

Port of San Francisco



10-YEAR CAPITAL PLAN

2022-2031



Aerial view of Crane Cove Park, in the Pier 70 neighborhood

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Executive Summary

The Port of San Francisco’s 10-Year Capital Plan (Plan) outlines a full inventory of capital needs and projected funding sources to allow the Port to identify and develop solutions for addressing unfunded need. This assessment has historically shown that the Port’s need for capital investments significantly outpaces available funding, leaving a substantial backlog and requiring strategic decisions about how to best manage the Port’s aging assets. Caring for the Port’s many historic structures while adhering to the Port’s public trust mission presents a challenge which requires a multi-pronged approach: dedicating revenue to capital, securing new external sources of funding, and targeting available funds to strategic projects. In the last eight years the Port has met this challenge by establishing policies regarding annual capital funding, creating a 5-Year Capital Improvement Program (CIP), gathering data about the condition of its facilities, and entering into public private partnerships to renew Port assets. While the economic effects of the COVID-19 pandemic may slow these efforts, the Port is confident that its long-term approach will support effective management of its aging assets and help position the organization for economic growth.

In the past two years, the Port’s major Capital Plan accomplishments include:

- Celebrated completion of Crane Cove Park, a major transformation of previously inaccessible industrial shoreline in the Pier 70 neighborhood into a seven-acre public open space;
- Completed substructure repairs to Alcatraz Ferry Embarkation at Pier 31.5 to prepare the site for future activation by tenants, Alcatraz Cruises, LLC and Golden Gate Parks Conservancy. Plans include a plaza, café, improved public restrooms, and a visitor-contact station;
- Completed 23 acres of improvements to Pier 94 Backlands creating 16 acres of leasable land;
- Completed installation of a 2,600 square foot ground transportation shelter at the Pier 27 Cruise Terminal, providing a weather protected space for passengers connecting to public transit;
- Completed the first round of Facility Inspection Repair Program Assessments (FIRPA) which provided accurate condition assessments and cost estimates to bring 10 facilities up to a state of good repair;
- Successfully completed the RFP for the redevelopment of Piers 30-32 and historic Piers 38 and 40, and selected a developer with whom to begin negotiations;
- Improved lighting, water and sewer systems at Pier 23, including new backflow preventer, energy efficient LED light fixtures, and sanitary sewer riser allowing for future above deck sewer connections;
- Constructed a new public restroom building inside Pier 45 Shed A providing much-needed public restroom facilities at Fisherman’s Wharf; and
- Hired the Port’s first Diversity, Equity, and Opportunity Manager to lead and develop the departmental Racial Equity Action Plan and bring an equity lens to the Port, including capital budgeting and planning.

Table 1: Summary of Changes from the Prior Plan (\$ millions)

	Type	Prior Plan	Change	Current Plan
State of Good Repair	Backlog	815.3	237.6	1,052.9
	Renewal	614.5	56.5	671.0
	One-Time	247.7	22.4	270.1
	Total	1,677.5	316.5	1,994.0
Enhancements	Seawall Resiliency	484.1	108.8	592.9
	Enhancements	786.4	(53.3)	733.1
	Conditional Seismic	584.2	20.8	605.0
	Total	1,854.7	76.3	1,931.0
Plan Total		3,532.2	392.8	3,925.0

The Port’s 10-Year Capital Plan for 2022-2031 identifies \$3.9 billion in total capital need, including almost \$2.0 billion to bring facilities up to a state of good repair (SOGR).

Table 1 summarizes changes from the prior Plan, including a \$316.5 million increase in SOGR need, due primarily to

Table 2: Anticipate Funding Sources (\$ millions)

Revenue Projections	
Internal Funding Source	Plan Total
Port Capital	155.5
Port Tenant Improvements	184.4
Internal Funding Subtotal	339.9
External Funding Source	
Seawall Bond	381.9
Waterfront Safety Bond	130.0
Orton IFD Tax Increment	7.4
Pier 70 - CFD Shoreline Tax	3.5
Mission Rock - CFD Shoreline Tax	10.9
Federal & State Grants	22.9
US Army Corps of Engineers	20.2
Regional Measure 3, MBFL	25.0
MBFL Anticipated Private	4.0
Development Projects	796.8
External Funding Subtotal	1,402.7
TOTAL	1,742.6

more accurate cost assessments for specific Port facilities through the Facility Inspection Repair Program Assessment (FIRPA) described later in this report. In addition to keeping facilities in a state of good repair, the Port pursues opportunities for enhancements to increase the value of assets through development of public infrastructure, parks and open space and investment in reuse of historic facilities.

The Plan identifies \$1.9 billion in needed enhancements. The enhancements identified in this Plan include major development projects, but exclude the full cost of the anticipated resilience efforts to address seismic and sea level rise risk to the Port and City (this Plan only includes resilience projects to the extent a financing plan exists, as discussed in the Resilience section below). To fund enhancements, the Port looks primarily to outside funding, such as general obligation bonds, public-private partnerships, and grants. As it has in the past, the Plan also captures a potential cost for seismic retrofit of piers which

would be required if future plans include an increase to occupancy and/or change the use on the piers.

Table 2 shows the Port’s anticipated capital funding sources over the next 10 years. It reflects the Port’s commitment to setting aside operating revenue for capital and the importance of external sources in ensuring SOGR and enhancement projects are completed. Table 3 illustrates how those funding sources apply to SOGR and enhancement needs, and the resulting funding gap.

The need captured in this plan paints a clear picture: Port assets require substantial investment due to their age and condition, and delays in making those improvements comes at a price as construction costs continue to escalate. The Port has succeeded in increasing capital investment through the dedication of one-time sources and 25 percent of operating revenues to capital; leveraging private investment in large-scale development projects, and receiving of local, state, and federal financial support; however addressing the full extent of the Port’s capital needs still requires significant external funds which have yet to be identified.

Table 3: Unfunded Need (\$ millions)

	State of Good Repair	Enhancements	Total
Need	1,994.0	1,931.0	3,925.0
Funding Sources	503.1	1,239.6	1,742.6
Unfunded gap	1,490.9	691.4	2,182.4
% Unfunded	75%	36%	56%



Figure 1: Heron's Head Park

Port of San Francisco

The Port is charged with managing the seven and one-half miles of San Francisco waterfront. The Port's jurisdiction stretches from Hyde Street Pier in the north to Heron's Head Park in the south and includes 205 acres on the waterside and 629 acres upland properties. The Port's operating portfolio is composed of over 500 ground, commercial, retail, office, industrial, and maritime tenants, including leases for many internationally recognized landmarks such as the Ferry Building, Oracle Park (home of the San Francisco Giants baseball team), Fisherman's Wharf, and PIER 39.

