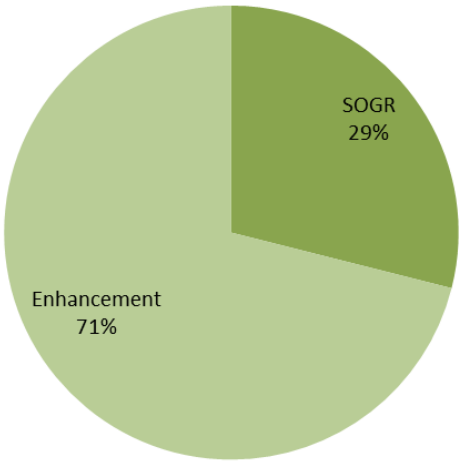

Figure 17: Uses of external sources

Externally-Generated Funding Sources	Total from source ($ millions)	Repair ($ millions)	Enhancement ($ millions)
Park System Renovation and Improvement Bond	$ 86.7	$ 6.5	$ 80.2
General Fund & Other City Sources	$ 7.5	$ -	$ 7.5
Federal & State Grants and Appropriations	$ 47.2	$ 27.2	$ 20.0
Downtown Ferry Terminal - All sources	$ 65.7	$ -	$ 65.7
Development Projects	$ 732.7	$ 238.2	$ 494.4
Total	$ 939.8	**$ 271.9**	**$ 667.8**

Figure 18: Detailed breakdown of sources and types of uses of external funds

General Obligation Bonds and City Capital Funding

General Obligation (GO) Bonds are bonds secured by the taxing authority of the City and County of San Francisco. GO Bond proceeds are used to pay for projects that benefit citizens, but that do not raise revenue, such as public office buildings, parks, libraries, or fine arts. With $34.7 million from the 2008 and 2012 voters approved Clean and Safe Waterfront Parks General Obligation Bonds, the Port has completed eight waterfront open space projects, and has four more in progress. The Port also intends to participate in future GO Bond measures for parks; Ferry Plaza, Phase 2 of Crane Cove Park, and remaining Blue-Greenway parks are top priorities. Details on the active projects can be found in the prior Enhancements section.

In the past the Port has not received funding from the City, beyond GO Bonds and $4.9 million to construct the James R. Herman Cruise Terminal. However two priority enhancement projects, the Seawall Resiliency Project and the Mission Bay Ferry Landing, received partial funding from the City's General Fund and Revolving Capital Fund in the fiscal year 2016-17 and 2017-18 budget. The Revolving Capital Fund is typically utilized for projects that are expected to receive GO Bond support. The unique investment of City Capital Funds acknowledges the vital role the Seawall plays in San Francisco's resiliency and economic vitality and the key role the new ferry landing will play in the City's transportation network.

Federal and State Sources

Port staff pursues grants and other awards from local, state, and federal governments and organizations to help leverage Port revenue. Grants often require matching Port dollars. Many Port activities are potentially grant-eligible, ranging from security improvements to street repaving and environmental protection projects.

Department of Homeland Security, Port Security Grant Program (PSGP)

Since 2007, the Port's Homeland Security Division has applied for and been awarded over $28 million in federal PSPG funds. Over the next five years, the Port plans to apply for an additional $10 million in federal funding provided by FEMA under the PSGP. PSGP funding will provide enhanced security capabilities, establish boundaries, and provide controlled access where required and authorized, as well as enhance threat detection and prevention, and increase security measures for berth and passenger terminals that are consistent with Department of Homeland Security and United States Coast Guard requirements. It is expected that FEMA will continue to require a 25 percent match, which the Port will provide from the capital budget. Individual security projects may include lighting, high security fencing, closed-circuit television (CCTV) cameras, intrusion detection systems, and vessels.

United States Army Corps of Engineers

The United States Army Corps of Engineers (USACE) is a federal agency that oversees the nation's water management infrastructure and federal funding for navigation, flood control, ecosystem restoration and other water-related projects authorized under the Water Resources Development Act.

Figure 19: Prior dredging of Central Basin

USACE, Continuing Authorities Program Section 107, Central Basin Dredging

The Central Basin is the approach to the Pier 70 Shipyard's primary drydock facility. Dredging of this area is critical to operations of the shipyard. While the drydock itself is the second largest privately operated repair facility of its kind on the west coast of the Americas, the increasingly restrictive siltation in the Central Basin is limiting the number and type of vessels that can access it. In September 2009, the Port requested dredging assistance from the Army Corps under Continuing Authorities Program Section 107. A 35' depth Central Basin dredge project was approved and is scheduled for construction in 2017. The Army Corps will provide up to $10 million in federal funding, which is 63 percent of the original $15.8 million estimated cost of the project. Due to lower recent cost estimates, the Port has appropriated $2 million toward the local match, and BAE will provide the other half of the local match. After this initial dredge, the Army Corps will then assume all costs for future dredging of the Central Basin, which will require several million dollars of federal funding every decade.

