BIENNIAL OPERATING BUDGET

FY 2026–27 & 2027–28



PORT OF SAN FRANCISCO

Table of Contents

Port & Board Reports **3**
Staff Report 3
Attachments 36
Operating Revenue by Industry **49**
Position Summary **50**
Organizational Charts 56
Portwide Expense Detail **73**
Engineering 76
Executive 78
Communications 80
Executive, General 81
Homeland Security 82
Legal 83
Finance & Administration 84
Accounting 87
Administration 88
Business Services 89
Finance 90
Human Resources 91
Information Technology 93
Maintenance 94
Maritime 97
South Beach Harbor 99
Planning & Environment 100
Real Estate & Development 102
Budget Details **104**
Equipment 104
Memberships 105
Sponsorships 106
Travel 107
Five-Year Capital Improvement Program **109**

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PORT OF SAN FRANCISCO

MEMORANDUM

February 20, 2026

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

FROM: Michael Martin
Acting Executive Director

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Michael Martin
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SUBJECT: Request approval of the Port of San Francisco's Fiscal Year (FY) 2026-27 and FY 2027-28 Biennial Operating and Capital Budget.

DIRECTOR'S RECOMMENDATION: Approve the Attached Resolution No. 26-09

EXECUTIVE SUMMARY

This item was presented as an informational item at the February 10, 2026 Port Commission meeting and Port staff is now requesting approval. There are no substantive changes from the February 6, 2026 staff report.

The Port of San Francisco manages 7.5 miles of waterfront, serving as a vital economic and public asset for the City and County of San Francisco (City) and State of California. As an enterprise department operating without General Fund support, the Port relies on its own revenues to maintain public trust lands, invest in critical infrastructure, and provide safe, accessible spaces that drive citywide economic activity.

This item is the second of two public meetings to gather public and Port Commission input prior to submission of the Port's proposed biennial budget for Fiscal Year (FY) 2026-27 and FY 2027-28 to the Mayor's Office. On January 27, 2026, staff provided an initial overview of the Port's budget priorities. This item presents a detailed overview of the Port's budget, including funding levels, major changes, staffing impacts, and alignment with Mayor's Budget Instructions.

As detailed in this report, Port's proposed FY 2026-27 operating budget totals $148.3

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million in operating sources and $131.2 million in operating expenses, resulting in net operating income of $17.1 million. Additionally, the proposed FY 2026-27 budget includes $86.2 million in capital expenses, with $11.2 million capital sources, requiring a $75.0 million fund balance contribution to capital. With a starting fund balance of $198.9 million and a net draw of $57.9 million, the anticipated ending fund balance is $141.0 million for FY 2026-27. These funds support the Port's 50% operating reserve and a set-aside for future capital appropriations.

The proposed FY 2027-28 operating budget reflects moderate growth, with operating sources of $150.9 million and operating expenses of $134.6 million, generating net operating income of $16.3 million. Additionally, the proposed FY 2027-28 budget includes $37.4 million in capital expenses, with $5.2 million capital sources, requiring a $32.2 million capital contribution from fund balance. With a starting fund balance of $141.0 million and a net draw of $15.8 million, the anticipated ending fund balance is $125.2 million for FY 2027-28. These funds support the Port's 50% operating reserve and a set-aside for future capital appropriations.

Overall, the Port's fiscal outlook remains generally stable but constrained as the Port maintains a conservative posture in revenue growth. While the biennial budget is strong, the Port's net operating income is projected to decline, resulting in a decline in funding available for reinvestment in capital. The Port's projections are purposely and prudently conservative, and the decline in net operating income indicates a need for disciplined expenditure management and targeted strategic investments that will increase revenues and maximize net operating income over time. This will, in turn, allow the Port to preserve strong cash reserves and strive to address its approximately $1.9 billion capital backlog.

In addition to maintaining a balanced budget without General Fund support, the proposed budget advances the Port's long-term financial stability while supporting the City's broader economic recovery. By maintaining and modernizing revenue-generating assets and sustaining maritime and industrial uses that support local and regional employment, the Port actively manages a self-sustaining waterfront that remains a powerful engine for local, regional, and state economies. This work reinforces the Port's dual role as steward of state trust lands and a key partner in the City's fiscal and economic resilience.

STRATEGIC OBJECTIVES

The proposed FY 2026-27 and FY 2027-28 biennial budget is closely aligned with the Port's Strategic Plan and directly supports Mayor Daniel Lurie's budget priorities, as outlined in his budget instructions to departments:

1. Making the City more affordable and livable for families
2. Ensuring safe and clean streets
3. Stabilizing reliable public transit
4. Transforming our health and homelessness systems
5. Delivering excellent core city services with modern systems and structures
6. Strengthening the City's economy

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Exceptional Services – The Port's budget supports the Port's core service level activities, ensuring a safe, clean, and thriving waterfront:

- Two additional security positions to enhance safety and security for waterfront visitors and tenants. (Mayor priorities: 2)

Economic Growth – The following budget actions support the Port's focus on stabilizing financial performance and growing its maritime and real estate portfolios to create an economically vibrant waterfront:

- Continued partnership with the San Francisco Municipal Transportation Agency for parking management of Port-operated lots. (Mayor priorities: 2, 3)
- Expanded project-funded staffing to deliver critical state-of-good-repair investments, risk mitigation efforts, and strategic capital projects. (Mayor priorities: 5, 6)
- Investment in technology staffing and modernized systems to support Port operations, including participation in PermitSF, replacement of a legacy asset management system, and new tools to manage the Port's real estate and maritime portfolios. (Mayor priorities: 5, 6)
- Initial design funding for a secondary cruise terminal on the southern waterfront. (Mayor priorities: 6)

Evolve – The following budget actions support the Port's efforts to enhance the visitor experience and evolve the waterfront to create a balanced, equitable, accessible, economically vibrant, and innovative waterfront:

- Investments in parks and open spaces, including renovation of the South Beach Harbor Playground and the Southern Waterfront. (Mayor priorities: 1, 2)
- Investment in the Mission Bay Ferry Landing through Proposition L to expand ferry transit access to the southern waterfront. (Mayor priorities: 3, 5)
- Staffing and resources to support wayfinding, signage, and visitor engagement improvements to enhance the overall waterfront experience. (Mayor priorities: 2, 6)
- Support for culturally and historically significant events and programming that attract residents and tourists. (Mayor priorities: 1, 6)

Resilience – The following budget actions support the Port's focus on strengthening climate, seismic, and operational resilience to ensure a safe and reliable waterfront:

- Expansion of project-funded staffing to manage resilience, safety, and emergency planning initiatives. *(Mayor priorities: 2, 5)*
- Investment in state-of-good-repair and risk mitigation projects to protect critical Port infrastructure, including removal of the dry docks. *(Mayor priorities: 5, 6)*
- Implementation of climate adaptation and sea-level rise strategies across Port assets, including Fisherman's Wharf Forward. *(Mayor priorities: 2, 6)*

Sustainability – The following budget actions support the Port's focus on promoting environmental sustainability:

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- Integration of environmental considerations into capital planning and project prioritization, including remediation efforts along the Pier 68 shoreline and implementation of a new stormwater trash management system. *(Mayor priorities: 2, 5)*
- Investment in renewable energy and resource-efficient operations across Port assets, including shoreside power and solar. *(Mayor priorities: 5, 6)*

Equity – The following budget actions support the Port's focus on promoting equitable access to waterfront resources and opportunities:

- Expansion of programs that increase access to public waterfront spaces for underserved communities. *(Mayor priorities: 1, 2)*
- Ongoing integration of equity considerations into project prioritization and service delivery. *(Mayor priorities: 1, 4, 5)*
- Staff and operational support to implement, monitor, and report on equity outcomes across Port programs and facilities. *(Mayor priorities: 5)*

Public Engagement – The following activities support the Port's focus on building stronger connections with the public, tenants, and stakeholders to advance transparency, collaboration, and community engagement:

- Continued public outreach and communication efforts, including community meetings, newsletters, and social media updates. *(Mayor priorities: 1, 5)*
- Ongoing coordination with tenant associations, maritime stakeholders, and neighborhood groups to inform decision-making. *(Mayor priorities: 4, 5, 6)*

CITY AND PORT CONTEXT

As discussed at the January 27, 2026, Port Commission meeting, the Port of San Francisco's proposed FY 2026-27 and FY 2027-28 biennial budget is being developed within a challenging Citywide fiscal environment. The City is facing structural and cyclical pressures that are contributing to ongoing General Fund imbalances and reinforcing the importance of long-term financial sustainability, disciplined cost management, and strategic investment. This context frames the Port's budget outlook and its role in supporting the City's economic recovery and fiscal health.

City Context and Budget Measures

City expenditures continue to grow faster than ongoing revenues, driven by rising personnel and benefit costs, inflation, and increased demand for core services, including public safety, public health, homelessness services, and transportation infrastructure. These pressures are compounded by post-pandemic economic volatility and long-term obligations for pensions, retiree health care, climate adaptation, seismic resilience, and modernizing the City's technology systems. Recent forecasts estimate a cumulative

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General Fund deficit of approximately $936 million across FY 2026-27 and FY 2027-28, with projected deficits exceeding $1 billion in later years if structural imbalances persist.

In response to this projected deficit, Mayor Lurie directed City departments to identify approximately $400 million in permanent, ongoing General Fund savings beginning in FY 2026-27, emphasizing long-term solutions over one-time measures while preserving essential services. The Mayor's instructions to General Fund-supported departments included:

1. **Eliminate discretionary programs.** Departments must reduce the total number of funded programs, and the Mayor's Office will evaluate all activities and phase out those not aligned with measurable improvements to priority core services.
2. **Restructure departments around current staffing levels.** Departments must eliminate vacancies, avoid adding new Full Time Equivalents (FTEs), and streamline reporting structures, with service impacts reviewed by the Mayor's Office.
3. **Review all contracted services and non-personnel expenditures to identify savings.** Departments must evaluate contracts and non-personnel spending for cost effectiveness and outcomes, while the Mayor's Office pursues enterprise agreements and contract renegotiations to achieve citywide savings.
4. **Reduce all city-wide workorders.** Departments charging citywide workorders must reduce interdepartmental charges by 10% and report any resulting General Fund savings.
5. **Identify redundancy and shared administrative needs.** Departments must work with the Mayor's Office to consolidate duplicative administrative and program functions and reorganize around shared service delivery where feasible.
6. **Identify investment opportunities to reduce long-term costs.** Departments may propose FY 2026-27 investments that generate future General Fund savings, supported by upfront costs, implementation timing, and a five-year savings model.

Non-General Fund and General Fund baseline departments were instructed to absorb all known cost increases within their proposed budget submissions by increasing revenues and/or reducing expenditures and should not submit changes that have a General Fund cost, including work orders.

Port Budget and Economic Contributions

As an enterprise department, the Port does not receive General Fund operating support and, in keeping with the Mayor's budget instructions, has developed a balanced proposed budget that does not negatively impact the General Fund. In addition to maintaining approximately $40 million in work-ordered funds to City departments, the Port's proposed budget supports the Mayor's priorities by maintaining delivery of exceptional core services and activities that support local and regional economies.

Specifically, the Port's proposed budget directly supports the City's fiscal health by maintaining and generating economic activity on one of the most iconic waterfronts in the

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world. Destinations like Fisherman's Wharf, Pier 39, Alcatraz Landing, the Ferry Building, Oracle Park, and waterfront parks neighboring the Chase Center all contribute to a uniquely San Francisco experience that draws in residents and visitors time and time again. The San Francisco waterfront, where history, commerce, and public life converge, supports employment across hospitality, retail, transportation, and small businesses. Visitor spending and business activity generate General Fund revenues through sales taxes, possessory interest taxes, and other sources. Cruise activity alone generates upwards of $85-90 million annually in local economic activity, underscoring the Port's importance to the visitor economy and broader recovery.

The Port's effort to maintain and modernize revenue-generating assets and supporting maritime and industrial uses that sustain middle-wage jobs is a critical part of protecting a self-sustaining waterfront that is also an economic driver that supports the City's General Fund and contributes to the entire local and regional ecosystem. Through its strategic work, the Port strives to improve its own financial outlook while directly supporting the City's economic recovery and fiscal stability. This approach reinforces the Port's role as both steward of state trust lands and partner in the City's long-term success.

BUDGET OVERVIEW

As detailed in **Table 1**, the Port's proposed FY 2026-27 operating budget totals $148.3 million in operating sources and $131.2 million in operating expenses, resulting in net operating income of $17.1 million. Compared to the estimated year-end results for FY 2025-26, operating sources increase by $14.1 million (11%), driven primarily by growth in operating revenues and general inflation in South Beach Harbor activity. Operating expenses increase by $10.5 million (9%) compared to FY 2025-26, largely due to higher salaries and benefits, interdepartmental work orders, and other core operating costs.

Additionally, the proposed FY 2026-27 budget includes $86.2 million in capital expenses, with $11.2 million capital sources, requiring a $75.0 million fund balance contribution to capital. With a starting fund balance of $198.9 million and a net draw of $57.9 million, the anticipated ending fund balance is $141.0 million for FY 2026-27. These funds support the Port's Operating Reserve and future capital appropriations.

The proposed FY 2027-28 operating budget reflects continued but moderating growth, with operating sources of $150.9 million and operating expenses of $134.6 million, generating net operating income of $16.3 million. This represents a $2.6 million (2%) increase in operating sources and a $3.4 million (3%) increase in operating expenses compared to FY 2026–27. While revenues continue to grow modestly, projected expense growth slightly outpaces revenue growth, contributing to a gradual decline in net operating income over the biennium.

Additionally, the proposed FY 2027-28 budget includes $37.4 million capital expenses, with $5.2 million capital sources, requiring a $32.2 million capital contribution from fund balance. With a starting fund balance of $141.0 million and a net draw of $15.8 million, the anticipated ending fund balance is $125.2 million for FY 2027-28, which supports the Port's Operating Reserve and future capital appropriations.

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Table 1: Port Budget Overview and Fund Balance Forecast ($ millions)

	Estimated CY	Proposed Biennial Budget		Out-Years		
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Starting Fund Balance	**217.1**	**198.9**	**141.0**	**125.2**	**118.1**	**108.6**
Operating Revenues	129.0	142.9	145.2	148.1	151.1	154.1
South Beach Harbor (SBH)	5.2	5.5	5.7	5.8	5.9	6.0
Operating Sources	**134.2**	**148.3**	**150.9**	**153.9**	**157.0**	**160.1**
Salaries & Benefits	51.9	60.8	63.6	66.1	68.7	71.5
Other Current Expenses	12.8	14.4	14.2	14.8	15.4	16.0
Materials, Supplies & Equipment	3.8	3.1	3.1	3.2	3.3	3.4
Debt Service	5.2	5.3	5.3	5.8	5.6	5.0
Interdept. Work Orders	37.8	40.2	40.9	42.5	44.2	46.0
Programmatic Projects	5.2	3.2	3.2	3.4	3.5	3.6
South Beach Harbor	4.2	4.2	4.4	4.5	4.7	4.9
Operating Expenses	**120.7**	**131.2**	**134.6**	**140.3**	**145.4**	**150.4**
Net Operating Income*	**13.4**	**17.1**	**16.3**	**13.6**	**11.6**	**9.7**
Historic Core IFD	-	5.7	1.0	1.0	1.0	1.0
Grants	8.2	-	-	-	-	-
2012 Parks Bond Proceeds	0.0	1.3	-	-	-	-
South Beach Harbor Reserves	1.6	1.7	1.8	1.8	1.9	1.9
Development Recoveries	10.8	2.5	2.5	5.5	5.5	5.5
Capital Sources	**20.6**	**11.2**	**5.2**	**8.3**	**8.4**	**8.4**
Portwide	21.3	39.5	33.1	21.7	22.1	19.5
Dry Dock Removal & Disposal	18.5	41.2	-	-	-	-
Waterfront Parks	0.0	1.3	-	-	-	-
South Beach Harbor	1.6	1.7	1.8	1.8	1.9	1.9
Development Projects	10.8	2.5	2.5	5.5	5.5	5.5
Capital Expenses	**52.2**	**86.2**	**37.4**	**29.0**	**29.4**	**27.0**
Harbor Fund to Capital	**-31.6**	**-75.0**	**-32.2**	**-20.7**	**-21.0**	**-18.5**
Net Draw on Fund Balance	**-18.2**	**-57.9**	**-15.8**	**-7.1**	**-9.5**	**-8.8**
Ending Fund Balance	**198.9**	**141.0**	**125.2**	**118.1**	**108.6**	**99.8**
Operating Reserve ≥50%	*171%*	*111%*	*96%*	*87%*	*77%*	*69%*
Capital Policy >25%	*49%*	*70%*	*36%*	*28%*	*26%*	*23%*
Savings to Meet Capital Policy	-	-	-	-	-	*-3.4*

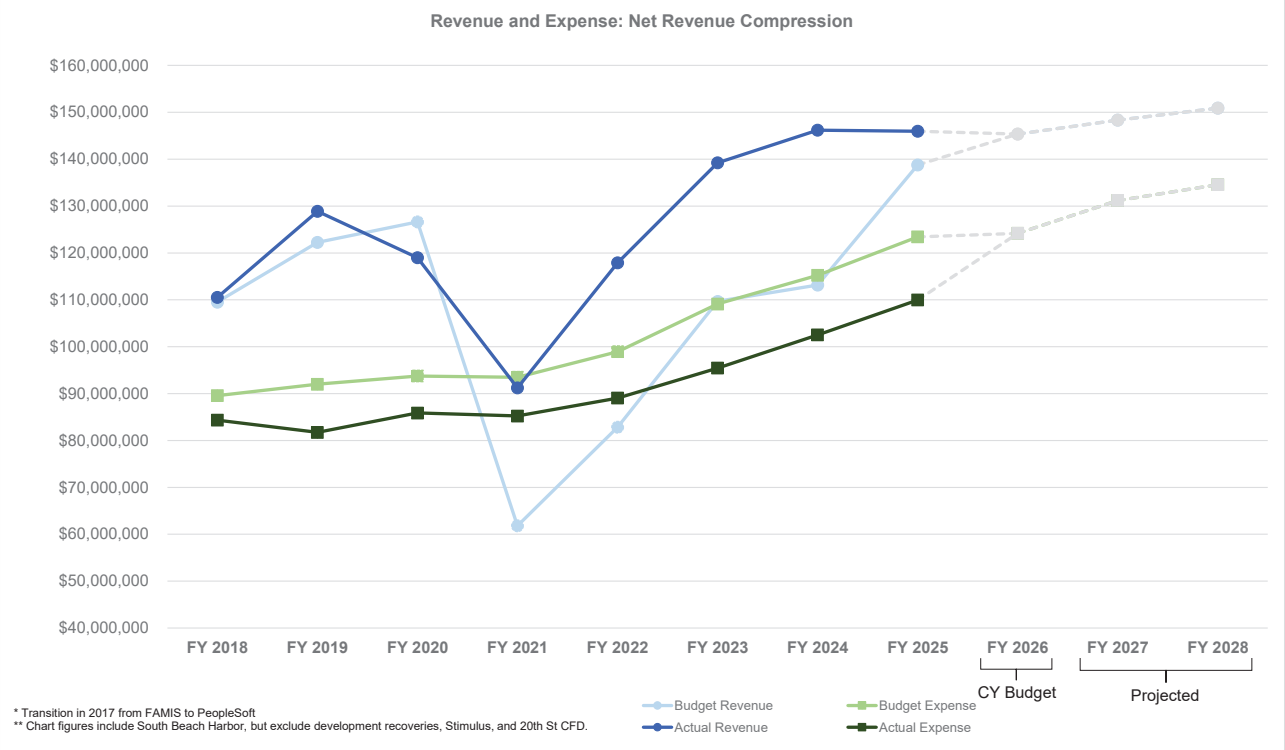
* Net Operating Income is reserved for future capital spending and counts towards the Port's Capital Policy requirement of spending or setting aside 25% the value of operating revenues.

Overall, the Port's fiscal outlook remains generally stable but constrained as the Port maintains a conservative posture in revenue growth. As shown in **Figure 1**, following the recent post-pandemic recovery period, operating revenues are projected to level off, reflecting moderation in real estate and maritime activity, timing-related program transitions, and increased reliance on temporary interest earnings rather than sustained

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underlying growth. At the same time, operating expenditures are expected to continue to rise, driven primarily by personnel costs, interdepartmental work orders, and other core operating obligations.

Figure 1: Port Budget vs. Actuals - Historic Trends and Projections



The decline in net operating revenues illustrates a decline in funding that is available for reinvestment in capital. This trend becomes particularly challenging in longer-term projections as the rate of growth in expenditures exceeds that of revenues. While these projections are purposely and prudently conservative, the trends underscore the need for disciplined expenditure management and targeted strategic investments that will drive up revenues to maintain financial stability while advancing the Port's long-term priorities.

Accordingly, the Port is focusing on initiatives designed to strengthen the operating revenue outlook over time, including growth in cruise activity, implementation of updated leasing delegated authority provisions to bring new tenants online more quickly, and targeted investments in growing the Port's Blue Green Economy tenant portfolio. Through these actions, the Port will continue to play an active role in maintaining a safe, clean, and vibrant waterfront while safeguarding its long-term financial sustainability.

OPERATING SOURCES

The biennial budget in FY 2026-27 and FY 2027-28 is supported by a variety of ongoing sources, most significantly from rents and fees from the use of Port property. Details of these sources are shown in **Table 2** below. Compared to the adopted budget for FY 2025-

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26, total revenues are projected to increase by 2% in each FY, from $145.4 million to $150.9 million by FY 2027-28.

The biennial budget reflects a prudent near-term revenue outlook shaped by continued softness in the office market, timing-related impacts from parking operation changes, and slowing maritime activity. These pressures are partially offset by strong interest earnings and broader stabilization and recovery across several revenue categories.

Table 2: Operating Revenue Detail by Fiscal Year

	Actuals	Original Budget	Proposed Budget			
Industry	**2024-25**	**2025-26**	**Change**	**2026-27**	**Change**	**2027-28**
Cargo	$ 9,145,105	$ 9,534,134	$ (2,984,653)	$ 6,549,481	$ 199,104	$ 6,748,585
Cruise	$ 8,483,742	$ 10,642,213	$ (228,850)	$ 10,413,363	$ 283,411	$ 10,696,775
Fishing	$ 2,195,789	$ 2,720,231	$ (7,020)	$ 2,713,211	$ 82,482	$ 2,795,693
Harbor Services	$ 2,489,911	$ 2,485,107	$ 98,116	$ 2,583,223	$ 78,530	$ 2,661,752
Other Marine	$ 9,446,234	$ 7,785,621	$ 1,999,898	$ 9,785,519	$ 216,385	$ 10,001,904
Ferry/Excursion	$ 5,459,979	$ 4,418,551	$ 1,187,556	$ 5,606,107	$ 88,022	$ 5,694,129
Other	$ 3,986,255	$ 3,367,070	$ 812,342	$ 4,179,412	$ 128,363	$ 4,307,775
Maritime Total	**$ 31,760,781**	**$ 33,167,306**	**$ (1,122,510)**	**$ 32,044,796**	**$ 859,912**	**$ 32,904,709**
Commercial Rent	$ 44,290,578	$ 52,144,340	$ (7,441,064)	$ 44,703,276	$ 2,069,695	$ 46,772,971
Parking	$ 23,434,200	$ 32,073,123	$ (6,859,806)	$ 25,213,317	$ 1,441,745	$ 26,655,062
Lots	$ 11,821,551	$ 4,901,557	$ 3,267,758	$ 8,169,315	$ 1,896,570	$ 10,065,884
Stalls	$ 649,770	$ 267,994	$ 676,263	$ 944,257	$ (944,257)	$ -
Meter	$ 7,138,952	$ 17,258,698	$ (7,112,762)	$ 10,145,936	$ 308,436	$ 10,454,373
Citations/Fines	$ 3,823,927	$ 9,644,874	$ (3,691,065)	$ 5,953,809	$ 180,996	$ 6,134,805
Percentage Rent	$ 20,179,267	$ 15,116,100	$ 7,044,590	$ 22,160,690	$ 302,710	$ 22,463,400
Special Events	$ 233,191	$ 179,001	$ 59,274	$ 238,275	$ 7,244	$ 245,518
Miscellaneous & One-Time	$ 236,929	$ 266,611	$ (24,517)	$ 242,094	$ 7,360	$ 249,453
Real Estate Total	**$ 88,374,165**	**$ 99,779,175**	**$ (7,221,524)**	**$ 92,557,651**	**$ 3,828,753**	**$ 96,386,404**
Engineering Permits	$ 1,781,091	$ 1,047,067	$ 692,782	$ 1,739,849	$ 34,797	$ 1,774,646
Interest & Investment Income	$ 15,314,412	$ 2,914,322	$ 11,677,091	$ 14,591,413	$ (2,381,413)	$ 12,210,000
Penalty & Service Charges	$ 308,733	$ 733,853	$ (418,945)	$ 314,908	$ 6,298	$ 321,206
Misc. Receipts (Finance)	$ 2,302,192	$ 100,000	$ -	$ 100,000	$ -	$ 100,000
OCII Recoveries	$ 527,725	$ 1,416,713	$ (55,135)	$ 1,361,578	$ 27,232	$ 1,388,809
Facility Damages (Maintenance)	$ 22,414	$ 143,315	$ (93,315)	$ 50,000	$ -	$ 50,000
Developer Fees/Recoveries (Planning)	$ 124,778	$ 179,183	$ (79,183)	$ 100,000	$ -	$ 100,000
Other Total	**$ 20,381,345**	**$ 6,534,453**	**$ 11,723,294**	**$ 18,257,747**	**$ (2,313,086)**	**$ 15,944,661**
General Operating Total	**$ 140,516,290**	**$ 139,480,934**	**$ 3,379,261**	**$ 142,860,195**	**$ 2,375,579**	**$ 145,235,774**
South Beach Harbor Total	**$ 5,456,939**	**$ 5,896,594**	**$ (428,536)**	**$ 5,468,058**	**$ 187,906**	**$ 5,655,964**
Grand Total	**$ 145,973,229**	**$ 145,377,528**	**$ 2,950,725**	**$ 148,328,253**	**$ 2,563,485**	**$ 150,891,738**

Maritime Revenues

Compared to the adopted budget for FY 2025-26, total Maritime revenues are projected to decline by 3% in FY 2026-27, from $33.2 million to $32.0 million, and then grow by 3% in FY 2027-28 to $32.9 million.

Cargo – This category includes vehicle exports and the transport of dry bulk by water and rail. The projected 31% revenue decline, from $9.5 million in FY 2025-26 to $6.5 million in FY 2026-27, reflects the termination of two agreements: PUC's power capacity MOU at the Pier 70 shipyard and Hanson Aggregates' operations at Pier 94. While staff are actively exploring opportunities for new business, any potential revenues are not included in the budget projections due to uncertainty around timing and execution. The projected 3% increase in FY 2027-28 to $6.7 million is entirely attributable to CPI escalation.

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Cruise – This category includes terminal operator rent, tariffs charged to the cruise lines, shoreside power reimbursement, special events, and terminal parking. In FY 2024-25, the Port welcomed 368,625 passengers, representing a slight increase over the prior year but remaining below the record high of 390,967 passengers in FY 2022-23. The peak in activity and faster-than-expected recovery were driven by a redeployment of vessels to the West Coast while the Asian cruise market remained closed. As global cruise demand has since normalized, cruise lines are focusing on maximizing passenger volumes per sailing and pivoting to larger vessels, resulting in fewer overall calls. Updated passenger projections reflect these trends and contribute to a 2% revenue decline in FY 2026-27, from $10.6 million in FY 2025-26 to $10.4 million. Steady growth is expected to continue with a projected 3% revenue increase in FY 2027-28 to $10.7 million.

Fishing – This category includes fish processing and gear storage. Despite consecutive years of crab season delays and salmon season closures, the success of off-the-boat fish and crab sales and continued demand for Pier 45 shed space support stable revenues in FY 2026-27, with no change from $2.7 million in FY 2025-26, followed by a projected 3% increase in FY 2027-28 to $2.8 million.

Harbor Services – This category includes maritime support services such as towing, marine construction, vessel escorts, and barge services. Revenues are expected to continue modest growth, increasing by 4% in FY 2026-27, from $2.5 million in FY 2025-26 to $2.6 million, and further by 3% in FY 2027-28 to $2.7 million.

Other Marine – This category includes ferry and excursion operators, lay-berthing, foreign trade zone activity, and other water-dependent uses. In large part due to rebounding domestic tourism and strong commuter ferry ridership, revenues are projected to increase by 26% in FY 2026-27, from $7.8 million in FY 2025-26 to $9.8 million. Milder growth is assumed in FY 2027-28 with a 2% increase to $10.0 million.

Real Estate Revenues

Real Estate revenues continue to represent the largest share of Port operating revenues and are most subject to general market conditions and volatility. Compared to the adopted budget for FY 2025-26, total Real Estate revenues are projected to decline by 7% in FY 2026-27, from $99.8 million to $92.6 million, and then grow by 4% in FY 2027-28 to $96.4 million.

Commercial Rent – This category includes fixed-rate tenants, primarily office, shed, and land tenants. The projected 14% decline, from $52.1 million in FY 2025-26 to $44.7 million in FY 2026-27, reflects continued weakness in the office market, particularly among Class B space, more conservative assumptions related to lease-up and rent growth, and internal recategorization of revenues to percentage rent. In addition, slower construction activity on development projects adjacent to Port properties has lowered demand for field office space. Facility conditions also constrain revenues, including the Pier 54 shed closure and the Roundhouse office repairs. As market conditions gradually improve, revenues are projected to increase by 5% in FY 2027-28 to $46.8 million.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Parking – This category includes off-street lots, on-street meters, assigned stalls, permits, and citations. Revenues are projected to decline 21%, from $32.1 million in FY 2025-26 to $25.2 million in FY 2026-27, primarily due to changes in individual lot operations and implementation timing for the new parking lot management model. Under revised assumptions, a smaller subset of locations will be metered and generate citation revenue, while the remaining sites will operate under the San Francisco Municipal Transportation Agency's (MTA) non-metered structure or under a Port-selected operator. This shift results in an initial decline in meter and citation revenues, partially offset by growth in lot revenues as the MTA transition begins in FY 2026-27 and the Port-selected operator assumes oversight of individual stalls and remaining lots in FY 2027-28. Because these operational changes are phased over time, the full revenue impact will not be realized before FY 2028-29, resulting in more moderate growth in FY 2027-28 with parking revenues increasing by 6% to $26.7 million.

Percentage Rent – This category includes restaurant and retail tenants whose revenues are tied to sales performance, including major landmark operators such as Pier 39 that are closely linked to tourism activity. Although hotel occupancy has not fully returned to pre-pandemic levels and leasing challenges persist, upcoming tenant openings and revitalization of Fisherman's Wharf support a cautiously optimistic outlook. In addition, several office tenants with significant percentage rent components – most notably Historic Pier 70 and AMB Pier One – have been recategorized from commercial rent. Accordingly, percentage rent revenues are projected to increase 47%, from $15.1 million in FY 2025-26 to $22.2 million in FY 2026-27, and then level off with minimal 1% growth in FY 2027-28 to $22.5 million.

Special Event & Miscellaneous – This category includes event permits, utility and service reimbursements from tenants, and other one-time revenues. Port property continues to serve as a premier venue for civic events, temporary activations, and celebrations. Collectively, revenues are projected to increase 8% in FY 2026-27, from $0.4 million in FY 2025-26 to $0.5 million, and then continue steady growth at 3% in FY 2027-28.

Other Port Revenues

This broad category includes revenues from building and construction permits, interest on investments, late payment penalties, facility damage recoveries, Office of Community Investment & Infrastructure (OCII) reimbursement for maintenance of Mission Bay parks, and other miscellaneous items. Overall, compared to the adopted budget for FY 2025-26, revenues are projected to increase by 179% in FY 2026-27, from $6.5 million to $18.3 million, and then decline by 13% in FY 2027-28 to $15.9 million.

Most notably, interest earnings reached a record $15.3 million in FY 2024-25, driven by strong reserve balances accumulated over several years. To reflect this recent performance and remain consistent with the Controller's forecast, budgeted interest revenue increases by 401% in FY 2026-27, from $2.9 million in FY 2025-26 to $14.6 million. Subsequently, investment returns are projected to decrease by 16% in FY 2027-28 to $12.2 million as available cash is dedicated to capital projects and earnings expectations align with historical averages.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

South Beach Harbor (SBH)

The Port acquired SBH in 2012 after the dissolution of the redevelopment agency. For financial purposes, the Harbor is a stand-alone business unit, meaning all revenues are retained to support its operating and capital costs. Revenue sources are generally stable and are derived from berth holders and tenants within the Pier 40 shed. Due to berthing capacity constraints during marina improvements, revenue is projected to decrease by 7%, from $5.9 million in FY 2025-26 to $5.5 million in FY 2026-27. Revenues are then expected to increase by 3% in FY 2027-28 to $5.7 million, driven in part by improved parking efficiency under a new operator.

OPERATING EXPENSES

The Port's operating expenses include salaries and benefits, non-personnel services, materials and supplies, equipment, debt service, interdepartmental work orders, and programmatic projects that support the day-to-day operations of the department. As detailed in **Table 3**, compared to the adopted budget for FY 2025-26, expenditures are projected to increase by 6% in FY 2026-27, from $124.2 million to $131.2 million, and then increase further by 3% in FY 2027-28 to $134.6 million in line with standard cost escalation. Attachment I provides greater detail of expenditures at the division level.

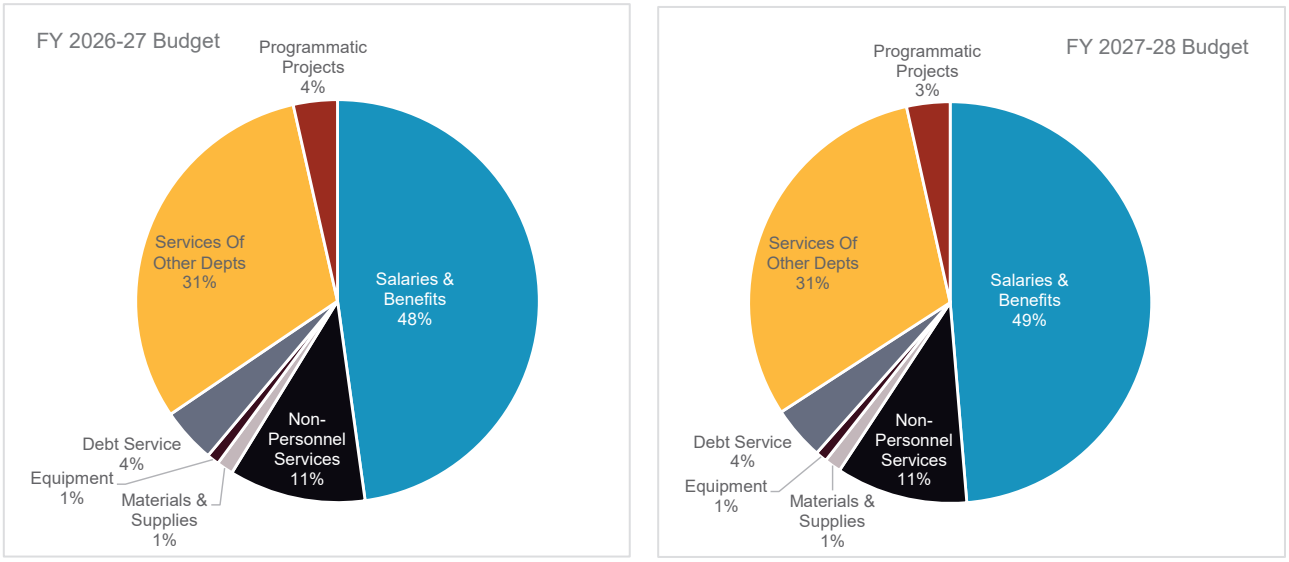
Table 3: Summary of Port Operating Expenditures

		Actuals	Original Budget	Proposed Budget			
Account Lvl 5	Account Lvl 3 Desc	2024-25	2025-26	Change	2026-27	Change	FY 2027-28
5010	Salaries	$ 34,389,054	$ 36,797,929	$ 6,464,920	$ 43,262,849	$ 1,928,884	$ 45,191,732
5130	Mandatory Fringe Benefits	$ 13,880,696	$ 15,845,088	$ 1,250,205	$ 17,095,293	$ 760,334	$ 17,855,626
5200	Overhead and Allocations	$ 869,241	$ 1,591,857	$ (1,106,184)	$ 485,673	$ 19,427	$ 505,100
5210	Non-Personnel Services	$ 13,298,528	$ 15,236,503	$ (894,783)	$ 14,341,720	$ (156,100)	$ 14,185,620
5400	Materials & Supplies	$ 1,265,027	$ 1,680,700	$ 78,705	$ 1,759,405	$ 53,773	$ 1,813,178
5600	Capital Outlay	$ 995,732	$ 909,273	$ 381,631	$ 1,290,904	$ (45,904)	$ 1,245,000
5700	Debt Service	$ 5,308,371	$ 6,141,147	$ (881,147)	$ 5,260,000	$ (10,000)	$ 5,250,000
5810	Services Of Other Depts	$ 34,115,175	$ 38,815,848	$ 1,387,191	$ 40,203,039	$ 669,604	$ 40,872,643
5910	Transfers Out - General Svcs Fd	$ 31,713	$ 31,713	$ -	$ 31,713	$ -	$ 31,713
Fund 23680	**General Operating Total**	**$ 104,153,537**	**$ 117,050,058**	**$ 6,680,537**	**$ 123,730,595**	**$ 3,220,017**	**$ 126,950,612**
Fund 23690	**Annual Projects Total**	**$ 2,198,237**	**$ 3,192,000**	**$ 37,140**	**$ 3,229,140**	**$ -**	**$ 3,229,140**
5010	Salaries	$ 1,283,852	$ 1,177,921	$ 167,117	$ 1,345,038	$ 53,802	$ 1,398,839
5060	Programmatic Projects	$ 955,122	$ 1,318,481	$ 81,519	$ 1,400,000	$ 56,000	$ 1,456,000
5130	Mandatory Fringe Benefits	$ 482,215	$ 514,732	$ 20,589	$ 535,321	$ 21,413	$ 556,734
5700	Debt Service	$ 535,955	$ 535,955	$ -	$ 535,955	$ -	$ 535,955
5810	Services Of Other Depts	$ 365,404	$ 405,582	$ 10,685	$ 416,267	$ 11,112	$ 427,379
Fund 24530	**South Beach Harbor Total**	**$ 3,622,547**	**$ 3,952,671**	**$ 279,910**	**$ 4,232,581**	**$ 142,327**	**$ 4,374,908**
Grand Total		**$ 109,974,321**	**$ 124,194,729**	**$ 6,997,587**	**$ 131,192,316**	**$ 3,362,344**	**$ 134,554,660**

As illustrated in **Figure 2**, personnel costs and interdepartmental services are the largest expenditure categories, consistent with citywide trends. The major drivers of change within each of the expenditure categories are described in greater detail below.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Figure 2: FY 2026-27 & FY 2027-28 Major Expenditure Categories



General Operating

Salaries and Fringe Benefits

Compared to the adopted budget for FY 2025-26, salaries are projected to increase by 18% in FY 2026-27, from $36.8 million to $43.3 million, and by an additional 4% in FY 2027-28 to $45.2 million. Fringe benefits are projected to increase by 8% in FY 2026-27, from $15.8 million to $17.1 million, and by a further 4% in FY 2027-28 to $17.9 million. These estimates reflect known information as of this time and may be adjusted as the Controller's Office finalizes central fringe loads based on information from the Health Service System. Additionally, several labor memoranda of understanding (MOU) will be open for renegotiation by the end of FY 2026-27, which may result in additional salary adjustments in FY 2027-28. Consistent with prior practice, the Port will rebalance the second year of the biennial budget to account for these changes within existing administrative guidelines with no net increase to the overall budget.

Current growth is a combination of contractual wage increases, 33 position substitutions, and 8 new positions. Vacancies were carefully reviewed and repurposed where possible to limit Full-Time Equivalent (FTE) expansion. **Table 4** below summarizes the changes at full implementation in the second year of the biennial budget, and Attachment III provides itemized classification details and costs in each year.

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Table 4: Summary of Operating Position Changes

Action	Request Category	# of Requests	FTE Change	$ Impact
New	Project Delivery	1	1	$ 246,366
	Safety & Security	2	2	$ 228,281
	F&A Operations	4	4	$ 850,558
	Update	1	1	$ 301,486
New Total		8	8	$ 1,626,691
Substitute	Repurpose for Existing Staff	9	0	$ 436,035
	Staff Promotion	13	0	$ 344,392
	Repurpose for New	4	0	$ 118,159
	Update	7	0	$ (13,750)
Substitute Total		33	0	$ 884,836
Other	TEMP Salary Adjustment	0	0	$ 2,687,191
	MCCP Adjustment	0	0	$ 899,090
Other Total		0	0	$ 3,586,281
Operating (A) Total		**41**	**8**	**$ 6,097,808**

Overall, the proposed position changes add $6.1 million to the existing budget, summarized below.

New requests total $1.6 million across the following categories:

- *Project Delivery* supports capital program execution by strengthening field capacity within the Engineering team. This category includes **1** Construction Inspector position that provides dedicated on-site oversight, improves coordination across teams, and ensures consistent project advancement. Decreasing reliance on external consultants mitigates risks related to quality control, schedule delays, and change orders.

- *Safety & Security* reinforces the Port's commitment to a safe, clean, and vibrant waterfront through phased staffing within the Homeland Security team. This category includes **2** Security Guard positions that build on the initiative from the prior budget cycle to transition to in-house service delivery, improving operational control by reducing reliance on contractors.

- *Finance & Administration Operations (F&A Operations)* sustains core organizational functions by addressing long-standing capacity constraints in Information Technology and Human Resources. This category includes **3** IT positions to support system modernization and manage escalating service demands. Additionally, **1** HR position enables increased recruitment activity, strengthens data management, and improves process efficiency.

- *Update* represents an administrative correction to **1** existing position. The operating position within Planning and Environment carried over from prior budgets, with inadvertent coding to capital funding sources. So, the funding source revision appears as an FTE change even though the function of the position is not new.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Substitution requests total $0.9 million across the following categories:

- *Repurpose for Existing Staff* encompasses **9** targeted position substitutions within Executive, Finance and Administration, and Maintenance to align existing full-time employees with budgeted positions. This administrative adjustment strengthens budget controls, reflects operational reality, and reduces reliance on temporary staffing mechanisms.

- *Staff Promotion* provides **13** career-advancement opportunities across Engineering, Executive, Finance and Administration, and Maintenance. These changes recognize expanded scope and increased responsibilities and support the development of structured career ladders within the organization.

- *Repurpose for New* reorganizes **4** positions to shift resources within Maintenance toward higher-priority functions and emerging operational needs.