The Port is managed by an executive director who is appointed by the Mayor and serves the Port Commission. The Port Commission provides overall policy direction to the Executive Director and is a five-member body, each of whom is appointed by the Mayor and subject to confirmation by the City's Board of Supervisors. Each commissioner is appointed to a four-year term.

Port lands were owned and managed by the State of California until the State Legislature approved the Burton Act in 1968, granting these lands to the City and County of San Francisco and establishing the San Francisco Harbor Commission (now called the Port Commission). Port lands are intended to further public trust principles for the benefit of all California citizens and to advance navigation and maritime commerce, fisheries, public access and recreation, environmental restoration, and commercial activities that attract the public to the waterfront. The Port is subject to a complex regulatory scheme including the State Lands Commission, Bay Conservation and Development Commission, and other federal, state and local agencies. This regulatory framework increases the complexity of all capital project work at the Port and requires detailed coordination and review between the Port and its regulatory partners.

The Port’s waterfront has played an important role in San Francisco’s development since the 1850’s. The bulkhead buildings and finger piers along The Embarcadero, the shipyard warehouses and facilities at Pier 70, and other Port waterfront landmarks served to support a growing City and handled maritime commerce for decades. With changes in cargo and shipping, the historic facilities are no longer needed for cargo and ship building but are defining features of the unique San Francisco urban form and provide a network of important public places.



Figure 2: Aerial View of Northern Waterfront

Caring for the Port’s many aging and historic structures within a strict regulatory framework is a challenge. The Port’s need for capital investments has significantly outpaced available funding, leaving a substantial backlog and requiring strategic decisions about how to best manage the Port’s aging assets. Since 2012 the Port has used a multi-pronged approach which includes dedicating one-time sources and an annual minimum of 25 percent of operating revenues to capital; securing new external sources of funding for capital needs and non-revenue generating projects; and targeting available funds to strategic projects. In light of the impact of the COVID-19 pandemic on its finances, the Port may need to modify this approach in the short term, but remains committed to a creative and robust strategy to address its capital backlog.

Capital Planning at the Port

This section provides detail on the inputs and outputs of capital planning and the Port. At this particular time, capital planning is severely altered by the COVID-19 pandemic, which has greatly reduced revenues available to the Port and therefore its contribution to capital. Despite this short term impact, the Port remains committed to the long term approach discussed below.

Strategic Approach

The Port’s capital planning starts with the seven goals laid out in the Port’s Strategic Plan, particularly the following four goals:

- **Evolution:** Transform the waterfront to respond to changing public and Port needs.
- **Equity:** Commitment to eliminating racial and social disparities and promoting equity in the services delivered by the Port’s facilities and infrastructure.
- **Productivity:** Attract and retain tenants that build an economically viable Port.
- **Stability:** Maintain the Port’s financial strength by addressing deferred maintenance, maximizing the value of Port property and increasing revenue.

In addition to the Strategic Plan, the Port’s Waterfront Plan also informs capital decisions. The Waterfront Plan governs the use, design, and improvement of the Port’s seven and one-half miles of public trust lands, and was first published in 1997 and is currently being updated.

Through the dual lenses of the Strategic Plan and the Waterfront Plan, Port staff must consider available funds, then balance use of those scarce funds between addressing the large capital backlog of deferred maintenance against the enhancement projects which could increase maritime, recreational, and economic opportunities on the waterfront. The resulting capital planning decisions are reflected in three different documents: the 10-Year Capital Plan (this report), the 5-Year Capital Improvement Program, and the 2-Year Capital Budget.

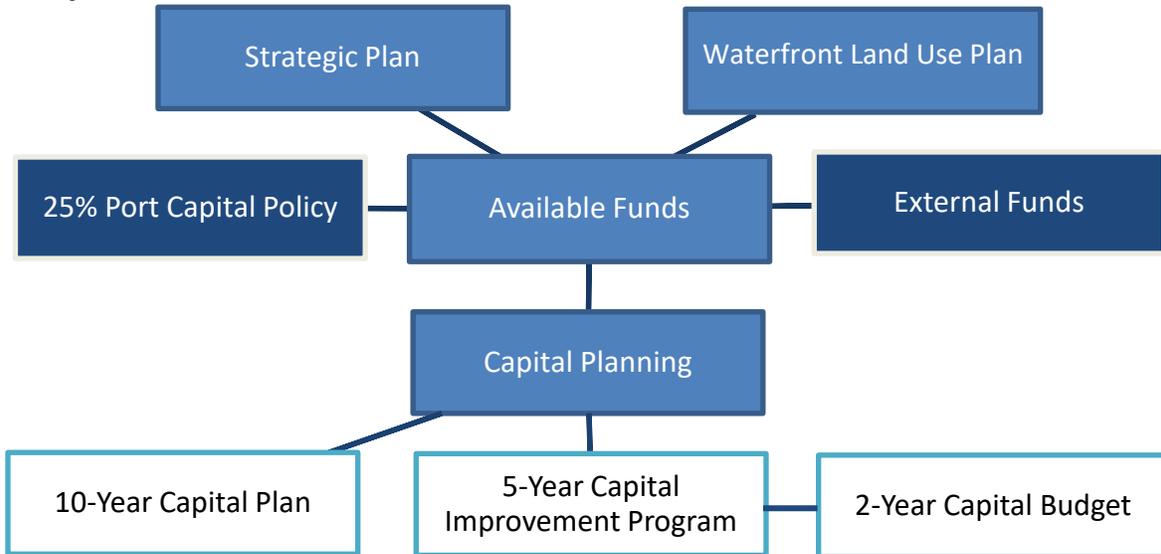


Figure 3: Capital Overview

Available Funds: 25% Port Capital Policy

In 2012, the Port Commission adopted a capital policy that requires a minimum amount of operating revenue to support capital projects. Pursuant to this policy, staff have controlled operating expenses to invest a minimum of 25 percent of Port operating revenue into capital to provide a stable and growing source for capital.¹ The Port also allocates one-time and surplus revenues to capital investment. There has been steady growth in the Port’s capital investments. Port revenue is the Port’s most flexible funding source; it can be used for otherwise hard-to-fund work like basic repair in locations with existing tenants that are not a fit for development projects or eligible for grants.