USACE, Water Resources Development Act of 2007 (WRDA07)

In 2006, Port staff worked with Mayor Newsom's office to successfully petition the office of House of Representatives Speaker Nancy Pelosi to carry a new bill for federal authorization of several Port facilities. WRDA07 was approved by Congress and authorizes USACE, in cooperation with the Port of San Francisco, to seek appropriation of $25 million for "…repair and removal, as appropriate, of Piers 30-32, 35, 36, 70

(including Wharves 7 and 8), and 80 in San Francisco, California, substantially in accordance with the Port's redevelopment plan." In 2011, Congress appropriated $4.8 million of this authorization for removal of Pier 36, leaving $20.2 million in authorization remaining. All funding from this source requires a two to one match from the Port. The Port has traditionally been the only City department with projects eligible for funding from the Army Corps.

Miscellaneous agencies, Downtown Ferry Terminal

The Water Emergency Transit Authority (WETA) is funding the Downtown Ferry Terminal Expansion Project through a mix of local, state, and federal sources, including funds awarded by the Federal Transit Administration, State Proposition 1B (Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006), Regional Measure 2 (bridge tolls), and the local Proposition K sales tax.

Development projects

Since the 1970s, the Port has used public-private partnerships (P3s) to address major renewal needs while supporting the land use vision of the Waterfront Plan. In exchange for long-term leases (usually between 50-66 years) and other financial consideration including rent credits, land value, and access to public sources and financing tools, external investors assume much of the responsibility for rehabilitating and improving Port property for designated uses. Additionally, by engaging a development partner and allowing them to make a reasonable return on their investment, the Port can generate substantially more resources to address the Port's backlog of capital investment needs. For example, the Port and Exploratorium entered into a P3 that resulted in approximately $200 million in renewals and enhancements at Piers 15 and 17 and the ongoing use of the facility by a world renowned science and culture center with more than 800,000 visitors annually.

As noted in Figure 13, development projects are forecast to be the largest financial source to address both state of good repair ($218.8 million) and enhancement ($485 million). The vast majority of enhancements that are contemplated are investments in new, publicly owned parks and infrastructure, largely to support new neighborhoods planned at Seawall Lot 337 and Pier 70. Funding for these projects typically comes from a variety of private and public sources; however, for purposes of this plan, all development project-generated funds are shown as a single line item.

Infrastructure financing and community facilities districts

The Port benefits from accessing public financing tools, such as Infrastructure Financing Districts (IFDs) and Community Facilities Districts (CFDs), by reducing the need for developer capital investments and accessing debt capacity at lower interest rates. Specifically, IFDs establish a geographical district within which all growth in property and possessory interest tax above an established base year (typically Referred to as "tax increment") can be pledged to service debt on bonds issued to fund capital improvements of communitywide significance. CFDs, as established through California's Mello Roos Act, assess new special taxes through a Rate and Method of Apportionment. After a vote by either property owners or registered voters in a proposed district approving the formation of IFDs and CFDs, the San Francisco Board of Supervisors may vote to form IFDs and CFDs. In the case of the Port of San Francisco, the Port Commission is the single property owner of the Port area, and there are no registered voters living on Port property. As discussed earlier in this report, the Port Commission and the Board of Supervisors formed the first IFD over the Orton project in 2016.

These tools are critical to the Port's ability to share in future revenue streams generated through the Orton, Forest City and Mission Rock development projects, which will in turn result in future capital improvements to Port property, and increased operating revenues. By deepening the Port's revenue base, these development projects are a critical strategy to address the capital backlog in the future.

Conclusion

This 10-Year Capital Plan provides a snapshot of where the Port is and what is achievable in coming years regarding the maintenance and enhancement of Port capital assets. Thanks largely to a strong economy and the Port Commission's commitment to focusing resources on capital projects, this plan projects $1.3 billion investment in capital over the next ten years. The Port's Capital Budget for fiscal year 2016-2017 was a record high for the agency and more than double the Port's capital investment of ten years ago. The majority of this investment maintains the Port's existing assets in a state of good repair. At the same time, development projects like those at Pier 70 are renewing and enhancing some of the Port's most vital historic resources, opening up former industrial areas to the public and breathing new life into the waterfront.

Despite these gains, the Port's need for capital investments continues to outpace available funding, leaving a substantial backlog and requiring strategic decisions about how to best manage the Port's many aging assets. At the end of that period the Port will still face a state of good repair need of $900.3 million and potentially another $561.7 million in conditional seismic work. In this period, the Port will also work with the City of San Francisco to complete the funding plan for two priority enhancement projects, the Seawall Resiliency Project ($489.5 million needed) and Mission Bay Ferry Landing ($35.7 million needed).