- *Update* includes **7** mid-year temporary exchanges (TX) approved by the Department of Human Resources (DHR), allowing a position to be filled with a different classification than budgeted. The budget proposes to permanently reflect these TX movements across Finance and Administration, Maritime, and Planning and Environment. DHR also requested classification changes to previously budgeted Maintenance positions to align with actual duties.

Other requests total $3.6 million across *TEMP Salary* and *Management Classification Compensation Plan (MCCP)* categories. Temporary salary adjustments support as-needed and limited-term assignments, reflecting historical utilization of interns, apprentices, and Prop F retirees. These staffing resources allow nimble response to workload fluctuations and operational demands, preserving continuity without a commitment to permanent staffing increases. The budget also upholds established pathways beyond internships, particularly within the Maintenance and Maritime divisions. MCCP adjustments maintain capacity for salary placements beyond Range A to retain and develop top talent. Both adjustments are informed by a comprehensive review to establish a sufficient baseline for short-term staffing and management compensation.

<u>Other Operating Expenses</u>

Overhead and Allocations – Section 10.199 of the San Francisco Administrative Code requires Non-General Fund departments to budget for City overhead that covers the indirect costs of facilities and services provided by General Fund agencies. In FY 2009-10, the Controller's Office began directly charging the Full Cost Plan, which is similar to the State's Countywide Cost Allocation Plans (COWCAP), instead of billing monthly. During the Mayor's budget phase, the Controller's Budget Office calculates the Full Cost Plan and loads it into the budget, so the amount is subject to change. To avoid duplication and align with centrally loaded amounts, the overhead budget is projected to decrease by 69% in FY 2026-27, from $1.6 million in FY 2025-26 to $0.5 million. In FY 2027-28, the amount is projected to increase nominally and remain at $0.5 million.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Non-Personnel Services – This broad category encompasses professional services (e.g., economic analysis and construction special inspections), general services (e.g., janitorial and pest control), building rent, training, and travel. For transparency, Attachment IV itemizes proposed travel by division, including travel undertaken by members of the Port Commission. In response to the Mayor's directive to review contracted services and non-personnel expenditures, the Port identified cost-saving opportunities across multiple divisions. In some cases, savings from historically underspent areas are reallocated to emerging higher-priority needs, such as materials and work orders. As a result, the non-personnel budget is projected to decrease by 6% in FY 2026-27, from $15.2 million in FY 2025-26 to $14.3 million, followed by an additional 1% reduction in FY 2027-28 to $14.2 million.

Materials & Supplies – Due to tariff and general inflationary pressures on commodities, expenditures are projected to increase by 5% in FY 2026-27, from $1.7 million in FY 2025-26 to $1.8 million, followed by a nominal increase in FY 2027-28 to remain at $1.8 million.

Capital Outlay – Equipment is defined as items with a unit cost of $10,000 or more and a useful life of three years or more. The Maintenance division is the largest requester with needs split evenly between new and replacement vehicles and machinery such as pressure washers, excavators, generators, and trailers. Staff routinely evaluate workloads and equipment schedules and proactively request replacements or new acquisitions based on those assessments. In this cycle, Engineering and Homeland Security are also requesting replacement and new vehicles to be shared among field staff. As a result, the proposed budget increases by 42% in FY 2026-27, from $0.9 million in FY 2025-26 to $1.3 million, before decreasing by 4% in FY 2027-28 to $1.2 million as one-time purchases are fulfilled.

Debt Service – Following the refunding of 2013 Certificates of Participation and consistent with the updated Port debt repayment schedule, payments are projected to decrease 14% in FY 2026-27, from $6.1 million in FY 2025-26 to $5.3 million, and remain flat in FY 2027-28 with a nominal dollar decrease.

Services of Other Departments – Interdepartmental services, or work orders, remain a significant expense. Because most work orders incorporate staff costs, escalation generally aligns with increases under established labor agreement MOUs. Compared to the adopted FY 2025-26 budget, total costs are projected to increase by 4% in FY 2026-27, from $38.8 million to $40.2 million, and by an additional 2% in FY 2027-28 to $40.9 million. **Table 5** below highlights the five largest work orders in descending order of budget amount. Collectively, Risk Management, Fire Department, Public Utilities Commission (PUC), City Attorney, and MTA account for 72% of the Port's total work order spending. Attachment II provides a comprehensive listing of all Portwide work orders. It is important to note that several major work orders, such as insurance and PUC, are centrally loaded after the Department phase during the Mayor's phase of the budget development. As a result, budget amounts remain subject to fluctuation, so the figures included are for reference only based on reasonable assumptions.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Table 5: Summary of Top Five Work Orders

Work Order Description	FY 2026-27	FY 2027-28	% of Total
[ADM] - insurance premiums & City's risk manager	$ 13,284,859	$ 13,284,859	32%
[FIR] - fire boat staffing, facility inspection, permitting	$ 5,866,682	$ 6,101,349	15%
[PUC] - utility costs for electricity & gas	$ 3,763,738	$ 3,914,288	9%
[CAT] - in-house legal counsel	$ 3,430,000	$ 3,430,000	8%
[MTA] - parking enforcement, meter maintenance, revenue collection	$ 3,015,000	$ 3,015,000	7%
Top 5 Total	**$ 29,360,279**	**$ 29,745,496**	**72%**
Remaining Total	**$11,259,027**	**$11,554,526**	**28%**
Grand Total	**$ 40,619,306**	**$ 41,300,022**	**100%**

Transfers Out – The Port will continue a flat contribution of $0.03 million in each FY to the Surety Bond Program. It was established by Ordinance 314-08, which modified Administrative Code Section 14B to mandate departments that administer construction under Chapter 6 of the Administrative Code to contribute annually to the fund. The contribution amounts were originally determined in coordination with the Controller's Office, and annual amounts are set at the same ratio to fully cover administration and related expenses.

Programmatic Projects

Programmatic projects, also referred to as Annual projects, generally represent ongoing operating activities that are organized around dedicated initiatives, such as Youth Employment, Racial Equity, Tenant Improvements, and Security Enhancements. To effectively deliver intended outcomes, budgets are allocated at a high level by individual project rather than by the expenditure categories described above, allowing divisions discretion and flexibility across categories as long as all spending remains consistent with the project's approved purpose. Attachment I includes details of projects by division. Overall, compared to the FY 2025-26 adopted budget of $3.2 million, the proposed budget increases marginally by 1% in FY 2026-27 and remains unchanged in FY 2027-28 at $3.2 million.

South Beach Harbor

South Beach Harbor is organized similarly to a programmatic project while maintaining explicit budgets for salaries, mandatory benefits, debt service, and work orders for informational purposes. In FY 2024-25, SBH exceeded the budgeted salary due to increased overtime usage driven by extended staff leaves. As a result, the budget proposes to include additional contingency and increase by 7% in FY 2026-27, from $4.0 million in FY 2025-26 to $4.2 million, and then by a standard 3% in FY 2027-28 to $4.4 million.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

CAPITAL BUDGET AND IMPROVEMENT PLAN

For almost two decades, the Port has used its 10-Year Capital Plan to educate the public and policymakers about the magnitude of the Port's capital needs, as well as the limited resources available to address those needs. The FY 2025-26 to FY 2034-35 Capital Plan identifies a $2.6 billion state of good repair (SOGR) need, $1.9 billion of which is currently unfunded.

While the 10-Year Capital Plan helps the Port understand the magnitude of facility needs, the Port's 5-Year Capital Improvement Plan (CIP) lays out the Port's vision for addressing as many of the needs identified in the Capital Plan as possible, given the limited resources. Projects are identified and allocated funding according to the availability of sources that staff estimates will be available, including but not limited to the Harbor Fund, general obligation bonds, Port financing, and grants. The CIP also allows staff to consider the time span necessary to conceive, design, and deliver capital projects. See *Attachment V, Port Capital Improvement Plan Fiscal Years 2026-27 to 2030-31*.

The first two years of the CIP are included in the biennial FY 2026-27 and FY 2027-28 budget. Capital funding and expenditures in the last three years of the CIP are subject to future review and approval by the Port Commission.

Capital Budget Overview

The proposed FY 2026-27 and FY 2027-28 biennial capital budget reflects a front-loaded investment strategy supported by a mix of fund balance from the Port Harbor Fund, Pier 70 Historic Core Infrastructure Financing District (IFD) tax proceeds, grants, and recoveries from waterfront development projects. As shown in **Table 6** below, capital expenditures peak in FY 2026-27 at $86.2 million, reflecting significant Portwide investments, before declining to $37.4 million in FY 2027-28 and tapering further in the out-years to the $27–$29 million range as the availability of fund balance declines.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Table 6: Capital Budget – Major Sources

	Estimated CY	Proposed Biennial Budget		Outyears		
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Harbor Fund	31.6	75.0	32.2	20.7	21.0	18.5
Historic Core IFD	-	5.7	1.0	1.0	1.0	1.0
Grants	8.2	-	-	-	-	-
2012 Parks Bond Proceeds	-	1.3	-	-	-	-
South Beach Harbor Reserves	1.6	1.7	1.8	1.8	1.9	1.9
Development Recoveries	10.8	2.5	2.5	5.5	5.5	5.5
Capital Sources	**52.2**	**86.2**	**37.4**	**29.0**	**29.4**	**27.0**
Portwide	21.3	39.5	33.1	21.7	22.1	19.5
Dry Dock Removal & Disposal	18.5	41.2	-	-	-	-
Waterfront Parks	-	1.3	-	-	-	-
South Beach Harbor	1.6	1.7	1.8	1.8	1.9	1.9
Development Projects	10.8	2.5	2.5	5.5	5.5	5.5
Capital Expenses	**52.2**	**86.2**	**37.4**	**29.0**	**29.4**	**27.0**

The proposed CIP was developed collaboratively by Port staff across divisions through a comprehensive review of waterfront facilities and infrastructure needs. Projects identified by Port staff were prioritized using a consistent, risk-based framework, as described in *Item 9A, Overview of Port Facility Conditions*, to ensure that limited capital resources are directed toward projects with the greatest operational, financial, and strategic benefit.

The Port's CIP prioritizes investments based on the following factors:

- **Structural Integrity:** Continue rapid structural assessments and prioritize investments in substructures and superstructures to extend the life of piers and wharves, especially those with strong tenant prospects and usability.

- **Waterproofing and Roof Renewal:** Prevents deterioration by replacing roofs and building envelopes that have reached end-of-life, focusing on facilities critical to revenue generation.

- **Revenue-Driven & Risk-Reduction Investments:** Allocates capital toward facilities that can deliver measurable economic returns while meeting regulatory and safety requirements.

- **Resilience Integration:** Incorporate seismic and flood resilience into all major projects, aligning with federal flood studies and long-term shoreline elevation plans, and considering how potential, future federal investments may be part of a project's funding solution.

- **System Modernization:** Implement modern property and asset tracking systems to streamline lifecycle cost analysis and improve capital planning efficiency.

As noted in *Item 9A*, the proposed CIP balances the need for urgent repairs with longer-

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term resilience and climate adaptation planning. This approach emphasizes disciplined, strategic investments that extend asset life, support economic vitality, and strengthen the Port's ability to respond to future risks. While the Harbor Fund remains the primary funding source for these investments, staff will continue to evaluate opportunities for debt financing to preserve reserves and maintain financial flexibility and will explore private capital partnerships—such as intermediate-term leases or joint ventures—to support rehabilitation and activation of key assets, including Pier 68 and the historic finger piers.

Capital Sources

In addition to drawing on the Port's operating fund balance, the Port benefits from a variety of sources that support capital investments. As noted above, the FY 2026-27 capital budget includes $86.2 million sources, declining to $37.4 million in FY 2027-28 as one-time sources and the recommended drawdown of fund balance decline.

Fund Balance – The Port's fund balance represents the accumulation over time of net operating income from operating revenues that exceeded operating expenses. To the extent external sources are insufficient, Fund Balance from the Port Harbor Fund is contributed to support capital investments. This amounts to $75.0 million in FY 2026-27, declining to $32.2 million in FY 2027-28, and then stabilizing to an average of $21.0 million annually thereafter.

Notably, these contributions—totaling $177.2 million over the five-year horizon—will be a significant draw on the Port's Fund Balance, reducing the starting fund balance from $198.9 million in FY 2026-27 to approximately $100 million in FY 2030-31. While the contributions are significant, these investments will address significant state-of-good-repair needs and liabilities and drive forward revenue-generating strategies that are intended to improve the Port's financial outlook over time, such as the design of a secondary cruise terminal in the Southern Waterfront. Notably, the largest one-time expense in this proposed budget is $41.2 million for the removal and disposal of the Port's dry docks at Pier 68 to safeguard Port property and maintain public health and welfare. Meanwhile, the Port will maintain a 50% operating reserve balance, in keeping with its policy.

In addition to seeking grants to support the Port's capital program (described below), staff is evaluating the option of issuing Port revenue bonds to finance revenue-generating capital investments. While such an approach would increase the cost of debt service in the Port's operating budget, retaining fund balance would allow the Port to continue to generate interest earnings from those funds (currently over $15 million) and retain a higher operating reserve, which would potentially support a higher credit rating and an associated lower cost of financing. Staff will return to the Port Commission in the coming months to further explore this option.

Historic Core Infrastructure Financing District Tax Proceeds – Formed in 2014, the Port's Pier 70 – 20th Street Historic Core Infrastructure Financing District (IFD) captures incremental property and leasehold tax revenues generated by redevelopment activity and dedicates those revenues to eligible infrastructure and public-realm improvements. Funds accumulated in prior years without appropriation to the Port, resulting in a one-time $5.6

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

million appropriation in FY 2026-27. Consistent with the adopted IFD financing plan, these proceeds reimburse the Port for eligible infrastructure improvements previously delivered in the Historic Core, including utility and electrical upgrades, street and right-of-way improvements, and public-realm enhancements necessary to support redevelopment. In the coming years, IFD revenues are projected to stabilize at approximately $1.0 million annually to support ongoing infrastructure needs associated with the Pier 70 Historic Core.

Grants (Potential) – While the proposed budget does not yet assume any grants, the Port has been awarded numerous local, state, and federal grants that have directly supported the CIP. Staff will continue to seek funding opportunities, both to support planned projects and, thus, reduce the Port's drawdown of fund balance, as well as new projects that have not yet been identified but support the Port's strategic objectives.

2012 Parks Bond Interest Earnings – The Port was included in the City's 2012 San Francisco Clean and Safe Neighborhood Parks Bond program. While most of the $34.5 million dedicated to waterfront open spaces has been spent down, over the years, bond proceeds held in the City's treasury generated approximately $1.3 million in interest earnings that are available for appropriation.

South Beach Harbor Reserves – Like the Port's operating fund, South Beach Harbor generates a net operating income that is available for future appropriations to capital. The proposed budget includes $1.7 million in FY 2026-27 and $1.8 million in FY 2027-28 that will be used to support critical facility repairs and supplement Parks Bond proceeds invested in upgrading the children's playground at the harbor.

Waterfront Development – Over the past decade, the Port has made significant progress with its Public/Private Development projects, most recently completing Phase I of Mission Rock and continuing progress on Pier 70, Fisherman's Wharf, Piers 30/32, and Seawall 330. As these multi-phase projects move forward, a high level of coordination between the Port, developers, and City partners is needed. To facilitate this, the Port continues to fund certain project-related costs, including professional services, project-funded staff positions, and the services of other City departments, including Public Works, City Attorney, and OEWD, through its operating budget.

Under the terms of the various Lease Development and Disposition Agreements (DDAs) or Exclusive Negotiating Agreements (ENAs) that govern these projects, the Port recovers oversight and implementation costs directly from the developers. This cost-recovery model ensures that the increased demand for Port staffing, specialized professional services, and inter-departmental work orders remains fiscally neutral to the Port's operating budget.

The Port has accumulated a healthy balance of budget authority in its Waterfront Development Project Fund because some of the projects are progressing more slowly than initially anticipated due to shifting market dynamics. The proposed FY 2026-27 and FY 2027-28 budgets include assumed expenditures and matching recoveries of $2.5 million from developers to both account for existing budget balances and to support ongoing work for the projects. The Port will only recover sufficient funds from the developers as are needed to cover actual expenses.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Capital Uses

In line with available sources, the FY 2026-27 capital budget includes $86.2 million expenditures, declining to $37.4 million in FY 2027-28 as one-time sources and the recommended drawdown of fund balance decline.

Authority-Based Structure

With its 5-Year CIP, the Port is transitioning from a rigid, project-based capital budgeting model to a more flexible, authority-based approach. Historically, capital funds were appropriated by individual project phases, limiting staff's ability to adapt as project scopes evolved. This new structure allows flexibility to shift resources among projects and phases within an approved authority:

- **Fund**: Source of funds (e.g., Harbor Fund, Seawall Bond, Parks Bond).
- **Authority**: Strategic purpose of investment (e.g., Utilities, Maritime, Real Estate).
- **Project**: Specific facility or location.
- **Activity**: Phase of work (e.g., design, construction).

This structure supports dynamic prioritization, improves cost management, and aligns capital investments with major business lines and programmatic objectives. Furthermore, this shift supports a holistic strategy, allowing for more dynamic prioritization and better management of cost fluctuations. It recognizes that major infrastructure projects require iteration and that the Port must be able to align its investments with major business lines and large-scale initiatives.

Each authority represents a critical category of the Port's capital investment. The details of what is funded by each Authority and anticipated projects are provided in Attachment V, FY 2026-27 to FY 2030-31 Capital Improvement Plan. A summary of each Authority is outlined below:

Waterfront Resilience Program (WRP) – Addresses seismic risk, flooding, and sea level rise along the Port's 7½-mile waterfront. Investments focus on protecting critical infrastructure, maritime and transportation assets, public open space, and lifeline utilities while advancing long-term coastal adaptation strategies. *Sample Project:* Downtown Coastal Resilience Program (DCRP) implementation.

Fisherman's Wharf Forward – A multi-phase revitalization program focused on reinvigorating the City's most visited waterfront district. Led by the WRP in close partnership with Planning & Environment, Real Estate, and Maritime staff, the program combines public realm improvements, infrastructure upgrades, and seismic and sea level rise resilience to support economic recovery while preserving the Wharf's working maritime character. This authority is funded by Pier 45 fire insurance proceeds. *Sample Projects:* A

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new plaza at the former location of Alioto's restaurant, Inner Lagoon improvements, and the Pier 45 West Apron.

Waterfront Development – This is a pass-through authority used to manage and oversee major public-private partnership (P3) development projects. All Port costs associated with these projects are recovered directly from the developments. These projects transform underutilized land into vibrant and productive neighborhoods with affordable and market-rate housing, parks, commercial, and retail spaces. *Sample Projects:* Mission Rock, Pier 70, Fisherman's Wharf Revitalized, Seawall Lot 330.

Real Estate – Focuses on maintaining and enhancing the value and leasability of Port properties through state-of-good-repair investments and tenant improvements. It also funds site readiness activities, such as demolition and environmental remediation, to support future development opportunities. *Sample Projects:* Pier 9 State-of-Good-Repair/Earthquake Improvements, Pier 33 Systems and Structures, and the Pier 54 Shed Demolition.

BAE Settlement – Specifically utilizes funds from a settlement agreement with BAE Systems. The funds are dedicated to the removal and disposal of deteriorated maritime infrastructure to prepare the site for stabilization and reuse. *Sample Project:* Pier 68 Dry Dock Removal.

Maritime – Funds critical infrastructure that supports and expands both commercial and recreational maritime operations. It ensures that berthing facilities and industrial areas remain functional for all users. *Sample Projects:* Pier 68 Dry Dock Removal, exploration of a southern cruise terminal, Pier 19 Berthing Improvements, and Wharf J-11 Substructure & Roadway Repair.

Dredging – Routine dredging is required to maintain depths necessary for maritime commerce, including cruise and cargo operations. This authority funds sediment testing and the actual removal and disposal of material, including beneficial re-use of the materials for wetlands restoration when feasible. *Sample Project:* Maintenance Dredging and Sediment Sampling.

South Beach Harbor – The South Beach Harbor authority is dedicated to capital reinvestment in the Port's 700-slip full-service marina. Funded by harbor revenues, investments support ongoing maintenance, system upgrades, and public access improvements to ensure safe and reliable operations. *Sample Projects:* Electrical Upgrades to All Docks, Landside Lighting Upgrades, and Seals Plaza Bathroom.

Waterfront Parks (2012 Parks Bond) – This authority uses voter-approved bond funding to enhance and maintain public parks and open spaces along the waterfront. Projects improve recreational amenities, accessibility, and the overall visitor experience in alignment with Citywide open space goals. *Sample Projects:* Agua Vista Park improvements and South Beach Harbor playground upgrades.

Southern Waterfront Beautification Fund – The Southern Waterfront Beautification Fund supports public-facing improvements and environmental enhancements in the southern

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

waterfront area, from Mariposa Street to India Basin. Investments advance community benefits, public access, habitat restoration, and place-based improvements consistent with Port policy. *Sample Projects:* Wetland restoration, parks and open space improvements, public art, and removal of obsolete structures, e.g., Pier 96 Cranes and Pier 68 Dry Dock.

Environment – Focuses on the remediation of contaminated sites and ensures compliance with environmental permits through the installation of protective devices like trash capture systems. *Sample Projects:* Pier 70 Shipyard Shoreline Remediation and Stormwater Full Trash Capture.

Low Carbon Fuel (LCFS) Credit – Explores and assesses the feasibility of renewable energy projects, such as solar panels, funded through the monetization of carbon credits. *Sample Project:* Pier 27 Cruise Terminal Solar Panels.

Utilities – Maintains and upgrades the high-voltage electrical, water, and fire protection systems that support tenants and operations Port-wide. *Sample Projects:* Replacement of critical switchgear and transformers, and Hyde Street Harbor fire service line improvements.

Project Delivery – Funds the administrative and physical labor resources required to execute the capital program, including project management staff and the Port-staffed Pile Repair Crew. *Sample Projects:* Project Management Office (PMO) and Pile Repair Crew operations.

Engineering – Funds critical structural maintenance for substructures and superstructures to maintain safety and operational capacity. *Sample Project:* SOGR Substructures and Superstructures.

Maintenance – Focuses on capital planning and assessment work for landside transportation assets and public accessways. *Sample Projects:* Condition assessments for roads, sidewalks, and bridges, as well as parking lot upgrades.

Technology – Funds the digital modernization of core business systems to increase organizational efficiency and enable data-driven decision-making. *Sample Project:* Port Modernization (including asset and property management systems).

Finance & Administration – Supports Port-wide administrative initiatives and strategic management that ensure financial health and efficient operations. *Sample Projects:* Grant Match, Port-wide Ownership Project, and Project Contingency Fund.

Capital Funded Staffing Changes

Capital-funded position changes adjust staffing levels according to project phases to ensure effective delivery of the Port's capital program. These changes focus on FTE impacts rather than associated salary and benefit costs because staffing requirements are assumed part of existing or proposed capital project appropriations and do not constitute

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incremental funding requests. Accordingly, **Table 7** summarizes the capital position changes in the proposed budget, resulting in a net increase of 6 FTEs.

Table 7: Summary of Capital Position Changes

Action	Request Category	# of Requests	FTE Change
New	Project Delivery	7	7
New Total		7	7
Substitute	Staff Promotion	2	0
	Port Modernization	7	0
	Repurpose for New	1	0
	Update	1	0
Substitute Total		11	0
Eliminate	Update	0	-1
Eliminate Total		0	-1
Capital (O) Total		**18**	**6**

New requests add **7** FTEs to support the advancing Waterfront Resilience Program and Maritime dredging activities as part of *Project Delivery*. WRP has reached key milestones and is progressing rapidly toward construction. As the program expands, new contracts reflect higher values, broader scope, and additional geographic reach, necessitating additional in-house capacity to manage project delivery, coordination, and oversight. In addition, Maritime's dredging program requires dedicated staffing to address growing regulatory, coordination, and implementation demands.

Substitution requests do not result in a change to FTE and include **11** position modifications across the following categories:

- *Staff Promotion* provides **2** career-advancement opportunities within Finance and Administration and WRP. These changes recognize expanded scope and increased responsibilities and support the development of structured career ladders within the organization. Additionally, these changes reinforce staff retention and continuity while preserving program knowledge.

- *Port Modernization* brings **7** positions into Finance and Administration by repurposing vacant positions from across the organization that no longer have dedicated capital funding. The goal is to realign resources to support a multi-year technology initiative to bring Port systems into a new era.

- *Repurpose for New* adjusts the scope of **1** vacant Real Estate position that is no longer supported by capital funding, repositioning the FTE for future capital eligibility.

- *Update* includes **1** mid-year TX approved by DHR, allowing a position to be filled with a different classification than budgeted. The budget attempts to permanently reflect this swap in WRP.

Eliminate involves a correction to prior budget entries to move **1** FTE in Planning and Environment from capital to operating funding. This change is directly related to the

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Update category within the New actions of the operating budget and does not reduce staffing or service levels.

Investment Highlights

The FY 2026-27 and FY 2027-28 biennial budget includes transformative capital projects that address urgent infrastructure needs while positioning the Port for long-term resilience, sustainability, and economic growth. These investments are prioritized using the Port's risk-based framework and align with the key capital priorities outlined in *Item 9A, Overview of Port Facility Conditions*: Structural Integrity, Waterproofing, Revenue-Driven & Risk-Reduction Investments, Strategic Debt Financing, Resilience Integration, Public-Private Partnerships, and System Modernization.

The following highlights showcase major initiatives that will strengthen the Port's ability to adapt to changing conditions, protect public assets, and deliver lasting benefits to the community and regional economy.

Dry Dock Removal and Disposal

The Port's Pier 68/70 Shipyard dry docks—Dry Dock #2 (DD2) and the Eureka Dry Dock—have deteriorated to the point of creating an active safety, operational, and environmental hazard. Engineering assessments have documented extensive hull tears, uncontrolled flooding of ballast tanks, and unsafe listing, which, if left unaddressed, could lead to crane collapse, dock adrift, or sinking into the Bay. These conditions pose significant risks to public health, environmental safety, and operational continuity.

Emergency stabilization work is underway in collaboration with San Francisco Public Works, with costs estimated at $10 million. Final demolition of both DD2 and the Eureka is scheduled for summer 2026, with total costs projected at $61.2 million, including contingency. Of this amount, $20 million is funded from prior BAE settlement and supplemental appropriations, and $41.2 million is included in the FY 2026-27 and FY 2027-28 biennial budget.

Alignment with Capital Priorities:

- **Structural Integrity:** Eliminates unsafe dry docks to prevent catastrophic failure and environmental damage.
- **Resilience Integration:** Reduces seismic and flood risk by removing infrastructure vulnerable to collapse during earthquakes or extreme weather events.
- **Revenue-Driven & Risk-Reduction Investments:** Unlocks Pier 68 for future productive use, supporting adaptive reuse and long-term economic vitality.

Strategically, this project advances multiple Port objectives by mitigating immediate hazards, freeing valuable waterfront property for redevelopment, and reinforcing the Port's commitment to resilience. Removal of these dry docks is a critical step toward addressing

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

long-standing structural liabilities and enabling future investments that strengthen the Port's economic and operational capacity.

Fisherman's Wharf Forward

Fisherman's Wharf Forward is a multi-phase investment strategy designed to reinvigorate the City's most visited waterfront district through enhanced public spaces and critical infrastructure resilience. Immediate priorities include demolition of the former Alioto's Restaurant to create a new public plaza, installation of an overlook along Al Scoma Way, and new lighting to highlight the historic fishing fleet. These improvements will be completed by summer 2026 and are complemented by long-term seismic and sea-level rise protections to safeguard the Wharf through 2100. Additionally, the Port is preparing for a major investment in the Pier 45 West Apron, which is critical to the fishing industry in Fisherman's Wharf.

Alignment with Capital Priorities:

- **Structural Integrity:** Includes repairs to the Pier 45 West Apron and other critical substructures to extend asset life and ensure safe operations.
- **Resilience Integration:** Incorporates seismic and flood protections to ensure long-term viability of the Wharf.
- **Revenue-Driven & Risk-Reduction Investments:** Enhances the visitor experience and supports tourism-driven economic recovery; will restore lease revenues to vacant facilities.
- **Strategic Debt Financing:** Creates opportunities to explore various financing opportunities through independent revenue bonds or utilization of tax increment financing through the Port's Infrastructure Financing District (IFD).
- **Public-Private Partnerships:** Aligns with another major initiative, Fisherman's Wharf Revitalized, which partners with a private developer to transform underutilized sites such as the Triangle Parking Lot and Pier 45 Sheds, creating new destination hubs and modernized support spaces for the commercial fishing industry.

A total of $75.4 million was appropriated from Pier 45 fire insurance proceeds in FY 2024-25 that is dedicated to this program, including $35.4 million in repairs to the Pier 45 West Apron and $40.0 million earmarked for the overall Fisherman's Wharf Forward initiative.

Waterfront Resilience Program

The Port's Waterfront Resilience Program (WRP) works to ensure that the waterfront and its important regional and citywide assets are resilient in the face of hazards such as earthquakes, flooding, and sea level rise due to climate change, shoreline erosion, and other related risks. The WRP team is developing a program of projects, plans, and policies to improve flood and seismic safety along the Port's 7½ mile jurisdiction. Wherever possible, the WRP team is examining opportunities to enhance City infrastructure and services, increase the resilience of lifeline corridors along the waterfront, promote

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

equitable access, enjoyment and use of the Port's public waterfront, and include enhancements to habitat and the public realm along what is largely a human-made shoreline.

The WRP is developing high-level, programmatic estimates of the potential cost of implementing adaptation strategies across the entire waterfront over the next 20 years or more. Currently, staff is working with a placeholder, planning-level cost range of $10-20 billion. This effort is expected to be one of San Francisco's largest public works efforts, requiring a combination of new coastal flood defenses and seismic strengthening and floodproofing of near-shore infrastructure owned and operated by multiple City agencies.

The WRP includes the following elements:

- Early Projects to reduce earthquake life safety, disaster response, and early flood risk, funded by Proposition A Seawall Earthquake Safety Bond funding;
- The USACE Flood Study, including the recommended plan for coastal flood defenses that meet USACE seismic standards, including a system of seawalls, wharves, and levees, with floodproofing for higher areas of the shoreline; and
- Pilot projects, including the Living Seawall and Regionally Advancing Living Shorelines, to advance our understanding of how to incorporate habitat into future shoreline flood defenses.

Over the next 5 to 10 years, the WRP intends to complete the USACE Flood Study, advance design and construction of Early Projects, including Fisherman's Wharf Forward and the Downtown Coastal Resilience Project, and advance design of the USACE recommended plan.

Alignment with Capital Priorities:

- **Structural Integrity:** Reinforces seawalls, wharves, and piers to withstand seismic events.
- **Resilience Integration:** Implements comprehensive flood and seismic adaptation strategies across the waterfront that are factored into all major investments.
- **Revenue-Driven & Risk-Reduction Investments:** Protects critical maritime and commercial assets that generate economic activity.

Funding sources for WRP over the CIP period include Port funds for ineligible bond expenses, which are appropriated in biennial budget cycles, and General Obligation Bonds, which are appropriated at the time of bond issuance approval. Therefore, only the Port's contribution to WRP is included in the proposed biennial budget, including $2.5 million for FY 2026-27 and $2.3 million in FY 2027-28. The Port is currently pursuing approval for a new Seawall Bond measure for 2028 or 2029 that will serve as a local match for what is planned to become a federally-sponsored program.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Port Modernization Program

The Port Modernization Program ("PortMod") is a multi-year initiative designed to upgrade the Port's core business systems and operational infrastructure to meet the demands of a modern, data-driven organization. This program addresses long-standing technology gaps and will position the Port to deliver services more efficiently, improve property and asset management, and strengthen financial and operational resilience.

The modernization effort focuses on replacing outdated asset management and property tracking systems with integrated platforms that support real-time data analysis and lifecycle cost management. It includes a comprehensive digital transformation through the implementation of PermitSF integration, enhanced cybersecurity protocols, and new tools for managing maritime and real estate portfolios. In addition, the program emphasizes process automation to streamline workflows across divisions, reducing manual processes and improving accuracy. Finally, advanced analytics and reporting capabilities will be deployed to enable data-driven decision-making, supporting strategic planning and performance monitoring across all Port operations.

Alignment with Capital Priorities:

- **System Modernization:** Core focus of the program, ensuring technology infrastructure supports efficient operations and long-term sustainability.
- **Revenue-Driven & Risk-Reduction Investments:** Improves leasing and permitting processes to accelerate tenant onboarding and reduce operational risk.
- **Resilience Integration:** Enhances continuity of operations during emergencies through robust digital systems and disaster recovery protocols.
- **Structural Integrity:** Indirectly supports asset preservation by enabling proactive maintenance planning through improved data systems.

By modernizing its systems and processes, the Port will strengthen its ability to manage complex capital programs, optimize revenue generation, and deliver high-quality services to tenants, stakeholders, and the public. With $3.0 million planned for FY 2026-27 and FY 2027-28 to support staff, licensing, and consultant support costs, this initiative is a cornerstone of the Port's long-term strategy to remain competitive and resilient in a rapidly evolving economic and regulatory environment.

POLICY-DRIVEN INVESTMENTS & RESERVES

The Port Commission has established three key policies that guide the proposed FY 2026-27 and FY 2027-28 budget:

1. Southern Waterfront Community Benefits and Beautification Policy
2. Capital Investment must equal or exceed 25% of operating revenues, and
3. Operating Reserves must equal or exceed 50% of operating expenses.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

The proposed budget fully complies with all three policies, ensuring both fiscal stability and continued investment in Port assets and community priorities.

Southern Waterfront Community Benefits and Beautification Policy

The Southern Waterfront Community Benefits and Beautification Policy applies to the southern waterfront area, generally spanning from Mariposa Street to India Basin, and is an integral part of the Port's broader Waterfront Plan and strategic framework. It aligns physical improvements with community benefits, economic equity, environmental stewardship, and enhanced public access. The policy guides the ongoing evolution of the southern waterfront by balancing active industrial and maritime uses with public-facing improvements, stronger connections to the Bay, and inclusive economic opportunities for surrounding communities.

Port tenants and capital projects in the designated area are required to contribute a set-aside equal to 6.5% of lease revenues, deposited into the Southern Waterfront Beautification Fund (SWBF). These funds are reinvested in open space, wetlands restoration, pier removal, public art, historic preservation, and other community-focused enhancements. As detailed in the capital section above, the Port's proposed budget continues to meet this requirement.

The SWBF balance is currently approximately $8.0 million and is projected to grow by $1.2–$1.4 million annually. For FY 2026-27, the proposed $3.7 million budget includes pre-funding to support the urgent stabilization and removal of dry docks at Pier 68, with regular annual allocations resuming in FY 2029-30. This proactive approach allows the Port to address critical infrastructure needs while maintaining steady progress on long-term community improvements and waterfront beautification.

Table 8: Proposed SWBF Funding, 5-Year CIP ($ millions)

	Prior Biennial	2026-27	2027-28	2028-29	2029-30	2030-31
Policy	$3.7	$1.3	$1.3	$1.4	$1.4	$1.5
Proposed	$3.7	$4.0	-	-	$1.4	$1.5

Capital Policy Reserve & Spending

The Port's Capital Policy ensures a reliable funding source for the maintenance, renewal, and enhancement of Port assets, including infrastructure supporting economic, recreational, and maritime uses. It also addresses capital needs that may not be eligible for outside grants or other funding. The proposed FY 2026-27 and FY 2027-28 budget meets the policy requirement of investing at least 25% of operating revenues in capital, ensuring continued focus on state of good repair and strategic improvements. While capital investments are projected to decline slightly over the CIP horizon, the policy framework maintains flexibility to address urgent infrastructure priorities as needed.

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Table 9: Capital Policy Projections ($ millions)

	Estimated CY	Proposed Biennial Budget		Out-Years		
	2025-26	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**
Operating Revenues	134.2	148.3	150.9	153.9	157.0	160.1
Capital Spending	52.2	86.2	37.4	29.0	29.4	27.0
Capital Designation (NOI)	13.4	17.1	16.3	13.6	11.6	9.7
Capital Investment	**65.6**	**103.4**	**53.7**	**42.7**	**41.0**	**36.6**
Capital %	**49%**	**70%**	**36%**	**28%**	**26%**	**23%**
Target $$ (25%)	33.5	37.1	37.7	38.5	39.2	40.0
Adjustment	-	-	-	-	-	-3.4

Operating Reserve

Port Commission policy also requires maintaining an operating reserve equal to at least 50% of annual expenses. Fund balance, which serves as the Port's operating reserve, is estimated at $112 million at the start of the FY 2026-27 biennium, representing roughly 86% of projected annual operating expenses of $128.2 million for FY 2026-27 and FY 2027–28.

These reserves provide a critical buffer against unforeseen circumstances such as economic downturns, natural disasters, or other emergencies. Maintaining a strong reserve not only safeguards operations but also supports the Port's creditworthiness, with rating agencies viewing healthy reserves favorably.

BUDGET PROCESS

Port staff presented at two public meetings intended to support a transparent biennial budget development process that includes public review and Port Commission input prior to submission to the Mayor's Office. Key steps in 2026 include:

January 27th	Initial public meeting to review high-level priorities, policy direction, and financial considerations (Completed)
February 10th	Second public meeting to present the proposed budget, including funding levels, major changes, staffing impacts, and alignment with Mayor's Budget Instructions
February 23rd	Submission of the proposed biennial budget to the Mayor's Office
February 24th	Port Commission consideration and approval of the final budget for submission
April 20th	Capital Budget presentation to the Capital Planning Committee (tentative date)
May 1st	Introduction of Mayor's May department budgets to the Board of Supervisors

Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Comments, input, and feedback from the Port Commission and the public are welcome and appreciated. In accordance with the City Charter, staff will submit the budget to the Mayor and Controller's Office on February 23, 2026. If the Port Commission requests any changes to the budget, Port staff will work with the Mayor's Office to reflect those changes in a revised budget submission.

Pursuant to City Policy, the Port is preparing its biennial budget for FY 2026-27 and FY 2027-28. Although the second year of the budget will be fixed upon adoption this summer, Port staff may bring a supplemental appropriation to the Port Commission, Mayor, and Board of Supervisors if there are new sources and a need arises to increase operating or capital spending in FY 2027-28. Otherwise, staff will work within the approved funding resources and will dedicate their time to updating the Port's Five-Year Financial Plan and 10-Year Capital Plan.

CONCLUSION

The proposed FY 2026-27 and FY 2027-28 biennial budget positions the Port to deliver on its Strategic Plan while advancing Mayor Daniel Lurie's priorities. Through disciplined financial management and targeted operating and capital investments, the budget strengthens economic vitality, enhances resilience and sustainability, and promotes equity and public engagement across the waterfront. These actions ensure a safe, vibrant, and financially sustainable Port that benefits residents, tenants, visitors, and the broader San Francisco economy.

At the same time, the Port faces ongoing challenges, including rising operating costs, a significant state-of-good-repair backlog, and constrained funding capacity. Careful prioritization and resource management will be essential to maintain long-term financial stability while addressing critical infrastructure needs and advancing strategic capital projects.

Port staff will submit the proposed budget to the Mayor's Office on February 23, 2026, and are seeking formal approval from the Port Commission. Feedback from the Port Commission and the public remains vital to shaping a budget that reflects shared priorities and ensures the continued success of San Francisco's iconic waterfront.

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Docusign Envelope ID: DA926950-36F7-4C05-A97F-B1BB801A238A

Attachments (differ from original staff report):

I. Recommendations for Amendments of Budget Items (from the Budget and Legislative Analyst)
II. Portwide Position Requests

DEPARTMENT: PRT – PORT

YEAR ONE: FY 2026-27

Budget Changes

The Department's $231,942,625 budget for FY 2026-27, as proposed by the Mayor, is $75,722,080 or 48.5% more than the original FY 2025-26 budget of $156,220,545.

Personnel Changes

The number of full-time equivalent positions (FTEs) budgeted for FY 2026-27 are 250.49 FTEs, which are 6.56 FTEs more than the 243.93 FTEs in the original FY 2025-26 budget. This represents a 2.7% increase in FTEs from the original FY 2025-26 budget.

Revenue Changes

The Department's revenues of $231,942,625 in FY 2026-27 are $75,722,080 or 48.5% more than FY 2025-26 revenues of $156,220,545.

YEAR TWO: FY 2027-28

Budget Changes

The Department's $172,833,418 budget for FY 2027-28, as proposed by the Mayor, is $59,109,207 or 25.5% less than the Mayor's proposed FY 2026-27 budget of $231,942,625.

Personnel Changes

The number of full-time equivalent positions (FTEs) budgeted for FY 2027-28 are 251.41 FTEs, which are 0.92 FTEs more than the 250.49 FTEs in the Mayor's proposed FY 2026-27 budget. This represents a 0.4% increase in FTEs from the Mayor's proposed FY 2026-27 budget.

Revenue Changes

The Department's revenues of $172,833,418 in FY 2027-28 are $59,109,207 or 25.5% less than FY 2026-27 estimated revenues of $231,942,625.

DEPARTMENT: PRT – PORT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2022-23 Budget	FY 2023-24 Budget	FY 2024-25 Budget	FY 2025-26 Budget	FY 2026-27 Proposed
Port	193,741,078	150,125,276	156,486,598	156,220,545	231,942,625
Funded FTE Count	249.47	258.97	241.66	243.93	250.49

The Department's budget increased by $38,201,547 or 19.7% from the adopted budget in FY 2022-23 to the Mayor's proposed budget in FY 2026-27. The Department's FTE count increased by 1.02 or 0.4% from the adopted budget in FY 2022-23 to the proposed budget in FY 2026-27.

FY 2026-27

The Mayor's proposed FY 2026-27 budget for the Department has increased by $75,722,080 primarily due to a significant increase in capital outlay, funded largely by a higher beginning fund balance. The increase in capital outlay reflects multiple major projects entering primary construction phases concurrently to address deferred maintenance and regulatory requirements. Major FY 2026–27 investments include the Fisherman's Wharf Forward initiative, Pier 45 West Apron repairs, and the Dry Dock 2 stabilization project. Ongoing investments in both years include the Seawall Resiliency Program, cargo maintenance dredging, stormwater trash capture, and pier and wharf rehabilitation across the Port's 7.5-mile waterfront.

The Mayor's proposed FY 2026-27 budget does not include any deletion of positions as layoffs.

FY 2027-28

The Mayor's proposed FY 2027-28 budget for the Department has decreased by $59,109,207 largely due to a significant decrease in capital outlay and unappropriated revenue following the prior year's elevated capital investment. The decrease reflects prior year one-time investment in the Pier 68 Drydock removal and Fisherman's Wharf Forward and a return to baseline spending levels.

The Mayor's proposed FY 2027-28 budget does not include any deletion of positions as layoffs.