Available Funds: External Funds

Securing outside funding from grant programs, other governmental sources, and public-private partnerships is key to addressing the Port’s capital need and to support non-revenue generating enhancements such as parks and open-space. The diversity of external sources secured by the Port has grown in recent years to include new Infrastructure Financing Districts (IFDs), a special tax for shoreline resiliency, and a General Obligation Bond for the Waterfront Resilience Program. As is discussed further in the Funding Plan section of this report, local special use districts have proven an essential financing tool for large public-private development projects, like Pier 70 and Mission Rock, where these tools are making possible approximately \$500 million in renewal and enhancement of public infrastructure over the next ten years.

¹ Due to the significant decrease in operating revenues during the COVID-19 pandemic, the Port’s policy to dedicate 25% of revenue to capital is not possible to meet. As revenues return to pre-pandemic levels, the Port will increase capital spending to meet the 25% goal.

10-Year Capital Plan

This report presents the Port of San Francisco’s 10-Year Capital Plan for Fiscal Year (FY) 2022–2031 which provides a full inventory of capital needs and projected funding sources to allow the Port to identify and develop strategies for addressing unfunded need. The Port’s Capital Plan is incorporated into the City’s 10-Year Capital Plan to capture a holistic view of capital needs and expenditures across the City. Since publication of the Port’s first report in 2008, the Capital Plan has helped communicate the magnitude of the Port’s capital needs, as well as the limited resources available to address them. The Plan also spurred the Port Commission to focus greater resources on capital projects and to continue to think strategically about how to best use limited resources. Staff update this plan every two years.

5-Year Capital Improvement Program (CIP)

The 5-Year CIP seeks to bridge the far-reaching capital view of the 10-Year Capital Plan with the immediacy of the 2-Year Capital Budget (described below). The 5-Year CIP lays out the Port’s vision for addressing as many of the needs addressed in the 10-Year Capital Plan as possible within expected resources. The CIP allows staff to consider project available capital funding over a reasonable timeframe and to identify the time span necessary to conceive, design, and deliver capital projects. In order to select specific projects, Port Divisions, including Real Estate, Maritime and Maintenance, submit project descriptions including preliminary cost estimates. Staff then prioritize and rank the projects based on life-safety needs, keeping Port assets in good repair, supporting Port revenue, and advancing the Port’s mission. Projects compete for the same limited revenue, forcing trade-off decisions when determining rankings. This approach ensures that the 5-Year CIP and the budget fund health and life safety needs first, and then address state of good repair improvements and projects that align with the Port’s strategic plan objectives including revenue generation.

2-Year Capital Budget

The biennial Capital Budget is the Port’s tool to appropriate funding to specific capital projects. Projects in the 2-Year Capital Budget consist of the first two years of the 5-Year CIP. The 2-Year Capital Budget is approved by the Port Commission and submitted to the Mayor and the Controller’s Office. The budget is reviewed by the Mayor’s Office, the Capital Planning Committee and the Board of Supervisors, and enacted at the end of July.

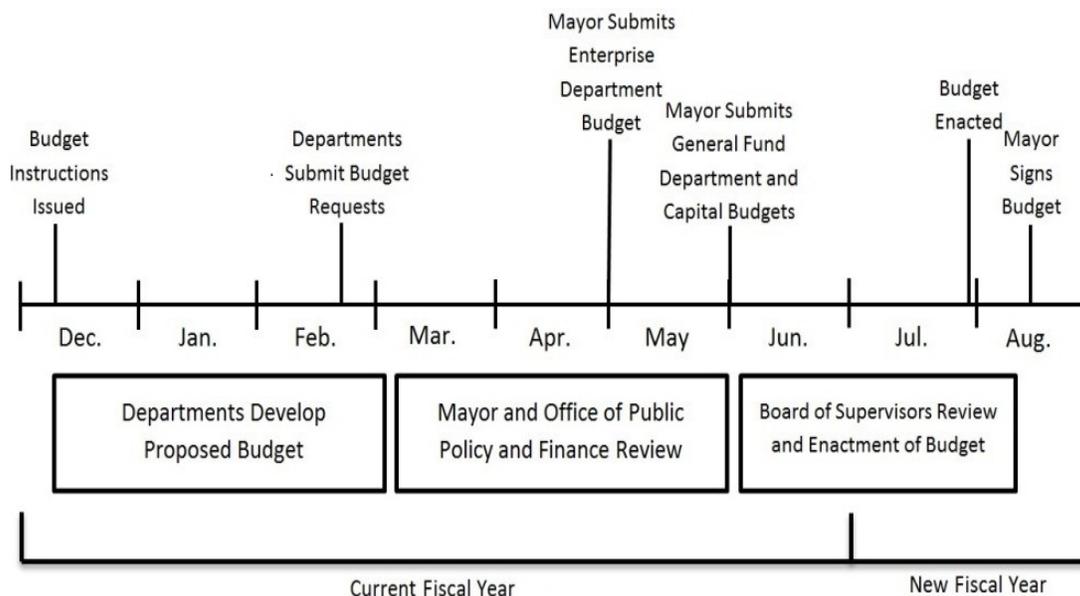


Figure 4: Budget Timeline

Challenges and Opportunities

Challenge: Accurate Cost Estimates for State of Good Repair

The Engineering Division regularly conducts safety inspections of all Port facilities and categorizes the condition of more than 350 of the Port's structures, including piers, wharves, and buildings. However, for the vast majority of Port facilities, cost estimates to bring those structures into a state of good repair are not available. In order to address that challenge, in the summer of 2019, the Port undertook a consultant-supported condition assessment dubbed the Facility Inspection Repair Assessment Program (FIRPA) of ten Port facilities, including Pier 45 Sheds B and D, Pier 9, 54, 35, 33, Pier 50 Shed B and C, and Roundhouse 1 and 2². The FIRPA process was driven by a desire to analyze facilities in a holistic manner with the goal of gathering comprehensive facility condition data to support fully informed capital investment decisions.