To make progress on narrowing the gap between the capital need and available resources, the Port will pursue two main courses of action. First, with the guidance of the Waterfront Land Use Plan and the Port's internal process for developing a criteria-based capital budget, the Port will continue to strategically choose where to invest. Second, the Port will continue to explore ways cover to address its unfunded needs, including building partnerships to attract new sources of funds. Several funding options may exist to address this unmet need, including: future development projects, new Port debt, general obligation bonds, grant opportunities, and infrastructure financing districts.

Appendix A

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1001	Downtown Ferry Terminal	BASIC	$838	$0	$2,765	$3,603
1010	Pier 1	Piers	$0	$97	$0	$97
1010	Pier 1 - Office Building	BASIC	$0	$5,028	$0	$5,028
1015	Pier 1 1/2	Piers	$0	$0	$0	$0
1015	Pier 1 1/2 - Bulkhead/Shed Building	BASIC	$0	$515	$0	$515
1020	Pier 2	Piers	$5,106	$0	$2,437	$7,542
1030	Pier 3	Piers	$0	$0	$7,230	$7,230
1030	Pier 3 - Bulkhead/Shed Building	BASIC	$0	$832	$0	$832
1050	Pier 5	Piers	$0	$0	$0	$0
1055	Pier 5 1/2 - Bulkhead Building	BASIC	$0	$610	$0	$610
1070	Pier 7 Public Pier	Piers	$0	$0	$0	$0
1075	Pier 7 - The Waterfront Restaurant	BASIC	$351	$124	$197	$672
1075	Pier 7 1/2	Piers	$0	$0	$0	$0
1090	Pier 9	Piers	$14,028	$0	$11,676	$25,704
1090	Pier 9 Bulkhead/Shed Building	BASIC	$14,469	$6,686	$4,168	$25,323
1095	Pier 9 1/2	Piers	$921	$0	$757	$1,678
1140	Pier 14 (Public Pier)	Piers	$0	$0	$0	$0
1150	Pier 15	Piers	$0	$156	$0	$156
1150	Pier 15 - Bulkhead/Shed Building (contains trailer	SIMPLE	$0	$1,283	$4,518	$5,801
1155	Pier 15/17 - Office on Marginal Wharf	SMALL	$0	$0	$0	$0
1170	Pier 17	Piers	$0	$116	$0	$116
1170	Pier 17 - Shed Building	SIMPLE	$3,694	$974	$3,792	$8,459
1175	Pier 17 1/2	Piers	$1,711	$0	$562	$2,274
1190	Pier 19	Piers	$4,868	$0	$7,552	$12,420
1190	Pier 19 - Bulkhead/Shed Building	SIMPLE	$1,561	$197	$3,177	$4,936
1195	Pier 19 1/2	Piers	$6,088	$0	$3,361	$9,449
1195	Pier 19 1/2 - Bulkhead/Shed	SIMPLE	$930	$91	$1,421	$2,442
1225	Pier 22 1/2	Piers	$2,737	$10	$1,184	$3,932
1225	Pier 22 1/2 - Fire Station	BASIC	$788	$42	$161	$991
1225	Pier 22 1/2 - Maintenance / Recreation	SMALL	$0	$0	$0	$0
1230	Pier 23	Piers	$4,187	$0	$11,984	$16,171
1230	Pier 23 - Bulkhead/Shed Building	SIMPLE	$734	$303	$3,258	$4,295
1235	Pier 23 1/2	Piers	$3,382	$0	$556	$3,938
1235	Pier 23 1/2 Pier 23 Cafe	SMALL	$0	$0	$0	$0
1245	Pier 24 1/2	Piers	$5,207	$0	$2,919	$8,126