DEPARTMENT: PRT – PORT

RECOMMENDATIONS

YEAR ONE: FY 2026-27

The Budget and Legislative Analyst's recommended reductions ("fiscal recommendations") to the proposed budget total $914,678 in FY 2026-27. Of the $914,678 in recommended reductions, $456,467 are ongoing savings and $458,211 are one-time savings. These reductions would still allow an increase of $74,807,402 or 47.9% in the Department's FY 2026-27 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of $368,355.

YEAR TWO: FY 2027-28

The Budget and Legislative Analyst's recommended reductions ("fiscal recommendations") to the proposed budget total $467,246 in FY 2027-28. All of the $467,246 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2026-27 and FY 2027-28 Two-Year Budget

PRT - Port

Rec #	Account Title	FY 2026-27 FTE From	FTE To	Amount From	Amount To	Savings	GF	1T	FY 2027-28 FTE From	FTE To	Amount From	Amount To	Savings	GF	1T
Fiscal Recommendations															
	PRT Executive														
PRT-1	Premium Pay			$219,740	$0	$219,740					$228,875	$0	$228,875		
	Mandatory Fringe Benefits			$19,007	$0	$19,007					$19,797	$0	$19,797		
		Total Savings		*$238,747*					*Total Savings*		*$248,672*				
		Reduce Premium Pay in the Department to account for hiring trends and updated projections.							Reduce Premium Pay in the Department to account for hiring trends and updated projections.						
PRT-2	0931 Manager III	1.00	0.00	$208,802	$0	$208,802			1.00	0.00	$218,323	$0	$218,323		
	Mandatory Fringe Benefits			$76,679	$0	$76,679					$82,297	$0	$82,297		
	0923 Manager II	0.00	1.00	$0	$193,612	($193,612)			0.00	1.00	$0	$202,440	($202,440)		
	Mandatory Fringe Benefits			$0	$74,149	($74,149)					$0	$79,606	($79,606)		
		Total Savings		*$17,720*					*Total Savings*		*$18,574*				
		Deny proposed upward substitution of 1.00 FTE 0923 Manager II to 1.00 FTE 0931 Manager III. The position is vacant. The proposed 0931 Manager III will function as the Social Responsibility Manager and lead equity initiatives, as well as supervise 1.0 FTE 1824 Principal Administrative Analyst, which is currently vacant. According to the DHR job classification, the 0931 Manager III position typically manages a division of mid-level staff or line managers. The existing classification is sufficient for the responsibilities associated with this position.								Ongoing savings						
	PRT Finance and Administration														
PRT-3	Attrition Savings	(5.83)		($826,355)	($930,757)	$104,402		x					$0		
	Mandatory Fringe Benefits			($338,781)	($377,121)	$38,340		x					$0		
		Total Savings		*$142,742*					*Total Savings*		*$0*				
		Increase attrition savings. Department plans to fill vacant 1.0 FTE 0931 Manager III position. Increase attrition savings to reflect anticipated 6-month delay of hiring. The hiring process has not started. According to the Port's Nine-Month Budget Status Report, the Department projects to end FY 2025-26 with approximately $1.4 million in salary and benefit savings.							One-time savings						
	PRT Maintenance														
PRT-4	Equipment Purchase-Budget			$75,000	$0	$75,000		x					$0		
		Delete one proposed new pickup truck due to insufficient justification. The anticipated increase in staffing to justify this vehicle has not occurred yet. The Department does not need this vehicle and the City is trying to right-size its fleet. Elimination of this vehicle would still allow the Department to purchase one new pickup truck and one replacement pickup truck over the next two years.							One-time savings						

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2026-27 and FY 2027-28 Two-Year Budget

PRT - Port

		FY 2026-27							FY 2027-28						
		FTE		Amount					FTE		Amount				
Rec #	Account Title	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
PRT-5	Equipment Purchase-Budget			$50,000	$0	$50,000		x					$0		
	Delete one proposed Conex Box Office Trailer for crew to store materials and equipment at Pier 27. An existing Conex Box Office Trailer is located at Pier 31, which is approximately 0.2 miles (5-minute walk) from Pier 27. The Department has indicated this is not a high priority request.								One-time savings						
PRT-6	Attrition Savings	(14.04)		($1,990,542)	($2,127,163)	$136,621		x					$0		
	Mandatory Fringe Benefits			($815,935)	($869,783)	$53,848		x					$0		
		Total Savings		*$190,469*					*Total Savings*		*$0*				
	Increase attrition savings. Department plans to fill 3.0 FTE vacant 7263 Maintenance Manager positions. Increase attrition savings to reflect anticipated 3-month delay of hiring for each position. These positions are being downward substituted from 3.0 FTE 7120 Buildings and Grounds Maintenance Superintendent positions, and the hiring process has not started. According to the Port's Nine-Month Budget Status Report, the Department projects to end FY 2025-26 with approximately $1.4 million in salary and benefit savings.								One-time savings						
PRT-7	**PRT Real Estate & Development**														
	Prof & Specialized Svcs-Bdgt			$1,150,000	$1,050,000	$100,000					$1,150,000	$1,050,000	$100,000		
	Reduce to reflect expected department expenditures and actual need. The Department has consistently underspent on this account. The budget included funding for expanded parking operations, including parking operator management fees. However, implementation has been delayed and has not yet commenced.								Ongoing savings						
PRT-8	Other Current Expenses - Bdgt			$760,000	$660,000	$100,000					$760,000	$660,000	$100,000		
	Reduce to reflect expected department expenditures and actual need. The Department has consistently underspent on this account. The budget included funding for expanded parking operations, including meter credit card transaction fees. However, implementation has been delayed and has not yet commenced.								Ongoing savings						

FY 2026-27
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	$0	$0	**$0**
Non-General Fund	$458,211	$456,467	**$914,678**
Total	**$458,211**	**$456,467**	**$914,678**

FY 2027-28
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	$0	$0	**$0**
Non-General Fund	$0	$467,246	**$467,246**
Total	**$0**	**$467,246**	**$467,246**

GF = General Fund
1T = One Time

PRT - Port

Purchase Order Number	Year	Dept Code	Fund	Supplier	Name	Project	Balance
0000634692	2022	109747	23680	0000008952	UNITED SITE SERVICES OF CALIFORNIA INC	10026771	$1,417
0000634694	2022	109747	23680	0000011424	SANTORA SALES	10026771	$1,086
0000634950	2022	109751	23680	0000019315	GRAINGER	10026768	$4,898
0000638721	2022	109756	23680	0000030770	VESTIS SERVICES LLC	10026769	$1,402
0000667829	2022	109773	23680	0000019315	GRAINGER	10026769	$2,645
0000689656	2023	109781	23680	0000011424	SANTORA SALES	10026769	$1,196
0000690653	2023	109764	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$152
0000690653	2023	109764	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$135
0000690653	2023	109764	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$163
0000690653	2023	109764	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$1,904
0000738442	2023	210649	23680	0000026079	AGURTO CORPORATION DBA PESTEC	10026770	$25,602
0000739548	2023	109762	23680	0000012408	RECOLOGY SUNSET SCAVENGER COMPANY	10026976	$10,596
0000740413	2023	109747	23680	0000023145	CENTER HARDWARE CO INC	10026771	$1,033
0000745055	2023	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$16
0000745055	2023	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$31
0000745055	2023	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$2,254
0000745055	2023	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$315
0000745055	2023	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$158
0000746984	2023	210649	23680	0000003153	PACIFIC GAS & ELECTRIC CO	10026770	$29,096
0000746984	2023	167644	24530	0000003153	PACIFIC GAS & ELECTRIC CO	10024236	$12,646
0000755690	2023	109743	23680	0000008952	UNITED SITE SERVICES OF CALIFORNIA INC	10032133	$1,385
0000764874	2023	109743	23680	0000024955	AT&T MOBILITY	10032133	$1,043
0000785332	2023	109774	23680	0000023069	CHAMPION POWDER COATING	10026769	$1,494
0000785332	2023	109774	23680	0000023069	CHAMPION POWDER COATING	10026769	$413
0000839915	2024	109759	23680	0000044299	Safeware, Inc	10026769	$1,020
0000840004	2024	109762	23680	0000012408	RECOLOGY SUNSET SCAVENGER COMPANY	10026769	$29,851
0000840113	2024	109762	23680	0000015438	MCMILLAN SECURITY SYSTEMS	10026769	$2,173
0000840259	2024	109762	23680	0000023145	CENTER HARDWARE CO INC	10026769	$5,040
0000840999	2024	210649	23680	0000026062	AIM TO PLEASE JANITORIAL SERVICES, INC	10026770	$6,142
0000841001	2024	210649	23680	0000026062	AIM TO PLEASE JANITORIAL SERVICES, INC	10026770	$4,696
0000841003	2024	210649	23680	0000026062	AIM TO PLEASE JANITORIAL SERVICES, INC	10026770	$12,220
0000841006	2024	210649	23680	0000026062	AIM TO PLEASE JANITORIAL SERVICES, INC	10026770	$3,450
0000841011	2024	210649	23680	0000026062	AIM TO PLEASE JANITORIAL SERVICES, INC	10026770	$5,680
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$990
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$720
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$3,593
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$2,700
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$1,125
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$990
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$720
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$990
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$720
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$1,320
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$720
0000852194	2024	109789	23680	0000003433	A1 PROTECTIVE SERVICES INC	10032134	$2,700
0000852451	2024	109766	23680	0000024669	BATTALION ONE FIRE PROTECTION INC	10026769	$63
0000852451	2024	109766	23680	0000024669	BATTALION ONE FIRE PROTECTION INC	10026769	$1,080
0000854911	2024	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$10
0000854911	2024	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$20
0000854911	2024	109760	23680	0000022101	CRESCO EQUIPMENT RENTALS	10026769	$1,460
0000854960	2024	109751	23680	0000009316	TOWER CAR WASH	10026768	$1,381
0000860999	2024	210649	23680	0000003153	PACIFIC GAS & ELECTRIC CO	10026770	$61,706

PRT - Port

Purchase Order Number	Year	Dept Code	Fund	Supplier	Name	Project	Balance
0000860999	2024	167644	24530	0000003153	PACIFIC GAS & ELECTRIC CO	10024236	$13,000
0000861108	2024	167644	24530	0000012408	RECOLOGY SUNSET SCAVENGER COMPANY	10024236	$12,064
0000869539	2024	109747	23680	0000009568	THE WHARF STORE	10026771	$1,950
0000870580	2024	109773	23680	0000024389	BERONIO LUMBER CO	10026769	$30
0000870580	2024	109773	23680	0000024389	BERONIO LUMBER CO	10026769	$2,902
0000870580	2024	109773	23680	0000024389	BERONIO LUMBER CO	10026769	$319
0000873936	2024	109764	23680	0000014460	NATIONAL UTILITY SALES CORP	10026769	$1,369
0000873936	2024	109764	23680	0000014460	NATIONAL UTILITY SALES CORP	10026769	$81
0000875572	2024	109770	23680	0000022652	CLIVUS MULTRUM INC	10026769	$2,129
0000875988	2024	109762	23680	0000046628	En2action, Inc.	10026768	$5,200
0000875988	2024	109762	23680	0000046628	En2action, Inc.	10026768	$1,346
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$1,318
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$161
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$1,974
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$11
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$31
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$36
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$379
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$419
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$441
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$70
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$454
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$260
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$53
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$29
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$26
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$33
0000880734	2024	184644	23680	0000016907	KIMBALL MIDWEST	10026769	$87

Attachment II: Portwide Position Requests

PROPOSED POSITION CHANGES					FY 2026-27		FY 2027-28	
Funding Source	Request Category	Division	Request	Job Class Title	FTE Count	Total Est. Cost	FTE Count	Total Est. Cost
Operating (A)	F&A Operations	PRT Finance And Administration	Add 1043	1043 IS Engineer-Senior	0.79	$ 197,732	1	$ 259,092
			Add 1043 Total		**0.79**	**$ 197,732**	**1**	**$ 259,092**
			Add 1044	1044 IS Engineer-Principal	0.79	$ 212,857	1	$ 278,910
			Add 1044 Total		**0.79**	**$ 212,857**	**1**	**$ 278,910**
			Add 1092	1092 IT Operations Support Admin II	0.79	$ 111,014	1	$ 145,463
			Add 1092 Total		**0.79**	**$ 111,014**	**1**	**$ 145,463**
			Add 1222	1222 Sr Payroll & Personnel Clerk	0.79	$ 127,522	1	$ 167,094
			Add 1222 Total		**0.79**	**$ 127,522**	**1**	**$ 167,094**
		PRT Finance And Administration Total			3.16	$ 649,125	4	$ 850,558
	F&A Operations Total				**3.16**	**$ 649,125**	**4**	**$ 850,558**
	MCCP Adjustment	PRT Engineering	Set MCCP Budget			$ (5,520)		$ (4,721)
		PRT Engineering Total				$ (5,520)		$ (4,721)
		PRT Executive	Set MCCP Budget			$ 388,458		$ 402,112
		PRT Executive Total				$ 388,458		$ 402,112
		PRT Finance And Administration	Set MCCP Budget			$ 167,154		$ 173,570
		PRT Finance And Administration Total				$ 167,154		$ 173,570
		PRT Maintenance	Set MCCP Budget			$ 46,661		$ 48,786
		PRT Maintenance Total				$ 46,661		$ 48,786
		PRT Maritime	Set MCCP Budget			$ 59,251		$ 61,803
		PRT Maritime Total				$ 59,251		$ 61,803
		PRT Planning & Environment	Set MCCP Budget			$ 74,064		$ 78,286
		PRT Planning & Environment Total				$ 74,064		$ 78,286
		PRT Real Estate & Development	Set MCCP Budget			$ 134,526		$ 139,254
		PRT Real Estate & Development Total				$ 134,526		$ 139,254
	MCCP Adjustment Total					**$ 864,594**		**$ 899,090**
	Project Delivery	PRT Engineering	Add 6319	6319 Senior Const Inspector	0.79	$ 188,020	1	$ 246,366
			Add 6319 Total		**0.79**	**$ 188,020**	**1**	**$ 246,366**
		PRT Engineering Total			0.79	$ 188,020	1	$ 246,366
	Project Delivery Total				**0.79**	**$ 188,020**	**1**	**$ 246,366**
	Repurpose for Existing Staff	PRT Executive	Upgrade 0923 to 0931	923 Manager II	-1	$ (270,086)	-1	$ (279,579)
				931 Manager III	1	$ 291,249	1	$ 301,486
			Upgrade 0923 to 0931 Total		**0**	**$ 21,162**	**0**	**$ 21,906**
		PRT Executive Total			0	$ 21,162	0	$ 21,906
		PRT Finance And Administration	Upgrade 1241 to 1250	1241 Human Resources Analyst	-1	$ (169,261)	-1	$ (175,210)
				1250 Recruiter	1	$ 226,620	1	$ 234,585
			Upgrade 1241 to 1250 Total		**0**	**$ 57,359**	**0**	**$ 59,375**
			Upgrade 9775 to 0923	9775 Sr Community Dev Spec 2	-1	$ (241,959)	-1	$ (250,463)
				923 Manager II	1	$ 270,086	1	$ 279,579
			Upgrade 9775 to 0923 Total		**0**	**$ 28,128**	**0**	**$ 29,116**
			Upgrade 1632 to 1408	1632 Senior Account Clerk	-1	$ (142,846)	-1	$ (147,867)
				1408 Principal Clerk	1	$ 157,538	1	$ 163,075
			Upgrade 1632 to 1408 Total		**0**	**$ 14,692**	**0**	**$ 15,208**
			Upgrade 1652 to 1244	1652 Accountant II	-1	$ (179,119)	-1	$ (185,414)
				1244 Senior Human Resources Analyst	1	$ 240,170	1	$ 248,611
			Upgrade 1652 to 1244 Total		**0**	**$ 61,051**	**0**	**$ 63,197**
			Upgrade 9330 to 1244	9330 Pile Worker	-1	$ (200,091)	-1	$ (207,124)

PROPOSED POSITION CHANGES

Funding Source	Request Category	Division	Request	Job Class Title	FY 2026-27 FTE Count	FY 2026-27 Total Est. Cost	FY 2027-28 FTE Count	FY 2027-28 Total Est. Cost
Operating (A)	**Repurpose for Existing Staff**	PRT Finance And Administration	**Upgrade 9330 to 1244**	1244 Senior Human Resources Analyst	1	$ 240,170	1	$ 248,611
			Upgrade 9330 to 1244 Total		**0**	**$ 40,079**	**0**	**$ 41,488**
		PRT Finance And Administration Total			0	$ 201,309	0	$ 208,384
		PRT Maintenance	**Upgrade 7514 to 7311**	7514 General Laborer	-1	$ (135,728)	-1	$ (140,499)
				7311 Cement Mason	1	$ 163,133	1	$ 168,867
			Upgrade 7514 to 7311 Total		**0**	**$ 27,404**	**0**	**$ 28,368**
			Upgrade 7501 to 7215	7501 General Laborer Apprentice	-1	$ (101,891)	-1	$ (105,473)
				7215 General Laborer Supervisor 1	1	$ 153,161	1	$ 158,544
			Upgrade 7501 to 7215 Total		**0**	**$ 51,269**	**0**	**$ 53,071**
			Upgrade 7327 to 6138	7327 Apprentice Maint Machinist 1	-1	$ (132,189)	-1	$ (136,835)
				6138 Industrial Hygienist	1	$ 252,273	1	$ 261,140
			Upgrade 7327 to 6138 Total		**0**	**$ 120,085**	**0**	**$ 124,306**
		PRT Maintenance Total			0	$ 198,759	0	$ 205,745
	Repurpose for Existing Staff Total				**0**	**$ 421,230**	**0**	**$ 436,035**
	Repurpose for New	PRT Maintenance	**Upgrade 3410 to 3417**	3410 Apprentice Gardener	-1	$ (105,431)	-1	$ (109,137)
				3417 Gardener	1	$ 140,524	1	$ 145,463
			Upgrade 3410 to 3417 Total		**0**	**$ 35,093**	**0**	**$ 36,326**
			Upgrade 7331 to 7282	7331 Apprentice Maint Machinist 2	-1	$ (169,908)	-1	$ (175,880)
				7282 Street Repair Supervisor 2	1	$ 215,353	1	$ 222,923
			Upgrade 7331 to 7282 Total		**0**	**$ 45,446**	**0**	**$ 47,043**
			Upgrade 9330 to 7347	9330 Pile Worker	-1	$ (200,091)	-1	$ (207,124)
				7347 Plumber	1	$ 218,436	1	$ 226,114
			Upgrade 9330 to 7347 Total		**0**	**$ 18,346**	**0**	**$ 18,991**
			Upgrade 9330 to 7376	9330 Pile Worker	-1	$ (200,091)	-1	$ (207,124)
				7376 Sheet Metal Worker	1	$ 215,353	1	$ 222,923
			Upgrade 9330 to 7376 Total		**0**	**$ 15,263**	**0**	**$ 15,799**
		PRT Maintenance Total			0	$ 114,147	0	$ 118,159
	Repurpose for New Total				**0**	**$ 114,147**	**0**	**$ 118,159**
	Safety & Security	PRT Executive	**Add 8202**	8202 Security Guard	1.58	$ 174,219	2	$ 228,281
			Add 8202 Total		**1.58**	**$ 174,219**	**2**	**$ 228,281**
		PRT Executive Total			1.58	$ 174,219	2	$ 228,281
	Safety & Security Total				**1.58**	**$ 174,219**	**2**	**$ 228,281**
	Staff Promotion	PRT Engineering	**Upgrade 6318 to 6319**	6318 Construction Inspector	-1	$ (215,886)	-1	$ (223,474)
				6319 Senior Const Inspector	1	$ 238,000	1	$ 246,366
			Upgrade 6318 to 6319 Total		**0**	**$ 22,114**	**0**	**$ 22,891**
		PRT Engineering Total			0	$ 22,114	0	$ 22,891
		PRT Executive	**Upgrade 0923 to 0931**	923 Manager II	-1	$ (270,086)	-1	$ (279,579)
				931 Manager III	1	$ 291,249	1	$ 301,486
			Upgrade 0923 to 0931 Total		**0**	**$ 21,162**	**0**	**$ 21,906**
			Upgrade 0922 to 0923	922 Manager I	-1	$ (251,550)	-1	$ (260,392)
				923 Manager II	1	$ 270,086	1	$ 279,579

PROPOSED POSITION CHANGES					FY 2026-27		FY 2027-28	
Funding Source	Request Category	Division	Request	Job Class Title	FTE Count	Total Est. Cost	FTE Count	Total Est. Cost
Operating (A)	Staff Promotion	PRT Executive	Upgrade 0922 to 0923 Total		0	$ 18,536	0	$ 19,188
		PRT Executive Total			0	$ 39,698	0	$ 41,094
		PRT Finance And Administration	Upgrade 0923 to 0931	923 Manager II	-1	$ (270,086)	-1	$ (279,579)
				931 Manager III	1	$ 291,249	1	$ 301,486
			Upgrade 0923 to 0931 Total		0	$ 21,162	0	$ 21,906
			Upgrade 1244 to 1246	1244 Senior Human Resources Analyst	-1	$ (240,170)	-1	$ (248,611)
				1246 Prin Human Resources Analyst	1	$ 271,380	1	$ 280,919
			Upgrade 1244 to 1246 Total		0	$ 31,211	0	$ 32,308
			Upgrade 1091 to 1093	1091 IT Operations Support Admin I	-1	$ (119,590)	-1	$ (123,793)
				1093 IT Operations Support Admn III	1	$ 170,707	1	$ 176,707
			Upgrade 1091 to 1093 Total		0	$ 51,117	0	$ 52,914
			Upgrade 0932 to 0933	932 Manager IV	-1	$ (312,563)	-1	$ (323,549)
				933 Manager V	1	$ 337,151	1	$ 349,002
			Upgrade 0932 to 0933 Total		0	$ 24,588	0	$ 25,452
			Upgrade 1825 to 1670	1825 Prnpl Admin Analyst II	-2	$ (549,916)	-2	$ (569,245)
				1670 Financial Systems Supervisor	2	$ 583,639	2	$ 604,153
			Upgrade 1825 to 1670 Total		0	$ 33,723	0	$ 34,908
			Upgrade 1654 to 1657	1654 Accountant III	-1	$ (216,762)	-1	$ (224,381)
				1657 Accountant IV	1	$ 250,827	1	$ 259,643
			Upgrade 1654 to 1657 Total		0	$ 34,065	0	$ 35,263
		PRT Finance And Administration Total			0	$ 195,866	0	$ 202,750
		PRT Maintenance	Upgrade 1840 to 1844	1840 Junior Management Assistant	-1	$ (150,839)	-1	$ (156,141)
				1844 Senior Management Assistant	1	$ 196,246	1	$ 203,144
			Upgrade 1840 to 1844 Total		0	$ 45,408	0	$ 47,004
			Upgrade 1934 to 1936	1934 Storekeeper	-1	$ (125,832)	-1	$ (130,255)
				1936 Senior Storekeeper	1	$ 134,130	1	$ 138,844
			Upgrade 1934 to 1936 Total		0	$ 8,297	0	$ 8,589
			Upgrade 0931 to 0932	931 Manager III	-1	$ (291,249)	-1	$ (301,486)
				932 Manager IV	1	$ 312,563	1	$ 323,549
			Upgrade 0931 to 0932 Total		0	$ 21,315	0	$ 22,064
		PRT Maintenance Total			0	$ 75,020	0	$ 77,657
	Staff Promotion Total				0	$ 332,698	0	$ 344,392
	TEMP Salary Adjustment	PRT Engineering	Set Prop F Retiree and Intern Budget			$ 444,394		$ 460,014
		PRT Engineering Total				$ 444,394		$ 460,014
		PRT Executive	Set Prop F Retiree and Intern Budget			$ 321,916		$ 333,231
		PRT Executive Total				$ 321,916		$ 333,231
		PRT Finance And Administration	Set Prop F Retiree and Intern Budget			$ 120,880		$ 127,962
		PRT Finance And Administration Total				$ 120,880		$ 127,962

PROPOSED POSITION CHANGES

Funding Source	Request Category	Division	Request	Job Class Title	FY 2026-27 FTE Count	FY 2026-27 Total Est. Cost	FY 2027-28 FTE Count	FY 2027-28 Total Est. Cost
Operating (A)	TEMP Salary Adjustment	PRT Maintenance	Set Prop F Retiree and Intern Budget			$ 585,190		$ 610,672
		PRT Maintenance Total				$ 585,190		$ 610,672
		PRT Maritime	Set Prop F Retiree and Intern Budget			$ (7,909)		$ (5,461)
		PRT Maritime Total				$ (7,909)		$ (5,461)
		PRT Planning & Environment	Set Prop F Retiree and Intern Budget			$ 651,396		$ 674,291
		PRT Planning & Environment Total				$ 651,396		$ 674,291
		PRT Real Estate & Development	Set Prop F Retiree and Intern Budget			$ 466,214		$ 486,483
		PRT Real Estate & Development Total				$ 466,214		$ 486,483
	TEMP Salary Adjustment Total					**$ 2,582,081**		**$ 2,687,191**
	Update	PRT Finance And Administration	Upgrade 1053 to 1054	1053 IS Business Analyst-Senior	-1	$ (211,091)	-1	$ (218,510)
				1054 IS Business Analyst-Principal	1	$ 244,395	1	$ 252,985
			Upgrade 1053 to 1054 Total		**0**	**$ 33,304**	**0**	**$ 34,475**
		PRT Finance And Administration Total			0	$ 33,304	0	$ 34,475
		PRT Maintenance	Downgrade 7120 to 7263	7120 Bldgs & Grounds Maint Supt	-4	$ (1,094,504)	-4	$ (1,132,974)
				7263 Maintenance Manager	4	$ 1,016,401	4	$ 1,052,126
			Downgrade 7120 to 7263 Total		**0**	**$ (78,103)**	**0**	**$ (80,848)**
		PRT Maintenance Total			0	$ (78,103)	0	$ (80,848)
		PRT Maritime	Upgrade 1408 to 1452	1408 Principal Clerk	-1	$ (157,538)	-1	$ (163,075)
				1452 Executive Secretary 2	1	$ 173,295	1	$ 179,386
			Upgrade 1408 to 1452 Total		**0**	**$ 15,758**	**0**	**$ 16,311**
		PRT Maritime Total			0	$ 15,758	0	$ 16,311
		PRT Planning & Environment	Upgrade 1450 to 1452	1450 Executive Secretary 1	-1	$ (157,538)	-1	$ (163,075)
				1452 Executive Secretary 2	1	$ 173,295	1	$ 179,386
			Upgrade 1450 to 1452 Total		**0**	**$ 15,758**	**0**	**$ 16,311**
			Change 0931 from O to A	931 Manager III	1	$ 291,249	1	$ 301,486
			Change 0931 from O to A Total		**1**	**$ 291,249**	**1**	**$ 301,486**
		PRT Planning & Environment Total			1	$ 307,006	1	$ 317,797
	Update Total				**1**	**$ 277,965**	**1**	**$ 287,735**
Operating (A) Total					**6.53**	**$ 5,604,078**	**8**	**$ 6,097,808**
Capital (O)	Port Modernization	PRT Finance And Administration	Upgrade 1244 to 9976	1244 Senior Human Resources Analyst	-1	$ (240,170)	-1	$ (248,611)
				1044 IS Engineer-Principal	1	$ 269,439	1	$ 278,910
			Upgrade 1244 to 9976 Total		**0**	**$ 29,270**	**0**	**$ 30,298**
			Upgrade 1823 to 9976	1823 Senior Administrative Analyst	-1	$ (216,762)	-1	$ (224,381)
				1054 IS Business Analyst-Principal	1	$ 244,395	1	$ 252,985
			Upgrade 1823 to 9976 Total		**0**	**$ 27,633**	**0**	**$ 28,604**
			Upgrade 7215 to 1043	7215 General Laborer Supervisor 1	-1	$ (153,161)	-1	$ (158,544)
				1043 IS Engineer-Senior	1	$ 250,294	1	$ 259,092

PROPOSED POSITION CHANGES					FY 2026-27		FY 2027-28	
Funding Source	Request Category	Division	Request	Job Class Title	FTE Count	Total Est. Cost	FTE Count	Total Est. Cost
Capital (O)	Port Modernization	PRT Finance And Administration	Upgrade 7215 to 1043 Total		0	$ 97,134	0	$ 100,548
			Upgrade 7347 to 1042	7347 Plumber	-1	$ (218,436)	-1	$ (226,114)
				1042 IS Engineer-Journey	1	$ 226,201	1	$ 234,152
			Upgrade 7347 to 1042 Total		0	$ 7,765	0	$ 8,038
			Upgrade 7355 to 1042	7355 Truck Driver	-1	$ (162,029)	-1	$ (167,724)
				1042 IS Engineer-Journey	1	$ 226,201	1	$ 234,152
			Upgrade 7355 to 1042 Total		0	$ 64,172	0	$ 66,428
			Upgrade 7376 to 1054	7376 Sheet Metal Worker	-1	$ (215,353)	-1	$ (222,923)
				1054 IS Business Analyst-Principal	1	$ 244,395	1	$ 252,985
			Upgrade 7376 to 1054 Total		0	$ 29,041	0	$ 30,062
			Upgrade 9343 to 1053	9343 Roofer	-1	$ (171,963)	-1	$ (178,007)
				1053 IS Business Analyst-Senior	1	$ 211,091	1	$ 218,510
			Upgrade 9343 to 1053 Total		0	$ 39,127	0	$ 40,503
		PRT Finance And Administration Total			0	$ 294,141	0	$ 304,480
	Port Modernization Total				0	$ 294,141	0	$ 304,480
	Project Delivery	PRT Executive	Add 1844	1844 Senior Management Assistant	0.79	$ 155,035	1	$ 203,144
			Add 1844 Total		0.79	$ 155,035	1	$ 203,144
			Add 5283	5283 Planner V	0.79	$ 250,744	1	$ 328,553
			Add 5283 Total		0.79	$ 250,744	1	$ 328,553
			Add 5291	5291 Planner 3	0.79	$ 178,248	1	$ 233,561
			Add 5291 Total		0.79	$ 178,248	1	$ 233,561
			Add 5502	5502 Project Manager 1	1.58	$ 474,245	2	$ 621,410
			Add 5502 Total		1.58	$ 474,245	2	$ 621,410
			Add 5506	5506 Project Manager 3	0.79	$ 333,132	1	$ 436,508
			Add 5506 Total		0.79	$ 333,132	1	$ 436,508
		PRT Executive Total			4.74	$ 1,391,404	6	$ 1,823,176
		PRT Maritime	Add 5502	5502 Project Manager 1	0.79	$ 237,123	1	$ 310,705
			Add 5502 Total		0.79	$ 237,123	1	$ 310,705
		PRT Maritime Total			0.79	$ 237,123	1	$ 310,705
	Project Delivery Total				5.53	$ 1,628,526	7	$ 2,133,881
	Repurpose for New	PRT Real Estate & Development	Upgrade 4306 to 0923	4306 Collections Officer	-1	$ (148,213)	-1	$ (153,422)
				923 Manager II	1	$ 270,086	1	$ 279,579
			Upgrade 4306 to 0923 Total		0	$ 121,874	0	$ 126,157
		PRT Real Estate & Development Total			0	$ 121,874	0	$ 126,157
	Repurpose for New Total				0	$ 121,874	0	$ 126,157
	Staff Promotion	PRT Executive	Upgrade 5291 to 5293	5291 Planner 3	-1	$ (225,630)	-1	$ (233,561)
				5293 Planner IV	1	$ 267,460	1	$ 276,861
			Upgrade 5291 to 5293 Total		0	$ 41,830	0	$ 43,300
		PRT Executive Total			0	$ 41,830	0	$ 43,300
		PRT Finance And Administration	Upgrade 5502 to 5504	5502 Project Manager 1	-1	$ (300,155)	-1	$ (310,705)
				5504 Project Manager 2	1	$ 347,238	1	$ 359,442
			Upgrade 5502 to 5504 Total		0	$ 47,082	0	$ 48,737
		PRT Finance And Administration Total			0	$ 47,082	0	$ 48,737

PROPOSED POSITION CHANGES					FY 2026-27		FY 2027-28	
Funding Source	**Request Category**	**Division**	**Request**	**Job Class Title**	**FTE Count**	**Total Est. Cost**	**FTE Count**	**Total Est. Cost**
Capital (O)	**Staff Promotion Total**				**0**	**$ 88,912**	**0**	**$ 92,037**
	Update	PRT Executive	**Upgrade 5283 to 5504**	5283 Planner V	-1	$ (317,397)	-1	$ (328,553)
				5504 Project Manager 2	1	$ 347,238	1	$ 359,442
			Upgrade 5283 to 5504 Total		**0**	**$ 29,840**	**0**	**$ 30,889**
		PRT Executive Total			0	$ 29,840	0	$ 30,889
		PRT Planning & Environment	**Change 0931 from O to A**	931 Manager III	-1	$ (291,249)	-1	$ (301,486)
			Change 0931 from O to A Total		**-1**	**$ (291,249)**	**-1**	**$ (301,486)**
		PRT Planning & Environment Total			-1	$ (291,249)	-1	$ (301,486)
	Update Total				**-1**	**$ (261,408)**	**-1**	**$ (270,596)**
Capital (O) Total					**4.53**	**$ 1,872,045**	**6**	**$ 2,385,960**
Grand Total					**11.06**	**$ 7,476,124**	**14**	**$ 8,483,768**

OPERATING REVENUE BY INDUSTRY
FISCAL YEARS 2026-27 and 2027-28

	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
MARITIME					
Cargo	$ 9,534,134	$ (2,984,653)	$ 6,549,481	$ 199,104	$ 6,748,585
Cruise	$ 10,642,213	$ (228,850)	$ 10,413,363	$ 283,411	$ 10,696,774
Fishing	$ 2,720,231	$ (7,020)	$ 2,713,211	$ 82,482	$ 2,795,693
Harbor Services	$ 2,485,107	$ 98,116	$ 2,583,223	$ 78,530	$ 2,661,753
Other Marine	$ 7,785,621	$ 1,999,898	$ 9,785,519	$ 216,385	$ 10,001,904
Ferry/Excursion	*$ 4,418,551*	*$ 1,187,556*	*$ 5,606,107*	*$ 88,022*	*$ 5,694,129*
Other	*$ 3,367,070*	*$ 812,342*	*$ 4,179,412*	*$ 128,363*	*$ 4,307,775*
Maritime Subtotal	**$ 33,167,306**	**$ (1,122,509)**	**$ 32,044,797**	**$ 859,912**	**$ 32,904,709**
REAL ESTATE					
Commercial Rent	$ 52,144,340	$ (7,441,064)	$ 44,703,276	$ 2,069,695	$ 46,772,971
Parking	$ 32,073,123	$ (6,859,806)	$ 25,213,317	$ 1,441,745	$ 26,655,062
Lots	*$ 4,901,557*	*$ 3,267,758*	*$ 8,169,315*	*$ 1,896,570*	*$ 10,065,885*
Stalls	*$ 267,994*	*$ 676,263*	*$ 944,257*	*$ (944,257)*	*$ -*
Meter	*$ 17,258,698*	*$ (7,112,762)*	*$ 10,145,936*	*$ 308,436*	*$ 10,454,372*
Citations/Fines	*$ 9,644,874*	*$ (3,691,065)*	*$ 5,953,809*	*$ 180,996*	*$ 6,134,805*
Percentage Rent	$ 15,116,100	$ 7,044,590	$ 22,160,690	$ 302,710	$ 22,463,400
Special Events	$ 179,001	$ 59,274	$ 238,275	$ 7,244	$ 245,519
Miscellaneous & one time	$ 266,611	$ (24,517)	$ 242,094	$ 7,360	$ 249,454
Real Estate Subtotal	**$ 99,779,175**	**$ (7,221,523)**	**$ 92,557,652**	**$ 3,828,754**	**$ 96,386,406**
OTHER REVENUES					
Engineering Permits	$ 1,047,067	$ 692,782	$ 1,739,849	$ 34,797	$ 1,774,646
Interest & Investment Income	$ 2,914,322	$ 11,577,676	$ 14,491,998	$ (2,381,413)	$ 12,110,585
Penalty & Service Charges	$ 733,853	$ (418,945)	$ 314,908	$ 6,298	$ 321,206
Misc. Receipts (Finance)	$ 100,000	$ -	$ 100,000	$ -	$ 100,000
OCII/Other Recoveries (Maintenance)	$ 1,416,713	$ (23,785)	$ 1,392,928	$ 28,082	$ 1,421,010
Facility Damages (Maintenance)	$ 143,315	$ (93,315)	$ 50,000	$ -	$ 50,000
Developer Fees/Recoveries (Planning)	$ 179,183	$ (59,183)	$ 120,000	$ -	$ 120,000
Other Revenue Subtotal	**$ 6,534,453**	**$ 11,675,230**	**$ 18,209,683**	**$ (2,312,236)**	**$ 15,897,447**
SOUTH BEACH HARBOR	$ 5,896,594	$ (428,536)	$ 5,468,058	$ 187,906	$ 5,655,964
GRAND TOTAL	**$ 145,377,528**	**$ 2,902,662**	**$ 148,280,190**	**$ 2,564,336**	**$ 150,844,526**

POSITION SUMMARY
FY 2026-27 & FY 2027-28

Fund	Division	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
Operating	Engineering	24.77	$ 6,698,540	25.66	$ 7,648,111	25.86	$ 8,097,756
	Executive	12.03	$ 2,825,817	14.67	$ 4,272,484	15.07	$ 4,551,586
	Finance and Administration	44.56	$ 9,753,962	46.68	$ 11,261,793	47.77	$ 12,159,365
	Maintenance	100.80	$ 19,111,213	99.91	$ 20,190,285	100.81	$ 21,551,235
	Maritime	12.53	$ 2,748,754	12.55	$ 2,870,411	12.55	$ 3,027,308
	Planning & Environment	12.14	$ 2,820,242	12.18	$ 3,774,441	12.17	$ 3,967,264
	Real Estate & Development	26.68	$ 6,169,596	25.73	$ 6,491,507	25.74	$ 6,837,974
	Operating Subtotal	**233.51**	**$ 50,128,124**	**237.38**	**$ 56,509,032**	**239.97**	**$ 60,192,488**
South Beach Harbor	Maritime	11.42	$ 1,692,653	11.45	$ 1,896,148	11.44	$ 1,997,087
Capital Project	Portwide	62.00	$ -	66.80	$ -	68.00	$ -
GRAND TOTAL		**306.93**	**$ 51,820,777**	**315.63**	**$ 58,405,180**	**319.41**	**$ 62,189,575**

POSITION DETAIL BY FUND & DIVISION
FY 2026-27 & FY 2027-28

Fund	Division	Job Code	Job Class Title	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
Operating	Engineering	0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1408_C	Principal Clerk	1.00	$ 154,095	1.00	$ 161,261	1.00	$ 169,951
		1844_C	Senior Management Assistant	1.00	$ 187,139	1.00	$ 195,590	1.00	$ 205,931
		5207_C	Associate Engineer	3.00	$ 739,296	3.00	$ 771,900	3.00	$ 812,163
		5211_C	Engineer/Architect/Landscape Architect Senior	4.00	$ 1,256,204	4.00	$ 1,310,284	4.00	$ 1,377,524
		5212_C	Engineer/Architect Principal	1.00	$ 359,507	1.00	$ 374,806	1.00	$ 393,892
		5241_C	Engineer	7.00	$ 1,929,753	7.00	$ 2,013,669	7.00	$ 2,117,871
		5266_C	Architectural Associate II	1.00	$ 246,432	1.00	$ 257,300	1.00	$ 270,721
		5314_C	Survey Associate	2.00	$ 397,588	2.00	$ 415,290	2.00	$ 437,200
		5366_C	Engineering Associate II	1.00	$ 195,230	1.00	$ 203,910	1.00	$ 214,684
		6318_C	Construction Inspector	1.00	$ 204,076				
		6319_C	Senior Contruction Inspector			1.80	$ 418,068	2.00	$ 489,640
		6331_C	Building Inspector	2.00	$ 462,798	2.00	$ 484,892	2.00	$ 510,510
		6333_C	Senior Building Inspector	1.00	$ 252,326	1.00	$ 264,346	1.00	$ 278,288
		6334_C	Chief Building Inspector	1.00	$ 274,646	1.00	$ 287,572	1.00	$ 302,632
		9993M_C	Attrition Savings - Miscellaneous	-2.23	$ (423,875)	-2.14	$ (426,810)	-2.14	$ (432,480)
		9994M_C	MCCP Offset - Misc		$ 28,243		$ 22,660		$ 23,350
		OVERM_E	Overtime - Miscellaneous		$ 7,051		$ 7,050		$ 7,050
		PREMM_E	Premium Pay - Miscellaneous		$ 106,455		$ 328,653		$ 336,462
		STEPM_C	Step Adjustments, Miscellaneous		$ (8,521)		$ 213,047		$ 219,754
			Engineering Subtotal	**24.77**	**$ 6,698,540**	**25.66**	**$ 7,648,111**	**25.86**	**$ 8,097,756**
	Executive	0922_C	Manager I	2.00	$ 481,734	1.00	$ 251,712	1.00	$ 265,144
		0923_C	Manager II	1.00	$ 256,154	2.00	$ 535,522	2.00	$ 564,092
		0932_C	Manager IV	1.00	$ 290,330	1.00	$ 303,292	1.00	$ 319,288
		0933_C	Manager V			1.00	$ 323,863	1.00	$ 340,853
		0954_C	Deputy Director IV	1.00	$ 370,302	1.00	$ 386,394	1.00	$ 406,396
		1314_C	Public Relations Officer	1.00	$ 195,230	1.00	$ 203,910	1.00	$ 214,684
		1822_C	Administrative Analyst	1.00	$ 178,423	1.00	$ 186,507	1.00	$ 196,412
		3233_C	Marina Associate Manager	1.00	$ 154,148	1.00	$ 161,601	1.00	$ 170,702
		8202_C	Security Guard	3.00	$ 402,432	4.60	$ 645,091	5.00	$ 740,980
		8603_C	Emergency Services Coord III	1.00	$ 212,361	1.00	$ 221,728	1.00	$ 233,359
		9399_C	Port Director	1.00	$ 469,124	1.00	$ 529,688	1.00	$ 556,561
		9993M_C	Attrition Savings - Miscellaneous	-0.97	$ (183,976)	-0.93	$ (185,220)	-0.93	$ (187,670)
		9994M_C	MCCP Offset - Misc				$ 387,375		$ 399,210
		PREMM_E	Premium Pay - Miscellaneous				$ 160,957		$ 166,616
		STEPM_C	Step Adjustments, Miscellaneous		$ (445)		$ 160,064		$ 164,959
			Executive Subtotal	**12.03**	**$ 2,825,817**	**14.67**	**$ 4,272,484**	**15.07**	**$ 4,551,586**
	Finance and Administration	0114_E	Board/Commission Member, Group V	0.10	$ 6,613	0.10	$ 6,613	0.10	$ 6,613
		0923_C	Manager II	3.00	$ 768,462	3.00	$ 803,283	3.00	$ 846,138
		0931_C	Manager III	1.00	$ 273,181	1.00	$ 285,481	1.00	$ 300,620
		0932_C	Manager IV	1.00	$ 290,330	1.00	$ 303,292	1.00	$ 319,288
		0933_C	Manager V	2.00	$ 620,212	2.00	$ 647,726	2.00	$ 681,706
		0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1042_C	IS Engineer-Journey	1.00	$ 237,648	1.00	$ 248,005	1.00	$ 260,900
		1043_C	IS Engineer-Senior	1.00	$ 260,256	1.80	$ 488,932	2.00	$ 571,592
		1044_C	IS Engineer-Principal	1.00	$ 277,497	1.80	$ 521,901	2.00	$ 609,130
		1053_C	IS Business Analyst-Senior	2.00	$ 446,710	1.00	$ 233,128	1.00	$ 245,309
		1054_C	IS Business Analyst-Principal	1.00	$ 254,707	2.00	$ 531,782	2.00	$ 559,456