The condition assessments gathered data on pier substructure, building structural systems, building envelope, utilities, and egress and accessibility. FIRPA also provided staff with critical data to help define the full scope and cost to bring all ten facilities into a state of good repair. Figure 8 depicts a Pier 54 substructure condition map, outlining in red piles in a deteriorated or critical state.

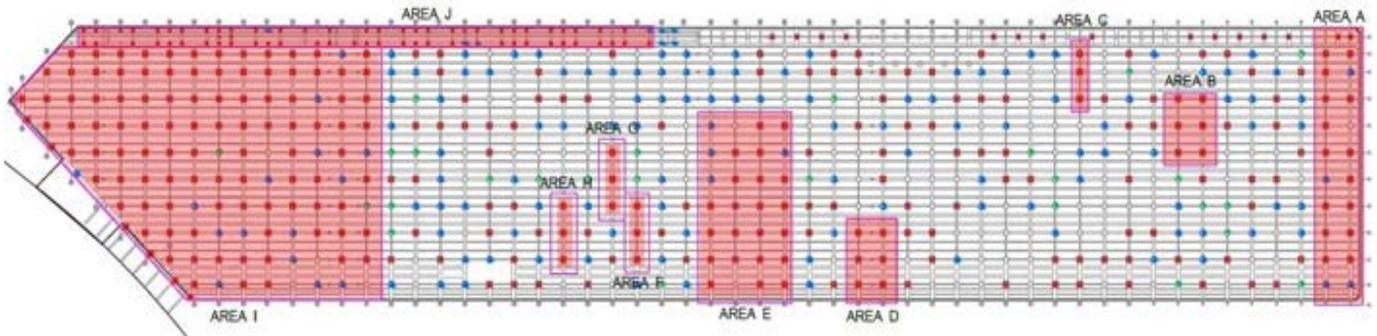


Figure 5: Pier 54 Substructure Map

The FIRPA process will continue to guide updates to the CIP and Capital Plan as the Port continues to make challenging and deliberate facility-based investments. As future FIRPA assessments are completed, staff will update the 10-Year Capital Plan to reflect more accurate cost estimates.

Challenge: The COVID-19 Pandemic and Economic Uncertainty

Due to the COVID-19 pandemic the Port has experienced a significant decrease in revenues which continues as of the date of this report. To manage these impacts, the Port embarked on a strategy to balance these revenue shortfalls consisting of (1) reducing operating expenses, (2) decreasing capital appropriations, (3) drawing from fund balance, and (4) defunding prior capital projects which are no longer a priority. Despite these difficult adjustments, the Port can continue to maintain essential operations, invest in life-safety capital projects, and retain a fiscally reasonable fund balance to address additional unforeseen events.

Aside from the impacts of the COVID-19, the Port's 10-Year Capital Plan is subject to broad economic uncertainty, including cyclical downturns which decrease both Port and external funds available to capital, and increasing construction costs. The funding projections included in this Plan are estimates subject to change, and actual funding levels are specified during the 2-Year Capital Budget.

² The Real Estate and Development and Maritime Divisions selected these sites based on maintenance of existing lease revenue and potential for new revenue, importance to the Maritime portfolio and existence of persistent capital needs.

Challenge: Sea-Level Rise and Seismic Risk

Sea-level rise, flooding, and earthquakes present risks to all of San Francisco. The Port of San Francisco has been developing short and long-term resiliency strategies to address these risks along its shoreline.

Port property such as Mission Creek, Islais Creek (see figure 6), and Heron's Head Park are at low elevations and are subject to flood risk today with a 100-year storm event. Other areas of Port property, including low lying areas of the Embarcadero Promenade, currently experience flooding during annual high tides and certain storm conditions. In 2016, the National Historic Trust identified the Embarcadero Historic District as one of the 11 most endangered historic places in the country, due to the threats of rising sea levels and seismic vulnerability.

In recognition of the Port's critical role in creating a sustainable and resilient waterfront, the Port Commission requires that every project consider current and future flooding. This innovative approach has led to sea-level rise adaptation along the waterfront, including: Brannan Street Wharf which has flood protection and the capacity to be raised in the future; Downtown Ferry Terminal Project which was raised three feet in elevation; and Fire Station 35 at Pier 22-1/2, soon to be under construction, which will be the first floating building on the waterfront. The Port is also taking larger-scale action through the Waterfront Resilience Program (discussed below in the Enhancements section). The Capital Planning Committee recently implemented a similar requirement on all projects throughout the City that exceed \$5 million.



Figure 6: Islais Creek

Opportunity: Racial Equity

The Port of San Francisco is deeply committed to eliminating racial and social disparities and promoting equity in the services delivered by the City's facilities and infrastructure. In summer of 2020, the Port hired its first Diversity, Equity, and Inclusion Manager to develop and implement the Port's Racial Equity Action Plan in alignment with the Office of Racial Equity. The first phase of the Port's Racial Equity Action Plan was submitted in December 2020 and the Office of Racial Equity will continue to support the Port in integrating racial equity into Port processes and policies, including a community engagement process that informs capital priorities. In addition, the Port is committed to ensuring equity enters the capital review process and to address severe racial disparities only made worse by COVID-19. The Port will continue to work with the Office of Resilience and Capital Planning and utilize equity analysis tools and equitable levels of service planning. Some immediate actions the Port has taken to ensure small businesses weather the pandemic include, various loan programs in addition to rent deferral opportunities, such as the LBE and crab fisherman loan programs in order to support small businesses through times of economic uncertainty.

Opportunity: Development and Revenue Generating Projects

One of the key public conclusions from the planning process to update the Waterfront Plan was the call for the Port to open more finger piers to the public within the Embarcadero Historic District. In the 20 years since the Waterfront Plan was first approved, the Port partnered with developers to rehabilitate the Ferry Building and five of its 20 finger piers with great success. However, the high cost of seismic and capital repairs, historic preservation, and flood protection create challenges for financially feasible pier development projects. These issues were discussed in the Waterfront Plan public process, and resulted in new policies

tailored to support financially feasible historic pier rehabilitation projects that deliver multiple public trust benefits, including revenue to fund waterfront capital improvements.

