



MEMORANDUM

July 3, 2025

TO: MEMBERS, PORT COMMISSION
Hon. Gail Gilman, President
Hon. Stephen Engblom, Vice President
Hon. Willie Adams
Hon. Steven Lee
Hon. Ken McNeely

FROM: Elaine Forbes
Executive Director 

SUBJECT: Request authorization to award three Professional Service Contracts for Waterfront Resilience Program (WRP) Embarcadero Early Projects to Moffatt & Nichol AGS Joint Venture (Project 1) for \$9,900,000 for an initial term of 7 years, COWI-RJSD Joint Venture (Project 2R) for \$9,900,000 for an initial term of 7 years, and to GHD/Structus Joint Venture (Project 3) for \$4,000,000 for an initial term of 6 years.

DIRECTOR'S RECOMMENDATION: Approve the Attached Resolutions
No. 25-35, No. 25-36 and No. 25-37

EXECUTIVE SUMMARY

The Port staff seeks to request authorization to award three project-based professional services contracts for the pre-design services, detailed design services, environmental review and permit services, and design support during construction services for the first group of Embarcadero Early Projects that will be delivered primarily with 2018 Seawall General Obligations Funds (Seawall Bond). Project 1 also includes funding from a California Coastal Conservancy Grant for up to \$7.8M. Port staff advertised a competitive Request for Proposals (RFP) and now seeks authorization to award the following contracts (the Contracts) for the terms indicated below:

Project 1: South Beach Coastal Resilience Project to Moffatt & Nichol AGS Joint

Venture for a Not-to-Exceed Value of \$9.9 million for an initial term of 7 years.

Project 2R: Taylor Street Resilience Project to COWI-RJSD Joint Venture for a Not-to-Exceed Amount of \$9.9 million for an initial term of 7 years.

Project 3: Seawall Earthquake Safety Retrofits, Multiple Locations to GHS/STRUCTUS Joint Venture for a Not-to-Exceed Amount of \$4 million for an initial term of 6 years.

Each of the above amounts and terms is in accordance with Port expectations, and each may be amended with further action by the Port Commission.

STRATEGIC PLAN OBJECTIVES

The Contracts support the Port's 2021-2025 Strategic Plan through the following goals:

Engagement:

By leading an inclusive stakeholder process to develop a shared vision, principles, and goals for the WRP and United States Army Corps of Engineers Flood Study (Flood Study).

Equity:

By developing a program-wide equity strategy that is integrated into the Port's Racial Equity Action Plan, and evaluating Embarcadero Early Projects through an equity lens to ensure that benefits accrue to, and burdens are minimized for Black, Indigenous, and People of Color (BIPOC) communities.

Resiliency:

By leading the City's efforts to address threats from earthquakes and flood risk through research and infrastructure improvements to the entire Port shoreline and adjoining buildings and other infrastructure.

Evolution:

By developing strategies to adapt the waterfront and its uses over time, and recognizing that decisions made today influence the options available to future generations who will be addressing different environmental and social conditions.

Sustainability:

By incorporating nature-based features to enhance the quality of the Bay water and habitat with the improvements and conducting an Environmental Quality analysis that considers environmental benefits and impacts in the design of Embarcadero Early Projects.

Productivity and Economic Recovery:

Through the investment of Seawall Bond funding and other Port and public funding sources, and by developing strategies to defend or floodproof Port maritime and

industrial facilities to extend their useful life and reduce their risk from coastal flooding and sea level rise.

PURPOSE OF THE CONTRACTS

The purpose of the proposed Contracts is to support the delivery of WRP Embarcadero Early Projects by providing specialized engineering services necessary to complete pre-design, detailed design, and design support during bidding and construction management services. Other professional service contracts will be necessary to deliver Early Projects, including Program advisory services and construction management support services. The Embarcadero Early Projects delivered using these design and engineering Contracts will primarily be funded by the 2018 Seawall Bond.

BACKGROUND

The WRP is responsible for advancing earthquake and flood resilience along the Port's 7-1/2 mile waterfront, including efforts to improve the Embarcadero Seawall, complete the waterfront-wide USACE Flood Study, and implement Flood Study recommendations.