Fund	Division	Job Code	Job Class Title	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
Operating	Finance and Administration	1070_C	IS Project Director	1.00	$ 277,497	1.00	$ 289,587	1.00	$ 304,565
		1091_C	IT Operations Support Administrator I	1.00	$ 135,242				
		1093_C	IT Operations Support Administrator III			1.00	$ 192,665	1.00	$ 202,900
		1222_C	Senior Payroll And Personnel Clerk	1.00	$ 157,410	1.00	$ 164,719	1.00	$ 173,577
		1224_C	Principal Payroll And Personnel Clerk	2.00	$ 343,056	2.00	$ 358,712	2.00	$ 377,832
		1241_C	Human Resources Analyst	1.00	$ 195,288				
		1244_C	Senior Human Resources Analyst	3.00	$ 671,223	4.00	$ 936,000	4.00	$ 984,780
		1246_C	Principal Human Resources Analyst	1.00	$ 249,820	2.00	$ 522,490	2.00	$ 549,664
		1250_C	Recruiter			1.00	$ 222,002	1.00	$ 233,622
		1406_C	Senior Clerk	2.00	$ 286,188	2.00	$ 299,634	2.00	$ 315,918
		1408_C	Principal Clerk	1.00	$ 154,095	2.00	$ 322,522	2.00	$ 339,902
		1426_C	Senior Clerk Typist	1.00	$ 143,094	1.00	$ 149,817	1.00	$ 157,959
		1632_C	Senior Account Clerk	3.00	$ 424,707	2.00	$ 296,442	2.00	$ 312,568
		1634_C	Principal Account Clerk	1.00	$ 157,410	1.00	$ 164,719	1.00	$ 173,577
		1652_C	Accountant II	2.00	$ 346,840	1.00	$ 181,256	1.00	$ 190,942
		1654_C	Accountant III	6.00	$ 1,229,004	5.00	$ 1,069,380	5.00	$ 1,125,650
		1657_C	Accountant IV			1.00	$ 243,995	1.00	$ 256,697
		1670_C	Financial Systems Supervisor			1.00	$ 278,983	1.00	$ 293,451
		1823_C	Senior Administrative Analyst	1.00	$ 204,834	1.00	$ 213,876	1.00	$ 225,130
		1824_C	Principal Administrative Analyst	3.00	$ 701,856	3.00	$ 732,483	3.00	$ 770,619
		1825_C	Principal Administrative Analyst II	3.00	$ 761,112	2.00	$ 529,642	2.00	$ 557,210
		1844_C	Senior Management Assistant	2.00	$ 374,278	2.00	$ 391,180	2.00	$ 411,862
		9775_C	Senior Community Development Specialist II	1.00	$ 225,361	1.00	$ 235,308	1.00	$ 247,557
		9993M_C	Attrition Savings - Miscellaneous	-6.08	$ (1,157,011)	-6.54	$ (1,307,878)	-5.85	$ (1,180,605)
		9994M_C	MCCP Offset - Misc		$ 15,390		$ 182,036		$ 187,597
		OVERM_E	Overtime - Miscellaneous		$ 6,816		$ 6,816		$ 6,816
		PREMM_E	Premium Pay - Miscellaneous		$ 3,714		$ 29,345		$ 31,508
		STEPM_C	Step Adjustments, Miscellaneous		$ 431		$ 60,703		$ 63,799
		TEMPM_E	Temporary - Miscellaneous	0.54	$ 80,594	0.52	$ 80,593	0.52	$ 80,903
			Finance and Administration Subtotal	**44.56**	**$ 9,753,962**	**46.68**	**$ 11,261,793**	**47.77**	**$ 12,159,365**
	Maintenance	0922_C	Manager I	1.00	$ 240,867	1.00	$ 251,712	1.00	$ 265,144
		0931_C	Manager III	2.00	$ 546,362	1.00	$ 285,481	1.00	$ 300,620
		0932_C	Manager IV			1.00	$ 303,292	1.00	$ 319,288
		0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1823_C	Senior Administrative Analyst	1.00	$ 204,834	1.00	$ 213,876	1.00	$ 225,130
		1840_C	Junior Management Assistant	1.00	$ 148,395				
		1844_C	Senior Management Assistant			1.00	$ 195,590	1.00	$ 205,931
		1934_C	Storekeeper	1.00	$ 127,050				
		1936_C	Senior Storekeeper			1.00	$ 140,501	1.00	$ 148,196
		1938_C	Stores And Equipment Assistant Supervisor	1.00	$ 158,901	1.00	$ 166,216	1.00	$ 175,144
		3410_C	Apprentice Gardener	1.00	$ 116,115				
		3417_C	Gardener	5.00	$ 698,730	6.00	$ 879,534	6.00	$ 927,546
		3422_C	Park Section Supervisor	1.00	$ 168,414	1.00	$ 176,395	1.00	$ 185,830
		5177_C	Safety Officer	1.00	$ 256,244	1.00	$ 267,496	1.00	$ 281,409
		6138_C	Industrial Hygienist			1.00	$ 245,254	1.00	$ 258,017
		6139_C	Senior Industrial Hygienist	1.00	$ 256,244	1.00	$ 267,496	1.00	$ 281,409
		7120_C	Buildings And Grounds Maintenance Superinter	4.00	$ 1,019,884				
		7205_C	Chief Stationary Engineer	1.00	$ 225,618	1.00	$ 235,760	1.00	$ 248,185
		7213_C	Plumber Supervisor I	1.00	$ 233,304	1.00	$ 243,825	1.00	$ 256,715
		7215_C	General Laborer Supervisor I	2.00	$ 301,100	3.00	$ 473,400	3.00	$ 499,026
		7226_C	Carpenter Supervisor I	1.00	$ 219,967	1.00	$ 229,821	1.00	$ 241,963

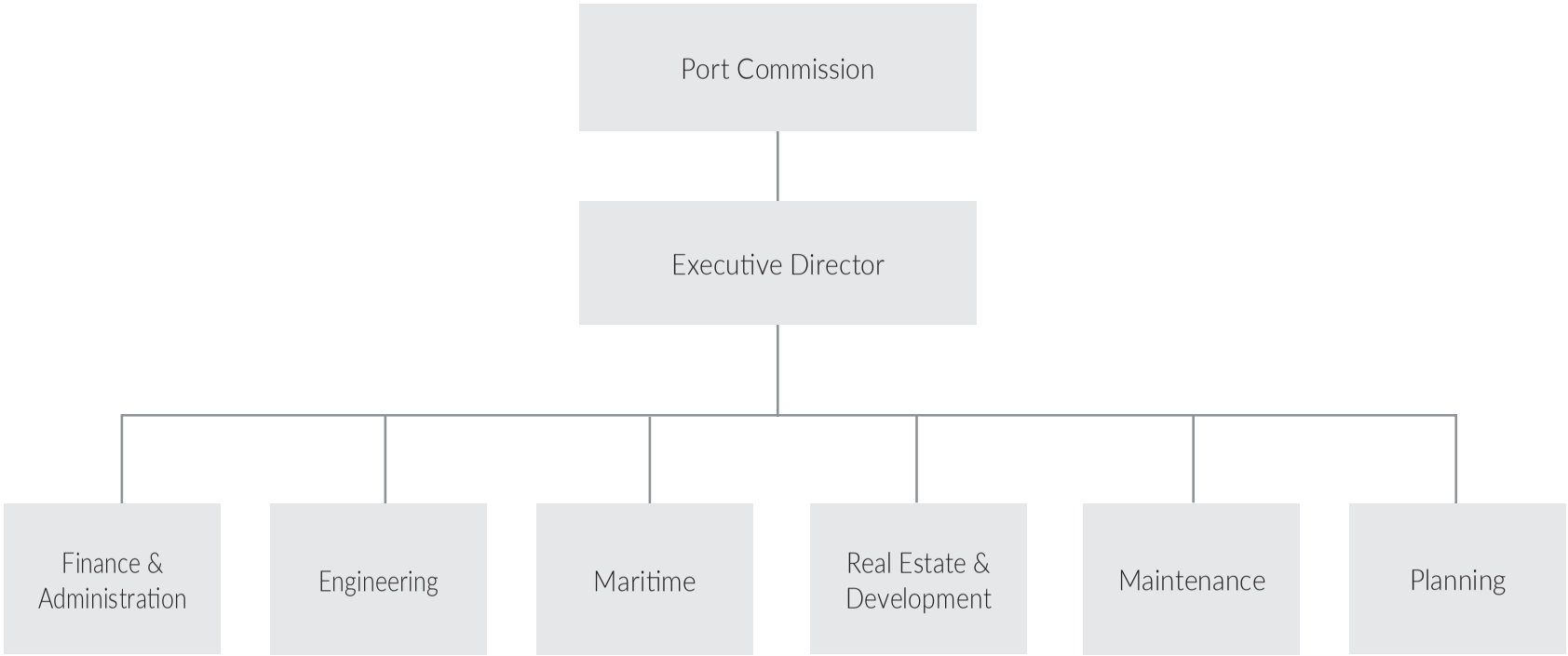
Fund	Division	Job Code	Job Class Title	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
Operating	Maintenance	7238_C	Electrician Supervisor I	1.00	$ 231,538	1.00	$ 241,803	1.00	$ 254,575
		7242_C	Painter Supervisor I	1.00	$ 195,188	1.00	$ 203,469	1.00	$ 214,272
		7258_C	Maintenance Machinist Supervisor I	1.00	$ 227,937	1.00	$ 238,036	1.00	$ 250,571
		7262_C	Maintenance Planner	1.00	$ 226,212	1.00	$ 236,390	1.00	$ 248,845
		7263_C	Maintenance Manager			4.00	$ 1,015,832	4.00	$ 1,070,004
		7282_C	Street Repair Supervisor II			1.00	$ 212,245	1.00	$ 223,405
		7311_C	Cement Mason			1.00	$ 169,396	1.00	$ 178,633
		7327_C	Apprentice Maintenance Machinist I	0.50	$ 67,768				
		7328_C	Operating Engineer, Universal	1.00	$ 196,169	1.00	$ 205,406	1.00	$ 216,503
		7331_C	Apprentice Maintenance Machinist II	1.00	$ 167,613				
		7332_C	Maintenance Machinist	2.00	$ 383,322	2.00	$ 400,684	2.00	$ 422,128
		7334_C	Stationary Engineer	2.00	$ 366,678	2.00	$ 383,612	2.00	$ 404,234
		7344_C	Carpenter	4.00	$ 733,200	4.00	$ 766,924	4.00	$ 808,168
		7345_C	Electrician	6.00	$ 1,251,186	6.00	$ 1,307,274	6.00	$ 1,377,012
		7346_C	Painter	4.00	$ 666,472	4.00	$ 695,188	4.00	$ 732,692
		7347_C	Plumber	6.00	$ 1,261,380	7.00	$ 1,538,838	7.00	$ 1,621,004
		7355_C	Truck Driver	4.00	$ 686,936	4.00	$ 718,752	4.00	$ 757,676
		7376_C	Sheet Metal Worker	2.00	$ 412,342	3.00	$ 646,416	3.00	$ 680,775
		7395_C	Ornamental Iron Worker	4.00	$ 699,796	4.00	$ 732,060	4.00	$ 771,624
		7404_C	Asphalt Finisher	1.00	$ 142,065	1.00	$ 148,986	1.00	$ 157,103
		7501_C	Environmental Service Worker	1.00	$ 112,633				
		7502_C	Asphalt Worker	1.00	$ 138,055	1.00	$ 144,860	1.00	$ 152,779
		7514_C	General Laborer	18.00	$ 2,442,042	17.00	$ 2,419,644	17.00	$ 2,552,210
		9330_C	Pile Worker	10.00	$ 1,921,830	7.00	$ 1,418,732	7.00	$ 1,494,563
		9331_C	Piledriver Engine Operator	1.00	$ 198,579	1.00	$ 207,893	1.00	$ 219,112
		9332_C	Piledriver Supervisor I	3.00	$ 634,455	3.00	$ 668,784	3.00	$ 704,214
		9342_C	Ornamental Iron Worker Supervisor I	1.00	$ 195,565	1.00	$ 204,471	1.00	$ 215,394
		9343_C	Roofer	4.00	$ 679,376	4.00	$ 710,904	4.00	$ 749,448
		9344_C	Roofer Supervisor I	1.00	$ 192,249	1.00	$ 201,013	1.00	$ 211,766
		9345_C	Sheet Metal Supervisor I	1.00	$ 227,959	1.00	$ 238,136	1.00	$ 250,681
		9346_C	Fusion Welder	2.00	$ 404,946	2.00	$ 423,256	2.00	$ 445,794
		9354_C	Elevator and Crane Technician	3.00	$ 683,916	3.00	$ 714,276	3.00	$ 752,055
		9358_C	Crane Mechanic Supervisor	1.00	$ 238,174	1.00	$ 248,695	1.00	$ 261,797
		9993M_C	Attrition Savings - Miscellaneous	-14.64	$ (2,787,179)	-14.99	$ (2,996,947)	-14.10	$ (2,843,725)
		9994M_C	MCCP Offset - Misc		$ 13,781		$ 60,275		$ 62,114
		OVERM_E	Overtime - Miscellaneous		$ 295,542		$ 295,543		$ 295,544
		PREMM_E	Premium Pay - Miscellaneous		$ 219,752		$ 25,789		$ 21,159
		STEPM_C	Step Adjustments, Miscellaneous		$ (8,159)		$ 283,608		$ 294,636
		TEMPM_E	Temporary - Miscellaneous	0.94	$ 139,769	0.90	$ 139,770	0.91	$ 140,304
			Maintenance Subtotal	**100.80**	**$ 19,111,213**	**99.91**	**$ 20,190,285**	**100.81**	**$ 21,551,235**
	Maritime	0931_C	Manager III	1.00	$ 273,181	1.00	$ 285,481	1.00	$ 300,620
		0932_C	Manager IV	1.00	$ 290,330	1.00	$ 303,292	1.00	$ 319,288
		0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1408_C	Principal Clerk	1.00	$ 154,095				
		1452_C	Executive Secretary II			1.00	$ 175,479	1.00	$ 184,863
		1840_C	Junior Management Assistant	1.00	$ 148,395	1.00	$ 155,305	1.00	$ 163,708
		3232_C	Marina Assistant	1.00	$ 131,925	1.00	$ 138,207	1.00	$ 145,791

Fund	Division	Job Code	Job Class Title	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
Operating	Maritime	9357_C	Wharfinger I/II	5.00	$ 1,048,745	5.00	$ 1,095,515	5.00	$ 1,152,880
		9393_C	Maritime Marketing Representative	2.00	$ 465,922	2.00	$ 486,202	2.00	$ 511,522
		9993M_C	Attrition Savings - Miscellaneous	-0.99	$ (187,963)	-0.95	$ (189,251)	-0.95	$ (191,754)
		9994M_C	MCCP Offset - Misc		$ 13,371		$ 72,420		$ 74,628
		OVERM_E	Overtime - Miscellaneous		$ 2,907		$ 2,908		$ 2,908
		PREMM_E	Premium Pay - Miscellaneous				$ (73,576)		$ (74,947)
		STEPM_C	Step Adjustments, Miscellaneous		$ 190		$ (3,753)		$ (2,668)
		TEMPM_E	Temporary - Miscellaneous	0.52	$ 77,559	0.50	$ 77,559	0.50	$ 77,856
			Maritime Subtotal	**12.53**	**$ 2,748,754**	**12.55**	**$ 2,870,411**	**12.55**	**$ 3,027,308**
	Planning & Environment	0931_C	Manager III	2.00	$ 273,181	2.00	$ 570,962	2.00	$ 601,240
		0932_C	Manager IV	2.00	$ 580,660	2.00	$ 606,584	2.00	$ 638,576
		0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1450_C	Executive Secretary I	1.00	$ 154,095				
		1452_C	Executive Secretary II			1.00	$ 175,479	1.00	$ 184,863
		5278_C	Planner II	1.00	$ 182,800	1.00	$ 190,971	1.00	$ 201,123
		5291_C	Planner III	1.00	$ 212,361	1.00	$ 221,728	1.00	$ 233,359
		5293_C	Planner IV	2.00	$ 495,306	2.00	$ 517,056	2.00	$ 544,018
		5299_C	Planner IV-Environmental Review	2.00	$ 495,306	2.00	$ 517,056	2.00	$ 544,018
		5620_C	Regulatory Specialist	1.00	$ 212,361	1.00	$ 221,728	1.00	$ 233,359
		9993M_C	Attrition Savings - Miscellaneous	-0.86	$ (163,749)	-0.82	$ (164,759)	-0.83	$ (166,941)
		9994M_C	MCCP Offset - Misc		$ 46,059		$ 119,788		$ 123,445
		OVERM_E	Overtime - Miscellaneous		$ 680		$ 679		$ 679
		PREMM_E	Premium Pay - Miscellaneous		$ 804		$ 127,475		$ 131,926
		STEPM_C	Step Adjustments, Miscellaneous		$ 281		$ 325,071		$ 334,986
			Planning & Environment Subtotal	**12.14**	**$ 2,820,242**	**12.18**	**$ 3,774,441**	**12.17**	**$ 3,967,264**
	Real Estate & Development	0922_C	Manager I	1.00	$ 240,867	1.00	$ 251,712	1.00	$ 265,144
		0923_C	Manager II	5.00	$ 1,280,770	5.00	$ 1,338,805	5.00	$ 1,410,230
		0931_C	Manager III	1.00	$ 273,181	1.00	$ 285,481	1.00	$ 300,620
		0932_C	Manager IV	2.00	$ 580,660	2.00	$ 606,584	2.00	$ 638,576
		0933_C	Manager V	1.00	$ 310,106				
		0953_C	Deputy Director III	1.00	$ 330,097	1.00	$ 344,623	1.00	$ 362,613
		1446_C	Secretary II	2.00	$ 286,188	2.00	$ 299,634	2.00	$ 315,918
		1823_C	Senior Administrative Analyst	2.00	$ 409,668	2.00	$ 427,752	2.00	$ 450,260
		1824_C	Principal Administrative Analyst	1.00	$ 233,952	1.00	$ 244,161	1.00	$ 256,873
		1842_C	Management Assistant	1.00	$ 165,762	1.00	$ 173,370	1.00	$ 182,642
		1844_C	Senior Management Assistant	1.00	$ 187,139	1.00	$ 195,590	1.00	$ 205,931
		4308_C	Senior Collections Officer	1.00	$ 155,753	1.00	$ 162,990	1.00	$ 171,764
		9386_C	Senior Property Manager, Port	3.00	$ 723,834	3.00	$ 755,250	3.00	$ 794,475
		9395_C	Property Manager, Port	6.00	$ 1,263,876	6.00	$ 1,319,628	6.00	$ 1,388,916
		9993M_C	Attrition Savings - Miscellaneous	-2.06	$ (391,938)	-1.98	$ (394,724)	-1.98	$ (399,968)
		9994M_C	MCCP Offset - Misc				$ 134,153		$ 138,249
		OVERM_E	Overtime - Miscellaneous		$ 3,575		$ 3,575		$ 3,575
		PREMM_E	Premium Pay - Miscellaneous		$ 5,640				
		STEPM_C	Step Adjustments, Miscellaneous				$ 232,457		$ 241,267
		TEMPM_E	Temporary - Miscellaneous	0.74	$ 110,466	0.71	$ 110,466	0.72	$ 110,889
			Real Estate & Development Subtotal	**26.68**	**$ 6,169,596**	**25.73**	**$ 6,491,507**	**25.74**	**$ 6,837,974**
			Operating Subtotal	**233.51**	**$ 50,128,124**	**237.38**	**$ 56,509,032**	**239.97**	**$ 60,192,488**

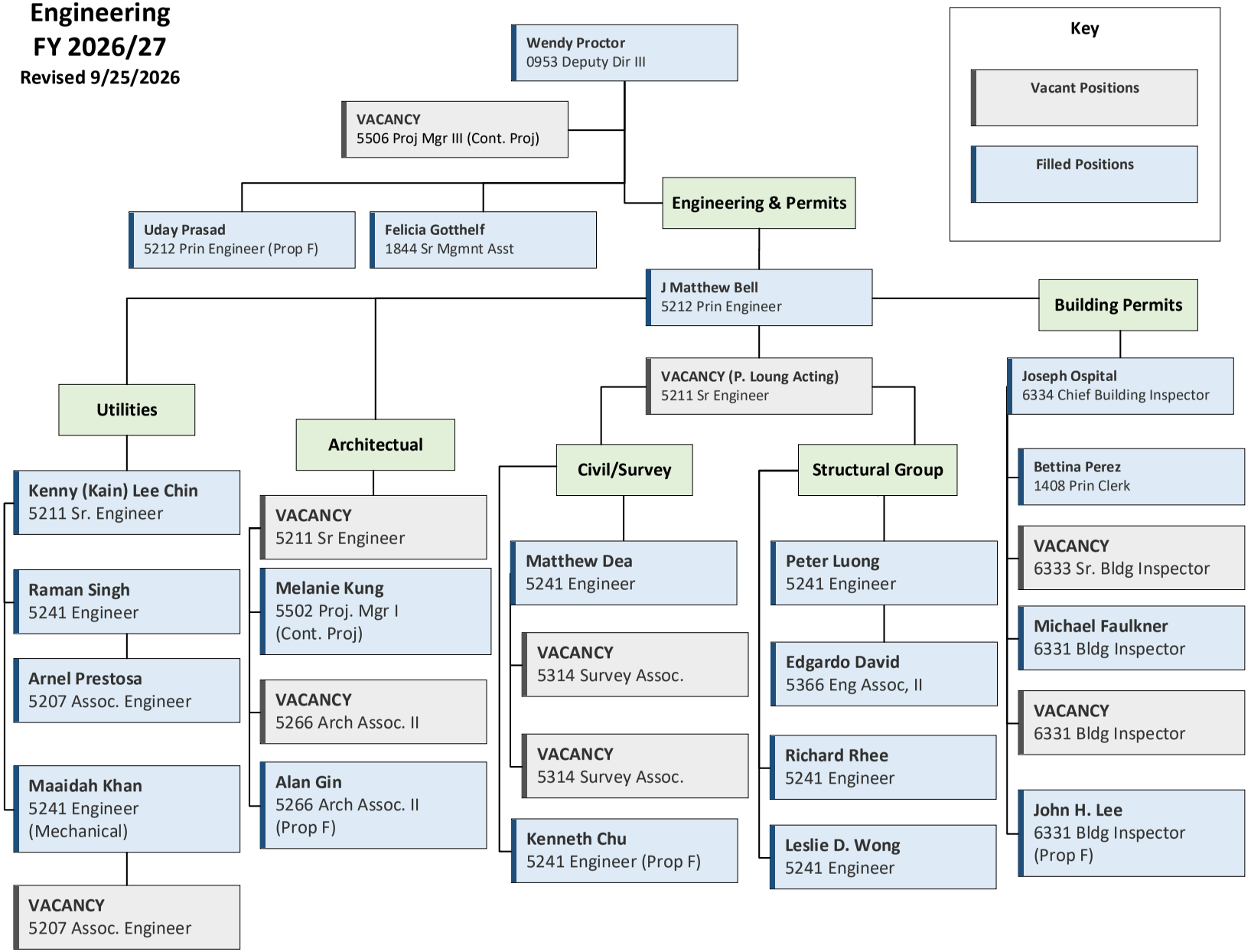
Fund	Division	Job Code	Job Class Title	FY 2025-26 FTE	FY 2025-26 Salaries	FY 2026-27 FTE	FY 2026-27 Salaries	FY 2027-28 FTE	FY 2027-28 Salaries
South Beach Harbor	Maritime	0922_C	Manager I	1.00	$ 240,867	1.00	$ 251,712	1.00	$ 265,144
		1840_C	Junior Management Assistant	2.00	$ 296,790	2.00	$ 310,610	2.00	$ 327,416
		1844_C	Senior Management Assistant	1.00	$ 187,139	1.00	$ 195,590	1.00	$ 205,931
		3232_C	Marina Assistant	7.00	$ 923,475	7.00	$ 967,449	7.00	$ 1,020,537
		3233_C	Marina Associate Manager	1.00	$ 154,148	1.00	$ 161,601	1.00	$ 170,702
		9993M_C	Attrition Savings - Miscellaneous	-0.58	$ (109,766)	-0.55	$ (110,596)	-0.56	$ (112,063)
		9994M_C	MCCP Offset - Misc				$ 39,891		$ 39,710
		PREMM_E	Premium Pay - Miscellaneous				$ 40,000		$ 40,000
		STEPM_C	Step Adjustments, Miscellaneous				$ 39,891		$ 39,710
			South Beach Harbor Subtotal	**11.42**	**$ 1,692,653**	**11.45**	**$ 1,896,148**	**11.44**	**$ 1,997,087**
Capital Project	Portwide	0922_C	Manager I	1.00	$ -	1.00	$ -	1.00	$ -
		0931_C	Manager III	1.00	$ -	1.00	$ -	1.00	$ -
		0933_C	Manager V	1.00	$ -	1.00	$ -	1.00	$ -
		1042_C	IS Engineer-Journey			2.00	$ -	2.00	$ -
		1043_C	IS Engineer-Senior			1.00	$ -	1.00	$ -
		1053_C	IS Business Analyst-Senior			1.00	$ -	1.00	$ -
		1054_C	IS Business Analyst-Principal			1.00	$ -	1.00	$ -
		1244_C	Senior Human Resources Analyst	1.00	$ -				
		1822_C	Administrative Analyst	1.00	$ -	1.00	$ -	1.00	$ -
		1823_C	Senior Administrative Analyst	1.00	$ -				
		1824_C	Principal Administrative Analyst	2.00	$ -	2.00	$ -	2.00	$ -
		3417_C	Gardener	1.00	$ -	1.00	$ -	1.00	$ -
		4306_C	Collections Officer	1.00	$ -	1.00	$ -	1.00	$ -
		5283_C	Planner V	1.00	$ -	0.80	$ -	1.00	$ -
		5291_C	Planner III	2.00	$ -	1.80	$ -	2.00	$ -
		5293_C	Planner IV			1.00	$ -	1.00	$ -
		5299_C	Planner IV-Environmental Review	2.00	$ -	2.00	$ -	2.00	$ -
		5502_C	Project Manager I	10.00	$ -	11.40	$ -	12.00	$ -
		5504_C	Project Manager II	9.00	$ -	11.00	$ -	11.00	$ -
		5506_C	Project Manager III	5.00	$ -	5.80	$ -	6.00	$ -
		5508_C	Project Manager IV	1.00	$ -	1.00	$ -	1.00	$ -
		7215_C	General Laborer Supervisor I	1.00	$ -				
		7347_C	Plumber	1.00	$ -				
		7355_C	Truck Driver	1.00	$ -				
		7376_C	Sheet Metal Worker	1.00	$ -				
		7434_C	Maintenance Machinist Helper	1.00	$ -	1.00	$ -	1.00	$ -
		7514_C	General Laborer	3.00	$ -	3.00	$ -	3.00	$ -
		9251_C	Public Relations Manager	2.00	$ -	2.00	$ -	2.00	$ -
		9330_C	Pile Worker	9.00	$ -	9.00	$ -	9.00	$ -
		9331_C	Piledriver Engine Operator	1.00	$ -	1.00	$ -	1.00	$ -
		9332_C	Piledriver Supervisor I	1.00	$ -	1.00	$ -	1.00	$ -
		9343_C	Roofer	1.00	$ -				
		9976_C	Technology Expert I			2.00	$ -	2.00	$ -
			Capital Project Subtotal	**62.00**	**$ -**	**66.80**	**$ -**	**68.00**	**$ -**
GRAND TOTAL				**306.93**	**$ 51,820,777**	**315.63**	**$ 58,405,180**	**319.41**	**$ 62,189,575**

Port of San Francisco

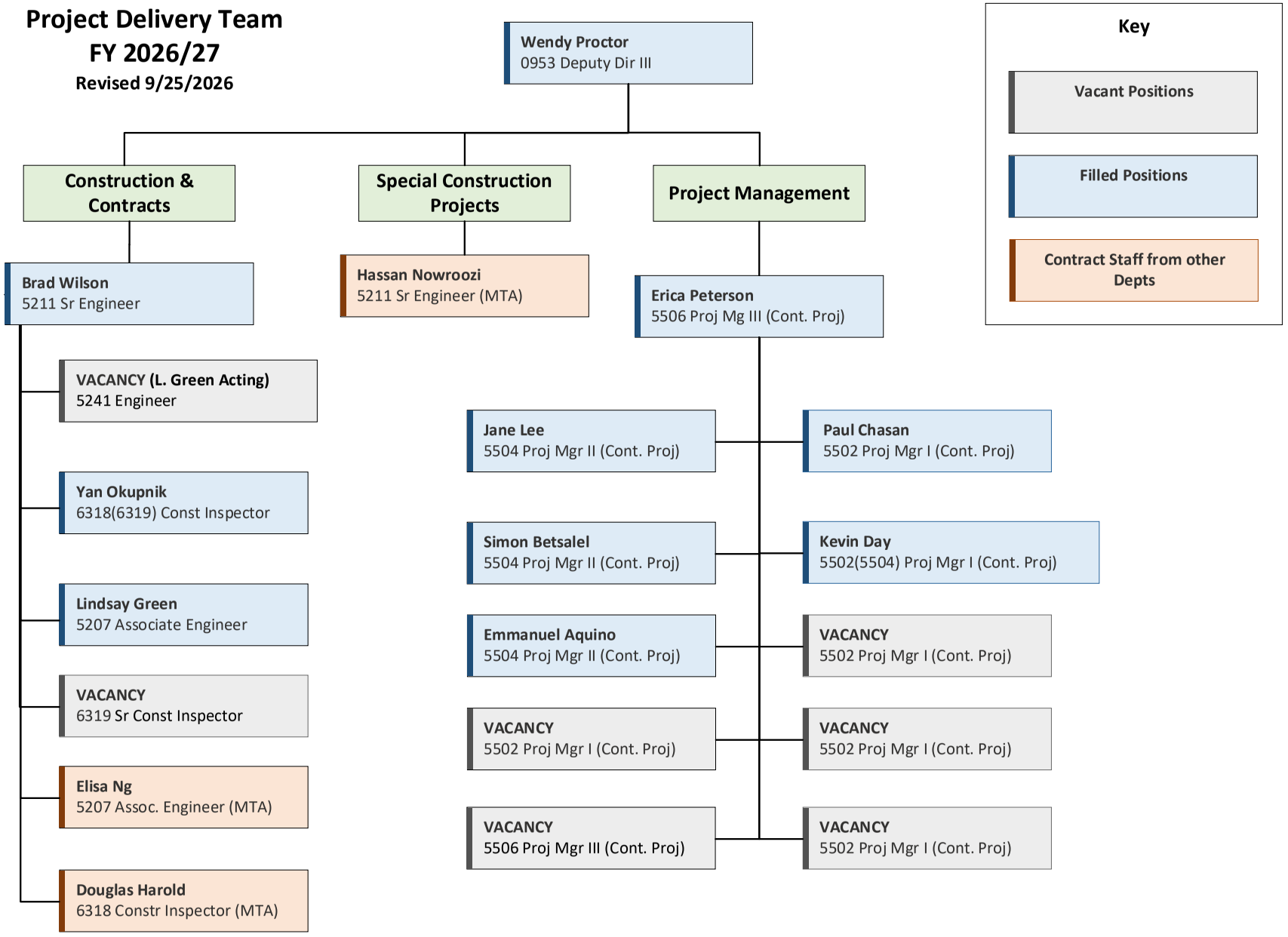
FY 2026/27



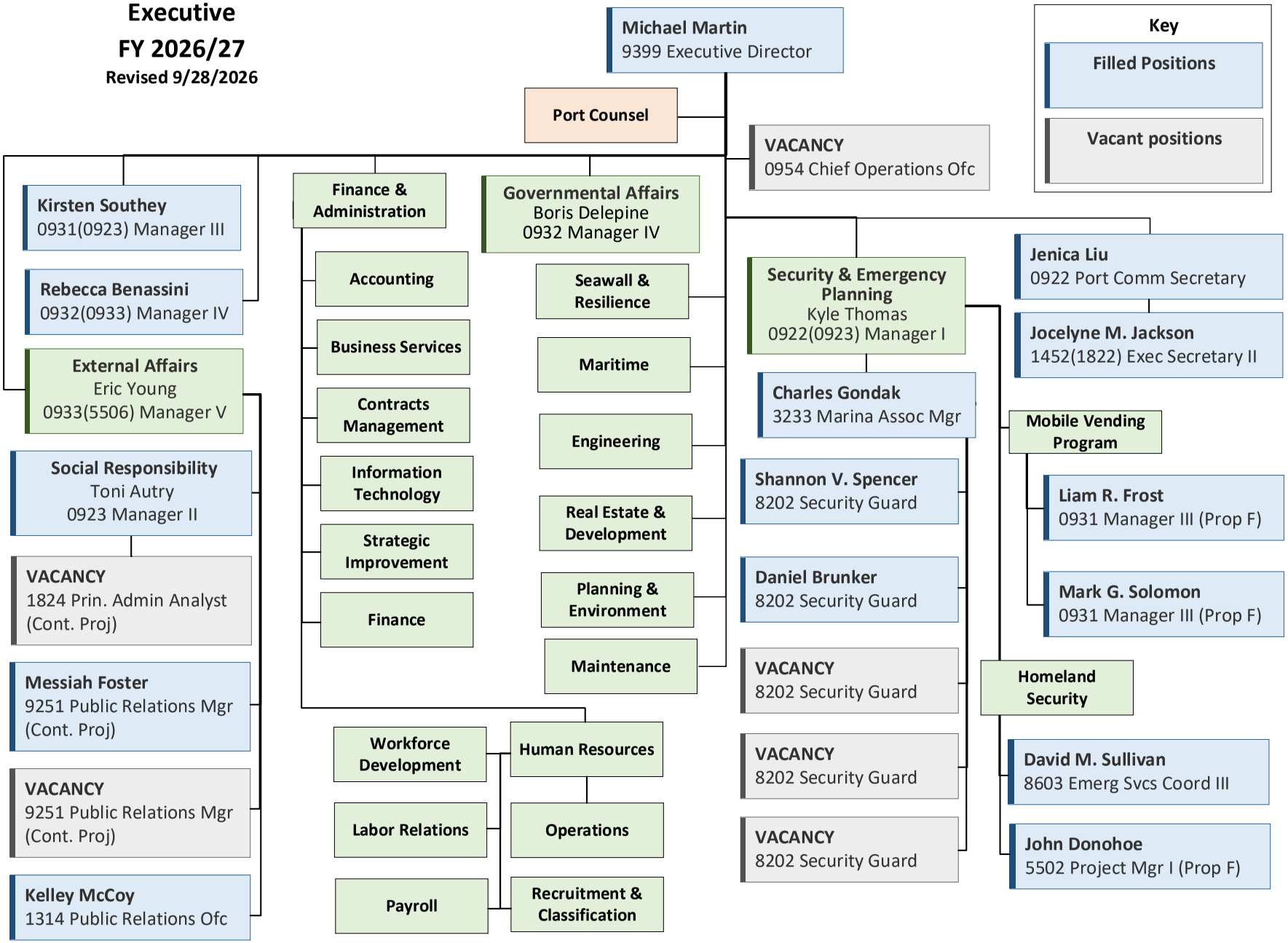
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FY 2026/27
Revised 9/25/2026



Engineering
Project Delivery Team
FY 2026/27
Revised 9/25/2026



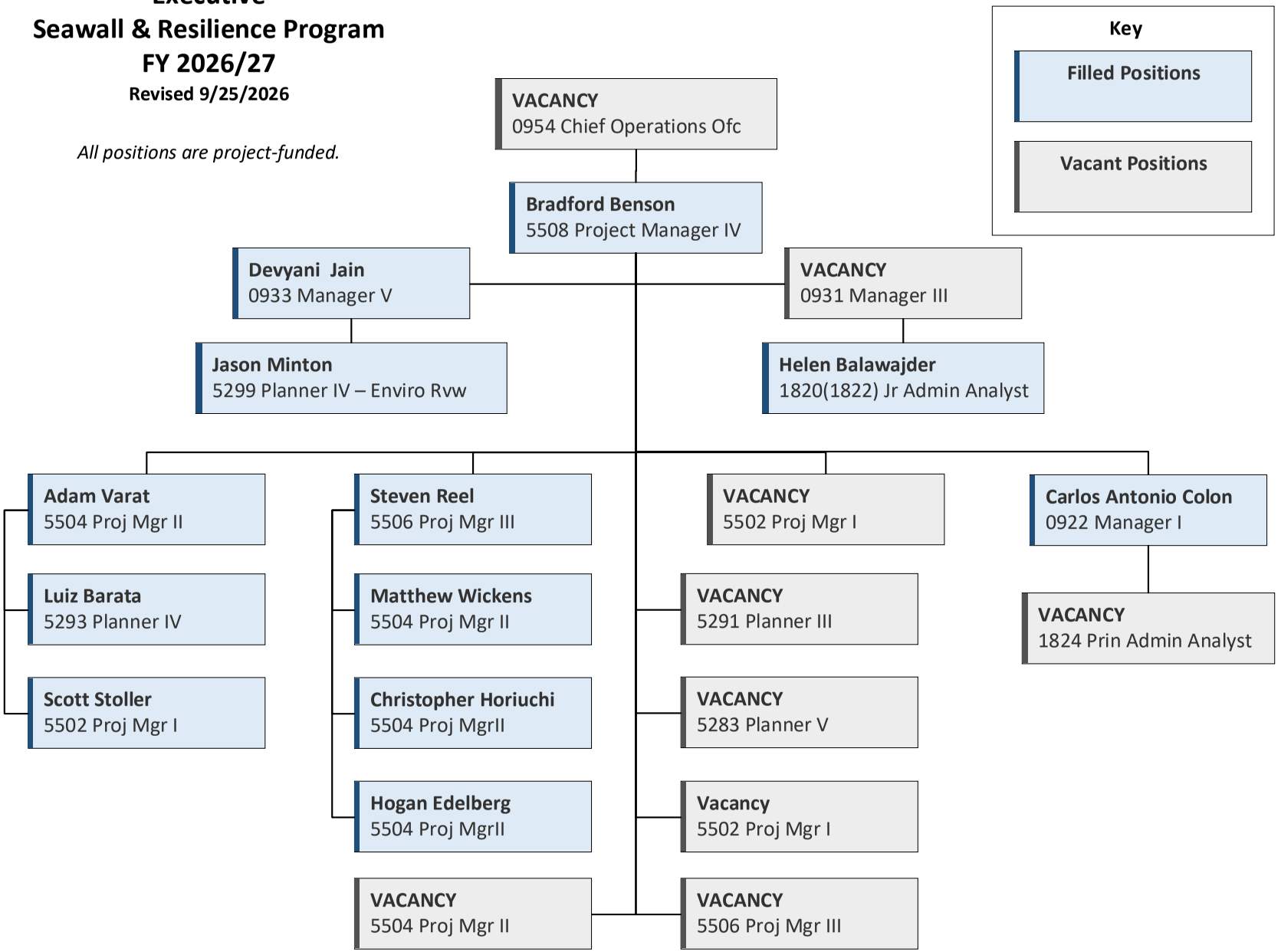
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FY 2026/27
Revised 9/28/2026



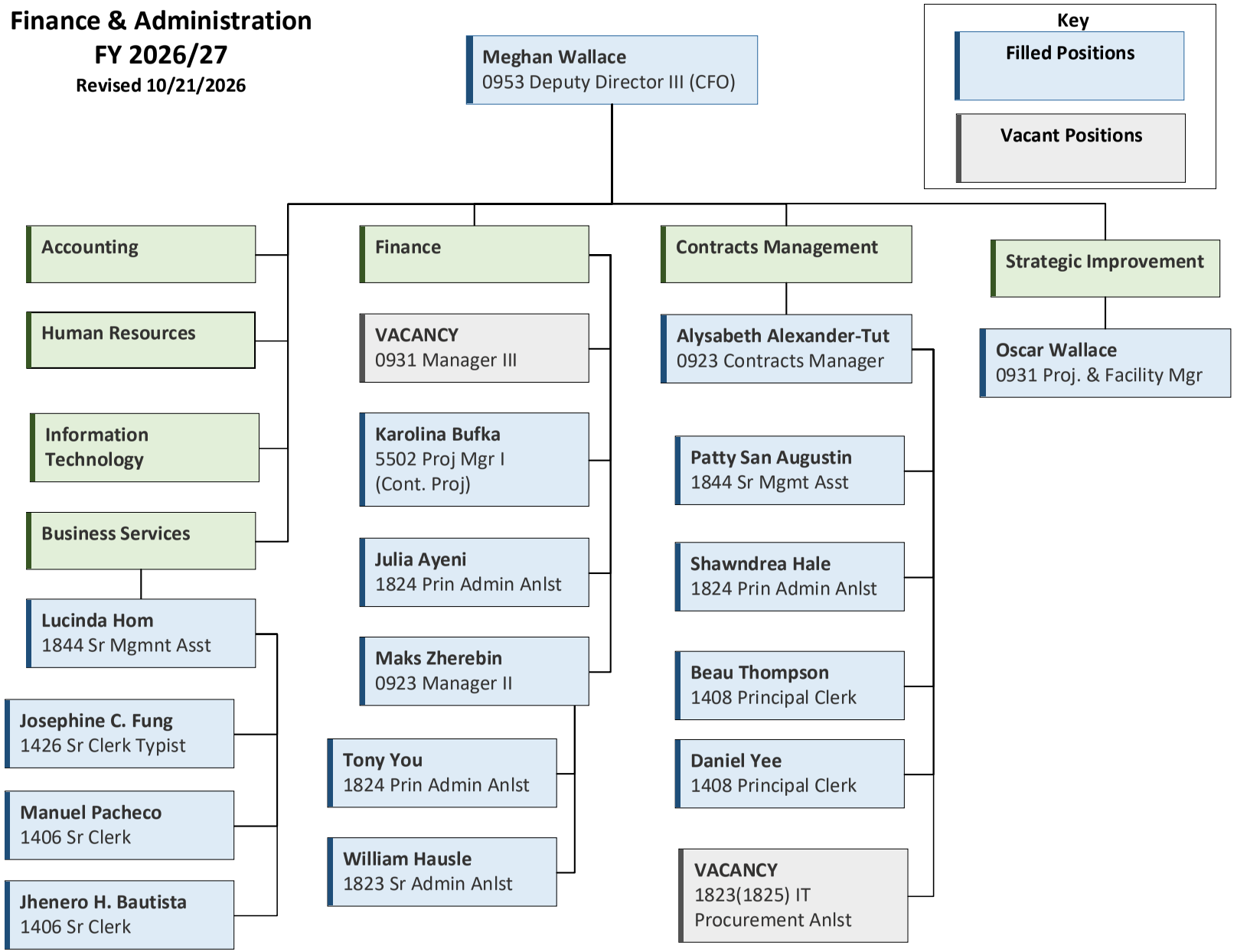
Executive
Seawall & Resilience Program
FY 2026/27

Revised 9/25/2026

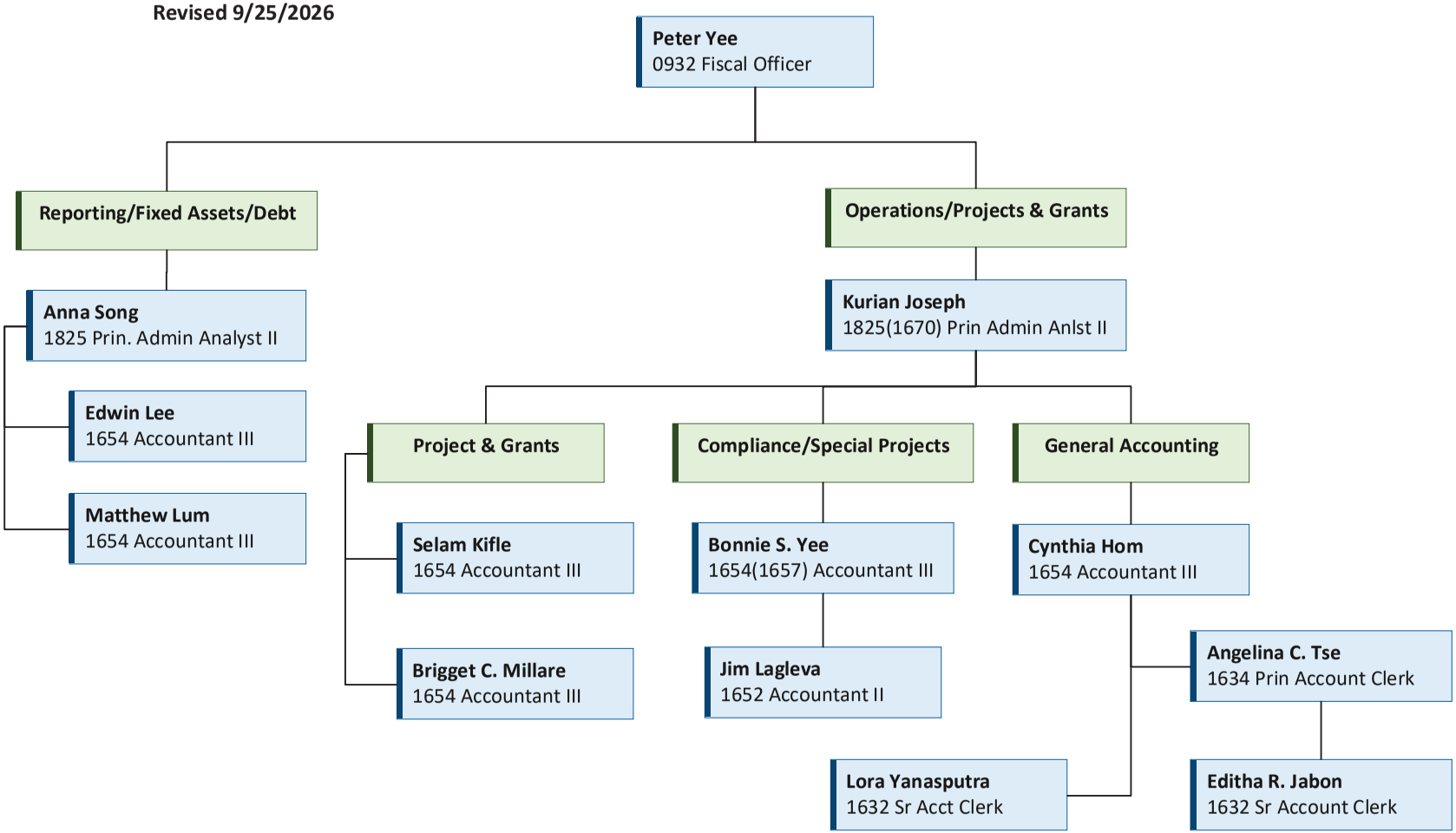
All positions are project-funded.