The Waterfront Plan’s proposed Embarcadero Historic District policies require pier development projects to include maritime, public access, and public-oriented uses to bring people to the San Francisco Bay and inside



Figure 7: Draft Waterfront Plan

the district’s historic bulkhead buildings. The policies define a development program for the Embarcadero that will allow the high revenue generating uses necessary to achieve a financially feasible project. [The Draft Waterfront Plan](#) policies also allow the Port the ability to lease facilities for longer lease terms to amortize high pier construction and rehabilitation costs. These policies expand the tools available to the Port as it pursues projects to revitalize under-utilized historic piers. Port staff crafted these policies with the support of the State Lands Commission and the Port is continuing consultation with the State Lands Commission and San Francisco Bay Conservation and Development Commission to develop a mutual agreement regarding this strategy. The Draft Waterfront Plan will undergo environmental review through the end of 2021.

Opportunity: Expanding Ferry Transportation

In accordance with City and regional policies to encourage transit use, the Port and its partners have pursued two projects to support and expand ferry service on the San Francisco Bay: expansion of the Downtown Ferry Terminal and construction of a Mission Bay Ferry Landing. The Downtown Ferry Terminal was completed in 2020 and resulted in two new ferry gates, a refurbished gate, and a new public plaza. In Fall 2020, Mission Bay Ferry Landing completed the first phase of construction including dredging, site preparation and remediation. Port staff expect to request Port Commission approval to advertise and award a construction contract for the remainder of the Mission Bay Ferry Landing project in Summer 2022. Together these two projects will more than double the number of passengers served every day to over 20,000; alleviate current land transportation overcrowding; provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure or other unplanned event; and provide transportation choices for people traveling to and growing neighborhoods, including Mission Bay and Treasure Island. Further detail on Mission Bay Ferry Landing can be found in the Enhancements section.



Figure 8: Conceptual Design of Mission Bay Ferry Landing

Capital Accomplishments

Since the last Capital Plan update, the Port has improved its property in many ways. The following are highlights from the last two years.

Crane Cove Park

Crane Cove Park is a new, approximately seven-acre, Blue Greenway waterfront park located in the Central Waterfront between 19th and Mariposa Streets east of Illinois Street. The park includes shoreline reconstruction including creation of a beach and revetment, stabilization of historic gantry crane, use of shipyard relics as interpretive elements, bay access, green space with shade trees and seating, a waterfront walkway, and bicycle parking. The total cost for the entire project was \$36.7 million dollars and was funded by \$25.9 million from the 2008 and 2012 Parks Bonds and \$10.8 million in grants and Port sources. The park opened to the public on September 30, 2020. There are two remaining construction contracts affiliated with the overall project – 19th and Georgia St construction, and Building 49 core and shell retrofit – which will construct the permanent public restrooms for the Park, scheduled to be completed in 2021.

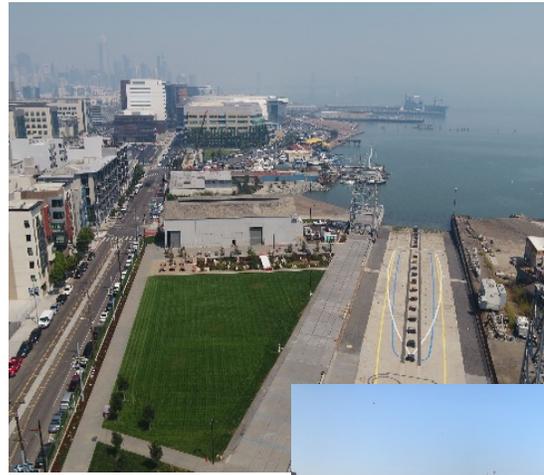


Figure 9: Crane Cove Park and Beach



Alcatraz Ferry Embarkation

In June 2018, the Port Commission approved the new Alcatraz Ferry Embarkation Project located at Piers 31-33, keeping the Alcatraz embarkation at the Port for the next 50 years. The project will result in \$41.5 million of investment which includes \$7.5 million to repair the substructure and \$34 million in enhancements at Piers 31-33. This investment will activate the Pier 31 bulkhead with a plaza, café, and improved public restrooms, and transform the Pier 33 bulkhead into a visitor-contact station. Pier 31.5 is the site of the National Park Service’s Alcatraz Ferry operations. The Port has completed an initial phase of the project, including repairs to the Pier 31.5 marginal wharf and adjacent apron substructures, repairs to portions of the Pier 33 substructure and apron, repairs to portions of the Pier 31 shed substructure, upgrading the entire driveway along the Pier 31.5 marginal wharf to accommodate heavy loads, and installation of sleeves on some concrete apron piles at Pier 31.

RFP for Historic Piers



Figure 10: Aerial View of Piers 30-32

The Port successfully completed an RFP and selected a developer with whom to begin negotiations for the redevelopment of Historic Piers 30-32 and Piers 38 and 40. The RFP process required the Port to screen respondents using a set of minimum qualifications, review the proposals, and recommend the high score proposals to enter into exclusive negotiations for the redevelopment of one or both of these sites. This strategy and the RFP are consistent with public discussions and recommendations that have been incorporated into the Draft Waterfront Plan Goals, the Port Resilience Program and the values expressed by the community through the Port’s citizens advisory committees.

Pier 94 Backlands Improvements

The Pier 94 Backlands is an approximately 47-acre expanse of formerly largely undeveloped land in the Port's southern waterfront area bounded by Amador Street and Cargo Way. This project made improvements to approximately 23 acres of the site to create approximately 16 acres of leasable land parcels. The improvements included creation of a storm water management system, landscaping, capping of a regulated landfill area, installation of lighting and other utilities, and the construction of a new access road.

Pier 70 Shipyard Power Relocation

The Shipyard Power Relocation and High Voltage Redistribution Project replaced aged electrical infrastructure throughout the Pier 70 Shipyard. This project removed, replaced and properly disposed of all polychlorinated biphenyl oil-containing transformers and electrical equipment located at the shipyard, and installed new switch gear and power routing equipment that will allow for more efficient and effective power consumption and use at the facility.

Pier 27 Passenger Shelter

This project installed a steel-framed passenger shelter, approximately 2,600 square feet, at the ground transportation area of the Pier 27 Cruise Terminal. The new passenger shelter replaced the temporary non-permitted shelter and provides weather protection for cruise passengers transferring to and from the cruise terminal by bus or automobile.