On August 8, 2017, the Port Commission authorized the award of a consultant contract to CH2M to support the WRP by providing the following services: program management, planning, preliminary engineering, environmental, and communication services. On November 6, 2018, the citizens of San Francisco passed Proposition A with 82.7% voter approval, authorizing a \$425 million General Obligation Bond known as the Embarcadero Seawall Earthquake Safety Bond (Seawall Bond) to deliver the first investments in earthquake and flood resilience from Fisherman's Wharf to Mission Creek.

Through the use of the CH2M contract, the WRP has completed foundational program steps, including the Embarcadero Seawall Multi-Hazard Risk Assessment (MHRA), Seismic Measures Development Study of the Embarcadero Seawall, planning-level waterfront-wide resilience alternatives as part of the USACE Flood Study, identification and evaluation of potential Embarcadero Early Projects, and advancement of project pre-design.

As envisioned in the CH2M contract procurement, once planning and potential projects were defined, the WRP would then seek new consulting engineering contracts to assist with conceptual design, detailed design, and design support during construction of the projects.

PROJECT ADVERTISEMENT AND CONTRACTOR OUTREACH

On December 12, 2024, the Port issued a formal Request for Proposals (RFP) for the Three Embarcadero Early Projects, Sourcing Event 0000010131. The Port conducted a pre-proposal meeting for all interested parties on December 19, 2025. The Port received questions from potential bidders prior to the January 8, 2025 question deadline

and issued four RFP Addenda in response. Initially, the Port advertised the following contracts and associated terms:

- **Project 1: South Beach Coastal Resilience Project**
Term: 7 Years; Not-to-Exceed Contract Value: \$9.9 million
- **Project 2: Wharf J9 Resilience Project, Phase 2**
Term: 6 Years; Not-to-Exceed Contract Value: \$7 million
- **Project 3: Seawall Earthquake Safety Retrofits, Multiple Locations**
Term: 6 Years; Not-to-Exceed Contract Value: \$4 million

The Port received proposals from six firms, which were graded by a CMD-approved panel of experts from the Port and the San Francisco Departments of Public Works. Evaluation criteria were based on prime proposer and team experience, qualifications of Key Personnel, and the specific project approach for each Project. Proposers were ranked for each Project.

Based on the above, the Port issued an initial Intent to Award to the proposers on March 27, 2027. Shortly after the Notice of Intent to Award was issued, Port leadership decided to reprioritize resilience improvements in Fisherman's Wharf, the general area for Project 2, to focus on the Taylor Street area. Subsequently, on May 15, 2025, the Port issued a "Notice of Intent to Reopen" to all consultants on the original Interested Parties list (over 300 parties) stating the Port's intent to replace "Project 2: Wharf J9 Resilience Project, Phase 2" with "Project 2R: Taylor Street Resilience Project", a project located nearby and with a similar scope of work. The Intent to Reopen described the modified project and the process for reopening, which would rescind the original Notice of Intent to Award, issue a new project description for Project 2R, and allow all responsive Proposers to submit a new project-specific response for Project 2R that would be graded by the original evaluation panel. This notice also stated that Project 2R's expected Not-to-Exceed value may be increased from \$7 million to \$9.9 million. Scores for the other Projects would remain the same, and proposers would not be permitted to submit amended responses to any other portion of the RFP. There was a five-day protest period associated with the Notice of Intent to Reopen, and no protests were received.

On May 23, 2025, the Port issued Addendum No. 5 to the RFP advertising Project 2R: Taylor Street Resilience Project for a Not-to-Exceed Contract Value of \$9.9 million for a term of 7 years. The Port received two responses, which were graded by the original panelists.

On June 11, 2025, the Port issued an Intent to Award notification to interested parties and received zero protests.

EVALUATION CRITERIA

The Port evaluation criteria included a Minimum Qualifications review (pass/fail), and panel evaluation of the written proposals using 12 individually graded criteria. Eleven of the criteria applied to every project but were weighted differently based on the specific criteria's importance to that project. The 12th evaluation criterion was unique to each project and applied only to that specific project. Therefore, each project had a different maximum number of possible points. Firms were graded on their relevant past experience, qualifications, and expertise of particular resources (including subcontractors and key personnel), and the specific approach, subcontractors, and Key Personnel listed to perform work on each Project. Addendum 5 to the RFP included updated evaluation criteria and weighting for Project 2R.