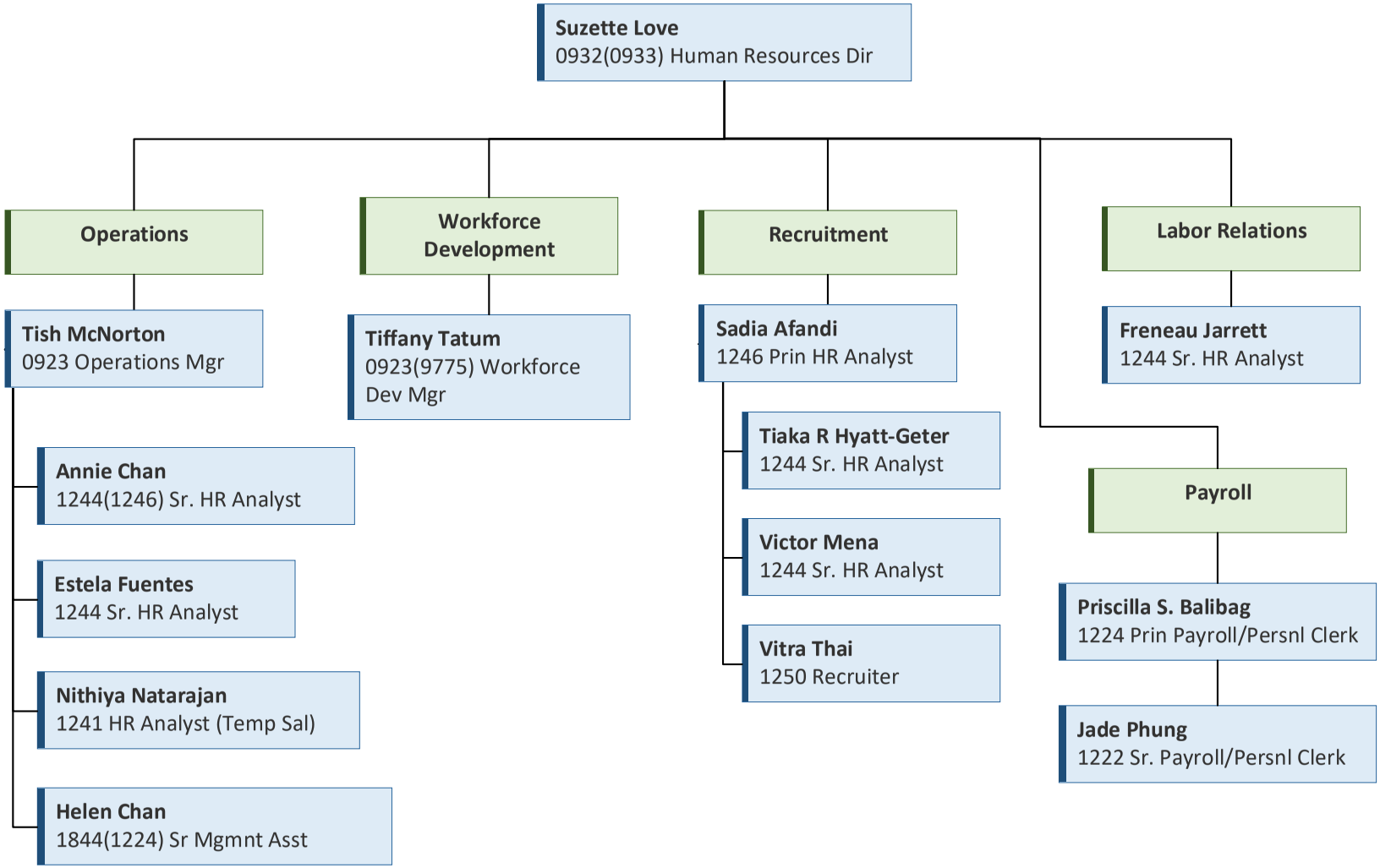
Finance & Administration
FY 2026/27
Revised 10/21/2026



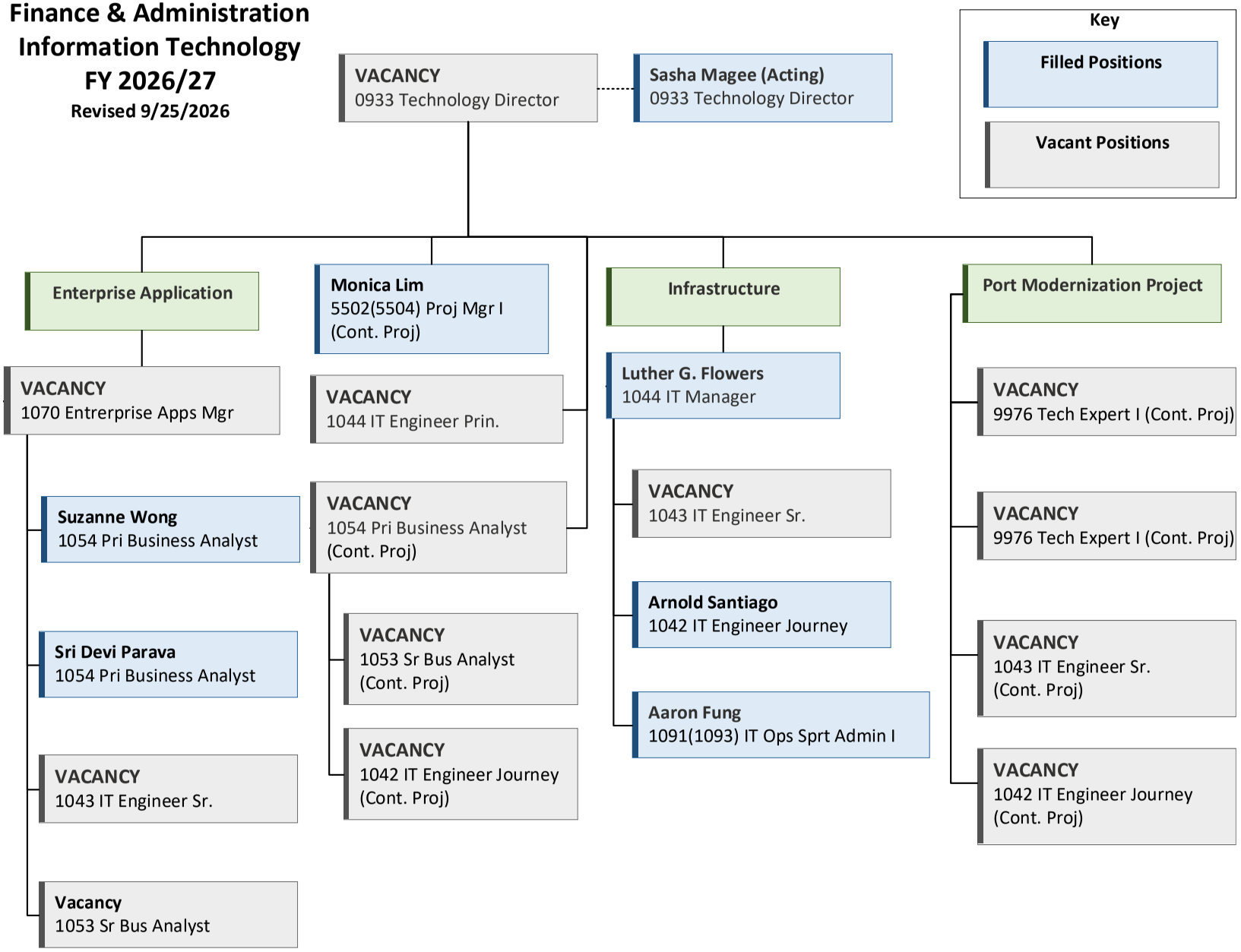
Finance & Administration
Accounting
FY 2026/27
Revised 9/25/2026



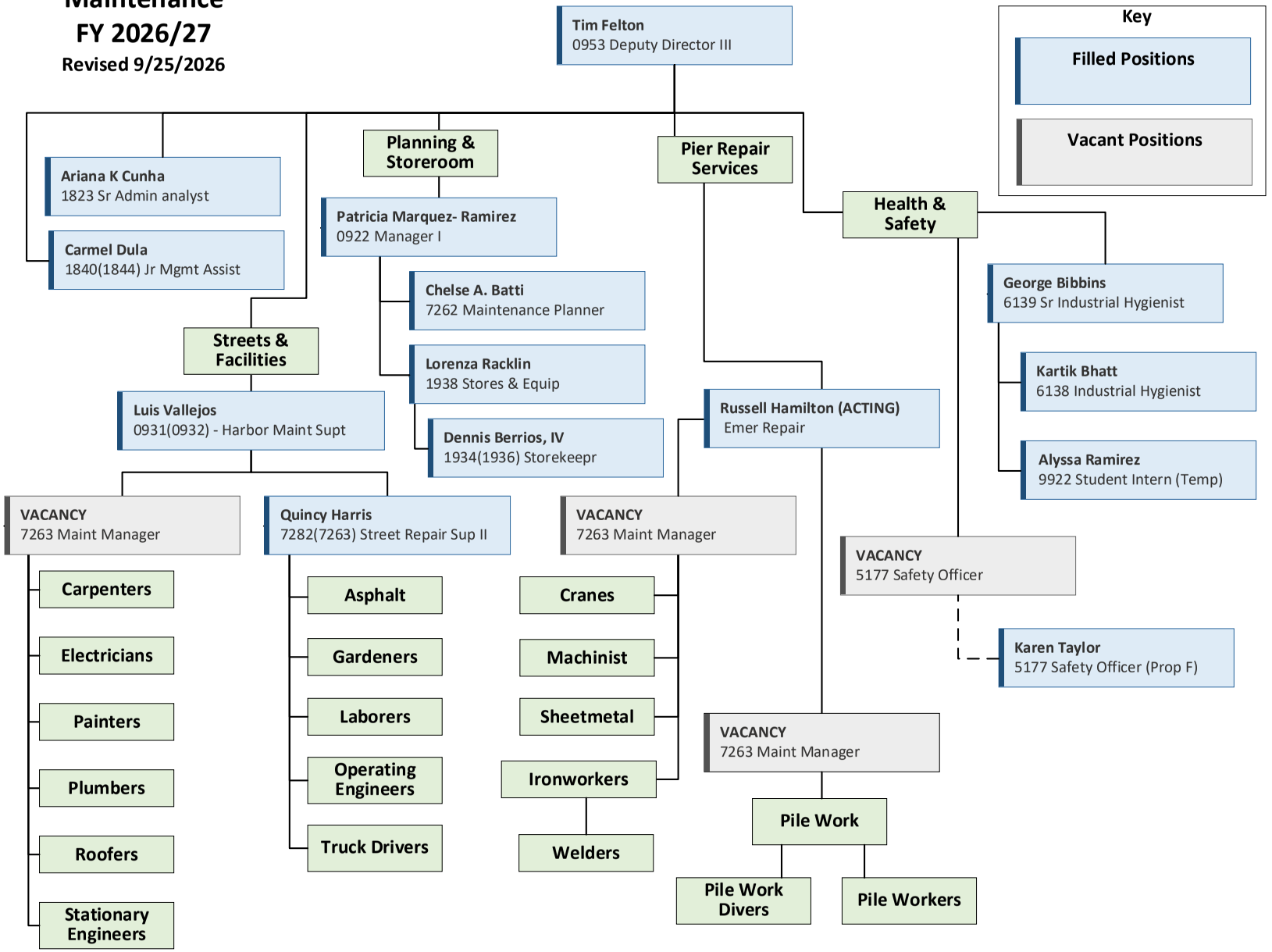
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Human Resources
FY 2026/27
Revised 10/21/2026



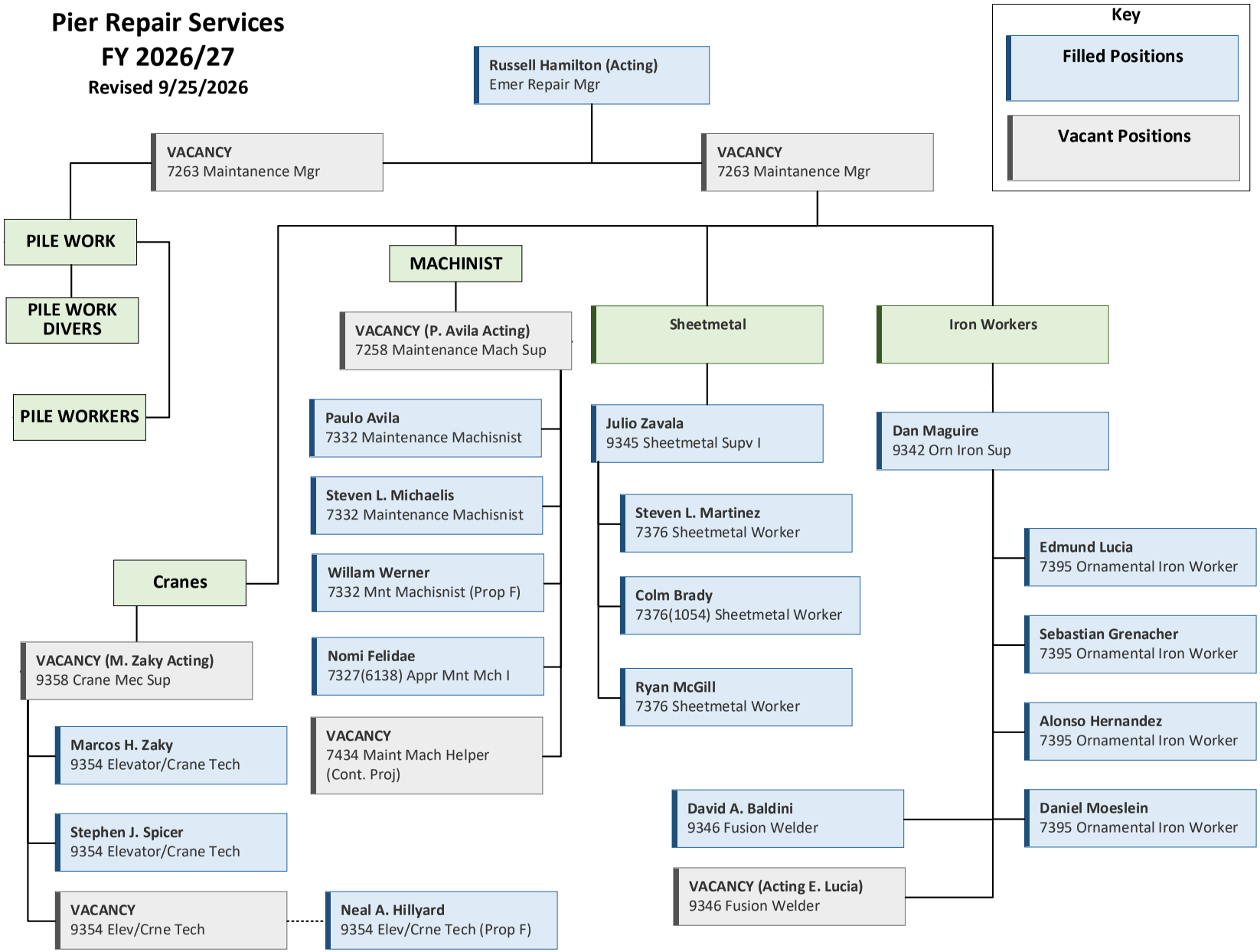
Finance & Administration
Information Technology
FY 2026/27
Revised 9/25/2026



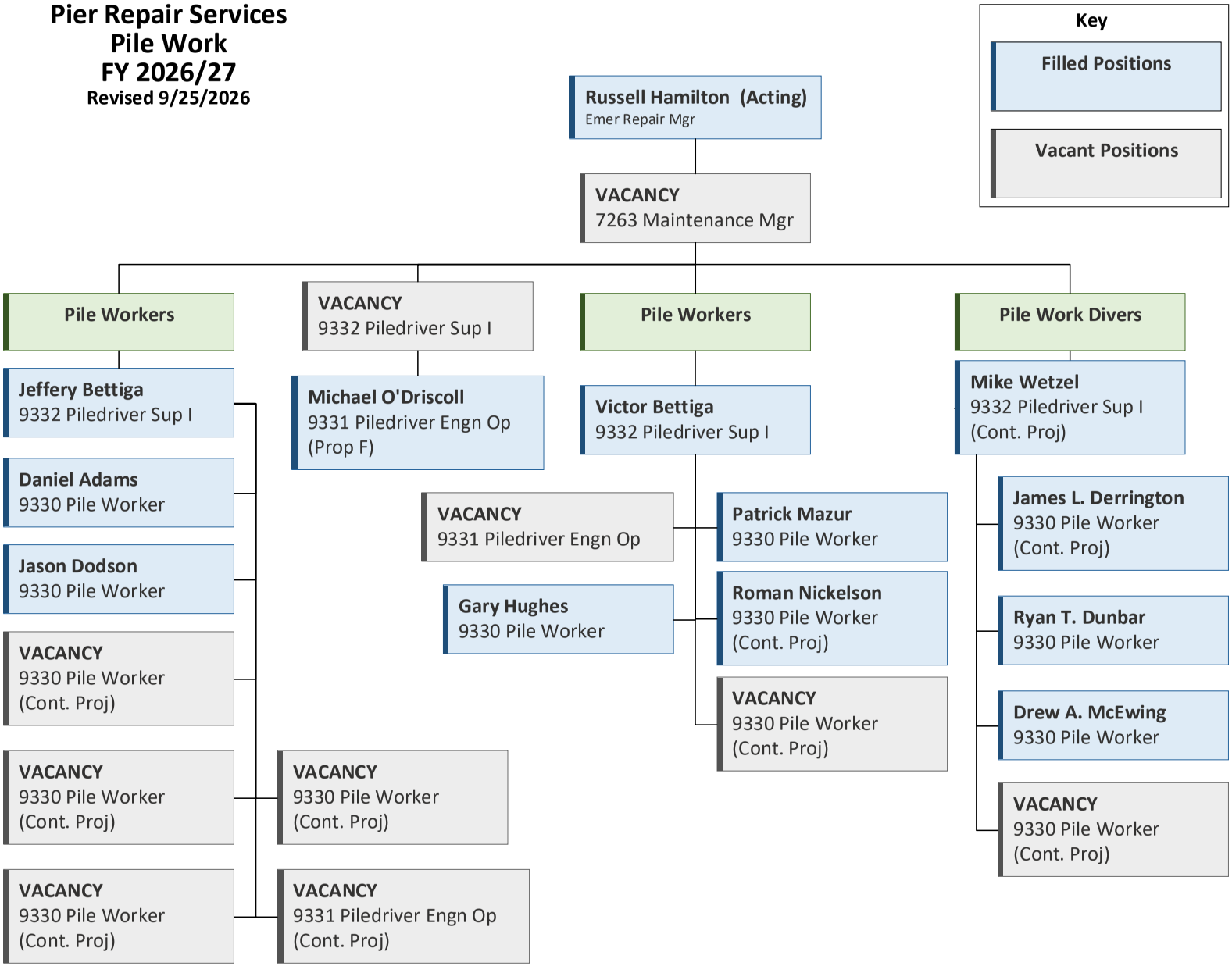
Maintenance
FY 2026/27
Revised 9/25/2026



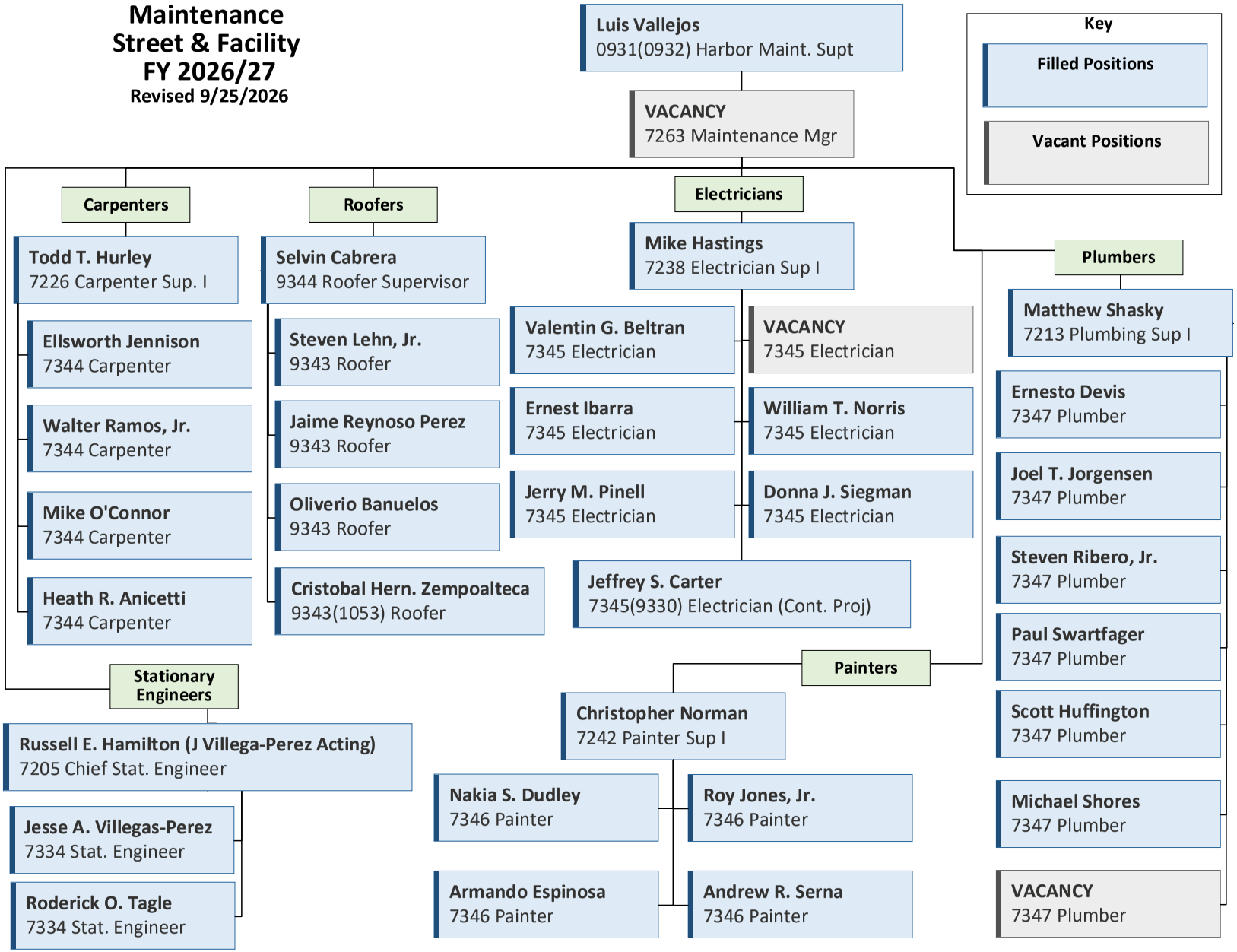
Maintenance
Pier Repair Services
FY 2026/27
Revised 9/25/2026



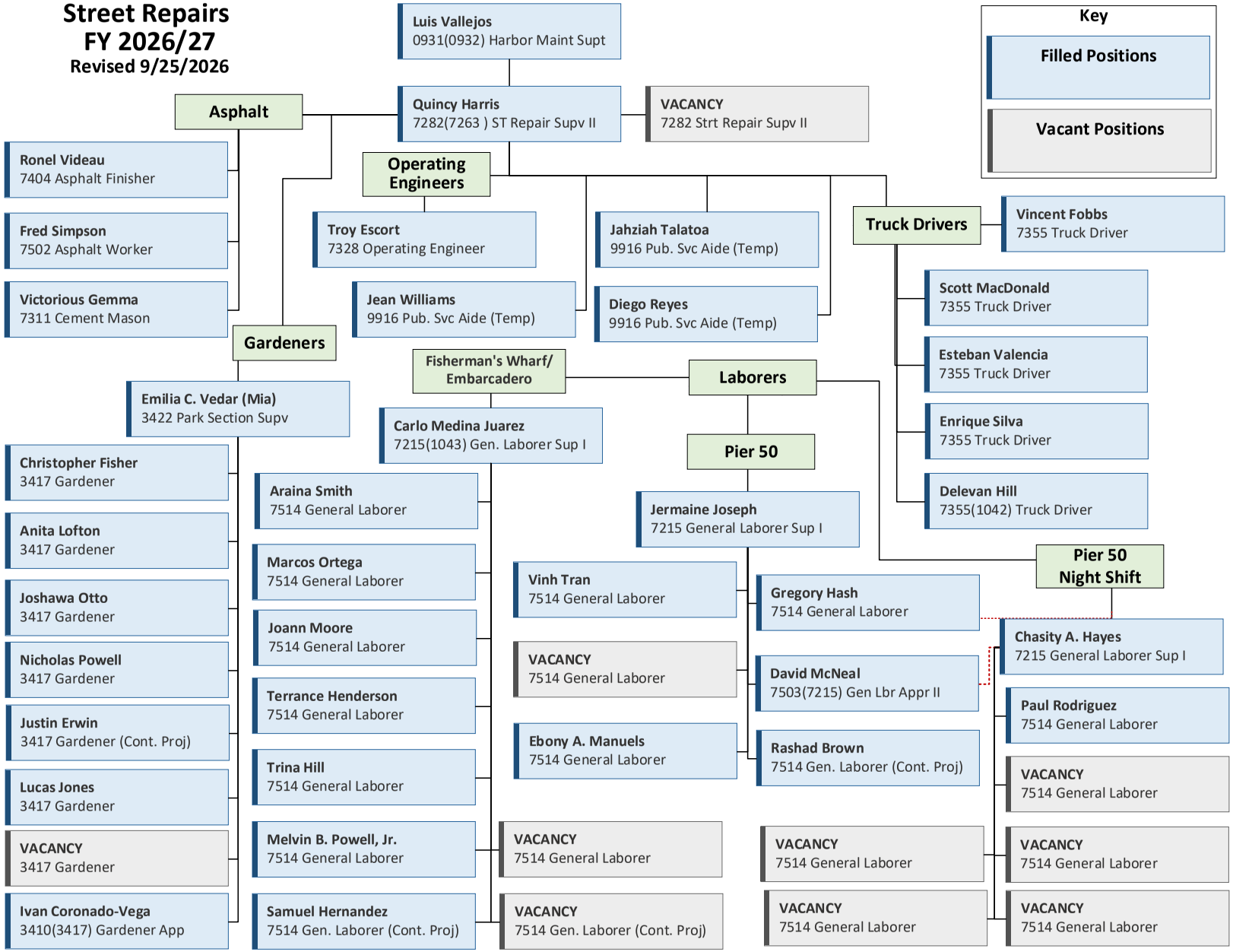
Maintenance
Pier Repair Services
Pile Work
FY 2026/27
Revised 9/25/2026



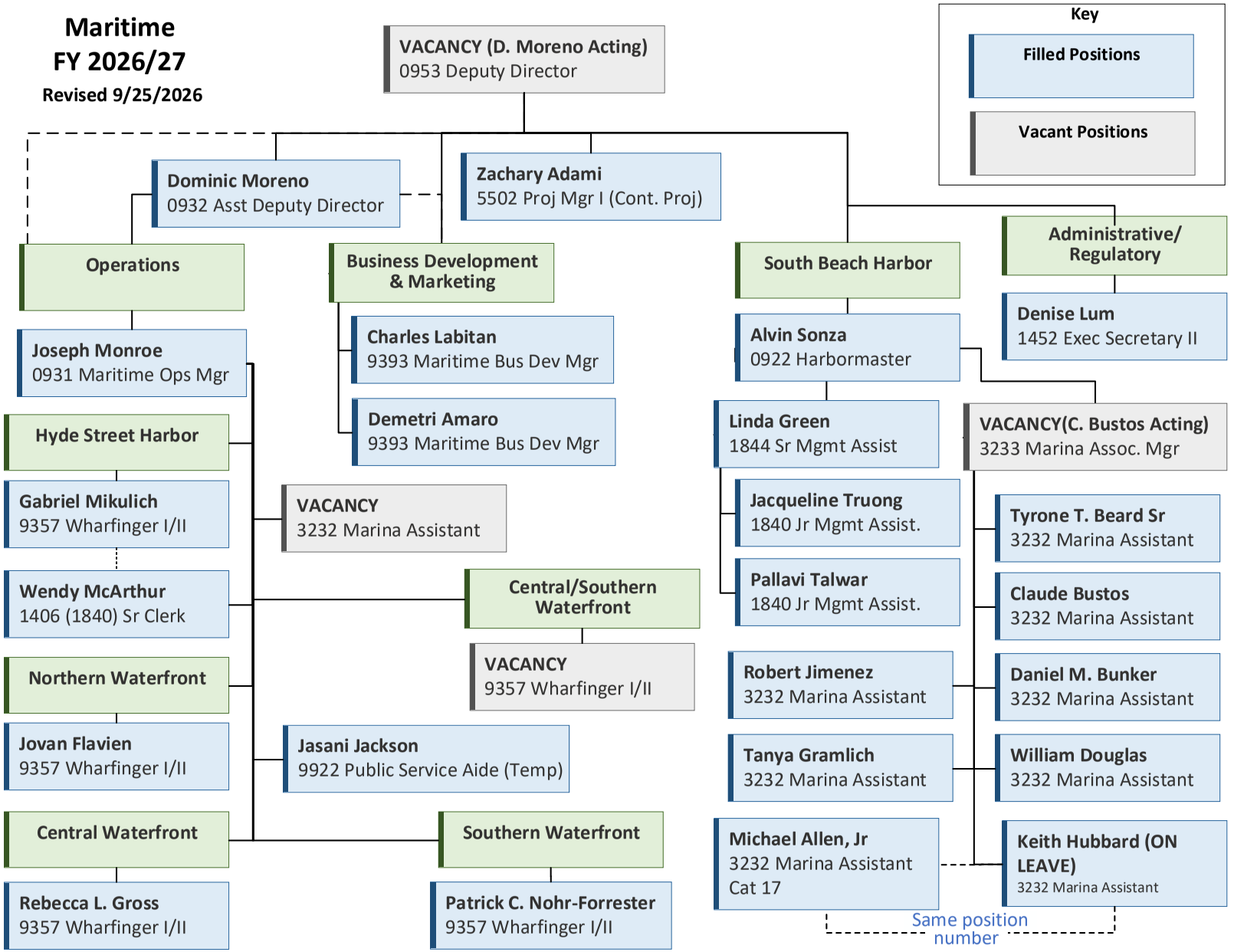
Maintenance
Street & Facility
FY 2026/27
Revised 9/25/2026



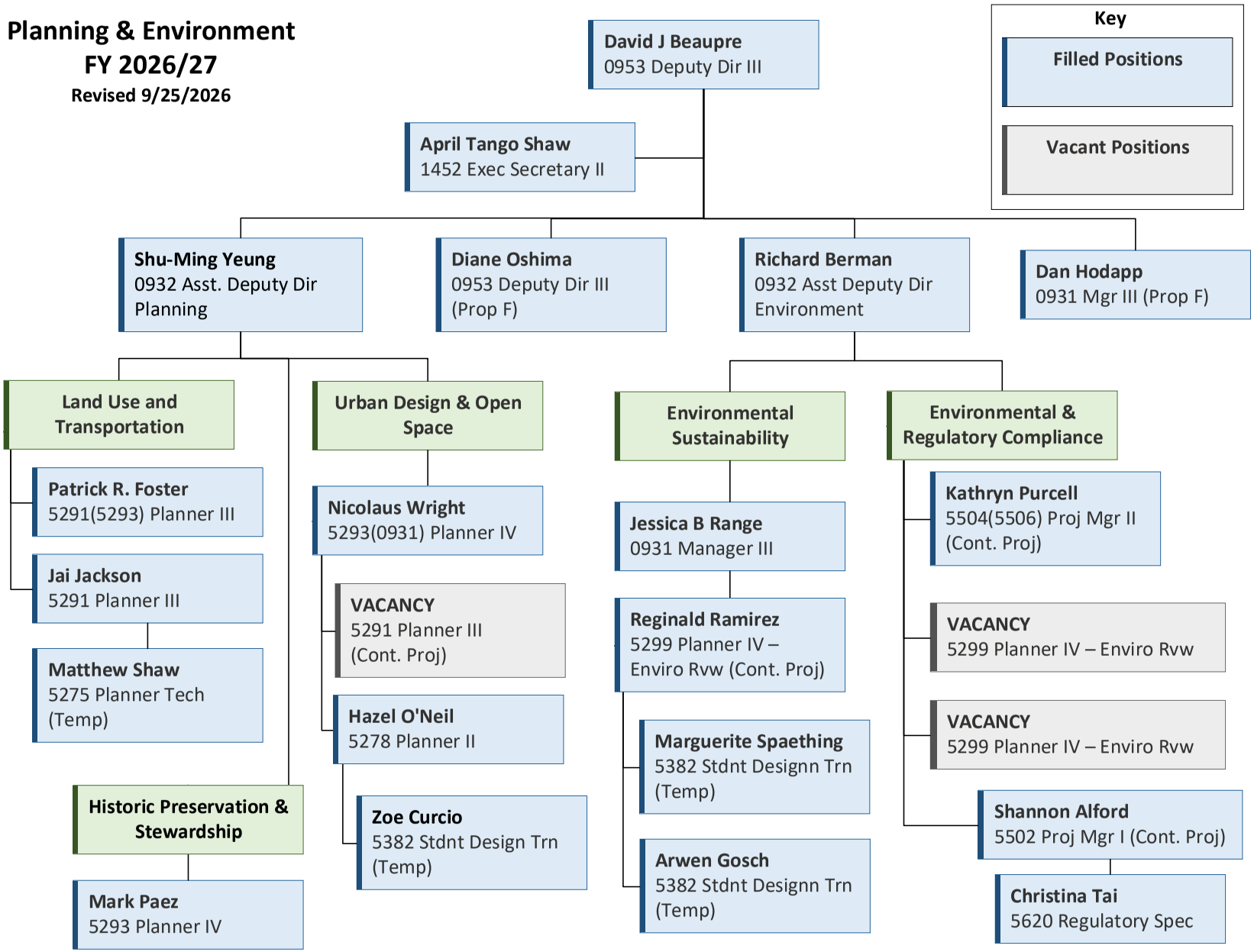
Maintenance
Street & Facility
Street Repairs
FY 2026/27
Revised 9/25/2026