Downtown San Francisco Ferry Terminal Expansion Project

The Bay Area Water Emergency Transportation Authority (WETA) completed the Downtown San Francisco Ferry Terminal Expansion project to expand and improve facilities at the ferry terminal. The expansion accommodates anticipated increases in ferry ridership as new services from downtown San Francisco to Richmond, Treasure Island, and other locations, are introduced through 2030. The project included construction of two new ferry gates and four new berths, landside pedestrian circulation improvements, installation of amenities such as weather-protected areas for queuing and covering of the current "lagoon" area south of the Ferry Building. This covered area will enhance emergency response capabilities and serve as a new public plaza in the heart of the Ferry Building area.

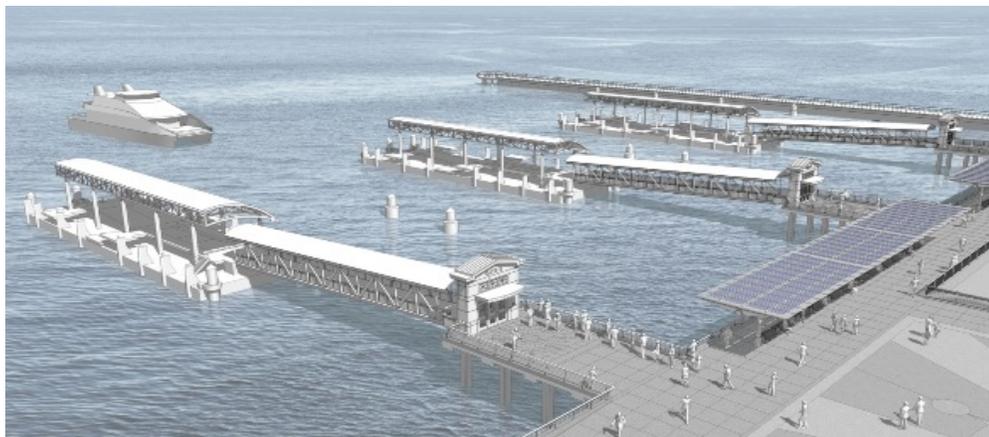


Figure 11: Downtown Ferry Terminal Expansion

Pier 23 MEP Upgrade

The Pier 23 Mechanical Electrical Plumbing (MEP) upgrade project improved the lighting, water and sewer systems at Pier 23. Work scope included the replacement of the existing water service with a 4-inch water service, running the length of the shed, with new backflow preventer. The project also installed an above deck

8-inch sanitary sewer riser which will allow future above deck sewer connections. Additionally, the project replaced existing shed lighting with new energy efficient LED fixtures and installed emergency egress lighting for safety.

Pier 45 Public Restroom Improvement

This project constructed a new public restroom building inside Pier 45 Shed A. The new public restrooms consist of a 400 square foot structure adjacent to two existing single user restrooms constructed in 1993. These restrooms will provide much-needed public restroom facilities at Fisherman’s Wharf.

Ten Year Capital Need

This Capital Plan identifies an overall investment need of up to \$3.9 billion, including almost \$2.0 billion for state of good repair (SOGR) and \$1.9 billion for enhancements. This summary figure represents the high estimate the Port would need to spend to bring all elements of all facilities into full repair, complete all anticipated enhancements, and upgrade the seismic strength of all piers. For SOGR, there is an estimated \$1.1 billion backlog for deferred maintenance, \$671.0 million need for renewal investments, and \$270.1 million in one-time work to renew Port facilities and keep them in good repair. Enhancement needs include \$592.9 million for the seawall, \$733.1 million for enhancement projects ranging from development projects, parks and open space improvements, to new maritime facilities, and an additional potential \$605.0 million for seismic repairs needed for code compliance for a change in use when rehabilitating a pier.

Ultimately, the Port’s intended use of each facility determines what subset of these total potential needs will be prioritized and pursued. Such work is then included in the Port’s Capital Improvement Program.

Table 4: Summary of Changes from Prior Plan (\$ millions)

	State of Good Repair				Enhancements				Total SOGR and Enhancements
	Backlog	Renewal	One Time	TOTAL	Seawall	Enhancements	Conditional Seismic	TOTAL	
Prior Plan	815.3	614.5	247.7	1,677.5	484.1	786.4	584.2	1,854.7	3,532.2
FIRPA	152.3	9.3		161.6					161.6
Completions and Removals	(2.4)	16.9	(5.3)	9.2	(21.2)	(197.2)	(13.4)	(267.7)	(258.6)
Passage of Time/New Projects	16.3	24.0		40.4	130.0	47.1		213.0	253.4
Escalation	71.4	6.2	27.7	105.3		96.7	34.3	131.0	236.3
Change	237.6	56.5	22.4	316.5	108.8	(53.3)	20.8	76.3	392.8
Current Plan	1,052.9	671.0	270.1	1,994.0	592.9	733.1	605.0	1,931.0	3,925.0

*Project completions add to the renewal need because they provided cost estimates that escalated renewal need

The figure above summarizes adjustments to the Port’s 10-year investment need for state of good repair and enhancements from the prior plan. This plan reflects a \$316.5 million increase in need for state of good repair investments and an increase of \$76.3 million for enhancements. These changes are due to the following factors:

- FIRPA—Staff updated project costs to reflect more recent estimates from the Facility Inspection Repair Assessment Program Assessment of ten Port facilities
- Completions and Removals—Staff logged completed projects, which removed them from backlog, renewals, or one-time needs. This includes projects undertaken by the Port and by its tenants, where

the tenant has responsibility for facility maintenance. Updated project costs or cost estimates were logged, which accounts for increases shown on this line.

- Passage of time—As each year passes, new systems require renewal and others pass their optimal renewal date and become part of the backlog, if work was not completed. This includes missed renewals, new renewal years of 9 and 10, as well as new projects.
- Escalation— The plan includes annual escalation of costs to capture the increasing price of delivering capital projects in San Francisco.

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

State of Good Repair

State of good repair (SOGR) includes projects needed to keep Port assets in good working condition. Ideally repair work happens on a regular cycle, renewing each subsystem of a facility (like the roof on a building) as soon as it reaches the end of its useful life. The cost for such repairs in the future is classified as the renewal need. Due to insufficient funding availability, some pier facilities or elements of facilities were not renewed at the optimal time, or at all. Systems that are now beyond their useful life are captured in the backlog. The final element of SOGR is one-time costs for necessary investments that do not require routine renewal, such as pier demolition or moving utilities from under a pier.