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1245	Pier 24 1/2 -Bulkhead/Shed Building	SIMPLE	$713	$0	$908	$1,621
1260	Pier 26	Piers	$16,839	$0	$17,529	$34,368
1260	Pier 26 - Bulkhead/Shed	SIMPLE	$6,367	$0	$6,720	$13,087
1265	Pier 26 1/2	Piers	$3,923	$0	$3,163	$7,086
1265	Pier 26.5 - Bulkhead	BASIC	$2,569	$1,049	$0	$3,618
1270	Pier 27	Piers	$0	$515	$0	$515
1270	Pier 27 - Office Annex	SMALL	$648	$0	$0	$648
1280	Pier 28	Piers	$10,801	$0	$16,475	$27,276
1280	Pier 28 - Bulkhead/Shed Building	SIMPLE	$4,976	$316	$2,498	$7,790
1285	Pier 28 1/2	Piers	$562	$0	$427	$989
1285	Pier 28 1/2 - Hidive Restaurant	SMALL	$239	$0	$0	$239
1290	Pier 29	Piers	$11,253	$0	$0	$11,253
1290	Pier 29 - *Bulkhead/Shed Building	SIMPLE	$0	$0	$5,031	$5,031
1295	Pier 29 1/2	Piers	$0	$0	$0	$0
1295	Pier 29 1/2 - Bulkhead Building	SIMPLE	$855	$111	$1,705	$2,671
1310	Pier 31	Piers	$5,194	$0	$19,193	$24,386
1310	Pier 31 - Bulkhead/Shed Building	SIMPLE	$2,260	$325	$3,088	$5,673
1315	Pier 31 1/2	Piers	$4,227	$0	$3,475	$7,702
1320	Pier 30 and 32	Piers	$48,311	$417	$63,484	$112,212
1325	Pier 32 1/2 Marginal Wharf (Brannon St)	Piers	$0	$0	$0	$0
1330	Pier 33	Piers	$7,498	$0	$12,333	$19,831
1330	Pier 33 - Bulkhead/Shed Building	SIMPLE	$2,265	$1,914	$2,888	$7,067
1335	Pier 33 1/2	Piers	$0	$0	$545	$545
1335	Pier 33 1/2 - Bulkhead Building	BASIC	$126	$330	$0	$456
1345	Pier 34 1/2 Marginal Wharf	Piers	$0	$0	$0	$0
1350	Pier 35	Piers	$13,401	$142	$9,678	$23,221
1350	Pier 35 - Bulkhead/Shed Building	BASIC	$7,868	$10,227	$5,508	$23,603
1355	Pier 35 1/2	Piers	$0	$0	$5,956	$5,956
1380	Pier 38	Piers	$12,427	$0	$18,669	$31,096
1380	Pier 38 - Bulkhead/Shed Building	SIMPLE	$1,924	$0	$6,825	$8,749
1385	Pier 38 1/2	Piers	$724	$0	$595	$1,318
1390	Pier 39	Piers	$0	$0	$0	$0
1390	Pier 39 - Retail Shops	BASIC	$4,781	$5,379	$8,488	$18,648
1390	Pier 39 - Underwater World	BASIC	$345	$1,095	$0	$1,440
1395	Pier 39 1/2 Marginal Wharf	Piers	$0	$0	$0	$0
1400	Pier 40	Piers	$6,050	$0	$12,003	$18,052
1400	Pier 40 - Shed Building	SIMPLE	$302	$803	$1,492	$2,597
1400	Pier 40 Restaurant & Robert Steck Chandelry	BASIC	$61	$251	$260	$572
1405	Pier 40 1/2 (S Beach Harbor Wharf)	Piers	$3,196	$0	$525	$3,721

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1405	Pier 40 1/2 - Java House	SMALL	$0	$0	$0	$0
1410	Pier 41	Piers	$0	$0	$3,722	$3,722
1415	Pier 41 1/2	Piers	$2,420	$0	$0	$2,420
1415	Pier 41 1/2 - Blue&Gold Bldg.	BASIC	$0	$1,498	$479	$1,978
1430	Pier 43	Piers	$0	$0	$349	$349
1430	Pier 43 - Arch	SMALL	$274	$0	$0	$274
1435	Pier 43 1/2	Piers	$0	$0	$0	$0
1435	Pier 43 1/2 - Franciscan Restaurant	BASIC	$727	$294	$464	$1,485
1435	Pier 43 1/2 - Red & White Tours	SMALL	$0	$39	$0	$39
1450	Pier 45	Piers	$2,723	$1,495	$0	$4,217
1450	Pier 45 - Shed A	SIMPLE	$2,178	$543	$2,352	$5,074
1450	Pier 45 - Shed B	SIMPLE	$2,190	$546	$2,364	$5,100
1450	Pier 45 - Shed C	SIMPLE	$1,334	$1,466	$2,407	$5,207
1450	Pier 45 - Shed D	SIMPLE	$2,048	$424	$2,135	$4,607
1461	Pier 46B China Basin Ferry Terminal	Piers	$1,056	$0	$0	$1,056
1470	Pier 47 - Guardinos Storage Bldg	SMALL	$0	$70	$0	$70
1470	Pier 47 - Scoma / Fish Prep Bldg	SMALL	$0	$0	$0	$0
1470	Pier 47 - Scoma Storage Bldg	SMALL	$0	$114	$0	$114
1470	Pier 47 - Scomas Restaurant	BASIC	$427	$1,346	$403	$2,175
1470	Pier 47 - Scomas Storage Shed	SMALL	$0	$0	$0	$0
1470	Pier 47 - Wharf J6, J7, J8	Piers	$1,532	$0	$5,033	$6,565
1470	Pier 47 WF Albert Seafoods Proc Bldg	SIMPLE	$158	$101	$212	$471
1480	Pier 48	Piers	$11,533	$0	$1,596	$13,130
1480	Pier 48 - Shed A	SIMPLE	$2,832	$577	$0	$3,409
1480	Pier 48 - Shed B	SIMPLE	$2,856	$593	$0	$3,449
1485	Pier 48 1/2 - Jellys restaurant	SMALL	$0	$0	$0	$0
1490	Pier 49 - Aliotos Restaurant (Wharf J-1)	BASIC	$0	$481	$392	$873
1490	Pier 49 - Fishermans Grotto No. 9 (Wharf J-1)	BASIC	$0	$748	$608	$1,356
1490	Pier 49 - Fishermans Memorial Chapel	SMALL	$0	$183	$0	$183
1490	Pier 49 - Guardinos (Wharf J-1)	SMALL	$0	$0	$0	$0
1490	Pier 49 - Sabella & Latorre (Wharf J-1)	SMALL	$0	$0	$0	$0
1490	Pier 49 - Tarantinos Restaurant (Wharf J-1)	BASIC	$0	$415	$232	$647
1490	Pier 49 - The Crab Station (Wharf J-1)	SMALL	$0	$0	$0	$0
1490	Pier 49 Nicks Lighthouse (Wharf J-1)	SMALL	$0	$204	$0	$204
1490	Wharfs J-1 and J-3 (Pier 49)	Piers	$0	$0	$3,842	$3,842
1500	Pier 50	Piers	$27,499	$2,175	$22,540	$52,215
1500	Pier 50 - Shed A	SIMPLE	$2,619	$898	$2,415	$5,932