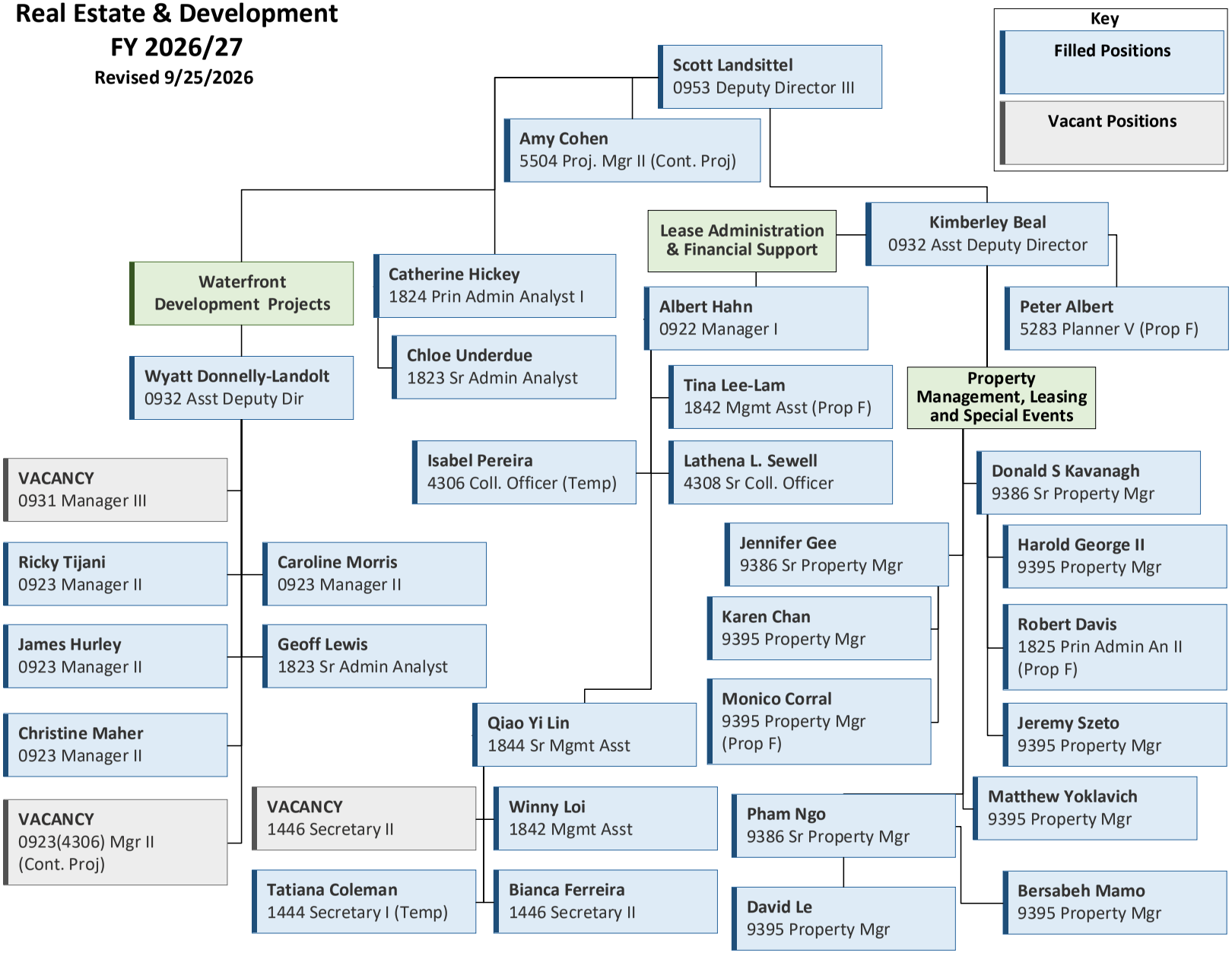
Maritime
FY 2026/27
Revised 9/25/2026



Planning & Environment
FY 2026/27
Revised 9/25/2026



Real Estate & Development
FY 2026/27
Revised 9/25/2026



PORTWIDE EXPENSE DETAIL
FY 2026-27 & FY 2027-28

Account Lvl 5 Title	Account	Account Title	FY 2025-26 Budget	FY 2026-27 Budget	FY 2027-28 Budget
5010Salary	501010	Perm Salaries-Misc-Regular	$ 36,999,025	$ 41,511,536	$ 43,955,545
	505010	Temp Misc Regular Salaries	$ 375,874	$ 375,874	$ 377,313
	509010	Premium Pay - Misc	$ 309,584	$ 587,794	$ 600,756
	511010	Overtime - Scheduled Misc	$ 291,367	$ 291,367	$ 291,368
		Salaries Subtotal	**$ 37,975,850**	**$ 42,766,571**	**$ 45,224,982**
5130Fringe	513010	Retire City Misc	$ 5,238,934	$ 5,974,783	$ 6,463,656
	514010	Social Security (OASDI & HI)	$ 2,223,848	$ 2,522,174	$ 2,671,581
	514020	Social Sec-Medicare(HI Only)	$ 550,666	$ 620,117	$ 655,750
	515010	Health Service-City Match	$ 1,232,145	$ 1,353,599	$ 1,498,231
	515020	Retiree Health-Match-Prop B	$ 287,817	$ 332,259	$ 351,317
	515030	RetireeHlthCare-CityMatchPropC	$ 91,871	$ 95,354	$ 100,826
	515510	Health Service-Admin Cost	$ 65,556	$ 65,965	$ 70,093
	515610	Health Service-Retiree Subsidy	$ 1,931,516	$ 2,026,788	$ 2,212,847
	515710	Dependent Coverage	$ 3,569,309	$ 3,986,225	$ 4,415,958
	515990	Health Service - Other	$ 500,832	$ 500,832	$ 500,832
	516010	Dental Coverage	$ 301,667	$ 336,481	$ 354,013
	519010	Fringe Adjustments-Budget	$ 8,515	$ -	$ -
	519110	Flexible Benefit Package	$ 234,749	$ 290,517	$ 318,108
	519120	Long Term Disability Insurance	$ 113,921	$ 127,100	$ 135,153
	519130	Life Insurance	$ 8,474	$ 8,474	$ 8,474
		Mandatory Fringe Benefits Subtotal	**$ 16,359,820**	**$ 18,240,668**	**$ 19,756,839**
5200OHAllo	520010	Indirect Cost Reimbursement	$ 466,993	$ 454,970	$ 454,970
	520100	Overhead Recovery	$ 1,124,864	$ -	$ -
		Overhead Allocation Subtotal	**$ 1,591,857**	**$ 454,970**	**$ 454,970**
		Personnel Subtotal	**$ 55,927,527**	**$ 61,462,209**	**$ 65,436,791**
5210NPSvcs	521030	Air Travel - Employees	$ 17,407	$ 22,950	$ 20,750
	521050	Non-Air Travel - Employees	$ 21,192	$ 47,550	$ 43,650
	522000	Training - Budget	$ 190,000	$ 140,000	$ 140,000
	523050	Employee Recognition	$ -	$ 50,000	$ 50,000
	524010	Membership Fees	$ 95,001	$ 107,181	$ 107,181
	525000	Entertainment & Promotion Bdgt	$ 261,630	$ 151,179	$ 151,179
	525010	Promotional & Entertainmnt Exp	$ 50,000	$ -	$ -
	527000	Prof & Specialized Svcs-Bdgt	$ 3,893,880	$ 3,547,080	$ 3,547,080
	527220	Financial Services	$ 130,000	$ -	$ -
	527610	Systems Consulting Services	$ 75,920	$ 75,920	$ 75,920
	528000	Maint Svcs-Bldgs & Impvts-Bdgt	$ 1,418,896	$ 1,418,896	$ 1,268,896
	528010	Scavenger Services	$ 333,264	$ 333,264	$ 333,264
	529000	Maint Svcs-Equipment-Budget	$ 93,020	$ 47,260	$ 47,260
	529110	Dp-Wp Equipment Maint	$ 132,600	$ 22,600	$ 22,600
	530000	Rents-Leases-Bldgs&Struct-Bdgt	$ 4,727,024	$ 4,613,024	$ 4,613,024
	531000	Rents & Leases-Equipment-Bdgt	$ 87,979	$ 204,000	$ 204,000
	532000	Utilities Expenses-Budget	$ 1,311,440	$ 1,311,440	$ 1,311,440
	535000	Other Current Expenses - Bdgt	$ 1,251,340	$ 1,040,967	$ 1,040,967
	535520	Printing	$ 20,000	$ 20,000	$ 20,000
	535960	Software Licensing Fees	$ 740,000	$ 740,000	$ 740,000
	552000	Taxes, Licenses & Permits-Bdgt	$ 185,910	$ 98,409	$ 98,409
	553000	Judgements & Claims-Budget	$ 200,000	$ 200,000	$ 200,000
		Non-Personnel Subtotal	**$ 15,236,503**	**$ 14,191,720**	**$ 14,035,620**

Account Lvl 5 Title	Account	Account Title	FY 2025-26 Budget	FY 2026-27 Budget	FY 2027-28 Budget
5400Mat&Su	540000	Materials & Supplies-Budget	$ 1,554,820	$ 1,633,525	$ 1,687,298
	546990	Food	$ 25,000	$ 25,000	$ 25,000
	549250	Minor Data Processing Equipmnt	$ 100,880	$ 100,880	$ 100,880
		Materials & Supplies Subtotal	**$ 1,680,700**	**$ 1,759,405**	**$ 1,813,178**
5600CapOut	560000	Equipment Purchase-Budget	$ 909,273	$ 1,295,000	$ 1,185,904
		Equipment Subtotal	**$ 909,273**	**$ 1,295,000**	**$ 1,185,904**
5700DebSvc	570000	Debt Service-Budget	$ 6,677,102	$ 5,801,852	$ 5,794,815
		Debt Service Subtotal	**$ 6,677,102**	**$ 5,801,852**	**$ 5,794,815**
5810OthDep	581010	EF-Airport	$ 26,000	$ 26,000	$ 26,000
	581013	GF-PUC-Ueb	$ 39,500	$ -	$ -
	581014	GF-PUC-Hetch Hetchy	$ 50,000	$ 50,000	$ 50,000
	581015	HRD Systems & Analytics	$ 17,603	$ 18,295	$ 18,753
	581016	Diversity Equity Inclusion	$ 6,364	$ -	$ -
	581051	GF-PUC-Light Heat & Power	$ 3,618,979	$ 3,576,856	$ 3,915,940
	581065	Adm-Real Estate Special Svcs	$ 243,208	$ 247,047	$ 259,433
	581067	Sr-DPW-Building Repair	$ 25,246	$ 26,130	$ 27,045
	581068	Sr-DPW-Street Cleaning	$ 229,505	$ 200,000	$ 200,000
	581070	GF-Board Of Supervisors	$ 3,609	$ 3,609	$ 3,609
	581071	Sr-DPW-Engineering	$ 40,600	$ -	$ -
	581078	Sr-DPW-Street Repair	$ 53,474	$ 55,346	$ 57,283
	581081	Sr-DPW-Urban Forestry	$ 17,328	$ 17,934	$ 18,562
	581120	GF-CON-Accounting Ops	$ 106,057	$ 128,216	$ 138,628
	581130	GF-Con-Internal Audits	$ 286,171	$ 416,849	$ 330,285
	581140	DT Technology Projects	$ 550,370	$ 550,370	$ 550,370
	581142	DT Citywide Public Cloud	$ 5,778	$ 6,200	$ 6,200
	581160	GF-Adm-General(AAO)	$ 58,737	$ 58,737	$ 58,737
	581161	GF-ADM-Digital Services	$ -	$ 82,338	$ 87,133
	581170	GF-Risk Management Svcs (AAO)	$ 13,284,859	$ 11,690,339	$ 12,861,364
	581180	GF-Con-Fast Team	$ 250,000	$ -	$ -
	581190	GF-Convention Facilities	$ 95,000	$ 95,000	$ 95,000
	581210	DT Technology Infrastructure	$ 976,685	$ 950,548	$ 1,004,376
	581245	GF-CON-Information System Ops	$ 249,125	$ 284,194	$ 299,574
	581250	GF-City Planning	$ 200,000	$ 65,781	$ 499,269
	581270	GF-City Attorney-Legal Service	$ 3,430,000	$ 3,430,000	$ 3,430,000
	581280	DT SFGov TV Services	$ 103,341	$ 104,574	$ 104,574
	581325	DT Enterprise Tech Contracts	$ 187,376	$ 237,891	$ 237,891
	581330	GF-Bus & Ecn Dev	$ 400,000	$ 400,000	$ 400,000
	581350	GF-Emergency Communications	$ 16,642	$ 16,642	$ 16,642
	581360	DT Telecommunications Services	$ 438,011	$ 350,128	$ 350,128
	581370	GF-Environment	$ 113,363	$ 117,684	$ 121,946
	581390	GF-Fire	$ 5,641,040	$ 5,831,549	$ 6,065,555
	581421	GF-GEN-Govt Ops Recovery	$ 36,869	$ 55,391	$ 56,347
	581430	GF-HR-Equal Emplymnt Opportuni	$ 71,970	$ 84,985	$ 90,510
	581450	GF-HR-Mgmt Training	$ 11,188	$ 61,188	$ 61,188
	581460	GF-HR-Workers' Comp Claims	$ 1,636,000	$ 1,537,227	$ 1,594,119
	581470	GF-HR-EMPLOYMENTSERVICES	$ 83,100	$ 90,402	$ 93,444
	581480	GF-HR-Employee Relations	$ 28,816	$ 28,816	$ 28,816
	581500	ADM Contract Monitoring	$ 120,051	$ 137,291	$ 144,801
	581520	Ef-SFGH-Medical Service	$ 41,900	$ 41,900	$ 41,900
	581600	GF-HR-Tuition Reimbursment Aap	$ 9,177	$ -	$ -
	581690	GF-Mayor'S Office Services	$ 36,996	$ 38,279	$ 38,279
	581710	Is-Purch-Centrl Shop-AutoMaint	$ 984,174	$ 962,288	$ 1,015,100

Account Lvl 5 Title	Account	Account Title	FY 2025-26 Budget	FY 2026-27 Budget	FY 2027-28 Budget
5810OthDep	581740	Is-Purch-Centrl Shop-FuelStock	$ 232,692	$ 161,149	$ 156,359
	581750	GF-Purch-General Office	$ 147,550	$ 149,736	$ 157,995
	581770	GF-Parking & Traffic	$ 2,531,640	$ 3,015,000	$ 3,015,000
	581780	OCA-Labor Standard Enforcement	$ 31,178	$ 32,288	$ 33,454
	581820	Is-Purch-Reproduction	$ 45,494	$ 46,672	$ 48,425
	581830	GF-Police Security	$ 2,198,329	$ 2,502,291	$ 2,502,291
	581860	GF-Real Estate Service	$ 25,000	$ 25,000	$ 25,000
	581880	GF-Rec & Park-Gardener	$ 92,400	$ 92,400	$ 92,400
	581920	GF-HRc Surety Bond	$ 85,383	$ 35,471	$ 35,471
	581980	GF-Tax Collector	$ 7,552	$ 8,198	$ 8,809
		Work Orders Subtotal	**$ 39,221,430**	**$ 38,144,229**	**$ 40,474,005**
5060ProgPr	506070	Programmatic Projects-Budget	$ 4,510,481	$ 4,629,140	$ 4,685,140
		Programmatic Projects Subtotal	**$ 4,510,481**	**$ 4,629,140**	**$ 4,685,140**
GRAND TOTAL			**$ 124,163,016**	**$ 127,283,555**	**$ 133,425,453**

ENGINEERING

The Engineering division provides project and construction management, engineering design, facility inspection, construction contracting, building code enforcement, and permit review services for all structures within Port's jurisdiction.

The fiscal year 2026-27 budget is $9.58 million, including: $5.79 million in Salaries, $1.86 million in Mandatory Benefits, $0.78 million in Non-Personnel Services, $0.01 million in Materials & Supplies, $0.08 million in Equipment, $1.02 million in Work Orders with other City departments, and $0.05 million in Programmatic Projects.

The fiscal year 2027-28 budget is $10.08 million, including: $6.09 million in Salaries, $2.00 million in Mandatory Benefits, $0.78 million in Non-Personnel Services, $0.01 million in Materials & Supplies, $0.08 million in Equipment, $1.08 million in Work Orders with other City departments, and $0.05 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- Two Senior Construction Inspector positions (one new and one substitution).
- New and replacement pickup trucks, phased over two years.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 5,063,468	$ 727,906	$ 5,791,374	$ 302,989	$ 6,094,363
	Mandatory Fringe Benefits	$ 1,635,072	$ 221,665	$ 1,856,737	$ 146,656	$ 2,003,393
	Personnel Subtotal	**$ 6,698,540**	**$ 949,571**	**$ 7,648,111**	**$ 449,645**	**$ 8,097,756**
Non-Personnel Services	Air Travel - Employees	$ 2,375	$ (125)	$ 2,250	$ -	$ 2,250
	Non-Air Travel - Employees	$ 4,150	$ -	$ 4,150	$ -	$ 4,150
	Membership Fees	$ 8,691	$ -	$ 8,691	$ -	$ 8,691
	Prof & Specialized Svcs-Bdgt	$ 711,000	$ -	$ 711,000	$ -	$ 711,000
	Maint Svcs-Equipment-Budget	$ 1,500	$ -	$ 1,500	$ -	$ 1,500
	Other Current Expenses - Bdgt	$ 20,700	$ -	$ 20,700	$ -	$ 20,700
	Printing	$ 20,000	$ -	$ 20,000	$ -	$ 20,000
	Taxes, Licenses & Permits-Bdgt	$ 6,909	$ -	$ 6,909	$ -	$ 6,909
	Non-Personnel Subtotal	**$ 775,325**	**$ (125)**	**$ 775,200**	**$ -**	**$ 775,200**
Materials & Supplies	Materials & Supplies-Budget	$ 10,000	$ -	$ 10,000	$ -	$ 10,000
	Materials & Supplies Subtotal	**$ 10,000**	**$ -**	**$ 10,000**	**$ -**	**$ 10,000**
Equipment	Equipment Purchase-Budget	$ -	$ 75,000	$ 75,000	$ -	$ 75,000
	Equipment Subtotal	**$ -**	**$ 75,000**	**$ 75,000**	**$ -**	**$ 75,000**
Work Orders	[GF-PUC-Ueb] - Project Pull internship program	$ 39,500	$ (39,500)	$ -	$ -	$ -
	[Sr-DPW-Engineering] - as-needed services	$ 40,600	$ (40,600)	$ -	$ -	$ -
	[GF-Fire] - plan review, inspection, permit issuance	$ 999,523	$ 21,526	$ 1,021,049	$ 54,786	$ 1,075,835
	Work Orders Subtotal	**$ 1,079,623**	**$ (58,574)**	**$ 1,021,049**	**$ 54,786**	**$ 1,075,835**
GRAND TOTAL		**$ 8,563,488**	**$ 965,872**	**$ 9,529,360**	**$ 504,431**	**$ 10,033,791**

ENGINEERING PROGRAMMATIC PROJECTS

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	PO Facility Maint Repair P1	$ 50,000	$ -	$ 50,000	$ -	$ 50,000
	As-needed repair of Port facilities.					
TOTAL		**$ 50,000**	**$ -**	**$ 50,000**	**$ -**	**$ 50,000**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 8,613,488**	**$ 965,872**	**$ 9,579,360**	**$ 504,431**	**$ 10,083,791**

EXECUTIVE SUMMARY

The Executive Director is appointed by the Mayor and serves at the pleasure of the Port Commission to implement its policies and manage all activities within its jurisdiction. The Director, alongside the Chief Operating Officer, directly oversees Deputy Directors and key offices, including External Affairs, Homeland Security, and Legal support provided by the City Attorney's Office.

The fiscal year 2026-27 budget is $11.81 million, including: $3.19 million in Salaries, $1.08 million in Mandatory Benefits, $0.59 million in Non-Personnel Services, $0.18 million in Materials & Supplies, $0.15 million in Equipment, $5.91 million in Work Orders with other City departments, and $0.71 million in Programmatic Projects.

The fiscal year 2027-28 budget is $11.78 million, including: $3.37 million in Salaries, $1.18 million in Mandatory Benefits, $0.44 million in Non-Personnel Services, $0.18 million in Materials & Supplies, $5.91 million in Work Orders with other City departments, and $0.71 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):

- Three security positions (two new and one substitution) and one position reallocation from another division.
- Continued transition away from contracted security providers and alignment of sponsorship-related budgets with historical spending.
- New and replacement vehicles for the in-house security team expansion.
- Restoration of the Homeland Security programmatic project budget to the FY 2024-25 level to address a task backlog.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 2,079,567	$ 1,112,751	$ 3,192,318	$ 181,115	$ 3,373,433
	Mandatory Fringe Benefits	$ 746,250	$ 333,916	$ 1,080,166	$ 97,987	$ 1,178,153
	Personnel Subtotal	**$ 2,825,817**	**$ 1,446,667**	**$ 4,272,484**	**$ 279,102**	**$ 4,551,586**
Non-Personnel Services	Air Travel - Employees	$ 5,700	$ 1,500	$ 7,200	$ -	$ 7,200
	Non-Air Travel - Employees	$ 4,010	$ 10,340	$ 14,350	$ -	$ 14,350
	Membership Fees	$ 43,850	$ -	$ 43,850	$ -	$ 43,850
	Entertainment & Promotion Bdgt	$ 218,350	$ (99,350)	$ 119,000	$ -	$ 119,000
	Prof & Specialized Svcs-Bdgt	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	Maint Svcs-Bldgs & Impvts-Bdgt	$ 160,160	$ -	$ 160,160	$ (150,000)	$ 10,160
	Other Current Expenses - Bdgt	$ 122,000	$ (80,000)	$ 42,000	$ -	$ 42,000
	Non-Personnel Subtotal	**$ 754,070**	**$ (167,510)**	**$ 586,560**	**$ (150,000)**	**$ 436,560**
Materials & Supplies	Materials & Supplies-Budget	$ 158,000	$ 17,000	$ 175,000	$ -	$ 175,000
	Materials & Supplies Subtotal	**$ 158,000**	**$ 17,000**	**$ 175,000**	**$ -**	**$ 175,000**
Equipment	Equipment Purchase-Budget	$ -	$ 150,000	$ 150,000	$ (150,000)	$ -
	Equipment Subtotal	**$ -**	**$ 150,000**	**$ 150,000**	**$ (150,000)**	**$ -**
Work Orders	[DT Technology Projects] - CCTV installation & monitoring	$ 299,728	$ -	$ 299,728	$ -	$ 299,728
	[GF-Convention Facilities] - fireworks shows (New Year's Eve, 4th of July, etc.)	$ 95,000	$ -	$ 95,000	$ -	$ 95,000
	[GF-City Attorney-Legal Service] - in-house & outside counsel	$ 3,400,000	$ -	$ 3,400,000	$ -	$ 3,400,000
	[GF-Bus & Ecn Dev] - OEWD as-needed services (e.g., Port Vendor Program)	$ 200,000	$ -	$ 200,000	$ -	$ 200,000

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Work Orders	[GF-Emergency Communications] - citywide radio replacement project	$ -	$ 16,642	$ 16,642	$ -	$ 16,642
	[GF-Mayor'S Office Services] - lobbyists & policy analysts	$ 36,996	$ 1,283	$ 38,279	$ -	$ 38,279
	[GF-Police Security] - officers, bicycle patrol & marine unit	$ 1,560,000	$ 303,962	$ 1,863,962	$ -	$ 1,863,962
	Work Orders Subtotal	**$ 5,591,724**	**$ 321,887**	**$ 5,913,611**	**$ -**	**$ 5,913,611**
GRAND TOTAL		**$ 9,329,611**	**$ 1,768,044**	**$ 11,097,655**	**$ (20,898)**	**$ 11,076,757**

EXECUTIVE PROGRAMMATIC PROJECTS SUMMARY

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	PO Homeland Security Enhancement	$ 75,000	$ 70,000	$ 145,000	$ -	$ 145,000
	Unanticipated needs and special projects related to security efforts (e.g. gates, access control systems, etc.)					
	PO Racial Equity Econ Impact Project	$ 560,000	$ -	$ 560,000	$ -	$ 560,000
	As-needed racial equity services and personnel costs.					
TOTAL		**$ 635,000**	**$ 70,000**	**$ 705,000**	**$ -**	**$ 705,000**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 9,964,611**	**$ 1,838,044**	**$ 11,802,655**	**$ (20,898)**	**$ 11,781,757**

EXECUTIVE - COMMUNICATIONS

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 141,363	$ 247,071	$ 388,434	$ 17,711	$ 406,145
	Mandatory Fringe Benefits	$ 53,867	$ 85,472	$ 139,339	$ 10,053	$ 149,392
	Personnel Subtotal	**$ 195,230**	**$ 332,543**	**$ 527,773**	**$ 27,764**	**$ 555,537**
Non-Personnel Services	Non-Air Travel - Employees	$ 260	$ (260)	$ -	$ -	$ -
	Entertainment & Promotion Bdgt	$ 199,350	$ (99,350)	$ 100,000	$ -	$ 100,000
	Prof & Specialized Svcs-Bdgt	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	Other Current Expenses - Bdgt	$ 10,000	$ -	$ 10,000	$ -	$ 10,000
	Non-Personnel Subtotal	**$ 409,610**	**$ (99,610)**	**$ 310,000**	**$ -**	**$ 310,000**
Materials & Supplies	Materials & Supplies-Budget	$ 3,000	$ 17,000	$ 20,000	$ -	$ 20,000
	Materials & Supplies Subtotal	**$ 3,000**	**$ 17,000**	**$ 20,000**	**$ -**	**$ 20,000**
Work Orders	[GF-Convention Facilities] - fireworks shows (New Year's Eve, 4th of July, etc.)	$ 95,000	$ -	$ 95,000	$ -	$ 95,000
	Work Orders Subtotal	**$ 95,000**	**$ -**	**$ 95,000**	**$ -**	**$ 95,000**
GRAND TOTAL		**$ 702,840**	**$ 249,933**	**$ 952,773**	**$ 27,764**	**$ 980,537**

EXECUTIVE - COMMUNICATIONS PROGRAMMATIC PROJECTS

Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
PO Racial Equity Econ Impact	$ 560,000	$ -	$ 560,000	$ -	$ 560,000
TOTAL	**$ 560,000**	**$ -**	**$ 560,000**	**$ -**	**$ 560,000**

EXECUTIVE - GENERAL

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 1,227,956	$ 671,864	$ 1,899,820	$ 81,742	$ 1,981,562
	Mandatory Fringe Benefits	$ 392,823	$ 155,887	$ 548,710	$ 38,690	$ 587,400
	Personnel Subtotal	**$ 1,620,779**	**$ 827,751**	**$ 2,448,530**	**$ 120,432**	**$ 2,568,962**
Non-Personnel Services	Air Travel - Employees	$ 5,000	$ -	$ 5,000	$ -	$ 5,000
	Non-Air Travel - Employees	$ 3,750	$ 7,600	$ 11,350	$ -	$ 11,350
	Membership Fees	$ 43,850	$ -	$ 43,850	$ -	$ 43,850
	Entertainment & Promotion Bdgt	$ 19,000	$ -	$ 19,000	$ -	$ 19,000
	Other Current Expenses - Bdgt	$ 102,000	$ (80,000)	$ 22,000	$ -	$ 22,000
	Non-Personnel Subtotal	**$ 173,600**	**$ (72,400)**	**$ 101,200**	**$ -**	**$ 101,200**
Materials & Supplies	Materials & Supplies-Budget	$ 5,000	$ -	$ 5,000	$ -	$ 5,000
	Materials & Supplies Subtotal	**$ 5,000**	**$ -**	**$ 5,000**	**$ -**	**$ 5,000**
Work Orders	[GF-Bus & Ecn Dev] - OEWD as-needed services (e.g. Port Vendor Program)	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	[GF-Mayor'S Office Services] - lobbyists & policy analysts	$ 36,996	$ 1,283	$ 38,279	$ -	$ 38,279
	Work Orders Subtotal	**$ 236,996**	**$ 1,283**	**$ 238,279**	**$ -**	**$ 238,279**
GRAND TOTAL		**$ 2,036,375**	**$ 756,634**	**$ 2,793,009**	**$ 120,432**	**$ 2,913,441**

EXECUTIVE - HOMELAND SECURITY

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 710,248	$ 193,816	$ 904,064	$ 81,662	$ 985,726
	Mandatory Fringe Benefits	$ 299,560	$ 92,557	$ 392,117	$ 49,244	$ 441,361
	Personnel Subtotal	**$ 1,009,808**	**$ 286,373**	**$ 1,296,181**	**$ 130,906**	**$ 1,427,087**
Non-Personnel Services	Air Travel - Employees	$ 700	$ 1,500	$ 2,200	$ -	$ 2,200
	Non-Air Travel - Employees	$ -	$ 3,000	$ 3,000	$ -	$ 3,000
	Maint Svcs-Bldgs & Impvts-Bdgt	$ 160,160	$ -	$ 160,160	$ (150,000)	$ 10,160
	Non-Personnel Subtotal	**$ 160,860**	**$ 4,500**	**$ 165,360**	**$ (150,000)**	**$ 15,360**
Materials & Supplies	Materials & Supplies-Budget	$ 150,000	$ -	$ 150,000	$ -	$ 150,000
	Materials & Supplies Subtotal	**$ 150,000**	**$ -**	**$ 150,000**	**$ -**	**$ 150,000**
Equipment	Equipment Purchase-Budget	$ -	$ 150,000	$ 150,000	$ (150,000)	$ -
	Equipment Subtotal	**$ -**	**$ 150,000**	**$ 150,000**	**$ (150,000)**	**$ -**
Work Orders	[DT Technology Projects] - CCTV installation & monitoring	$ 299,728	$ -	$ 299,728	$ -	$ 299,728
	[GF-Emergency Communications] - citywide radio replacement project	$ -	$ 16,642	$ 16,642	$ -	$ 16,642
	[GF-Police Security] - officers, bicycle patrol & marine unit	$ 1,560,000	$ 303,962	$ 1,863,962	$ -	$ 1,863,962
	Work Orders Subtotal	**$ 1,859,728**	**$ 320,604**	**$ 2,180,332**	**$ -**	**$ 2,180,332**
GRAND TOTAL		**$ 3,180,396**	**$ 761,477**	**$ 3,941,873**	**$ (169,094)**	**$ 3,772,779**

EXECUTIVE - HOMELAND SECURITY PROGRAMMATIC PROJECTS

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	PO Homeland Security Enhancement	$ 75,000	$ 70,000	$ 145,000	$ -	$ 145,000
TOTAL		**$ 75,000**	**$ 70,000**	**$ 145,000**	**$ -**	**$ 145,000**

EXECUTIVE - LEGAL SERVICES

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Non-Personnel Services	Other Current Expenses - Bdgt	$ 10,000	$ -	$ 10,000	$ -	$ 10,000
	Non-Personnel Subtotal	**$ 10,000**	**$ -**	**$ 10,000**	**$ -**	**$ 10,000**
Work Orders	[GF-City Attorney-Legal Service] - in-house & outside counsel	$ 3,400,000	$ -	$ 3,400,000	$ -	$ 3,400,000
	Work Orders Subtotal	**$ 3,400,000**	**$ -**	**$ 3,400,000**	**$ -**	**$ 3,400,000**
GRAND TOTAL		**$ 3,410,000**	**$ -**	**$ 3,410,000**	**$ -**	**$ 3,410,000**

FINANCE AND ADMINISTRATION SUMMARY

The Finance and Administration division includes support services and functions related to human resources, accounting, finance, contracts, information systems, and office/fleet management.

The fiscal year 2026-27 budget is $37.24 million, including: $8.31 million in Salaries, $5.56 million in Mandatory Benefits, $0.45 million in Overhead, $1.52 million in Non-Personnel Services, $0.19 million in Materials & Supplies, $5.27 million in Debt Service, $15.48 million in Work Orders with other City departments, and $0.47 million in Programmatic Projects.

The fiscal year 2027-28 budget is $39.99 million, including: $8.91 million in Salaries, $6.04 million in Mandatory Benefits, $0.45 million in Overhead, $1.52 million in Non-Personnel Services, $0.19 million in Materials & Supplies, $5.26 million in Debt Service, $17.14 million in Work Orders with other City departments, and $0.47 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- Two new IT positions and nine substitutions across HR, IT, Accounting, and Procurement. Reversion to standard City Overhead (Full Cost Plan) estimates in line with Controller guidance.
- Alignment of Non-Personnel budgets with historical spending.
- Debt repayment schedule update following the refunding of the 2013 Certificates of Participation.
- Central Shops work order consolidation under the Maintenance division. Risk Management work order adjustment for lower projected insurance premiums in FY 2026-27, followed by an increase in FY 2027-28. New City Planning work order in FY 2027-28 related to the citywide permitting modernization initiative.
- Consolidation of disparate youth employment budgets, previously in work orders, within a single programmatic project under HR.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 7,198,867	$ 1,108,681	$ 8,307,548	$ 604,893	$ 8,912,441
	Mandatory Fringe Benefits	$ 5,061,473	$ 494,831	$ 5,556,304	$ 482,866	$ 6,039,170
	Overhead	$ 1,591,857	$ (1,136,887)	$ 454,970	$ -	$ 454,970
	Personnel Subtotal	**$ 13,852,197**	**$ 466,625**	**$ 14,318,822**	**$ 1,087,759**	**$ 15,406,581**
Non-Personnel Services	Air Travel - Employees	$ 5,250	$ (3,550)	$ 1,700	$ -	$ 1,700
	Non-Air Travel - Employees	$ 5,250	$ (1,250)	$ 4,000	$ -	$ 4,000
	Training - Budget	$ 190,000	$ (50,000)	$ 140,000	$ -	$ 140,000
	Employee Recognition	$ -	$ 50,000	$ 50,000	$ -	$ 50,000
	Membership Fees	$ 1,000	$ -	$ 1,000	$ -	$ 1,000
	Promotional & Entertainmnt Exp	$ 50,000	$ (50,000)	$ -	$ -	$ -
	Prof & Specialized Svcs-Bdgt	$ 231,800	$ (46,800)	$ 185,000	$ -	$ 185,000
	Financial Services	$ 130,000	$ (130,000)	$ -	$ -	$ -
	Systems Consulting Services	$ 75,920	$ -	$ 75,920	$ -	$ 75,920
	Dp-Wp Equipment Maint	$ 132,600	$ (110,000)	$ 22,600	$ -	$ 22,600
	Other Current Expenses - Bdgt	$ 83,040	$ 20,000	$ 103,040	$ -	$ 103,040
	Software Licensing Fees	$ 740,000	$ -	$ 740,000	$ -	$ 740,000
	Judgements & Claims-Budget	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	Non-Personnel Subtotal	**$ 1,844,860**	**$ (321,600)**	**$ 1,523,260**	**$ -**	**$ 1,523,260**

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Materials & Supplies	Materials & Supplies-Budget	$ 62,400	$ -	$ 62,400	$ -	$ 62,400
	Food	$ 25,000	$ -	$ 25,000	$ -	$ 25,000
	Minor Data Processing Equipmnt	$ 100,880	$ -	$ 100,880	$ -	$ 100,880
	Materials & Supplies Subtotal	**$ 188,280**	**$ -**	**$ 188,280**	**$ -**	**$ 188,280**
Debt Service	Debt Service-Budget	$ 6,141,147	$ (875,250)	$ 5,265,897	$ (7,037)	$ 5,258,860
	Debt Service Subtotal	**$ 6,141,147**	**$ (875,250)**	**$ 5,265,897**	**$ (7,037)**	**$ 5,258,860**
Work Orders	[HRD Systems & Analytics] - applicant tracking system (SmartRecruiters)	$ 17,603	$ 692	$ 18,295	$ 458	$ 18,753
	[Diversity Equity Inclusion] - citywide DEI coordination	$ 6,364	$ (6,364)	$ -	$ -	$ -
	[GF-Board Of Supervisors] - citywide membership dues (CSAC, NACO, and NLC)	$ 3,609	$ -	$ 3,609	$ -	$ 3,609
	[GF-CON-Accounting Ops] - Accounting Operations & Suppliers Division (AOSD)	$ 106,057	$ 22,159	$ 128,216	$ 10,412	$ 138,628
	[GF-Con-Internal Audits] - City Services Auditor	$ 286,171	$ 130,678	$ 416,849	$ (86,564)	$ 330,285
	[DT Technology Projects] - IT procurement pass-through & as-needed support	$ 250,642	$ -	$ 250,642	$ -	$ 250,642
	[DT Citywide Public Cloud] - remote computer, virtual storage & data protection administration	$ 5,778	$ 422	$ 6,200	$ -	$ 6,200
	[GF-Adm-General(AAO)] - Capital Planning Committee	$ 58,737	$ -	$ 58,737	$ -	$ 58,737
	[GF-ADM-Digital Services] - DataSF	$ -	$ 82,338	$ 82,338	$ 4,795	$ 87,133
	[GF-Risk Management Svcs (AAO)] - insurance premiums & City's risk manager	$ 13,189,954	$ (1,533,572)	$ 11,656,382	$ 1,204,982	$ 12,861,364
	[GF-Con-Fast Team] - CFD/IFD debt accounting	$ 250,000	$ (250,000)	$ -	$ -	$ -
	[DT Technology Infrastructure] - baseline enterprise systems	$ 976,685	$ (26,137)	$ 950,548	$ 53,828	$ 1,004,376
	[GF-CON-Information System Ops] - Systems Division (PeopleSoft)	$ 249,125	$ 35,069	$ 284,194	$ 15,380	$ 299,574
	[GF-City Planning] - PermitSF implementation	$ -	$ -	$ -	$ 433,488	$ 433,488
	[DT SFGov TV Services] - public meeting broadcasting	$ 103,341	$ 1,233	$ 104,574	$ -	$ 104,574
	[DT Enterprise Tech Contracts] - enterprise license administration (e.g. Adobe, DocuSign, Microsoft, etc.)	$ 187,376	$ 50,515	$ 237,891	$ -	$ 237,891
	[GF-Bus & Ecn Dev] - CityBuild internship program	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	[DT Telecommunications Services] - phone systems	$ 438,011	$ (87,883)	$ 350,128	$ -	$ 350,128
	[GF-GEN-Govt Ops Recovery] - Government Operations Recovery Initiative	$ 36,869	$ 18,522	$ 55,391	$ 956	$ 56,347

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Work Orders	[GF-HR-Equal Emplymnt Opportuni] - equal employment programs (EEO)	$ 71,970	$ 13,015	$ 84,985	$ 5,525	$ 90,510
	[GF-HR-Mgmt Training] - DHR hosted professional development workshops & classes	$ 11,188	$ 50,000	$ 61,188	$ -	$ 61,188
	[GF-HR-EMPLOYMENTSERVICES] - citywide recruitment & assessment coordination	$ 83,100	$ 7,302	$ 90,402	$ 3,042	$ 93,444
	[GF-HR-Employee Relations] - collective bargaining agreement administration	$ 28,816	$ -	$ 28,816	$ -	$ 28,816
	[ADM Contract Monitoring] - Contract Monitoring Division	$ 120,051	$ 17,240	$ 137,291	$ 7,510	$ 144,801
	[GF-HR-Tuition Reimbursment Aap] - citywide program coordination & resources	$ 9,177	$ (9,177)	$ -	$ -	$ -
	[Is-Purch-Centrl Shop-AutoMaint] - vehicle fleet smog certificates & maintenance	$ 984,174	$ (984,174)	$ -	$ -	$ -
	[GF-Purch-General Office] - Office of Contract Administration	$ 147,550	$ 2,186	$ 149,736	$ 8,259	$ 157,995
	[GF-Parking & Traffic] - youth internship program	$ 16,640	$ (16,640)	$ -	$ -	$ -
	[OCA-Labor Standard Enforcement] - Office of Labor Standards Enforcement	$ 31,178	$ 1,110	$ 32,288	$ 1,166	$ 33,454
	[Is-Purch-Reproduction] - printing & graphic design (e.g. business cards, parking hang tags, calendars, etc.)	$ 39,494	$ 1,185	$ 40,679	$ 1,528	$ 42,207
	[GF-Rec & Park-Gardener] - wellness program & fitness classes	$ 10,400	$ -	$ 10,400	$ -	$ 10,400
	[GF-HRc Surety Bond] - construction program administration	$ 85,383	$ (49,912)	$ 35,471	$ -	$ 35,471
	Work Orders Subtotal	**$ 18,005,443**	**$ (2,530,193)**	**$ 15,475,250**	**$ 1,664,765**	**$ 17,140,015**
GRAND TOTAL		**$ 40,031,927**	**$ (3,260,418)**	**$ 36,771,509**	**$ 2,745,487**	**$ 39,516,996**

FINANCE AND ADMINISTRATION PROGRAMMATIC PROJECTS SUMMARY

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	GE Youth Employment & Environm	$ 415,000	$ 56,140	$ 471,140	$ -	$ 471,140
	Intern programming and on-the-job training.					
TOTAL		**$ 415,000**	**$ 56,140**	**$ 471,140**	**$ -**	**$ 471,140**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 40,446,927**	**$ (3,204,278)**	**$ 37,242,649**	**$ 2,745,487**	**$ 39,988,136**

FINANCE AND ADMINISTRATION - ACCOUNTING

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 2,149,054	$ (112,976)	$ 2,036,078	$ 92,840	$ 2,128,918
	Mandatory Fringe Benefits	$ 806,645	$ (39,835)	$ 766,810	$ 55,050	$ 821,860
	Personnel Subtotal	**$ 2,955,699**	**$ (152,811)**	**$ 2,802,888**	**$ 147,890**	**$ 2,950,778**
Non-Personnel Services	Prof & Specialized Svcs-Bdgt	$ 155,000	$ -	$ 155,000	$ -	$ 155,000
	Financial Services	$ 130,000	$ (130,000)	$ -	$ -	$ -
	Non-Personnel Subtotal	**$ 285,000**	**$ (130,000)**	**$ 155,000**	**$ -**	**$ 155,000**
Work Orders	[GF-CON-Accounting Ops] - Accounting Operations & Suppliers Division (AOSD)	$ 106,057	$ 22,159	$ 128,216	$ 10,412	$ 138,628
	[GF-Con-Internal Audits] - City Services Auditor	$ 286,171	$ 130,678	$ 416,849	$ (86,564)	$ 330,285
	[GF-Con-Fast Team] - CFD/IFD debt accounting	$ 250,000	$ (250,000)	$ -	$ -	$ -
	[GF-CON-Information System Ops] - Systems Division (PeopleSoft)	$ 249,125	$ 35,069	$ 284,194	$ 15,380	$ 299,574
	[GF-GEN-Govt Ops Recovery] - Government Operations Recovery Initiative	$ 36,869	$ 18,522	$ 55,391	$ 956	$ 56,347
	Work Orders Subtotal	**$ 928,222**	**$ (43,572)**	**$ 884,650**	**$ (59,816)**	**$ 824,834**
GRAND TOTAL		**$ 4,168,921**	**$ (326,383)**	**$ 3,842,538**	**$ 88,074**	**$ 3,930,612**

FINANCE AND ADMINISTRATION - ADMINISTRATION

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ (133,135)	$ 238,848	$ 105,713	$ 142,333	$ 248,046
	Mandatory Fringe Benefits	$ 2,385,470	$ 154,457	$ 2,539,927	$ 237,898	$ 2,777,825
	Overhead	$ 1,591,857	$ (1,136,887)	$ 454,970	$ -	$ 454,970
	Personnel Subtotal	**$ 3,844,192**	**$ (743,582)**	**$ 3,100,610**	**$ 380,231**	**$ 3,480,841**
Non-Personnel Services	Air Travel - Employees	$ 5,250	$ (3,550)	$ 1,700	$ -	$ 1,700
	Non-Air Travel - Employees	$ 5,250	$ (1,250)	$ 4,000	$ -	$ 4,000
	Employee Recognition	$ -	$ 50,000	$ 50,000	$ -	$ 50,000
	Membership Fees	$ 1,000	$ -	$ 1,000	$ -	$ 1,000
	Promotional & Entertainmnt Exp	$ 50,000	$ (50,000)	$ -	$ -	$ -
	Prof & Specialized Svcs-Bdgt	$ 30,000	$ (30,000)	$ -	$ -	$ -
	Judgements & Claims-Budget	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
	Non-Personnel Subtotal	**$ 291,500**	**$ (34,800)**	**$ 256,700**	**$ -**	**$ 256,700**
Materials & Supplies	Food	$ 25,000	$ -	$ 25,000	$ -	$ 25,000
	Materials & Supplies Subtotal	**$ 25,000**	**$ -**	**$ 25,000**	**$ -**	**$ 25,000**
Work Orders	[GF-Board Of Supervisors] - citywide membership dues (CSAC, NACO, and NLC)	$ 3,609	$ -	$ 3,609	$ -	$ 3,609
	[GF-Risk Management Svcs (AAO)] - insurance premiums & City's risk manager	$ 13,189,954	$ (1,533,572)	$ 11,656,382	$ 1,204,982	$ 12,861,364
	[GF-City Planning] - PermitSF implementation	$ -	$ -	$ -	$ 433,488	$ 433,488
	[GF-Bus & Ecn Dev] - CityBuild internship program	$ 200,000	$ (200,000)	$ -	$ -	$ -
	[GF-HRc Surety Bond] - construction program administration	$ 85,383	$ (49,912)	$ 35,471	$ -	$ 35,471
	Work Orders Subtotal	**$ 13,478,946**	**$ (1,783,484)**	**$ 11,695,462**	**$ 1,638,470**	**$ 13,333,932**
GRAND TOTAL		**$ 17,639,638**	**$ (2,561,866)**	**$ 15,077,772**	**$ 2,018,701**	**$ 17,096,473**