Backlog and Renewals



Figure 12: Pier 48 Shed

Consistent with the Port Commission’s commitment to invest in Port assets, the Port has a policy of allocating at least 25 percent of annual revenues to its capital program. This work maintains existing resources and, when possible, makes vacant properties fit for leasing to increase the Port’s revenue generating capacity. A substantial portion of the Port’s facility renewal budget supports pier structure repairs to ensure: 1) the continued safe operation of pier superstructures and buildings; 2) the preservation and growth of lease revenues; and 3) the extension of the economic life of the Port’s pier and marginal wharf assets.

The 10-Year Capital Plan Spending Plan addresses the almost \$2 billion need by addressing \$503.1 million in state of good repair projects.

Emergency Facility Repair

This work represents a baseline annual amount earmarked to cover unforeseen emergency repair (such as debris in the bay striking piles).

ADA

As a government entity, the Port is required to comply with address ADA complaints and transition plan requirements. These improvements include projects such as curb ramps.

Dredging

The Port’s renewal program supports a maintenance dredging program that ensures the proper depth of berths at the Port’s piers so that they remain suitable for water traffic.

Repair and Reinvestment

In addition to addressing emergency facility repairs, the Port must work to bring its facilities to a state of good repair. The Port utilizes the 5-Year Capital Improvement Program and 2-Year Capital Budget to select and fund specific projects given the scarce capital funding available. This also includes state of good repair aspects of the Port’s numerous development projects.

One-Time

The one-time cost category primarily captures non-cyclical improvements, typically driven by changes in code requirements. It also includes the cost of demolition, when a facility, such as the Pier 90 grain silos, has been deemed no longer necessary to the Port and is removed from the renewal cycle. One-time work includes moving under-pier utilities above the pier, as well as rehabilitating a large number of the structures at Pier 70. Many of the Pier 70 facilities are condemned and entirely in a state of deferred maintenance. For these structures, partial rehabilitation is not a viable option and any rehabilitation will trigger substantial seismic work. As a result, the plan reflects these facilities as one-time costs for rehabilitation or demolition until they are fully improved, and a capital maintenance cycle commences. As described in the Planned Enhancements section of this report, the Port is addressing much of the Pier 70 renewal need through a public-private partnership and approximately \$75 million will be removed from the one-time need when the work at the waterfront site is completed.

Table 5: Spending Plan (\$ thousands)

State of Good Repair	Plan Total
Emergency Facility Repair	1,146
ADA	1,146
Dredging	68,671
Repair / Reinvestment	432,102
State of Good Repair Subtotal	503,066



Figure 13: Pier 70 Structures

Enhancements

Enhancement projects play a vital role in advancing the Port’s mission. These projects construct new parks to increase recreational opportunities; fortify the Embarcadero Seawall to protect economic interests and ensure financial stability; and bring new life (including maritime, recreational, and commercial activities) to otherwise

vacant piers. In some cases, enhancement projects include elements of state of good repair in their scope. When that happens, the SOGR work included the enhancement project is eliminated from the backlog upon project completion. The Plan identifies \$1.9 billion in enhancement needs, including up to estimated \$605.0 million in possible need for potential seismic upgrades. The 10-Year Capital Plan will address \$1.2 billion of the need.

The 10-Year Capital Plan includes facility improvements, development project areas, the Waterfront Resilience Project, Mission Bay Ferry Landing, and the Waterfront Safety Project.

Table 6: Spending Plan (\$ thousands)

Enhancements	Plan Total
Facility Improvements	96,130
Development Projects	595,528
Waterfront Resilience Program	388,900
Mission Bay Ferry Landing	29,000
Waterfront Safety Project	130,000
Enhancements Subtotal	1,239,559

Facility Improvements

This category captures the value of Port tenant capital improvements, as well as Port capital enhancement projects. These enhancements will address Port facility needs such as bathroom upgrades, creating leasable spaces, and support tenant businesses.

Development Projects

Pier 70 Waterfront Site

Brookfield is the Port’s development partner for the Waterfront Site at Pier 70. Project construction started in 2018, with full build-out estimated in 10-15 years. The project includes nine acres of waterfront parks (including the recently completed Crane Cove park), playgrounds and recreation opportunities; new housing units (including 30% below market-rate homes); restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, cultural, small-scale manufacturing, local retail, and neighborhood services; up to 2 million square feet of new commercial and office space; and parking facilities and other transportation infrastructure. The Pier 70 project will deliver between 1,645 and 3,025 units of housing including 30 percent affordable units. The capital cost estimate for the infrastructure included in this public-private partnership project is \$340 million. A combination of land contributions, tax increment from an Infrastructure Financing District, and special taxes from a Community Facilities District will reimburse the Developer for infrastructure costs.



Figure 14: Pier 70 Renderings

Mission Rock (Seawall Lot 337 and Pier 48)

Led by Seawall Lot 337 Associates, LLC (an affiliate of the San Francisco Giants), this project is a flexible development that balances residential, office, retail, exhibition, and parking uses. The Mission Rock project will deliver approximately 1,200 units of rental housing including 40 percent affordable units. Additionally, the project will deliver eight acres of parks and open space to the San Francisco Waterfront. The Port anticipates that the leases from this development will generate new revenues to support ongoing operations for the Port.

The development requires construction of entirely new horizontal infrastructure including streets, sidewalks, and utilities. The cost of these infrastructure enhancements will be initially paid for by the developer and repaid by the Port from revenues generated by an Infrastructure Finance District to be established for this project. The development is expected to begin construction in 2020.

The developer will construct \$244 million in horizontal infrastructure enhancements including streets, sidewalks, and utilities through 2029. A combination of Port land contributions, tax increment from an Infrastructure Financing District, and special taxes from a Community Facilities District will reimburse the Developer for infrastructure costs.



Figure 15: Rendering of a park in the planned Mission Rock development

National Park Service Alcatraz Embarkation Site

In June 2018, the Port Commission approved the new Alcatraz Ferry Embarkation Project located at Piers 31-33 on The Embarcadero at Bay Street. The Alcatraz Project will activate the Pier 31 bulkhead with a plaza, café, and improved public restrooms, and transform the Pier 33 bulkhead into a visitor-contact station. Improvements to the site will be made through leases with the new ferry concessioner, Alcatraz Cruises, LLC (selected by the National Park Service through its competitive-bid process) and the Golden Gate National Parks Conservancy. The Alcatraz Embarkation Project improvements are projected to be complete by 2025. In August 2019, the Port completed a \$7.5 million repair to the facility’s substructure to prepare the site for the new tenants. The Port anticipates that the project will ultimately result in \$41.2 million of investment in Piers 31-33.