AWARDEE SUMMARY AND RECOMMENDATION

The RFP stated that the Panel would rank eligible Proposers for each Project individually, that Projects would be awarded in order, starting with Project 1, followed by Project 2, and then Project 3, and that Contractors were only eligible to be awarded one contract. Contractors who qualified for an award for multiple Projects would have their choice of Project. Once a Contractor notified Port staff of its intent to accept a Project award, they would no longer be eligible for a subsequent Project award.

The panel's rankings for the three projects are summarized below. Proposers who were ineligible for award based on their decision to accept another project are shown with asterisks.

Project 1: South Beach Coastal Resilience Project

RESPONSIVE PROPOSERS	CMD Rating Bonus	Average Score out of 185	Rank
Moffatt & Nichol AGS Joint Venture	7.50%	175.63	1
COWI-RJSD Joint Venture	7.50%	175.23	2
GHD/STRUCTUS Joint Venture	7.50%	160.58	3
AECOM Technical Services Inc.	Not Applicable	158.25	4
KPFF Consulting Engineers	Not Applicable	146.50	5

Port staff requests Commission authorization to award Project 1 to Moffatt & Nichol AGS Joint Venture, the highest-ranked eligible firm.

Moffatt & Nichol AGS Joint Venture (MA-JV) is a venture between Moffatt & Nichol and AGS, Inc. Both companies are located in the Bay Area and have extensive experience working on critical infrastructure projects in and out of the San Francisco waterfront. MA-JV's partnership started in 1987 and has since completed projects for the Port, San Francisco Public Utilities Commission, and the San Francisco Airport. MA-JV's team

includes an extensive list of subcontractors that are highly qualified to perform the full scope of work.

MA-JV's Program Manager, Matt Trowbridge, PE, SE, has more than 17 years of experience leading multidisciplinary teams in the inspection, design, and construction of port infrastructure projects.

Project 2R: Taylor Street Resilience Project

RESPONSIVE PROPOSERS	Average Score for Project 2R	CMD Rating Bonus	Average Score out of 175	Rank
COWI-RJSD JV	4.50	7.50%	166.76	1
GHD/STRUCTUS JV	4.13	7.50%	153.73	2
Moffatt & Nichol AGS JV	0 - Did not submit	7.50%	142.57	3*
AECOM Technical Services Inc.	0 - Did not submit	Not Applicable	127.63	4
KPFF Consulting Engineers	0 - Did not submit	Not Applicable	117.00	5
WSP USA Inc.	0 - Did not submit	Not Applicable	87.88	6

Port staff requests Commission authorization to award Project 2R to COWI-RJSD Joint Venture, the highest-ranked eligible firm.

COWI-RJSD Joint Venture (CR-JV) is a venture between COWI North America, Inc. (COWI) and Ryan Joyce Structural Design (RJSD) companies. COWI is a global firm with over 90 years of experience specializing in civil, structural, geotechnical, and coastal engineering for marine infrastructure projects. RJSD brings 50 years of combined experience in structural design and seismic retrofits of building complexes and public use spaces. CR-JV's team includes an extensive list of subcontractors that are highly qualified to perform the full scope of work.

CR-JV's Program Manager, Rob Smith, PE, SE, has almost three decades of experience as a project manager on a wide range of projects across multiple market sectors and is a subject matter expert in structural design, finite element analysis, seismic engineering, and risk studies.

Project 3: Seawall Earthquake Safety Retrofits, Multiple Locations

RESPONSIVE PROPOSERS	CMD Rating Bonus	Average Score out of 145	Rank
COWI-RJSD Joint Venture	7.50%	141.23	1*
Moffatt & Nichol AGS Joint Venture	7.50%	135.45	2*
GHD/STRUCTUS Joint Venture	7.50%	126.31	3
KPFF Consulting Engineers	Not Applicable	115.25	4
WSP USA Inc.	Not Applicable	105.38	5

Port staff requests Commission authorization to award Project 3 to GHD/Structus Joint Venture, the highest-ranked eligible firm.

GHD/Structus Joint Venture (GS-JV) is a venture of GHD and STRUCTUS firms. The firms have decades of experience working together on public sector projects. GHD specializes in marine structure engineering with bulkheads, seawalls, and pile-supported wharves and piers. Structus specializes in structural assessments and developing retrofit strategies and designs of buildings, including pier sheds and wharf buildings. GS-JV's team includes an extensive list of subcontractors that are highly qualified to perform the full scope of work.