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1500	Pier 50 - Shed B	SIMPLE	$1,359	$1,361	$2,449	$5,168
1500	Pier 50 - Shed C	SIMPLE	$2,037	$1,589	$2,942	$6,568
1500	Pier 50 - Shed D	SIMPLE	$1,670	$358	$3,397	$5,425
1500	Pier 50 - Small Covered Shed	SMALL	$0	$0	$0	$0
1505	Pier 50 1/2	Piers	$0	$1,846	$433	$2,279
1520	Pier 52	Piers	$0	$0	$4,977	$4,977
1540	Pier 54	Piers	$14,445	$0	$10,335	$24,780
1540	Pier 54 - Office Bldg	SMALL	$610	$0	$0	$610
1540	Pier 54 - Oil Shed	SMALL	$146	$0	$0	$146
1540	Pier 54 - Shed Building	SIMPLE	$478	$386	$799	$1,662
1540	Pier 54 - Storage Shed	SMALL	$49	$0	$0	$49
1600	Pier 60 - Wharf - wood piles	Piers	$1,343	$0	$581	$1,923
1620	Third Street Bridge House	SMALL	$0	$29	$0	$29
1640	Pier 64	Piers	$0	$0	$0	$0
1645	Pier 64 1/2 Kelly Mission Rock Resort Restnt	BASIC	$0	$507	$0	$507
1680	Pier 68	Piers	$8,731	$0	$8,660	$17,391
1680	Pier 70 - Pier 68 - Bathrooms Bldg. #141	SMALL	$0	$73	$0	$73
1680	Pier 70 - Pier 68 - Beth Street Substation #2, Bldg. #50	SMALL	$0	$0	$53	$53
1680	Pier 70 - Pier 68 - Beth Street Warehouse Bldg. #30	SMALL	$0	$0	$77	$77
1680	Pier 70 - Pier 68 - Blast Shed Bldg. #150	SMALL	$0	$55	$0	$55
1680	Pier 70 - Pier 68 - Boiler/Steam Power House - #103	SMALL	$339	$0	$265	$605
1680	Pier 70 - Pier 68 - Building #149	SMALL	$0	$0	$0	$0
1680	Pier 70 - Pier 68 - Cable/Electric Shop - Bldg.#38	SIMPLE	$0	$0	$496	$496
1680	Pier 70 - Pier 68 - Checkhouse #1, Bldg. #122	SMALL	$0	$0	$217	$217
1680	Pier 70 - Pier 68 - Checkhouse #2, Bldg. #123	SMALL	$0	$0	$105	$105
1680	Pier 70 - Pier 68 - Equipment Building #36	SIMPLE	$441	$0	$3,012	$3,453
1680	Pier 70 - Pier 68 - Machine Shop - Bldg. #105	SIMPLE	$647	$88	$4,854	$5,590
1680	Pier 70 - Pier 68 - near checkhouse #2, Building #51	SMALL	$73	$0	$0	$73