FINANCE AND ADMINISTRATION - BUSINESS SERVICES

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 435,246	$ 16,500	$ 451,746	$ 20,600	$ 472,346
	Mandatory Fringe Benefits	$ 181,175	$ 12,120	$ 193,295	$ 14,167	$ 207,462
	Personnel Subtotal	**$ 616,421**	**$ 28,620**	**$ 645,041**	**$ 34,767**	**$ 679,808**
Non-Personnel Services	Other Current Expenses - Bdgt	$ 53,040	$ 20,000	$ 73,040	$ -	$ 73,040
	Non-Personnel Subtotal	**$ 53,040**	**$ 20,000**	**$ 73,040**	**$ -**	**$ 73,040**
Materials & Supplies	Materials & Supplies-Budget	$ 62,400	$ -	$ 62,400	$ -	$ 62,400
	Materials & Supplies Subtotal	**$ 62,400**	**$ -**	**$ 62,400**	**$ -**	**$ 62,400**
Work Orders	[Is-Purch-Centrl Shop-AutoMaint] - vehicle fleet smog certificates & maintenance	$ 984,174	$ (984,174)	$ -	$ -	$ -
	[Is-Purch-Reproduction] - printing & graphic design (e.g. business cards, parking hang tags, calendars, etc.)	$ 39,494	$ 1,185	$ 40,679	$ 1,528	$ 42,207
	Work Orders Subtotal	**$ 1,023,668**	**$ (982,989)**	**$ 40,679**	**$ 1,528**	**$ 42,207**
GRAND TOTAL		**$ 1,755,529**	**$ (934,369)**	**$ 821,160**	**$ 36,295**	**$ 857,455**

FINANCE AND ADMINISTRATION - FINANCE

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 1,505,051	$ 56,994	$ 1,562,045	$ 71,228	$ 1,633,273
	Mandatory Fringe Benefits	$ 548,114	$ 34,714	$ 582,828	$ 41,974	$ 624,802
	Personnel Subtotal	**$ 2,053,165**	**$ 91,708**	**$ 2,144,873**	**$ 113,202**	**$ 2,258,075**
Non-Personnel Services	Prof & Specialized Svcs-Bdgt	$ 46,800	$ (46,800)	$ -	$ -	$ -
	Non-Personnel Subtotal	**$ 46,800**	**$ (46,800)**	**$ -**	**$ -**	**$ -**
Debt Service	Debt Service-Budget	$ 6,141,147	$ (875,250)	$ 5,265,897	$ (7,037)	$ 5,258,860
	Debt Service Subtotal	**$ 6,141,147**	**$ (875,250)**	**$ 5,265,897**	**$ (7,037)**	**$ 5,258,860**
Work Orders	[GF-Adm-General(AAO)] - Capital Planning Committee	$ 58,737	$ -	$ 58,737	$ -	$ 58,737
	[ADM Contract Monitoring] - Contract Monitoring Division	$ -	$ 137,291	$ 137,291	$ 7,510	$ 144,801
	[GF-Purch-General Office] - Office of Contract Administration	$ 147,550	$ 2,186	$ 149,736	$ 8,259	$ 157,995
	[OCA-Labor Standard Enforcement] - Office of Labor Standards Enforcement	$ 31,178	$ 1,110	$ 32,288	$ 1,166	$ 33,454
	Work Orders Subtotal	**$ 237,465**	**$ 140,587**	**$ 378,052**	**$ 16,935**	**$ 394,987**
GRAND TOTAL		**$ 8,478,577**	**$ (689,755)**	**$ 7,788,822**	**$ 123,100**	**$ 7,911,922**

FINANCE AND ADMINISTRATION - HUMAN RESOURCES

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 1,604,120	$ 442,358	$ 2,046,478	$ 93,316	$ 2,139,794
	Mandatory Fringe Benefits	$ 578,937	$ 170,132	$ 749,069	$ 53,511	$ 802,580
	Personnel Subtotal	**$ 2,183,057**	**$ 612,490**	**$ 2,795,547**	**$ 146,827**	**$ 2,942,374**
Non-Personnel Services	Training - Budget	$ 190,000	$ (50,000)	$ 140,000	$ -	$ 140,000
	Prof & Specialized Svcs-Bdgt	$ -	$ 30,000	$ 30,000	$ -	$ 30,000
	Other Current Expenses - Bdgt	$ 30,000	$ -	$ 30,000	$ -	$ 30,000
	Non-Personnel Subtotal	**$ 220,000**	**$ (20,000)**	**$ 200,000**	**$ -**	**$ 200,000**
Work Orders	[HRD Systems & Analytics] - applicant tracking system (SmartRecruiters)	$ 17,603	$ 692	$ 18,295	$ 458	$ 18,753
	[Diversity Equity Inclusion] - citywide DEI coordination	$ 6,364	$ (6,364)	$ -	$ -	$ -
	[GF-Bus & Ecn Dev] - CityBuild internship program	$ -	$ 200,000	$ 200,000	$ -	$ 200,000
	[GF-HR-Equal Emplymnt Opportuni] - equal employment programs (EEO)	$ 71,970	$ 13,015	$ 84,985	$ 5,525	$ 90,510
	[GF-HR-Mgmt Training] - DHR hosted professional development workshops & classes	$ 11,188	$ 50,000	$ 61,188	$ -	$ 61,188
	[GF-HR-EMPLOYMENTSERVICES] - citywide recruitment & assessment coordination	$ 83,100	$ 7,302	$ 90,402	$ 3,042	$ 93,444
	[GF-HR-Employee Relations] - collective bargaining agreement administration	$ 28,816	$ -	$ 28,816	$ -	$ 28,816
	[ADM Contract Monitoring] - Contract Monitoring Division	$ 120,051	$ (120,051)	$ -	$ -	$ -
	[GF-HR-Tuition Reimbursment Aap] - citywide program coordination & resources	$ 9,177	$ (9,177)	$ -	$ -	$ -
	[GF-Parking & Traffic] - youth internship program	$ 16,640	$ (16,640)	$ -	$ -	$ -
	[GF-Rec & Park-Gardener] - wellness program & fitness classes	$ 10,400	$ -	$ 10,400	$ -	$ 10,400
	Work Orders Subtotal	**$ 375,309**	**$ 118,777**	**$ 494,086**	**$ 9,025**	**$ 503,111**
GRAND TOTAL		**$ 2,778,366**	**$ 711,267**	**$ 3,489,633**	**$ 155,852**	**$ 3,645,485**

FINANCE AND ADMINISTRATION - HUMAN RESOURCES PROGRAMMATIC PROJECTS

Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
GE Youth Employment & Environm	$ 415,000	$ 56,140	$ 471,140	$ -	$ 471,140
TOTAL	**$ 415,000**	**$ 56,140**	**$ 471,140**	**$ -**	**$ 471,140**

FINANCE AND ADMINISTRATION - IT

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 1,638,531	$ 466,957	$ 2,105,488	$ 184,576	$ 2,290,064
	Mandatory Fringe Benefits	$ 561,132	$ 163,243	$ 724,375	$ 80,266	$ 804,641
	Personnel Subtotal	**$ 2,199,663**	**$ 630,200**	**$ 2,829,863**	**$ 264,842**	**$ 3,094,705**
Non-Personnel Services	Systems Consulting Services	$ 75,920	$ -	$ 75,920	$ -	$ 75,920
	Dp-Wp Equipment Maint	$ 132,600	$ (110,000)	$ 22,600	$ -	$ 22,600
	Software Licensing Fees	$ 740,000	$ -	$ 740,000	$ -	$ 740,000
	Non-Personnel Subtotal	**$ 948,520**	**$ (110,000)**	**$ 838,520**	**$ -**	**$ 838,520**
Materials & Supplies	Minor Data Processing Equipmnt	$ 100,880	$ -	$ 100,880	$ -	$ 100,880
	Materials & Supplies Subtotal	**$ 100,880**	**$ -**	**$ 100,880**	**$ -**	**$ 100,880**
Work Orders	[DT Technology Projects] - IT procurement pass-through & as-needed support	$ 250,642	$ -	$ 250,642	$ -	$ 250,642
	[DT Citywide Public Cloud] - remote computer, virtual storage & data protection administration	$ 5,778	$ 422	$ 6,200	$ -	$ 6,200
	[GF-ADM-Digital Services] - DataSF	$ -	$ 82,338	$ 82,338	$ 4,795	$ 87,133
	[DT Technology Infrastructure] - baseline enterprise systems	$ 976,685	$ (26,137)	$ 950,548	$ 53,828	$ 1,004,376
	[DT SFGov TV Services] - public meeting broadcasting	$ 103,341	$ 1,233	$ 104,574	$ -	$ 104,574
	[DT Enterprise Tech Contracts] - enterprise license administration (e.g. Adobe, DocuSign, Microsoft, etc.)	$ 187,376	$ 50,515	$ 237,891	$ -	$ 237,891
	[DT Telecommunications Services] - phone systems	$ 438,011	$ (87,883)	$ 350,128	$ -	$ 350,128
	Work Orders Subtotal	**$ 1,961,833**	**$ 20,488**	**$ 1,982,321**	**$ 58,623**	**$ 2,040,944**
GRAND TOTAL		**$ 5,210,896**	**$ 540,688**	**$ 5,751,584**	**$ 323,465**	**$ 6,075,049**

MAINTENANCE

The Maintenance division is a dedicated team of over 100 skilled craftspeople who steward the 7.5 miles of waterfront property, preserving and elevating the condition of critical assets.

The fiscal year 2026-27 budget is $27.87 million, including: $14.43 million in Salaries, $5.76 million in Mandatory Benefits, $0.80 million in Non-Personnel Services, $1.34 million in Materials & Supplies, $1.07 million in Equipment, $3.42 million in Work Orders with other City departments, and $1.05 million in Programmatic Projects.

The fiscal year 2027-28 budget is $29.44 million, including: $15.30 million in Salaries, $6.26 million in Mandatory Benefits, $0.79 million in Non-Personnel Services, $1.40 million in Materials & Supplies, $1.11 million in Equipment, $3.54 million in Work Orders with other City departments, and $1.05 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- Fourteen position substitutions across multiple trades.
- Alignment of Non-Personnel budgets with historical spending and reallocation to Materials & Supplies to address tariff pressures on lumber, fuel, and steel.
- New and replacement vehicles and equipment, particularly to comply with California Air Resources Board requirements.
- Central Shops work order transfer from the Finance & Administration division.
- Elimination of one programmatic project related to responsibilities within the scope of Department of Public Works.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 13,767,784	$ 664,554	$ 14,432,338	$ 862,992	$ 15,295,330
	Mandatory Fringe Benefits	$ 5,343,429	$ 414,518	$ 5,757,947	$ 497,958	$ 6,255,905
	Personnel Subtotal	**$ 19,111,213**	**$ 1,079,072**	**$ 20,190,285**	**$ 1,360,950**	**$ 21,551,235**
Non-Personnel Services	Air Travel - Employees	$ -	$ 3,600	$ 3,600	$ (2,400)	$ 1,200
	Non-Air Travel - Employees	$ -	$ 6,800	$ 6,800	$ (4,000)	$ 2,800
	Prof & Specialized Svcs-Bdgt	$ 15,080	$ -	$ 15,080	$ -	$ 15,080
	Maint Svcs-Bldgs & Impvts-Bdgt	$ 108,736	$ -	$ 108,736	$ -	$ 108,736
	Scavenger Services	$ 333,264	$ -	$ 333,264	$ -	$ 333,264
	Maint Svcs-Equipment-Budget	$ 91,520	$ (45,760)	$ 45,760	$ -	$ 45,760
	Rents-Leases-Bldgs&Struct-Bdgt	$ 114,000	$ (114,000)	$ -	$ -	$ -
	Rents & Leases-Equipment-Bdgt	$ -	$ 114,000	$ 114,000	$ -	$ 114,000
	Other Current Expenses - Bdgt	$ 224,000	$ (53,773)	$ 170,227	$ -	$ 170,227
	Non-Personnel Subtotal	**$ 886,600**	**$ (89,133)**	**$ 797,467**	**$ (6,400)**	**$ 791,067**
Materials & Supplies	Materials & Supplies-Budget	$ 1,292,620	$ 51,705	$ 1,344,325	$ 53,773	$ 1,398,098
	Materials & Supplies Subtotal	**$ 1,292,620**	**$ 51,705**	**$ 1,344,325**	**$ 53,773**	**$ 1,398,098**
Equipment	Equipment Purchase-Budget	$ 909,273	$ 160,727	$ 1,070,000	$ 40,904	$ 1,110,904
	Equipment Subtotal	**$ 909,273**	**$ 160,727**	**$ 1,070,000**	**$ 40,904**	**$ 1,110,904**

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Work Orders	[GF-PUC-Hetch Hetchy] - maintenance/repair for Pier 94/96 electrical infrastructure	$ 50,000	$ -	$ 50,000	$ -	$ 50,000
	[Adm-Real Estate Special Svcs] - elevator, fire alarm & sprinkler maintenance	$ 243,208	$ 3,839	$ 247,047	$ 12,386	$ 259,433
	[Sr-DPW-Building Repair] - as-needed building maintenance, repair & improvements	$ 25,246	$ 884	$ 26,130	$ 915	$ 27,045
	[Sr-DPW-Street Cleaning] - Embarcadero landscape maintenance	$ 229,505	$ (29,505)	$ 200,000	$ -	$ 200,000
	[Sr-DPW-Street Repair] - as-needed patching, potholing & crack sealing streets/sidewalks/piers	$ 53,474	$ 1,872	$ 55,346	$ 1,937	$ 57,283
	[Sr-DPW-Urban Forestry] - as-needed tree assessment & pruning	$ 17,328	$ 606	$ 17,934	$ 628	$ 18,562
	[GF-Emergency Communications] - citywide radio replacement	$ 16,642	$ (16,642)	$ -	$ -	$ -
	[GF-Environment] - bio-diversity, urban forestry & integrated pest management	$ 113,363	$ 4,321	$ 117,684	$ 4,262	$ 121,946
	[GF-HR-Workers' Comp Claims] - workplace injury benefits	$ 1,636,000	$ (98,773)	$ 1,537,227	$ 56,892	$ 1,594,119
	[Ef-SFGH-Medical Service] - pre-employment screening	$ 41,900	$ -	$ 41,900	$ -	$ 41,900
	[Is-Purch-Centrl Shop-AutoMaint] - vehicle fleet smog certificates & maintenance	$ -	$ 962,288	$ 962,288	$ 52,812	$ 1,015,100
	[Is-Purch-Centrl Shop-FuelStock] - vehicle fleet fuel	$ 232,692	$ (71,543)	$ 161,149	$ (4,790)	$ 156,359
	Work Orders Subtotal	**$ 2,659,358**	**$ 757,347**	**$ 3,416,705**	**$ 125,042**	**$ 3,541,747**
GRAND TOTAL		**$ 24,859,064**	**$ 1,959,718**	**$ 26,818,782**	**$ 1,574,269**	**$ 28,393,051**

MAINTENANCE PROGRAMMATIC PROJECTS

Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Abondoned Mat-Illegal Dumpin C	$ 175,000	$ -	$ 175,000	$ -	$ 175,000
Characterization, remediation, removal, and disposition of hazardous waste left on Port property.					
Utility Annual Maintenance	$ 80,000	$ -	$ 80,000	$ -	$ 80,000
Minor utility infrastructure and service improvements.					
Oil Spill Response Training &	$ 90,000	$ -	$ 90,000	$ -	$ 90,000
Ongoing refresher training and preparedness.					
Sanitary Sewer Management Plan	$ 100,000	$ -	$ 100,000	$ -	$ 100,000
Condition assessment of sewer infrastructure.					
Tree Replacement & Maintenance	$ 189,000	$ (189,000)	$ -	$ -	$ -
Embarcadero palm tree care.					
PO Facility Maint Repair P50	$ 407,000	$ -	$ 407,000	$ -	$ 407,000
Minor facility improvements at various locations.					
PO Crane Cove Park	$ 200,000	$ -	$ 200,000	$ -	$ 200,000
Personnel costs for ongoing park operation and maintenance.					
TOTAL	**$ 1,241,000**	**$ (189,000)**	**$ 1,052,000**	**$ -**	**$ 1,052,000**

DIVISION TOTAL (Operating plus Programmatic Projects)	**$ 26,100,064**	**$ 1,770,718**	**$ 27,870,782**	**$ 1,574,269**	**$ 29,445,051**

MARITIME

The Maritime division is responsible for marketing and managing a broad range of maritime industries, including passenger cruise, cargo shipping, commercial and sport fishing, and ferry and excursion operations. Budget figures below exclude South Beach Harbor.

The fiscal year 2026-27 budget is $11.14 million, including: $2.11 million in Salaries, $0.76 million in Mandatory Benefits, $1.08 million in Non-Personnel Services, $0.03 million in Materials & Supplies, $6.96 million in Work Orders with other City departments, and $0.21 million in Programmatic Projects.

The fiscal year 2027-28 budget is $11.57 million, including: $2.21 million in Salaries, $0.82 million in Mandatory Benefits, $1.08 million in Non-Personnel Services, $0.03 million in Materials & Supplies, $7.23 million in Work Orders with other City departments, and $0.21 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- One position substitution.
- Use of existing Capital budget capacity for dredging-related permitting fees.
- Contingency in the programmatic project due to increased municipal responsibility for abandoned vessel removal.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 2,038,977	$ 66,659	$ 2,105,636	$ 100,647	$ 2,206,283
	Mandatory Fringe Benefits	$ 709,777	$ 54,998	$ 764,775	$ 56,250	$ 821,025
	Personnel Subtotal	**$ 2,748,754**	**$ 121,657**	**$ 2,870,411**	**$ 156,897**	**$ 3,027,308**
Non-Personnel Services	Air Travel - Employees	$ 1,622	$ 3,678	$ 5,300	$ -	$ 5,300
	Non-Air Travel - Employees	$ 4,542	$ 7,808	$ 12,350	$ -	$ 12,350
	Membership Fees	$ 34,320	$ 5,680	$ 40,000	$ -	$ 40,000
	Entertainment & Promotion Bdgt	$ 33,280	$ (11,101)	$ 22,179	$ -	$ 22,179
	Prof & Specialized Svcs-Bdgt	$ 936,000	$ -	$ 936,000	$ -	$ 936,000
	Rents & Leases-Equipment-Bdgt	$ 12,979	$ 2,021	$ 15,000	$ -	$ 15,000
	Other Current Expenses - Bdgt	$ 41,600	$ 3,400	$ 45,000	$ -	$ 45,000
	Taxes, Licenses & Permits-Bdgt	$ 87,501	$ (87,501)	$ -	$ -	$ -
	Non-Personnel Subtotal	**$ 1,151,844**	**$ (76,015)**	**$ 1,075,829**	**$ -**	**$ 1,075,829**
Materials & Supplies	Materials & Supplies-Budget	$ 20,800	$ 10,000	$ 30,800	$ -	$ 30,800
	Materials & Supplies Subtotal	**$ 20,800**	**$ 10,000**	**$ 30,800**	**$ -**	**$ 30,800**
Work Orders	[EF-Airport] - graphic design & production of banners	$ 26,000	$ -	$ 26,000	$ -	$ 26,000
	[GF-PUC-Light Heat & Power] - cruise ship shoreside power	$ 1,548,975	$ 187,317	$ 1,736,292	$ 104,178	$ 1,840,470
	[GF-Fire] - fire boat staffing & maintenance	$ 4,370,958	$ 170,804	$ 4,541,762	$ 167,991	$ 4,709,753
	[GF-Parking & Traffic] - MTA vehicle/pedestrian control during cruise visits	$ 15,000	$ -	$ 15,000	$ -	$ 15,000
	[GF-Police Security] - cruise ship support	$ 638,329	$ -	$ 638,329	$ -	$ 638,329
	Work Orders Subtotal	**$ 6,599,262**	**$ 358,121**	**$ 6,957,383**	**$ 272,169**	**$ 7,229,552**
GRAND TOTAL		**$ 10,520,660**	**$ 413,763**	**$ 10,934,423**	**$ 429,066**	**$ 11,363,489**

MARITIME PROGRAMMATIC PROJECTS

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	PO Cargo Fac Repair	$ 109,000	$ 100,000	$ 209,000	$ -	$ 209,000
	As-needed repairs and improvements of maritime facilities.					
TOTAL		**$ 109,000**	**$ 100,000**	**$ 209,000**	**$ -**	**$ 209,000**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 10,629,660**	**$ 513,763**	**$ 11,143,423**	**$ 429,066**	**$ 11,572,489**

MARITIME - SOUTH BEACH HARBOR

South Beach Harbor (SBH) is a full-service marina with approximately 700 slips serving recreational and commercial berthing. As a stand-alone business unit, SBH's revenues are dedicated to supporting its operating and capital costs.

The fiscal year 2026-27 budget is $4.19 million, including: $1.33 million in Salaries, $0.57 million in Mandatory Benefits, $1.40 million in Programmatic Projects, $0.54 million in Debt Service, and $0.36 million in Work Orders with other City departments.

The fiscal year 2027-28 budget is $4.33 million, including: $1.38 million in Salaries, $0.61 million in Mandatory Benefits, $1.46 million in Programmatic Projects, $0.54 million in Debt Service, and $0.34 million in Work Orders with other City departments.

Summary of Major Changes (beyond standard CPI escalations):
- Contingency within Programmatic budget for tariff-related cost pressures, with flexibility to support needs across Non-Personnel, Materials & Supplies, and Equipment.
- Risk Management work order adjustment for lower projected insurance premiums.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 1,177,921	$ 148,116	$ 1,326,037	$ 58,790	$ 1,384,827
	Mandatory Fringe Benefits	$ 514,732	$ 55,379	$ 570,111	$ 42,149	$ 612,260
	Personnel Subtotal	**$ 1,692,653**	**$ 203,495**	**$ 1,896,148**	**$ 100,939**	**$ 1,997,087**
Programmatic Projects	Programmatic Projects-Budget	$ 1,318,481	$ 81,519	$ 1,400,000	$ 56,000	$ 1,456,000
	Programmatic Projects Subtotal	**$ 1,318,481**	**$ 81,519**	**$ 1,400,000**	**$ 56,000**	**$ 1,456,000**
Debt Service	Debt Service-Budget	$ 535,955	$ -	$ 535,955	$ -	$ 535,955
	Debt Service Subtotal	**$ 535,955**	**$ -**	**$ 535,955**	**$ -**	**$ 535,955**
Work Orders	[GF-PUC-Light Heat & Power] - electricity & gas	$ 267,125	$ 11,219	$ 278,344	$ 16,715	$ 295,059
	[GF-Risk Management Svcs (AAO)] - insurance premiums & City's risk manager	$ 94,905	$ (60,948)	$ 33,957	$ (33,957)	$ -
	[GF-City Attorney-Legal Service] - in-house & outside counsel	$ 30,000	$ -	$ 30,000	$ -	$ 30,000
	[Is-Purch-Reproduction] - printing & graphic design (e.g. business cards, parking hang tags, etc.)	$ 6,000	$ (7)	$ 5,993	$ 225	$ 6,218
	[GF-Tax Collector] - payment lockbox services	$ 7,552	$ 646	$ 8,198	$ 611	$ 8,809
	Work Orders Subtotal	**$ 405,582**	**$ (49,090)**	**$ 356,492**	**$ (16,406)**	**$ 340,086**
GRAND TOTAL		**$ 3,952,671**	**$ 235,924**	**$ 4,188,595**	**$ 140,533**	**$ 4,329,128**

PLANNING & ENVIRONMENT

The Planning and Environment division develops and maintains land use policies with review responsibilities of building permits, leases, and development proposals, ensuring alignment with the Waterfront Plan and compliance with other government regulations.

The fiscal year 2026-27 budget is $4.84 million, including: $2.83 million in Salaries, $0.94 million in Mandatory Benefits, $0.57 million in Non-Personnel Services, $0.01 million in Materials & Supplies, $0.15 million in Work Orders with other City departments, and $0.34 million in Programmatic Projects.

The fiscal year 2027-28 budget is $5.03 million, including: $2.96 million in Salaries, $1.01 million in Mandatory Benefits, $0.57 million in Non-Personnel Services, $0.01 million in Materials & Supplies, $0.15 million in Work Orders with other City departments, and $0.34 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- One position substitution and one correction to reflect the position's Operating funding source.
- Alignment of Professional Services budget with historical spending.
- City Planning work order adjustment following completion of the Citywide Land Use Plan.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 2,095,355	$ 737,241	$ 2,832,596	$ 125,608	$ 2,958,204
	Mandatory Fringe Benefits	$ 724,887	$ 216,958	$ 941,845	$ 67,215	$ 1,009,060
	Personnel Subtotal	**$ 2,820,242**	**$ 954,199**	**$ 3,774,441**	**$ 192,823**	**$ 3,967,264**
Non-Personnel Services	Air Travel - Employees	$ 2,200	$ (100)	$ 2,100	$ 200	$ 2,300
	Non-Air Travel - Employees	$ 2,200	$ 1,300	$ 3,500	$ 100	$ 3,600
	Membership Fees	$ 3,500	$ 6,500	$ 10,000	$ -	$ 10,000
	Entertainment & Promotion Bdgt	$ 10,000	$ -	$ 10,000	$ -	$ 10,000
	Prof & Specialized Svcs-Bdgt	$ 650,000	$ (200,000)	$ 450,000	$ -	$ 450,000
	Taxes, Licenses & Permits-Bdgt	$ 90,000	$ -	$ 90,000	$ -	$ 90,000
	Non-Personnel Subtotal	**$ 757,900**	**$ (192,300)**	**$ 565,600**	**$ 300**	**$ 565,900**
Materials & Supplies	Materials & Supplies-Budget	$ 10,000	$ -	$ 10,000	$ -	$ 10,000
	Materials & Supplies Subtotal	**$ 10,000**	**$ -**	**$ 10,000**	**$ -**	**$ 10,000**
Work Orders	[GF-City Planning] - Waterfront Plan & design review	$ 200,000	$ (134,219)	$ 65,781	$ -	$ 65,781
	[GF-Rec & Park-Gardener] - Greenagers internship program	$ 82,000	$ -	$ 82,000	$ -	$ 82,000
	Work Orders Subtotal	**$ 282,000**	**$ (134,219)**	**$ 147,781**	**$ -**	**$ 147,781**
GRAND TOTAL		**$ 3,870,142**	**$ 627,680**	**$ 4,497,822**	**$ 193,123**	**$ 4,690,945**

PLANNING & ENVIRONMENT PROGRAMMATIC PROJECTS

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	Stormwater Pollution Control	$ 150,000	$ -	$ 150,000	$ -	$ 150,000
	Prevention and remediation measures for environmental regulatory compliance.					
	Public Access Improvements	$ 60,000	$ -	$ 60,000	$ -	$ 60,000
	Variety of wayfinding, placemaking, and beautification efforts.					
	Heron's Head Park (Pier 98)	$ 82,000	$ -	$ 82,000	$ -	$ 82,000
	EcoCenter operations, habitat monitoring, and public programming focused on environmental and sustainability topics.					
	PO Env Cleanup Pier 39-45	$ 50,000	$ -	$ 50,000	$ -	$ 50,000
	Oversight of PG&E's environmental remediation project.					
TOTAL		**$ 342,000**	**$ -**	**$ 342,000**	**$ -**	**$ 342,000**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 4,212,142**	**$ 627,680**	**$ 4,839,822**	**$ 193,123**	**$ 5,032,945**

REAL ESTATE & DEVELOPMENT

The Real Estate and Development division markets, leases, and manages the Port's commercial and industrial properties along 7.5 miles of waterfront, extending from Hyde Street Harbor in the north to Heron's Head Park in the south. In addition, the Division oversees development projects involving significant public-private partnerships.

The fiscal year 2026-27 budget is $20.62 million, including: $4.78 million in Salaries, $1.71 million in Mandatory Benefits, $8.87 million in Non-Personnel Services, $4.86 million in Work Orders with other City departments, and $0.40 million in Programmatic Projects.

The fiscal year 2027-28 budget is $21.19 million, including: $5.00 million in Salaries, $1.84 million in Mandatory Benefits, $8.87 million in Non-Personnel Services, $5.09 million in Work Orders with other City departments, and $0.40 million in Programmatic Projects.

Summary of Major Changes (beyond standard CPI escalations):
- Alignment of Non-Personnel budgets with historical spending, particularly due to delays in parking changes.
- Municipal Transportation Agency work order expansion in line with the new parking MOU scope.

Account Roll Up	Description	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
Personnel	Salaries	$ 4,553,911	$ 224,813	$ 4,778,724	$ 221,377	$ 5,000,101
	Mandatory Fringe Benefits	$ 1,624,200	$ 88,583	$ 1,712,783	$ 125,090	$ 1,837,873
	Personnel Subtotal	**$ 6,178,111**	**$ 313,396**	**$ 6,491,507**	**$ 346,467**	**$ 6,837,974**
Non-Personnel Services	Air Travel - Employees	$ 260	$ 540	$ 800	$ -	$ 800
	Non-Air Travel - Employees	$ 1,040	$ 1,360	$ 2,400	$ -	$ 2,400
	Membership Fees	$ 3,640	$ -	$ 3,640	$ -	$ 3,640
	Prof & Specialized Svcs-Bdgt	$ 1,150,000	$ (100,000)	$ 1,050,000	$ -	$ 1,050,000
	Maint Svcs-Bldgs & Impvts-Bdgt	$ 1,150,000	$ -	$ 1,150,000	$ -	$ 1,150,000
	Rents-Leases-Bldgs&Struct-Bdgt	$ 4,613,024	$ -	$ 4,613,024	$ -	$ 4,613,024
	Rents & Leases-Equipment-Bdgt	$ 75,000	$ -	$ 75,000	$ -	$ 75,000
	Utilities Expenses-Budget	$ 1,311,440	$ -	$ 1,311,440	$ -	$ 1,311,440
	Other Current Expenses - Bdgt	$ 760,000	$ (100,000)	$ 660,000	$ -	$ 660,000
	Taxes, Licenses & Permits-Bdgt	$ 1,500	$ -	$ 1,500	$ -	$ 1,500
	Non-Personnel Subtotal	**$ 9,065,904**	**$ (198,100)**	**$ 8,867,804**	**$ -**	**$ 8,867,804**
Materials & Supplies	Materials & Supplies-Budget	$ 1,000	$ -	$ 1,000	$ -	$ 1,000
	Materials & Supplies Subtotal	**$ 1,000**	**$ -**	**$ 1,000**	**$ -**	**$ 1,000**
Work Orders	[GF-PUC-Light Heat & Power] - electricity & gas	$ 1,802,879	$ (240,659)	$ 1,562,220	$ 218,191	$ 1,780,411
	[GF-Fire] - special event permit review	$ 270,559	$ (1,821)	$ 268,738	$ 11,229	$ 279,967
	[GF-Parking & Traffic] - MTA parking enforcement, meter maintenance, revenue collection	$ 2,500,000	$ 500,000	$ 3,000,000	$ -	$ 3,000,000
	[GF-Real Estate Service] - property appraisals & broker support	$ 25,000	$ -	$ 25,000	$ -	$ 25,000
	Work Orders Subtotal	**$ 4,598,438**	**$ 257,520**	**$ 4,855,958**	**$ 229,420**	**$ 5,085,378**
GRAND TOTAL		**$ 19,843,453**	**$ 372,816**	**$ 20,216,269**	**$ 575,887**	**$ 20,792,156**

REAL ESTATE & DEVELOPMENT PROGRAMMATIC PROJECTS

	Title	FY 2025-26 Budget	Change	FY 2026-27 Budget	Change	FY 2027-28 Budget
	Miscellaneous Tenant Facility Improvements	$ 400,000	$ -	$ 400,000	$ -	$ 400,000
	Minor repairs to preserve leasability.					
TOTAL		**$ 400,000**	**$ -**	**$ 400,000**	**$ -**	**$ 400,000**

DIVISION TOTAL	**(Operating plus Programmatic Projects)**	**$ 20,243,453**	**$ 372,816**	**$ 20,616,269**	**$ 575,887**	**$ 21,192,156**

EQUIPMENT
FY 2026-27 & FY 2027-28

Division	Description	Equipment #	New/ Replace	FY 2026-27 Budget	FY 2027-28 Budget
Maintenance	PB Loader Truck	PRT27001	Replace	$ 545,000	
Maintenance	Ford XLT Electric	PRT27002	New	$ 75,000	
Maintenance	Air Compressor on Trailer	PRT27004	New	$ 40,000	
Maintenance	Boat Trailer	PRT27005	New	$ 20,000	
Maintenance	Dust Collector	PRT27006	Replace	$ 100,000	
Maintenance	Hotsy Pressure Washers	PRT27007	Replace	$ 60,000	
Maintenance	Carry Deck Crane	PRT27008	Replace	$ 195,000	
Maintenance	Wide Belt Sander	PRT27010	Replace	$ 35,000	
Engineering	Ford XLT Electric	PRT27011	Replace	$ 75,000	
Homeland Security	Chevy Tahoe	PRT27012	Replace	$ 100,000	
Homeland Security	Sedan w/security equipment	PRT27013	New	$ 50,000	
Maintenance	Generator on Trailer	PRT28001	New		$ 40,000
Maintenance	Ford F350 Utility Body w/Lift Gates	PRT28002	Replace		$ 80,000
Maintenance	Ford F350 Utility Body w/Lift Gates	PRT28003	Replace		$ 80,000
Maintenance	Ford F350 Utility Body w/Lift Gates	PRT28004	Replace		$ 80,000
Maintenance	Ford F350 Utility Body w/Lift Gates	PRT28005	Replace		$ 80,000
Maintenance	Heated Bed Asphalt Truck	PRT28006	New		$ 320,000
Maintenance	Long Reach Excavator	PRT28007	New		$ 300,000
Maintenance	Forklift	PRT28008	New		$ 40,000
Maintenance	Bobcat Asphalt Spreader	PRT28009	New		$ 90,904
Engineering	Ford XLT Electric	PRT28010	New		$ 75,000
			TOTAL	**$ 1,295,000**	**$ 1,185,904**

MEMBERSHIPS
FY 2026-27 & FY 2027-28

Division	Description*	FY 2026-27 Budget	FY 2027-28 Budget
Engineering	American Institute of Architects (AIA)	$ 3,591	$ 3,591
Engineering	American Society of Civil Engineers (ASCE)	$ 2,500	$ 2,500
Engineering	Engineering licenses	$ 1,000	$ 1,000
Engineering	Structural Engineers Assoc. of Northern California (SEAONC)	$ 1,600	$ 1,600
Executive	American Association of Port Authorities	$ 19,000	$ 19,000
Executive	Bay Area Council	$ 9,000	$ 9,000
Executive	Hotel Council of San Francisco	$ 2,500	$ 2,500
Executive	SF Chamber of Commerce	$ 6,000	$ 6,000
Executive	SF Travel Association	$ 850	$ 850
Executive	SPUR	$ 6,500	$ 6,500
Finance & Administration	Human Resources membership	$ 1,000	$ 1,000
Maritime	California Association of Port Authorities	$ 12,480	$ 12,480
Maritime	California Marine Affairs & Navigation Conference	$ 4,850	$ 4,850
Maritime	Cruise Lines International	$ 5,500	$ 5,500
Maritime	Cruise the West	$ 9,428	$ 9,428
Maritime	Marine Exchange	$ 1,560	$ 1,560
Maritime	Navy League of the US	$ 182	$ 182
Maritime	Osaka Sister City Association	$ 312	$ 312
Maritime	Pacific Coast Congress of Harbormasters	$ 276	$ 276
Maritime	Pacific Transportation Association	$ 172	$ 172
Maritime	Passenger Vessel Association	$ 1,355	$ 1,355
Maritime	Peninsula Freight Rail Users	$ 3,536	$ 3,536
Maritime	Propeller Club of Northern California	$ 350	$ 350
Planning & Environment	American Planning Association/American Institute of Certified Planners	$ 1,000	$ 1,000
Planning & Environment	American Society of Landscape Architects/California Landscape Architect license	$ 700	$ 700
Planning & Environment	Bay Planning Coalition	$ 7,150	$ 7,150
Planning & Environment	California Association of Stormwater Quality Agencies	$ 500	$ 500
Planning & Environment	LEED accreditation fee	$ 100	$ 100
Planning & Environment	Qualified Stormwater Professional certifications	$ 550	$ 550
Real Estate	Insurance Risk Management Institute (IRMI)	$ 3,640	$ 3,640
	TOTAL	**$ 107,181**	**$ 107,181**

**Does not represent a commitment; only illustrates the types of memberships typically paid for, and may be substituted at each division's discretion.*

SPONSORSHIPS
FY 2026-27 & FY 2027-28

Description*	FY 2026-27 Budget	FY 2027-28 Budget
American Association of Port Authorities	$ 3,000	$ 3,000
Aquarium of the Bay	$ 2,500	$ 2,500
Bay Planning Coalition	$ 1,650	$ 1,650
Coalition for SF Neighborhoods	$ 750	$ 750
Coalition of Asian American Government Employees	$ 500	$ 500
Crew Network	$ 750	$ 750
CUESA	$ 2,500	$ 2,500
Fisherman's Wharf Association	$ 5,000	$ 5,000
Fisherman's Wharf Merchants Association	$ 2,700	$ 2,700
Friends of the Common Status of Women	$ 1,750	$ 1,750
International Partnering Institute	$ 1,900	$ 1,900
Pacific Transportation Association	$ 5,000	$ 5,000
Renaissance Entrepreneurship Center	$ 2,500	$ 2,500
San Francisco Business Times	$ 1,500	$ 1,500
San Francisco Ocean Film Festival	$ 2,500	$ 2,500
San Francisco Travel Association	$ 1,500	$ 1,500
SF African American Chamber of Commerce	$ 5,000	$ 5,000
SF Fleet Week Association	$ 50,000	$ 50,000
SPUR	$ 6,000	$ 6,000
The Sierra Club	$ 2,500	$ 2,500
Women's Foundation of California	$ 500	$ 500
TOTAL**	**$ 100,000**	**$ 100,000**

**Does not represent a commitment; only illustrates the types of sponsorships typically paid for, and may be substituted.*

***Embedded within Executive Communication's budget under the Entertainment & Promotion line item.*

TRAVEL
FY 2026-27 & FY 2027-28

		FY 2026-27 Budget			FY 2027-28 Budget		
Division	**Trip Title**	**Air Travel**	**Non-Air Travel**	**Total Cost**	**Air Travel**	**Non-Air Travel**	**Total Cost**
Engineering	American Association of Port Authorities (AAPA) Annual Conference	$ 675	$ 1,050	$ 1,725	$ 675	$ 1,050	$ 1,725
Engineering	American Association of Port Authorities (AAPA) POWERS + Smart Ports Summit & Expo	$ 600	$ 1,100	$ 1,700	$ 600	$ 1,100	$ 1,700
Engineering	California Building Officials (CALBO) Annual Conference	$ 975	$2,000	$ 2,975	$ 975	$2,000	$ 2,975
Executive	American Association of Port Authorities (AAPA) Annual Conference	$ 1,350	$ 2,100	$ 3,450	$ 1,350	$ 2,100	$ 3,450
Executive	American Association of Port Authorities (AAPA) Legislative Summit	$ 550	$ 1,500	$ 2,050	$ 550	$ 1,500	$ 2,050
Executive	American Association of Port Authorities (AAPA) POWERS + Smart Ports Summit & Expo	$ 600	$ 1,100	$ 1,700	$ 600	$ 1,100	$ 1,700
Executive	California Association of Port Authorities (CAPA) Ports Day	$ -	$ 1,300	$ 1,300	$ -	$ 1,300	$ 1,300
Executive	Facility Security Officer (FSO) Training	$ 1,000	$ 2,000	$ 3,000	$ 1,000	$ 2,000	$ 3,000
Executive	National Port Partner Emergency Response Summit	$ 1,200	$ 1,000	$ 2,200	$ 1,200	$ 1,000	$ 2,200
Executive	Port Commission Member Travel	$ 2,500	$ 5,350	$ 7,850	$ 2,500	$ 5,350	$ 7,850
Finance & Administration	Governmental Accounting Standards Board (GASB) Meetings & Trainings	$ 1,000	$ 2,000	$ 3,000	$ 1,000	$ 2,000	$ 3,000
Finance & Administration	Microsoft Ignite Conference/TechCon 365	$ 700	$ 2,000	$ 2,700	$ 700	$ 2,000	$ 2,700
Maintenance	American Conference of Governmental Industrial Hygienists (ACGIH)	$ 1,200	$ 2,800	$ 4,000	$ 1,200	$ 2,800	$ 4,000
Maintenance	Crane Barge Build Inspections	$ 2,400	$ 4,000	$ 6,400	$ -	$ -	$ -
Maritime	American Association of Port Authorities (AAPA) Annual Conference	$ 1,350	$ 2,100	$ 3,450	$ 1,350	$ 2,100	$ 3,450
Maritime	Breakbulk Americas Conference	$ 500	$ 1,200	$ 1,700	$ 500	$ 1,200	$ 1,700

		FY 2026-27 Budget			FY 2027-28 Budget		
Division	**Trip Title**	**Air Travel**	**Non-Air Travel**	**Total Cost**	**Air Travel**	**Non-Air Travel**	**Total Cost**
Maritime	California Marine Affairs & Navigation Conference (CMANC)	$ 300	$ 800	$ 1,100	$ 300	$ 800	$ 1,100
Maritime	Cruise Lines International Association (CLIA) Pacific Northwest Symposium/Cruise the West Annual Meeting	$ 500	$ 1,500	$ 2,000	$ 500	$ 1,500	$ 2,000
Maritime	Passenger Vessel Association (PVA) Annual Convention at MariTrends	$ 1,400	$ 2,000	$ 3,400	$ 1,400	$ 2,000	$ 3,400
Maritime	Ports and Terminal Management Training	$ 500	$ 2,500	$ 3,000	$ 500	$ 2,500	$ 3,000
Maritime	Seatrade Cruise Global	$ 750	$ 2,250	$ 3,000	$ 750	$ 2,250	$ 3,000
Planning & Environment	American Planning Association (APA) Conference	$ 500	$ 900	$ 1,400	$ 500	$ 900	$ 1,400
Planning & Environment	American Society of Landscape Architects (ASLA) Conference	$ 300	$ 800	$ 1,100	$ 500	$ 900	$ 1,400
Planning & Environment	California Land Recycling Conference (CALRC)	$ 300	$ 800	$ 1,100	$ 300	$ 800	$ 1,100
Planning & Environment	Western Dredging Association (WEDA) Conference	$ 1,000	$ 1,000	$ 2,000	$ 1,000	$ 1,000	$ 2,000
Real Estate & Development	International Council of Shopping Centers (ICSC) Conference	$ 500	$ 1,900	$ 2,400	$ 500	$ 1,900	$ 2,400
Real Estate & Development	International Downtown Association (IDA) West Coast Urban District Forum	$ 300	$ 500	$ 800	$ 300	$ 500	$ 800
	TOTAL	**$22,950**	**$47,550**	**$70,500**	**$20,750**	**$43,650**	**$64,400**



Port of San Francisco

Five-Year Capital Improvement Program

Fiscal Years 2026-27 through 2030-31

February 2026

Overview

For nearly two decades, the Port of San Francisco has used its 10-Year Capital Plan to guide investments by determining the overall scope of capital need and the limited resources available to address it. The Fiscal Year (FY) 2025-26 to FY 2034-35 10-Year Capital Plan identified a $2.605 billion state of good repair (SOGR) investment need, $1.906 billion of which the Port does not have funded.