GS-JV's Program Manager, Craig Lewis, PE, SE, has almost two decades of experience leading large, multi-disciplinary teams. He has broad knowledge of waterfront, heavy civil construction, and environmental regulatory permitting requirements. His experience includes planning and designing berthing piers and wharves and vessel mooring and berthing facilities, all in various loading conditions, including ice, wave, seismic, large tidal, and water level variations, vessel wake, and strong current conditions.

RECOMMENDATION

Port staff recommends awarding the following professional services contracts for the Embarcadero Early Projects, pursuant to the attached resolutions:

- **Project 1:** South Beach Coastal Resilience Project to Moffatt & Nichol AGS Joint Venture for an initial term of 7 Years and a Not-to-Exceed Contract Value of \$9.9 million
- **Project 2R:** Taylor Street Resilience Project to COWI RJSD Joint Venture for an initial term of 7 Years and a Not-to-Exceed Contract Value of \$9.9 million
- **Project 3:** Seawall Earthquake Safety Retrofits, Multiple Locations to GHD/STRUCTUS Joint Venture for an initial term of 6 Years and a Not-to-Exceed Contract Value of \$4 million

Prepared by: Alysabeth Alexander-Tut, Manager
Finance & Administration

Steven Reel, Deputy Program Manager
Waterfront Resilience Program

For: Meghan Wallace, Interim Deputy
Director, Finance & Administration

Brad Benson, Program Manager
Waterfront Resilience Program

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 25-35

WHEREAS, The Port is responsible for advancing earthquake and flood resilience along the Port's 7-1/2 mile waterfront, including efforts to improve the 3-1/2 mile Embarcadero Seawall and the waterfront-wide USACE Flood Study; and

WHEREAS, The Port seeks consultants to provide pre-design services, detailed design services, environmental review and permit services, and design support during construction services for the first group of Embarcadero Early Projects that will be de delivered with 2018 Seawall General Obligations Funds (Seawall Bond) and other funding sources including a California Coastal Conservancy Grant for the South Beach Coastal Resilience Project; and

WHEREAS, On December 12, 2025, Port staff advertised a Request for Proposals ("RFP") for WRP Three Embarcadero Projects, Sourcing Event 0000010131, which included Project 1: South Beach Coastal Resilience Project for an initial term of 7 years and Not-to-Exceed amount of \$9,900,000; and

WHEREAS, The Port received five proposals that were responsive to Port and CMD requirements for Project 1: South Beach Coastal Resilience; and

WHEREAS, These proposals were graded by a CMD-approved panel of experts from the Port and the San Francisco Departments of Public Works, utilizing evaluation criteria based on prime proposer and team experience, qualifications of Key Personnel, and the specific project approach for Project 1; and

WHEREAS, Port staff recommends awarding a contract to Moffatt & Nichol AGS Joint Venture, the highest ranked Proposer for Project 1: South Beach Coastal Resilience, for an initial term of 7 Years and a Not-to-Exceed Contract Value of \$9.9 million with the ability to extend with further action from this Commission; now, therefore be it

RESOLVED, That the Port Commission hereby authorizes Port staff to award Project 1: South Beach Coastal Resilience Project, to Moffatt & Nichol AGS Joint Venture for an initial term of 7 Years and a Not-to-Exceed Contract Value of \$9.9 million with the ability to extend with further action from this Commission; and it be it further

RESOLVED, That the Port Commission authorizes Port staff to take further actions in connection with the award of the contract as necessary to achieve the purposes described in this Resolution.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2025.