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1680	Pier 70 - Pier 68 - Office Bldg (#127)	SMALL	$0	$0	$0	$0
1680	Pier 70 - Pier 68 - Office Bldg Annex to #101, Bldg. #40	BASIC	$0	$0	$195	$195
1680	Pier 70 - Pier 68 - Office Building #101	BASIC	$0	$0	$16,564	$16,564
1680	Pier 70 - Pier 68 - Office Building #104	BASIC	$0	$0	$11,042	$11,042
1680	Pier 70 - Pier 68 - Office/Warehouse Bldg.- Bldg #111	BASIC	$8,647	$0	$12,894	$21,541
1680	Pier 70 - Pier 68 - Ops. Bldg #102	BASIC	$0	$0	$3,904	$3,904
1680	Pier 70 - Pier 68 - Pipe Rack, Bldg. #120	SMALL	$0	$0	$56	$56
1680	Pier 70 - Pier 68 - Pipe Storage Bldg #107	SMALL	$0	$0	$0	$0
1680	Pier 70 - Pier 68 - Sheet Metal/Tools Bldg #109	SIMPLE	$1,640	$219	$2,437	$4,296
1680	Pier 70 - Pier 68 - Shipwright Building - #108	BASIC	$7,424	$0	$13,161	$20,584
1680	Pier 70 - Pier 68 - Steel Shop Office (bldg #121)	SMALL	$0	$0	$26	$26
1680	Pier 70 - Pier 68 - Substation #4 (bldg #58)	SMALL	$0	$0	$173	$173
1680	Pier 70 - Pier 68 - Substation #6, Bldg. #64	SMALL	$0	$0	$0	$0
1680	Pier 70 - Pier 68 - Substation #7 (bldg #68)	SMALL	$0	$0	$96	$96
1680	Pier 70 - Pier 68 - Warehouse & 6-ton crane, Bldg. #49	SIMPLE	$0	$0	$551	$551
1680	Pier 70 - Pier 68 - Yard Washroom, Bldg. #110	SMALL	$0	$0	$1,103	$1,103
1680	Pier 70 - Pier 68 - Yard Washroom, Bldg. #119	SMALL	$0	$0	$28	$28
1700	Pier 70	Piers	$0	$0	$9,030	$9,030
1800	Pier 80	Piers	$13,505	$797	$73,460	$87,762
1800	Pier 80 - Entry Canopy	SIMPLE	$297	$0	$358	$655
1800	Pier 80 - Gear & Maintenance Building	SIMPLE	$1,904	$0	$1,264	$3,168
1800	Pier 80 - Office Bldg #2	SMALL	$128	$0	$0	$128
1800	Pier 80 - Service Building	SIMPLE	$1,478	$222	$1,005	$2,705
1800	Pier 80 - Shed A	SIMPLE	$2,252	$0	$27,865	$30,117
1800	Pier 80 - Shed D	SIMPLE	$2,392	$0	$5,480	$7,872

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
1800	Pier 80 - Terminal Office	SMALL	$972	$0	$0	$972
1800	Pier 80 Office Bldg #1	SMALL	$257	$0	$0	$257
1840	Copra Crane	BASIC	$988	$0	$0	$988
1900	Pier 90	Piers	$12,940	$0	$0	$12,940
1900	Pier 90 - Fire Department Building	BASIC	$0	$32	$203	$235
1900	Pier 90 - Maintenance Bldg	SMALL	$115	$0	$0	$115
1900	Pier 90 - Old Powerhouse	SMALL	$0	$0	$0	$0
1900	Pier 90 - Storage Bldg	SMALL	$0	$43	$0	$43
1900	Pier 90 - Truck Pits	SMALL	$0	$119	$0	$119
1920	Pier 92	Piers	$4,300	$0	$0	$4,300
1940	Pier 94 - 96 wharf area	Piers	$5,403	$752	$8,251	$14,406
1940	Pier 94 - Wharfside Building	SMALL	$0	$73	$0	$73
1960	Pier 96 - Administration Building	BASIC	$1,264	$875	$504	$2,643
1960	Pier 96 - Entry Canopy	SIMPLE	$269	$0	$324	$593
1960	Pier 96 - Exit Canopy	SIMPLE	$160	$0	$192	$352
1960	Pier 96 - Gatehouse Bldg	SMALL	$0	$265	$0	$265
1960	Pier 96 - Maintenance Building	BASIC	$1,698	$1,238	$982	$3,918
1960	Pier 96 - Office/Restroom	SMALL	$157	$0	$0	$157
1960	Pier 96 - Recycling/LASH Terminal	SIMPLE	$2,895	$5,364	$6,045	$14,304
1960	Pier 96 - Storage	SMALL	$175	$0	$0	$175
1960	Pier 96 - Truck Scales	SMALL	$46	$0	$0	$46
1980	Herons Head Park	BASIC	$0	$0	$249	$249
2000	Fac. 2000 - Ferry Plaza	Piers	$1,129	$0	$0	$1,129
2500	Hyde Street Pier	Piers	$0	$0	$0	$0
2500	Hyde Street Pier - Storage Buildings (3)	SMALL	$0	$183	$0	$183
2505	Pier 50 Administration Building	BASIC	$2,226	$602	$507	$3,334
2740	Fac. 200 - World Trade Club Restaurant	BASIC	$373	$1,275	$974	$2,622
2750	Fac. 274-175 - Ferry Building Clock Tower	BASIC	$0	$534	$396	$930
2750	Fac. 274-275 Ferry Building	BASIC	$0	$14,327	$9,671	$23,997
2750	Ferry Building: Fac. 274 - 275	Piers	$0	$0	$0	$0
2770	Pier 2 - Sinbads	BASIC	$0	$0	$0	$0
2780	Fac. 278 Agriculture Bldg Substructure	Piers	$6,249	$0	$3,426	$9,675
2780	Fac. 278 Agriculture Building	BASIC	$4,111	$317	$719	$5,148
2800	Pier 80 Administration Building	BASIC	$6,417	$554	$1,550	$8,522
3010	SWL 301 - Andre Boudin Pavilion	SMALL	$0	$0	$0	$0
3010	SWL 301 - Andre Boudin Restaurant	BASIC	$0	$507	$0	$507
3020	Street - Pier 47, Fish Alley, Al Scoma Way	Street	$460	$0	$0	$460