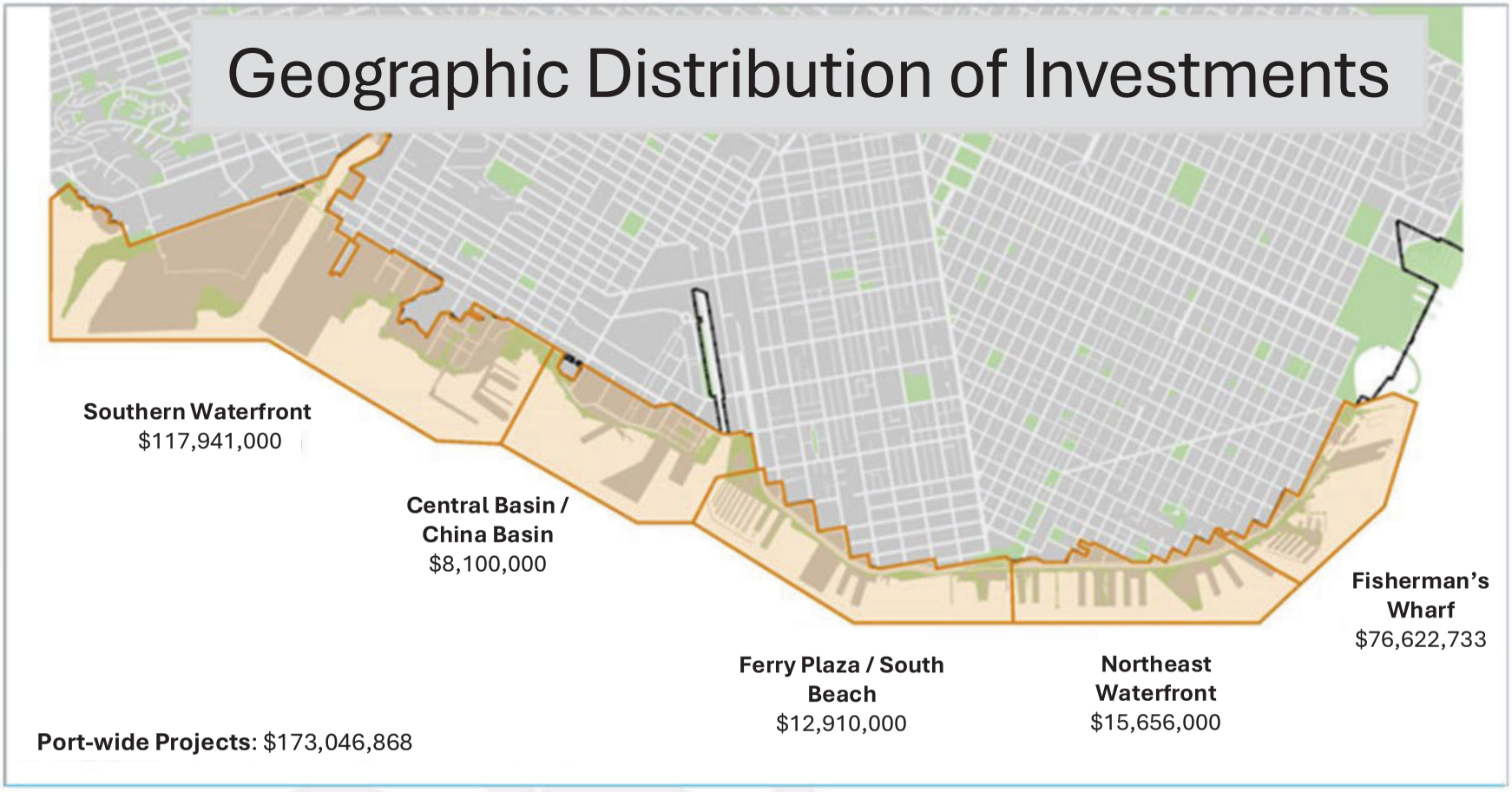
To facilitate strategic analysis and bridge the gap between the distant 10-year time span of the Capital Plan and the immediacy of the two-year Capital Budget, the Port prepares a five-year Capital Improvement Program (CIP), which allocates estimate available funds to specific projects. Projects are selected by a staff committee that ranks each possible project after considering prior commitments, health and safety, leasing needs, strategic investment, and leverage of outside funds. The results of that selection process are shown on the next page, with details of each authority and potential projects provided in the next section.

With this CIP, the Port is transitioning from a rigid, Project-based budgeting approach to a more flexible, Authority-based expenditure plan. Previously, the budget approach required appropriating funds strictly by individual project phases, leaving little room to adapt resources as planning evolved. The new structure addresses this by appropriating funds at the Fund and Authority levels (e.g., Environmental, Utilities, Maritime), while maintaining the flexibility to move funds between specific Projects as needed. This shift supports a more holistic strategy, allowing the Port to prioritize facilities dynamically and accommodate the iterative plan-do-review nature of design and permitting. By planning at the Authority level, the Port can better manage cost fluctuations and align capital investments with major strategic themes, business lines, and large-scale initiatives like the Waterfront Resilience Program.



Authority	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Waterfront Resilience Program	$4,287,750	$2,500,000	$2,300,000	$2,415,000	$2,536,000	$2,663,000	$16,701,750
Fisherman's Wharf Forward	$75,359,733						$75,359,733
Waterfront Development	$21,000,000	$2,500,000	$2,500,000	$5,500,000	$5,500,000	$5,500,000	$42,500,000
Real Estate	$10,556,000	$3,400,000	$2,500,000				$16,456,000
BAE Settlement	$1,500,000						$1,500,000
Maritime	$20,200,000	$40,125,000	$2,250,000	$35,000,000			$97,575,000
Dredging		$5,375,000	$5,375,000	$5,375,000	$5,375,000	$5,375,000	$26,875,000
South Beach Harbor	$3,100,000	$1,700,000	$1,750,000	$1,800,000	$1,850,000	$1,910,000	$12,110,000
Parks Bond	$1,700,000	$1,300,000					$3,000,000
Southern Waterfront Beautification Fund	$7,342,000	$4,075,000			$1,450,000	$1,490,000	$14,357,000
Environment	$5,064,000	$8,500,000	$4,500,000				$18,064,000
Low Carbon Fuel (LCFS) Credit	$210,160	$589,840					$800,000
Utilities	$809,000	$1,300,000	$2,600,000	$1,400,000			$6,109,000
Project Delivery	$1,092,000	$6,500,000	$6,740,000	$7,529,600	$7,830,784	$8,144,015	$37,836,399
Engineering		$2,750,000	$2,750,000	$2,000,000	$2,000,000	$2,000,000	$11,500,000
Maintenance	$500,000	$1,600,000	$1,100,000				$3,200,000
Technology	$2,500,000	$3,000,000	$3,000,000	$3,000,000	$500,000		$12,000,000
Finance & Administration	$7,332,719	$1,000,000					$8,332,719
Total	**$162,553,362**	**$86,214,840**	**$37,365,000**	**$64,019,600**	**$27,041,784**	**$27,082,015**	**$404,276,601**

Geographic Distribution of Investments



Port-wide Projects: $173,046,868

Projects by Geography	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Southern Waterfront	**$29,651,000**	**$45,200,000**	**$3,750,000**	**$36,400,000**	**$1,450,000**	**$1,1459,000**	**$117,941,000**
Pier 68: Drydock Removal	$20,000,000	$41,200,000					$61,200,000
Electrical Upgrades	$809,000	$100,000	$1,500,000	$1,400,000			$3,809,000
Pier 70 Shipyard Shoreline and Sediment Remediation	$500,000						$500,000
Pier 70 Shipyard Uplands	$1,000,000	$3,000,000					$4,000,000
Pier 80 Cruise Terminal		$750,000	$2,250,000	$35,000,000			$38,000,000
Pier 94/96 Water System Mapping and Assessment		$150,000					$150,000
Southern Waterfront Beautification Fund	$7,342,000				$1,450,000	$1,459,000	$10,282,000
China Basin/Central Basin	**$3,100,000**	**$600,000**	**$3,400,000**	**$1,000,000**			**$8,100,000**
Agua Vista Park	$1,700,000						$1,700,000
Electrical Upgrades		$100,000	$900,000				$1,000,000
Pier 50 Facility Improvements			$1,000,000				$1,000,000
Pier 54 Shed Demolition		$500,000	$1,500,000				$2,000,000
Pier 64 Sediment Cleanup	$1,400,000						$1,400,000
Seals Plaza Bathroom				$1,000,000			$1,000,000
Ferry Plaza-South Beach	**$3,600,000**	**$3,000,000**	**$1,750,000**	**$800,000**	**$1,850,000**	**$1,910,000**	**$12,910,000**
Ag Building: Egress, Roof, Substructure Improvements	$500,000						$500,000
Community Room & Kitchen Upgrades		$10,000					$10,000
Electrical Upgrades to All Docks		$700,000					$700,000
Landside Lighting Upgrades			$1,000,000				$1,000,000
Park ADA Compliance		$945,000					$945,000
Pier 40 Gate		$25,000					$25,000
SBH – General	$3,100,000	$20,000	$750,000	$800,000	$1,850,000	$1,910,000	$8,430,000
South Beach Harbor Playground		$1,300,000					$1,300,000
Northeast	**$11,166,160**	**$4,489,840**					**$15,656,000**
Pier 19 Berthing Improvements	$900,000						$900,000
Pier 27: Substructure Maintenance		$2,000,000					$2,000,000
Pier 33 Systems and Structures	$3,069,000	$1,500,000					$4,569,000
Pier 9 SOGR/ EQ Improvements	$2,662,000						$2,662,000
Solar Panels	$210,160	$589,840					$800,000
Tenant Improvements	$4,325,000	$400,000					$4,725,000

Projects by Geography	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Fisherman's Wharf	**$76,422,733**		**$200,000**				**$76,622,733**
Fisherman's Wharf Forward	$40,000,000						$40,000,000
Hyde Street Harbor Fire Service Line Improvements			$200,000				$200,000
Hyde Street Harbor Fuel Pipeline Release	$263,000						$263,000
Pier 45 West Apron	$35,359,733						$35,359,733
Wharf J-11 Substructure & Roadway Repair	$800,000						$800,000
Portwide	**$38,613,469**	**$32,925,000**	**$28,265,000**	**$25,819,600**	**$23,741,784**	**$23,682,015**	**$173,046,868**
Pile Repair Crew		$500,000	$500,000	$1,040,000	$1,081,600	$1,124,864	$4,246,464
Port Modernization	$2,500,000	$3,000,000	$3,000,000	$3,000,000	$500,000		$12,000,000
SOGR Substructures and Superstructures		$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Waterfront Resilience Program	$4,287,750	$2,500,000	$2,300,000	$2,415,000	$2,536,000	$2,663,000	$16,701,750
Project Management Office	$1,092,000	$6,000,000	$6,240,000	$6,489,600	$6,749,184	$7,019,151	$33,589,935
Maintenance Dredging and Sediment Sampling		$5,375,000	$5,375,000	$5,375,000	$5,375,000	$5,375,000	$26,875,000
Blue Economy Incubator		$250,000					$250,000
Building HazMat Abatement	$500,000	$600,000	$600,000				$1,700,000
FW Stormwater Drainage and Sewer Improvement	$700,000						$700,000
Grant Match	$1,539,438						$1,539,438
Office Reconfiguration		$1,000,000					$1,000,000
Parking Lot Upgrades		$500,000	$500,000				$1,000,000
Portwide Ownership Project	$1,742,000						$1,742,000
Port-wide Power Studies and Condition Assessment		$600,000					$600,000
Project Contingency	$4,051,281						$4,051,281
Rapid Structural Assessment		$750,000	$750,000				$1,500,000
Roads, Sidewalks, Bridges Condition Assessment		$500,000					$500,000
SFPUC's Electrical Service Agreement Pool		$350,000					$350,000
Small Emerging Projects		$1,000,000					$1,000,000
Stormwater Full Trash Capture	$1,201,000	$5,500,000	$4,500,000				$11,201,000
Waterfront Development	$21,000,000	$2,500,000	$2,500,000	$5,500,000	$5,500,000	$5,500,000	$42,500,000

Authority: Waterfront Resilience Program

Sponsor: Waterfront Resilience Program

Authority Description

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

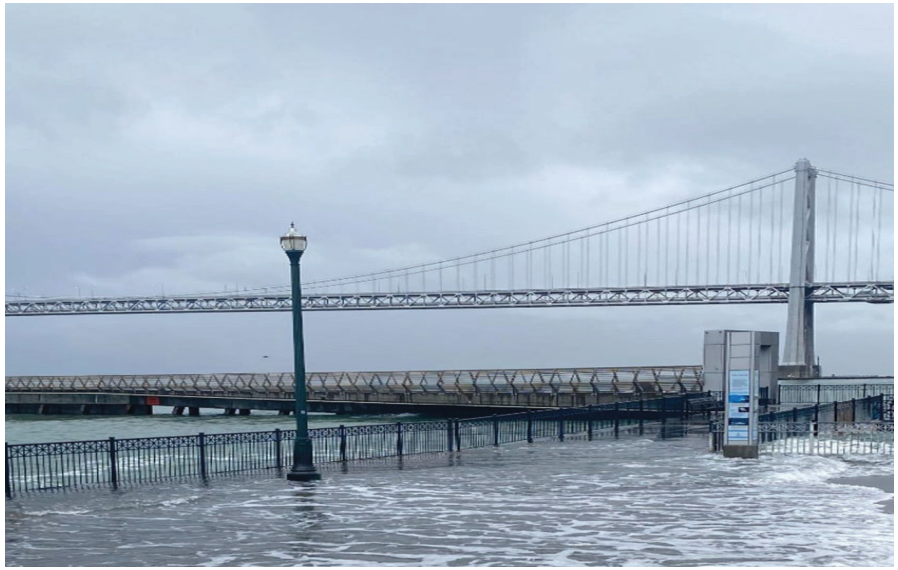
Advancing the Port's Strategic Plan

Economic Vitality – Maximizes external investment capital for project funding

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

Resilience – Addresses threats from earthquakes and flood risk

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Waterfront Resilience Program	Harbor	$4,287,750	$2,500,000	$2,300,000	$2,415,000	$2,536,000	$2,663,000	$16,701,750
Total		**$4,287,750**	**$2,500,000**	**$2,300,000**	**$2,415,000**	**$2,536,000**	**$2,663,000**	**$16,701,750**



Authority: Fisherman's Wharf Forward

Sponsor: Waterfront Resilience, Real Estate & Development, Maritime

Authority Description

Funds a multi-phase investment program to revitalize the central area of the Wharf by creating new public gathering spaces at Alioto's Plaza and improving the Inner Lagoon. The authority's long-term focus is on restoring leasing activity, enhancing maritime operations, and improving the area's seismic and sea level rise resilience through infrastructure upgrades.

Advancing the Port's Strategic Plan

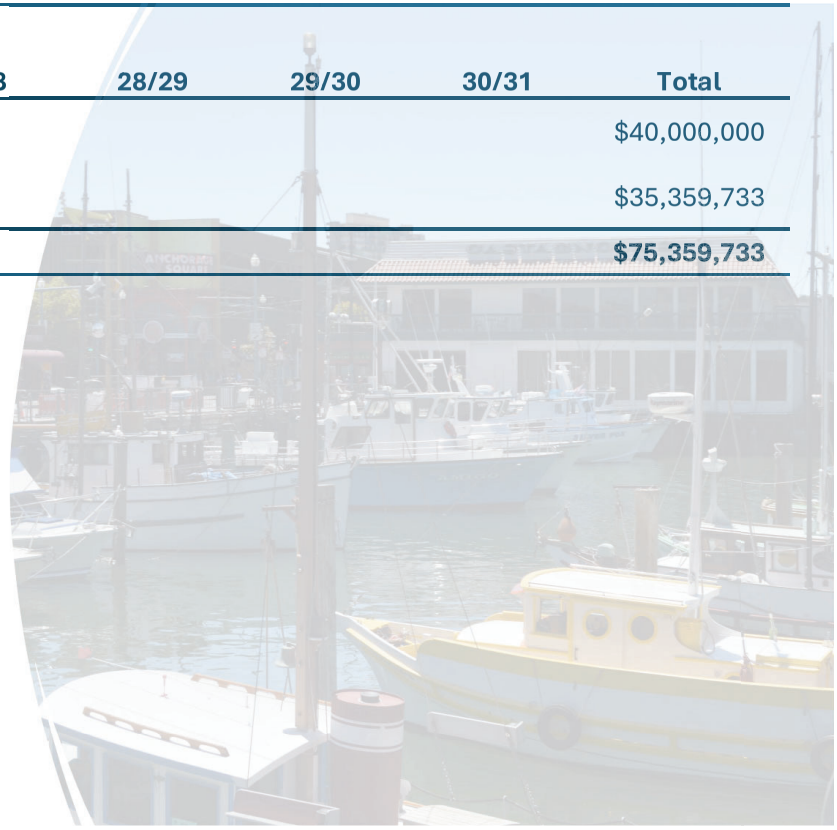
Economic Vitality – Drives economic activity and boosts tourism by creating new attractions and amenities and supporting the commercial fishing industry.

Equity – Creates inclusive public spaces and enhances visitor experiences for a diversity of residents and tourists.

Resilience – Funds multi-phase infrastructure improvements, including seismic and sea level rise protection, for a long-term future.

Evolve – Transforms an outdated area into a modern, flexible public destination while honoring the Wharf's maritime history.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Fisherman's Wharf Forward	Harbor	$40,000,000						$40,000,000
Pier 45 Apron	Harbor	$35,359,733						$35,359,733
Total		**$75,359,733**						**$75,359,733**



Authority: Waterfront Development Projects

Sponsor: Real Estate & Development

Authority Description

Manages the Port's large-scale, public-private partnership (P3) development projects that transform underutilized assets and vacant seawall lots into vibrant, mixed-use districts. This is a pass-through authority, meaning that while the Port appropriates funds for planning, oversight, and infrastructure coordination, these costs are recovered from the projects themselves. Major projects such as Mission Rock, Pier 70, Fisherman's Wharf Revitalized, and Seawall Lot 330 are essential for creating new neighborhoods that include residential and affordable housing, commercial office space, and public parks, all while generating new revenue to support the Port's infrastructure needs.

Advancing the Port's Strategic Plan

Economic Vitality – Creates new and revitalizes existing destination hubs that attract private investment and increased foot traffic to the waterfront

Equity – Drives the delivery of significant community benefits, including a high percentage of affordable housing units and local requirements for construction and ongoing operations

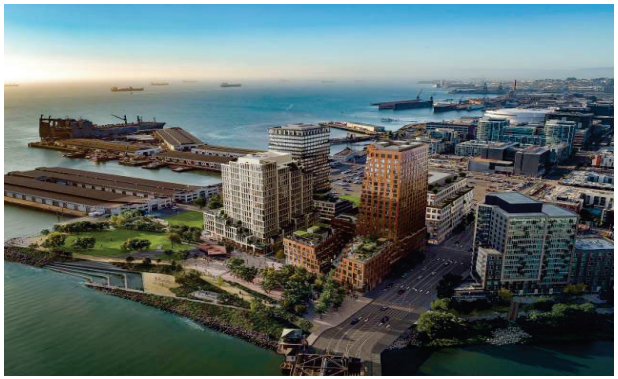
Sustainability – Requires all major developments to meet the Port's Green Building standards and prioritize sustainable transportation modes and green infrastructure

Resilience – Mandates the inclusion of advanced sea-level rise adaptation strategies and seismic engineering in all new shoreline developments to protect the future of the waterfront

Evolve – Reimagines historic industrial sites and parking lots as modern, mixed-use neighborhoods that integrate maker spaces, arts, and retail with essential waterfront functions

Engagement – Utilized community-driven master planning processes to ensure new developments respond to the needs and identities of surrounding neighborhoods

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Waterfront Development Projects	Development	$21,000,000	$2,500,000	$2,500,000	$5,500,000	$5,500,000	$5,500,000	$42,500,000
Total		**$ 21,000,000**	**$2,500,000**	**$2,500,000**	**$5,500,000**	**$5,500,000**	**$5,500,000**	**$42,500,000**



Authority: Real Estate

Sponsor: Real Estate & Development

Authority Description

Funds a wide range of capital projects essential for maximizing the value and leasability of Port properties by bringing aging assets into a state of good repair (SOGR) and supporting tenant improvements (TIs) across the waterfront. This authority also supports site readiness projects, including demolition and contamination cleanup, to prepare Port lands for future development and revenue generation.

Advancing the Port's Strategic Plan

Economic Vitality – Directly supports revenue-generating assets, maintains consistent lease income by addressing SOGR issue, and attracts new tenants by upgrading leasable spaces.

Sustainability – Ensures environmental stewardship is included in repair projects and addresses hazardous material abatement for safer facilities.

Evolve – Spurs leasing by a wider variety of tenants, clears long-vacant facilities, and prepares sites for new uses that support the modern Port.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Pier 9 SOGR/EQ Improvements	Harbor	$2,662,000						$2,662,000
Small Emerging Projects	Harbor		$1,000,000					$1,000,000
Tenant Improvements	Harbor	$4,325,000	$400,000					$4,725,000
Agriculture Building	Harbor	$500,000						$500,000
Pier 54 Shed Demolition	Harbor		$500,000	$1,500,000				$2,000,000
Pier 50 Facility Improvements	Harbor			$1,000,000				$1,000,000
Pier 33 Systems and Structures	Harbor	$3,069,000	$1,500,000					$4,569,000
Total		**$10,556,000**	**$3,400,000**	**$2,500,000**				**$16,456,000**



Authority: BAE Settlement

Sponsor: Maritime

Authority Description

Utilizes funds from the settlement agreement with BAE Systems to managed the removal and disposal of deteriorated maritime infrastructure, specifically focusing on the Pier 68 Dry Dock. This work is essential for clearing the historic Pier 68/70 shipyard of non-operational, high-risk structures, thereby preparing the site for stabilization and future maritime or industrial reuse.

Advancing the Port's Strategic Plan

Economic Vitality – Clears out deteriorated and non-functional infrastructure, paving the way for new maritime industrial uses and future revenue-generating opportunities at the shipyard.

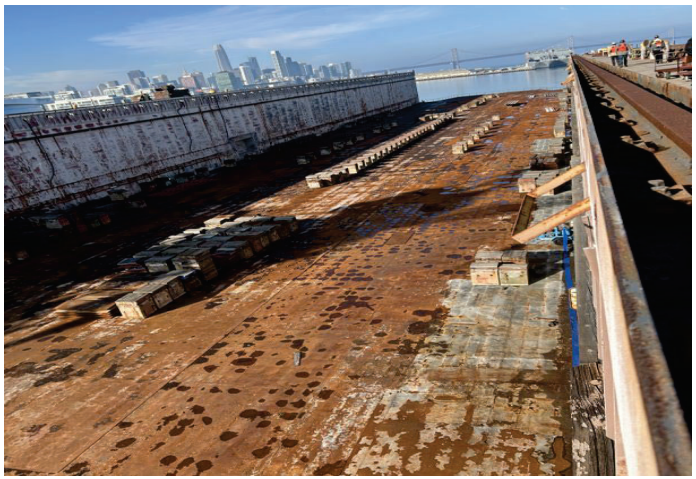
Sustainability – Removes large, deteriorating steel structures from the San Francisco Bay, preventing potential environmental contamination and long-term degradation of the waterfront.

Evolve – Supports the transition of a historic but defunct shipyard into a modern, functional space ready for the next generation of Port activities.

Resilience – Eliminates the significant safety and operational risks that derelict floating dry docks pose during extreme weather or seismic events.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Pier 68 Dry Dock Removal	Harbor	$1,500,000						$1,500,000
Total		**$1,500,000**						**$1,500,000**





Authority: Maritime

Sponsor: Maritime

Authority Description

Funds critical infrastructure and other projects that support and expand commercial and recreational maritime operations and ensure the Port's facilities remain in a state of good repair for all users.

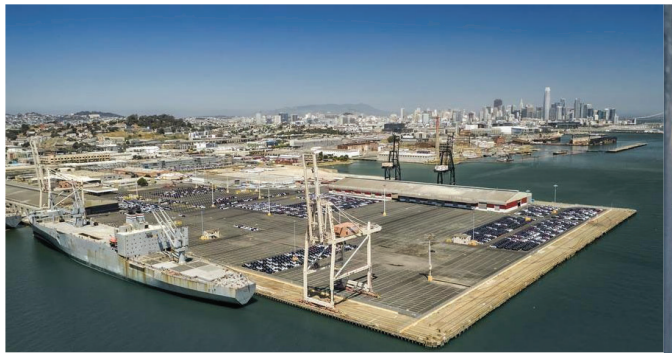
Advancing the Port's Strategic Plan

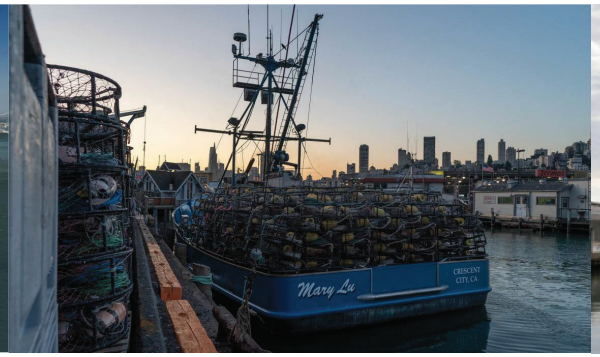
Economic Vitality – Generates new revenue by maintaining and expanding cruise facilities and contributes to the economic success and vibrancy of the waterfront through facility upkeep like Wharf J-11 repairs.

Engagement – Preserves and improves the ability for direct public access to the waterfront and harbor at key locations.

Evolve – Transforms the Southern Waterfront by introducing tourist activities at Pier 80, activating space beyond cargo movement, and adapting facilities to meet changing public and Port needs.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Pier 19 Berthing Improvements	Harbor	$900,000						$900,000
Pier 68 Drydock Removal	Harbor	$18,500,000	$37,125,000					$55,625,000
Pier 80 Cruise Terminal	Harbor		$750,000	$2,250,000				$3,000,000
	Revenue Bond				$35,000,000			$35,000,000
Blue Economy Incubator	Harbor		$250,000					$250,000
Pier 27 Substructure	Harbor		$2,000,000					$2,000,000
Wharf J-11 Substructure & Roadway Repair	Harbor	$800,000						$800,000
Total		**$20,200,000**	**$40,125,000**	**$2,250,000**	**$35,000,000**			**$97,575,000**







Authority: Dredging

Sponsor: Maritime

Authority Description

Routine dredging of Port berths is required to maintain depths for vessels in support of maritime commerce, including cruise and cargo operations. The frequency at which any given location needs to be dredged varies and is as frequent as annually for key locations such as the cruise terminals at piers 27 and 35. The budget includes funds for pre-dredge testing of sediment required by regulatory agencies to determine the appropriate disposal or re-use option for the sediments. The budget also includes sufficient funds to direct dredged sediments to beneficial re-use such as wetlands restoration, when feasible. In recent years, this work was funded using state stimulus dollars (ARPA) rather than Harbor Fund.

Advancing the Port's Strategic Plan

Economic Vitality – contributes to the economic growth and long-term vitality of the Port and the City by keeping maritime routes operational and accessible.

Engagement – Informs and involves regional, state, and federal agencies to align activities. Includes outreach and coordination with stakeholders including nearby Port tenants.

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

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Maintenance Dredging and Sediment Sampling	Harbor		$5,375,000	$5,375,000	$5,375,000	$5,375,000	$5,375,000	$26,875,000
Total			**$5,375,000**	**$5,375,000**	**$5,375,000**	**$5,375,000**	**$5,375,000**	**$26,875,000**



Authority: South Beach Harbor

Sponsor: Maritime

Authority Description

South Beach Harbor is a full-service marina consisting of 700 slips, a recreational and commercial guest dock, the Pier 40 Maritime Center, and South Beach Park. This authority utilized revenue generated from the facility to fund capital investments essential for the ongoing maintenance, operational efficiency, and public accessibility of this full-service marina, park, and public access area. Projects focus on facility upgrades, including ADA compliance in the park, electrical dock upgrades, landside lighting improvements, and general facility maintenance to enhance the visitor and tenant experience.

Advancing the Port's Strategic Plan

Economic Vitality – Preserves and enhances revenue generation from the facility by maintaining and upgrading its assets.

Equity – Ensures that the park and facilities are accessible to everyone, including through upgrades like Park ADA Compliance.

Engagement – Responds to public requests for increased activity and improvements in the area's open spaces.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Community Room & Kitchen Upgrades	SBH		$10,000					$10,000
Electrical Upgrades to All Docks	SBH		$700,000					$700,000
Landside Lighting Upgrades	SBH			$1,000,000				$1,000,000
Park ADA Compliance	SBH		$945,000					$945,000
Pier 40 Gate	SBH		$25,000					$25,000
SBH - General	SBH	$3,100,000	$20,000	$750,000	$800,000	$1,850,000	$1,910,000	$8,430,000
Seals Plaza Bathroom	SBH				$1,000,000			$1,000,000
Total		**$3,100,000**	**$1,700,000**	**$1,750,000**	**$1,800,000**	**$1,850,000**	**$1,910,000**	**$12,110,000**

Authority: Waterfront Parks (Parks Bond)

Sponsor: Planning & Environment, Engineering

Authority Description

Funds projects that enhance and maintain the Port's public parks and open spaces, such as the planned improvements for Agua Vista Park and upgrades to the South Beach Harbor children's playground.

Advancing the Port's Strategic Plan

Equity – Ensures that high-quality public open spaces are maintained and enhanced.

Resilience – Investing in parks along the waterfront contributes to the overall resilience of the shoreline.

Engagement – Public Parks respond to community needs and support increased activity in the Port's open spaces.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Agua Vista Park	Parks Bond	$1,700,000						$1,700,000
South Beach Harbor Playground	Parks Bond		$1,300,000					$1,300,000
Total		**$1,700,000**	**$1,300,000**					**$3,000,000**







Authority: Southern Waterfront Beautification Fund

Sponsor: Finance & Administration

Authority Description

The Southern Waterfront Beautification Fund is a dedicated funding source used to support public-oriented improvements and environmental enhancements along the Port's southern waterfront area, generally from Mariposa Street down toward India Basin. Qualifying projects may include open space and public realm improvements, wetland restoration, removal of obsolete or deteriorated structures, public art, historic preservation, and other similar projects that may arise over time. The FY26/27 budget is pre-funding three years of the SWBF to support the removal of the dry docks at Pier 68.

Advancing the Port's Strategic Plan

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

Equity – Serves BIPOC communities residing in or adjacent to the Southern Waterfront.

Engagement – Includes public outreach for projects, when applicable.

Evolve – Includes public outreach for projects, when applicable.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Pier 68: Drydock Removal	Harbor		$4,075,000					$4,075,000
Southern Waterfront Beautification Fund	Harbor	$7,342,000				$1,450,000	$1,490,000	$10,282,000
Total		**$7,342,000**	**$4,075,000**			**$1,450,000**	**$1,490,000**	**$14,357,000**







Authority: Environment

Sponsor: Planning & Environment

Authority Description

Funds projects focused on remediating contaminated sites like the Pier 70 Shipyard and Hyde Street Harbor and ensures compliance with environmental permits by installing Stormwater Full Trash Capture devices to protect the San Francisco Bay and shoreline.

Advancing the Port's Strategic Plan

Equity – Ensures natural environment is safe for diverse communities, including the Southern Waterfront.

Sustainability – Protects the Bay and Port lands from contamination.

Evolve – Prepares the site for future use and new open space opportunities.

Engagement – Informs and involves regional, state, and federal agencies to align activities. Includes outreach and coordination with stakeholders including nearby Port tenants.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
FW Stormwater Drainage and Sewer Improvement	Harbor	$700,000						$700,000
Hyde Street Harbor Fuel Pipeline Release	Harbor	$263,000						$263,000
Pier 64 Sediment Cleanup	Harbor	$1,400,000						$1,400,000
Pier 70 Shipyard Shoreline and Sediment Remediation	Harbor	$500,000						$500,000
Pier 70 Shipyard Uplands	Harbor	$1,000,000	$3,000,000					$4,000,000
Stormwater Full Trash Capture	Harbor	$1,201,000	$5,500,000	$4,500,000				$11,201,000
Total		**$5,064,000**	**$8,500,000**	**$4,500,000**				**$18,064,000**

Authority: Low Carbon Fuel (LCFS) Credit

Sponsor: Maritime

Authority Description

Funds the exploration and feasibility assessment of installing solar panels at the Pier 27 Cruise Terminal, utilizing Low Carbon Fuel Standard (LCFS) credits as a primary funding mechanism. The goal is to investigate how on-site renewable energy can be integrated with existing shore power systems to maximize the generation of carbon credits, creating a sustainable, self-funding cycle for the Port's zero-emission maritime infrastructure.

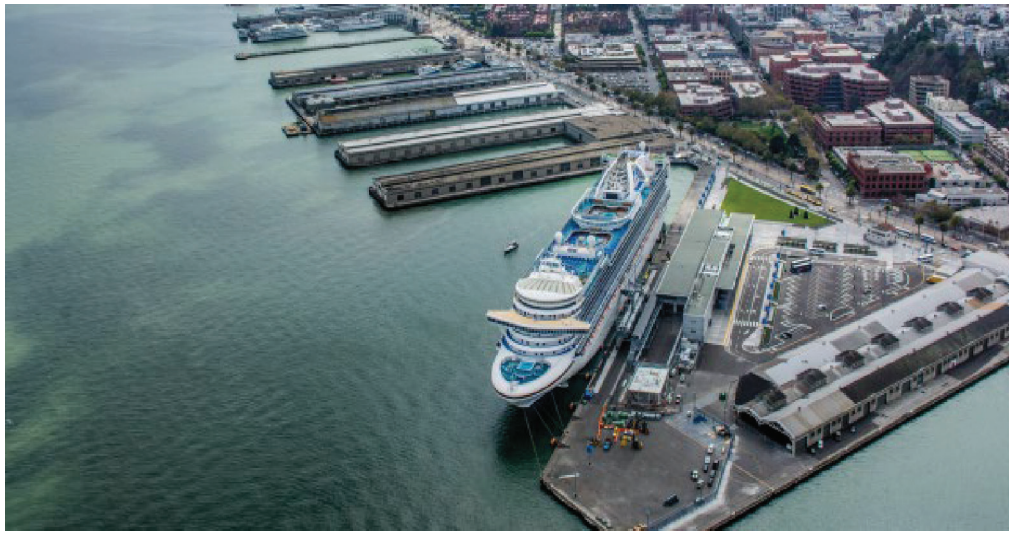
Advancing the Port's Strategic Plan

Economic Vitality – Maximizes the monetization of clean energy through the LCFS market, creating a creative revenue stream to reinvest in green capital projects.

Sustainability – Explores the transition from grid-based shore power to on-site solar, significantly reducing the carbon intensity of cruise operations and maritime

Evolve – Evaluates the modernization of the Pier 27 terminal by integrating renewable energy technology with traditional maritime functions.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Solar Panels	Harbor	$210,160	$589,840					$800,000
Total		**$210,160**	**$589,840**					**$800,000**



Authority: Utilities

Sponsor: Engineering

Authority Description

Funds essential projects to maintain, upgrade, and assess the high-voltage electrical, water, and fire protection systems that support tenants and operations across the waterfront. This includes replacing critical equipment like switchgear and transformers to ensure power reliability and improving fire service and water distribution to protect assets and ensure life safety.

Advancing the Port's Strategic Plan

Economic Vitality – Ensures uninterrupted power and water services to tenants (Pier 94/96) and maritime facilities (Pier 80), which maintains consistent access and operations to support lease income and revenue generation.

Evolve – Modernizes electrical systems to handle new demands, such as the design for increased power required for future Pier 80 Electrification.

Resilience – Upgrading and replacing aging high-voltage components (Pier 68, Pier 80) and relocating power feeders above deck (Pier 50) protects vital infrastructure from failure and potential flood risk.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Electrical Upgrades	Harbor	$809,000	$200,000	$2,400,000	$1,400,000			$4,809,000
Hyde Street Harbor Fire Service Line Improvement	Harbor			$200,000				$200,000
Pier 94/96 Water System Mapping and Assessment	Harbor		$150,000					$150,000
Port-wide Power Studies and Condition Assessment	Harbor		$600,000					$600,000
SFPUC's Electrical Service Agreement Pool	Harbor		$350,000					$350,000
Total		**$809,000**	**$1,300,000**	**$2,600,000**	**$1,400,000**			**$6,109,000**

Authority: Project Delivery

Sponsor: Engineering, Maintenance, Real Estate & Development, Executive

Authority Description

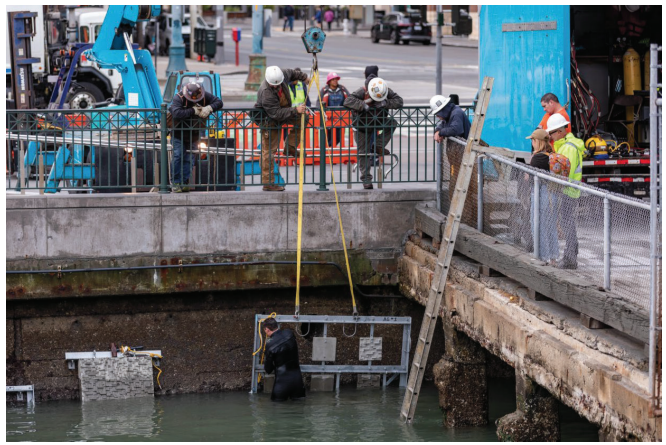
Funds the essential administrative and physical labor resources required to efficiently execute the Port's capital program. This includes supporting the Project Management Office (PMO) staff to drive all capital projects from inception to closeout and maintaining the cost-effective, Port-staffed Pile Repair Crew to perform critical substructure repairs on piers, and other project-funded staff dedicated to delivery of strategic initiatives. In recent years, some of this work was funded using state stimulus dollars (ARPA) rather than Harbor Fund.

Advancing the Port's Strategic Plan

Economic Vitality – Ensures that sufficient Port staff are available to deliver funded projects in a timely fashion (PMO) and preserves revenue generation from Port facilities in a cost-effective manner (Pile Crew).

Resilience – The Pile Repair Crew repairs and maintains structures to withstand threats from earthquakes and sea level rise.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Pile Repair Crew	Harbor		$500,000	$500,000	$1,040,000	$1,081,600	$1,124,864	$4,246,464
Project Management Office	Harbor	$1,092,000	$6,000,000	$6,240,000	$6,489,600	$6,749,184	$7,019,151	$33,589,935
Total		**$1,092,000**	**$6,500,000**	**$6,740,000**	**$7,529,600**	**$7,830,784**	**$8,144,015**	**$37,836,399**





Authority: Engineering

Sponsor: Engineering

Authority Description

Funds critical structural maintenance and capital repairs focused on the Port's substructures and superstructures. This authority ensures that piers, wharves, and buildings remain in a State of Good Repair (SOGR), addressing structural deficiencies to maintain safety, operational capacity, and long-term asset integrity.

Advancing the Port's Strategic Plan

Economic Vitality – Prevents facility closures due to structural failure, preserving revenue streams, tenant operations, and the overall economic activity of the waterfront.

Resilience – Fortifies physical assets against aging, marine environment, degradation, and seismic risks, ensuring they remain safe and functional for the long term.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Rapid Structural Assessment	Harbor		$750,000	$750,000				$1,500,000
SOGR Substructures and Superstructures	Harbor		$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
Total			**$2,750,000**	**$2,750,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$11,500,000**



Authority: Maintenance

Sponsor: Maintenance

Authority Description

Funds essential capital planning and assessment work to maintain the Port's non-marine transportation assets and public accessways in a state of good repair (SOGR). The primary focus is on comprehensive condition assessments of and completion of improvements to landside infrastructure like roads, sidewalks, and bridges.

Advancing the Port's Strategic Plan

Economic Vitality – Contributes to the Port's financial health by providing data and a funding strategy to maintain critical access for commerce and the public.

Resilience – Ensures the long-term integrity and safety of the Port's essential landside transportation network, helping it withstand daily use and future shocks.

Evolve – Provides the strategic plan necessary to modernize and improve transportation assets, evolving the use and function of Port lands.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Building HazMat Abatement	Harbor	$500,000	$600,000	$600,000				$1,700,000
Parking Lot Upgrades	Harbor		$500,000	$500,000				$1,000,000
Roads, Sidewalks, Bridges – Condition Assessment	Harbor		$500,000					$500,000
Total		**$500,000**	**$1,600,000**	**$1,100,000**				**$3,200,000**



Authority: Technology

Sponsor: Finance & Administration

Authority Description

Funds the digital modernization of the Port's core business systems and information infrastructure. The primary goal is to empower staff and increase organizational efficiency by implementing new, integrated enterprise software, such as asset management and property management systems. These investments are designed to not only enhance staff performance and streamline daily processes, but also to enable the extraction of critical business data necessary for accurate portfolio performance understanding and strategic decision-making.

Advancing the Port's Strategic Plan

Economic Vitality – Directly improves financial performance by providing business intelligence and portfolio data (e.g., from property management software), allowing for optimized asset management, maximized revenue generation, and data-driven decisions.

Resilience – Enhances data security and system reliability for critical business operations, protecting the Port's information assets and ensuring business continuity.

Evolve – Modernizes core business processes with integrated digital platforms, replacing outdated, manual, or paper-based systems, and positions the Port for future growth and operational scaling.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Port Modernization	Harbor	$2,500,000	$3,000,000	$3,000,000	$3,000,000	$500,000	$0	$12,000,000
Total		**$2,500,000**	**$3,000,000**	**$3,000,000**	**$3,000,000**	**$500,000**	**$0**	**$12,000,000**



Authority: Finance & Administration

Sponsor: Finance & Administration

Authority Description

Focuses primarily on the funding of Port-wide administrative and strategic management initiatives that support the efficient operation and financial health of the Port.

Advancing the Port's Strategic Plan

Equity – After facility assessments are complete, the resulting construction projects will upgrade facilities, which helps attract a diversity of people to the Waterfront.

Engagement - Grant Match supports the ability to engage and partner with external funding sources and partners.

Economic Vitality – The Project Contingency Fund ensures sufficient funds are available to deliver planned projects in a timely manner and changing bid environment. The Facility Assessment Program enables the Port to make informed decisions about capital investments that support revenue generation. The Port-wide Ownership Project ensures the Port's assets and authority are accounted for, allowing for maximized revenue.

Projects	Funding Source	Prior Budget 24/25 – 25/26	26/27	27/28	28/29	29/30	30/31	Total
Grant Match	Harbor	$1,539,438						$1,539,438
Port-wide Ownership Project	Harbor	$1,742,000						$1,742,000
Project Contingency	Harbor	$4,051,281						$4,051,281
Office Reconfiguration	Harbor		$1,000,000					$1,000,000
Total		**$7,332,719**	**$1,000,000**					**$8,332,719**