Secretary

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 25-36

WHEREAS, The Port is responsible for advancing earthquake and flood resilience along the Port's 7-1/2 mile waterfront, including efforts to improve the 3-1/2 mile Embarcadero Seawall and the waterfront-wide USACE Flood Study; and

WHEREAS, The Port seeks consultants to provide pre-design services, detailed design services, environmental review and permit services, and design support during construction services for the first group of Embarcadero Early Projects that will be delivered with 2018 Seawall General Obligations Funds (Seawall Bond) and other funding sources including a California Coastal Conservancy Grant for the South Beach Coastal Resilience Project; and

WHEREAS, On December 12, 2025, Port staff advertised a Request for Proposals ("RFP") for WRP Three Embarcadero Projects, Sourcing Event 0000010131 that included Project 2: Wharf J9 Resilience Project, Phase 2 for an initial term of 6 years and a Not-to-Exceed Amount of \$7,000,000; and

WHEREAS, The Port received five proposals that were responsive to Port and CMD requirements for Project 2; and

WHEREAS, These proposals were graded by a CMD-approved panel of experts from the Port and the San Francisco Departments of Public Works, utilizing evaluation criteria based on prime proposer and team experience, qualifications of Key Personnel, and the specific project approach for Project 2; and

WHEREAS, On May 15, 2025, the Port issued a "Notice of Intent to Reopen" to all consultants on the original Interested Parties list (over 300 contacts) stating the Port's intent to replace "Project 2: Wharf J9 Resilience Project, Phase 2" with "Project 2R: Taylor Street Resilience Project", a project with a similar scope and location to Project 2; and

WHEREAS, The Port set a five-day deadline for objections to the Port's Notice of Intent to Reopen, and no objections were received; and

WHEREAS, On May 23, 2025, the Port issued Addendum No. 5 to the RFP advertising Project 2R: Taylor Street Resilience Project, for a Not-to-Exceed Contract Value of \$9.9 million for a term of 7 years; and

WHEREAS, In response, the Port received two responses which were graded by the same panelists, utilizing evaluation criteria based on prime proposer and team experience, qualifications of Key Personnel, and the specific project approach for Project 2R; and

WHEREAS, Port staff recommends awarding a contract to COWI RJSD Joint Venture, the highest ranked and eligible Proposer for Project 2R: Taylor Street Resilience Project for an initial term of 7 years and a Not-to-Exceed Amount of \$9.9 million with the ability to extend with further action from this Commission; now, therefore be it

RESOLVED, That the Port Commission hereby authorizes Port staff to award Project 2R: Taylor Street Resilience Project to COWI RJSD Joint Venture for an initial term of 7 Years and a Not-to-Exceed Contract Value of \$9.9 million; and be it further

RESOLVED, That the Port Commission authorizes Port staff to take further actions in connection with the award of the contract as necessary to achieve the purposes described in this Resolution.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2025.

Secretary

**PORT COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

RESOLUTION NO. 25-37

WHEREAS, The Port is responsible for advancing earthquake and flood resilience along the Port's 7-1/2 mile waterfront, including efforts to improve the 3-1/2 mile Embarcadero Seawall and the waterfront-wide USACE Flood Study; and

WHEREAS, The Port seeks consultants to provide pre-design services, detailed design services, environmental review and permit services, and design support during construction services for the first group of Embarcadero Early Projects that will be delivered with 2018 Seawall General Obligations Funds (Seawall Bond) and other funding sources including a California Coastal Conservancy Grant for the South Beach Coastal Resilience Project; and

WHEREAS, On December 12, 2025, Port staff advertised a Request for Proposals ("RFP") for WRP Three Embarcadero Projects, Sourcing Event 0000010131 for an initial term of 6 years and a Not-to-Exceed Amount of \$4 million; and

WHEREAS, The Port received five proposals that are responsive to Port and CMD requirements; and

WHEREAS, These proposals were graded by a CMD-approved panel of experts from the Port and the San Francisco Departments of Public Works, utilizing evaluation criteria based on prime proposer and team experience, qualifications of Key Personnel, and the specific project approach for Project 1; and

WHEREAS, Port staff recommends awarding a contract to GHD STRUCTUS Joint Venture, the highest ranked and eligible proposer for Project 3: Seawall Earthquake Safety Retrofits, Multiple Locations for an initial period of 6 years and a Not-to-Exceed Amount of \$4 million; now, therefore be it

RESOLVED, That the Port Commission hereby authorizes Port staff to award Project 3: Seawall Earthquake Safety Retrofits, Multiple Locations to GHD STRUCTUS Joint Venture for an initial term of term of 6 Years and a Not-to-Exceed Contract Value of \$4 million with the ability to extend with further action from this Commission; and be it further

RESOLVED, That the Port Commission authorizes Port staff to take further actions in connection with the award of the contract as necessary to achieve the purposes described in this Resolution.

I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of July 8, 2025.

Secretary