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
3020	SWL 302 - Alioto Fish Co.	BASIC	$0	$1,913	$513	$2,426
3020	SWL 302 - Castagnola/Storage Bldg	SMALL	$0	$157	$0	$157
3020	SWL 302 - Crab Boat Owners Asso.	BASIC	$446	$0	$88	$533
3020	SWL 302 - Firewood Cafe	BASIC	$0	$451	$129	$580
3020	SWL 302 - Pompeis Grotto	BASIC	$0	$386	$134	$519
3020	SWL 302 - Port Harbor Office	SMALL	$0	$69	$0	$69
3020	SWL 302 - Scomas (Smoke House)	BASIC	$0	$196	$155	$351
3020	SWL 302 - United Shellfish Warehouse	SMALL	$0	$0	$0	$0
3020	SWL 302 Castagnola Rest.	BASIC	$0	$589	$479	$1,068
3020	SWL 302 Coast Marine Supply Mat. Storage Bldg	SIMPLE	$0	$534	$677	$1,212
3020	SWL 302 Costal Marine Retail Space	SMALL	$0	$332	$0	$332
3020	SWL 302 D&G Co. d.b.a. Lou Blues	SMALL	$0	$672	$0	$672
3020	SWL 302 Franks Fisherman Supply	BASIC	$112	$475	$266	$853
3020	SWL 302 Substructure (Wharf J-9)	Piers	$6,431	$0	$2,266	$8,697
3020	SWL 302 United Shellfish Processing	SIMPLE	$0	$49	$55	$105
3030	Street - Hyde Alley, Fish Alley	Street	$341	$0	$0	$341
3030	SWL 302 Cal Shell Fish Shed	SMALL	$0	$134	$0	$134
3030	SWL 303 - Alioto Fish Co,	BASIC	$293	$783	$238	$1,314
3030	SWL 303 - Cal Shell Fish	BASIC	$172	$189	$158	$519
3030	SWL 303 - Cioppinos/(Hoppe)	BASIC	$0	$825	$370	$1,195
3030	SWL 303 - Franceschis Restaurant	BASIC	$0	$215	$120	$335
3030	SWL 303 - GP Resources	SMALL	$38	$0	$0	$38
3030	SWL 303 - SP Trantino/Martell Ins	SMALL	$0	$0	$0	$0
3030	SWL 303 - The Bay Company, Hoppe, Arthur N.	BASIC	$0	$484	$270	$754
3110	SWL 311 Pier 39 Garage	SIMPLE	$0	$1,038	$7,850	$8,889
3130	SWL 313 Embarcadero Triangle Lot Assn.	SIMPLE	$0	$472	$3,722	$4,194
3150	SWL 315 Office Bulding (HHC Investment limited)	BASIC	$0	$9,086	$4,288	$13,374
3160	SWL 316 Houstons Restaurant	BASIC	$0	$1,164	$409	$1,573
3170	SWL 317 Office Building	BASIC	$0	$9,974	$4,706	$14,680
3180	SWL 318 Roundhouse One	BASIC	$671	$1,039	$653	$2,363
3180	SWL 318 Roundhouse Two	BASIC	$1,229	$200	$886	$2,315
3180	SWL 318 Sandhouse	SMALL	$0	$263	$0	$263
3190	SWL 319 Fog City Diner	BASIC	$0	$180	$151	$331
3220	SWL 322 ABC TV	BASIC	$0	$6,991	$5,495	$12,486
3270	Epic Roasthouse	BASIC	$0	$164	$0	$164
3270	Waterbar Restaurant	BASIC	$0	$164	$0	$164
3310	SWL 331 & 332 Delancey Street Foundation	BASIC	$0	$6,622	$5,314	$11,936

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
3450	Pier 70 - SWL 345 - Kneass Boatworks, Main Office/boat storage	SIMPLE	$0	$0	$2,053	$2,053
3450	Pier 70 - SWL 345 - Kneass, Pier 66 Boatyard Office	SMALL	$365	$0	$0	$365
3450	SWL 345 - SF Boat Works Office/Shop	BASIC	$227	$303	$250	$781
3450	SWL 345 - SF Boat Works Storage/The Ramp	SIMPLE	$193	$26	$207	$426
3490	Pier 70 - SWL 349 - Auto Yard Shop Bldg #19	SIMPLE	$0	$0	$79	$79
3490	Pier 70 - SWL 349 - Beth Street Stress Relieving, Bldg. #16	SIMPLE	$0	$0	$486	$486
3490	Pier 70 - SWL 349 - Beth Street Warehouse, Bldg. #32	SIMPLE	$0	$0	$79	$79
3490	Pier 70 - SWL 349 - Beth Street Washroom & Locker, Bldg. #25	SMALL	$0	$0	$53	$53
3490	Pier 70 - SWL 349 - Beth Street Washroom & Locker, Bldg. #29	SMALL	$675	$0	$1,034	$1,708
3490	Pier 70 - SWL 349 - Brass Foundry, Bldg. #115	SIMPLE	$0	$0	$3,107	$3,107
3490	Pier 70 - SWL 349 - Foundry, Bldg. #116	SIMPLE	$0	$0	$6,032	$6,032
3490	Pier 70 - SWL 349 - UIW Machine Shop, Bldg. #114	SIMPLE	$0	$0	$5,266	$5,266
3490	Pier 70 - SWL 349 Building #6 (condemned)	SIMPLE	$1,361	$0	$8,437	$9,797
3490	Pier 70 - SWL 349 Equipment Bldg - Bldg #14	SIMPLE	$0	$0	$3,493	$3,493
3490	Pier 70 - SWL 349 Heavy Machine Shop - Bldg #113	SIMPLE	$0	$0	$25,263	$25,263
3490	Pier 70 - SWL 349 Office Building - Bldg. #11 Noonan	BASIC	$0	$0	$585	$585
3490	Pier 70 - SWL 349 SF Shipyard Training Bldg 117	SIMPLE	$0	$0	$512	$512
3490	Pier 70 - SWL 349 Shop Building - Bldg #21	SIMPLE	$0	$0	$4,479	$4,479
3490	Pier 70 - SWL 349 Traffic Department Bldg. #12 & #15	BASIC	$0	$0	$36,736	$36,736
3490	Pier 70 - SWL 349 Traffic Dept. Shed - Bldg #66	SIMPLE	$0	$0	$105	$105
3490	Pier 70 - SWL 349 Warehouse - Bldg.2	SIMPLE	$0	$0	$20,280	$20,280

Bldg No	Building Name	Building Type	Backlog	10 Year Renewals	One-time & Conditional Seismic	Backlog & 10 Year Total
3520	SWL 352 - Backlands Redevelopment	BASIC	$3,030	$0	$0	$3,030
4001	Street - Hyde N of Jefferson to Hyde St Pier	Street	$276	$0	$0	$276
4002	Street - Jefferson from Leavenworth to Hyde	Street	$149	$0	$0	$149
4003	Street - R.H. Dana Dr. (Leavenworth) N of Jefferso	Street	$170	$0	$0	$170
4004	Street - Jefferson btw Jones and Leavenworth	Street	$143	$0	$0	$143
4006	Street - Taylor Street btw. Jefferson and Embarcadero	Street	$352	$0	$0	$352
4008	Street - Embarcadero from Taylor to Powell	Street	$0	$646	$0	$646
4017	Street - Lombard btw Sansome and Embarcadero	Street	$206	$0	$0	$206
4020	Street - Green between Davis and Front	Street	$193	$0	$0	$193
4022	Street - Broadway btw Embarcadero & Vallejo	Street	$581	$0	$0	$581
4033	Street - T. Francois along China Basin	Street	$579	$0	$0	$579
4034	Street - T. Francois btw China Basin and Mission R	Street	$6,057	$0	$0	$6,057
4036	Street - 20th east of Illinois	Street	$528	$0	$0	$528
4038	Street - 24th from Michigan to Maryland	Street	$735	$452	$658	$1,845
4040	Street - Marin east of Michigan	Street	$193	$0	$0	$193
4041	Street - TN, IN, MN btw Tulare and Marin	Street	$1,012	$0	$0	$1,012
4043	Street - Amador and extension	Street	$2,334	$487	$0	$2,821
5470	Wharf J-4	Piers	$0	$0	$0	$0
6020	Freight Yard - Intermodal Container Transfer Facility	Street	$4,413	$12,941	$0	$17,355
5470H	Joint Operations Center / Hyde Harbor Office	SIMPLE	$0	$14	$0	$14
5470H	Wharf J-11	Piers	$0	$0	$0	$0
0000	Equipment	BASIC	$0	$0	$13,929	$13,929
0000	Leased Piers	Port Wide	$0	$51,447	$0	$51,447
0000	Port-wide Projects	Port Wide	$0	$343,254	$250,744	$593,999
	PORT TOTAL		**$474,855**	**$544,124**	**$1,036,281**	**$2,055,259**