Seawall Lots 323 and 324

In 2015, the Port Commission approved an exclusive negotiation agreement with Teatro ZinZanni and its financial partner, operating together as TZK Broadway, LLC, for the lease and development of Seawall Lots 323 and 324. The proposed development will include: a single, four-story building with a 180-200 room hotel, restaurant/bar, an approximate 280-seat theater featuring Teatro’s historic “Spiegeltent”, and an approximate 14,000-square-foot privately-financed public park. The projected total development cost is currently estimated at \$140 million, to be funded with private investment. The project is anticipated to be constructed and operational by 2024. The Port estimates the project will cost \$140 million to be constructed with private funds.



Figure 16: Rendering of the proposed hotel-dinner-theater development on SWLs 323 & 324

Seawall Lot 322-1 Development for Affordable Housing

In 2014, the Port Commission approved a memorandum of understanding between the Port and the Mayor’s Office of Housing and Community Development (MOHCD) regarding a joint effort to pursue the feasibility of improving Seawall Lot 322-1 with an affordable housing development. MOHCD selected Bridge Housing and

the John Stewart Company as its private partners to develop the site with 125 family housing rental units, a childcare center, and restaurant space at a projected cost of \$100 million. The project commenced construction in June 2019 and is scheduled to complete construction in Spring 2021.

Waterfront Resilience Program



Figure 17: The Embarcadero Seawall south of the historic and iconic San Francisco Ferry Building.

The Waterfront Resilience Program (Resilience Program) includes the Embarcadero Seawall Program (Seawall Program), the Flood Resiliency Study (Flood Study) and related resilience planning and implementation efforts for the Port’s entire 7.5 miles of waterfront property. Phase I of the Seawall Program is a first step on the multi-generational and multi-billion dollar project to improve the Embarcadero Seawall for greater resilience in the face of earthquakes, floods, sea level rise and climate hazards. It will focus on making improvements to protect life safety, support regional disaster response and recovery efforts, and help protect the historic waterfront. Phase I will implement the most immediate life safety upgrades to the Embarcadero Seawall at select locations and plan for additional work to ensure a resilient waterfront for 2100 and beyond.

The Port will implement the Seawall Program over several decades and will require federal, state, and local permitting and funding to complete the effort. In 2017, the City convened a Seawall Finance Working Group to analyze sources and recommend a funding plan for the Program. The funding plan included a \$425 million General Obligation Bond, which was overwhelmingly approved by voters in November 2018. Additionally, the Port secured a \$5 million appropriation from the State of California for the Seawall Program.

The Port has also partnered with the United States Army Corps of Engineers (USACE) for the Flood Resiliency Study, where the Port and USACE each committed \$1.5 million to study flood risk along San Francisco’s seven and one-half mile waterfront. This USACE appropriation represents the beginning of a General Investigation process that will culminate in a recommendation to Congress regarding additional federal funding to possibly support the Seawall Program and other areas at risk to flooding along the Port’s jurisdiction. The Port is also pursuing state and federal support as well as private contributions through special taxes to ensure a safe and inspiring waterfront for generations to come. To date, the Port has secured approvals of shoreline special taxes for the Pier 70 and Mission Rock projects to address sea level rise and flood risk on Port property.

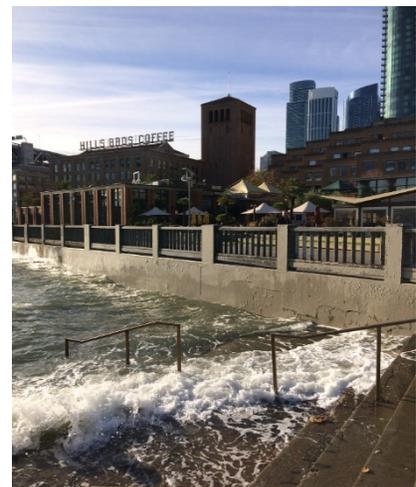


Figure 18: King Tides flooding at Pier 14

Port staff currently estimates the full cost of the entire Resilience Program to be \$5 billion, however that figure is subject to substantial variance as the specific projects that comprise the program are selected and designed. Given the scale and variability of the Resilience Program’s total cost compared to available funds, Port staff has only included costs to the extent funding sources have been identified in the 10-Year Capital Plan. The Port will include

future resilience costs as specific projects are selected and when cost estimates and funding sources are identified.

The Waterfront Resilience Program is a key equity effort for the Port. The program will evaluate and address earthquake and flooding needs throughout the Port's jurisdiction with a focused community engagement effort to identify the needs of the Southern Waterfront. In the Northern Waterfront, the Seawall Program will safeguard critical public transit infrastructure that supports workers and residents across the Bay Area's socio-economic spectrum and will also protect thousands of jobs in the downtown core.

Mission Bay Ferry Landing

The Mission Bay Ferry Landing (MBFL) will provide critical Transbay and regional ferry service to and from the fastest growing southern waterfront neighborhood of San Francisco, the financial district and the East and North Bay. The landing will include capacity to berth two ferries simultaneously and may include a nearby water taxi landing to provide regional access to UCSF Mission Bay, the Golden State Warriors arena, and the surrounding neighborhoods. These amenities are essential to alleviate current regional transportation overcrowding and to provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure, or other unplanned event. The MBFL is located adjacent to several Metropolitan Transportation Commission designated Communities of Concern in the southeast region of San Francisco, including the Bayview and Hunters Point neighborhoods. The MBFL would bring needed transit infrastructure to this historically underserved part of the city. The estimated funding for the Mission Bay Ferry Landing is approximately \$58.4 million. Construction funding is anticipated from external sources, including Regional Measure 3 and private contributions.



Figure 19: Proposed Location of Mission Bay Ferry Landing

Funding Plan

The Capital Plan identifies an estimated \$1.7 billion in funds that will be available during the Plan period. The Plan differentiates expenditure of those funds into two categories: 1) capital projects that help maintain the Port's facilities in a state of good repair; and 2) enhancement projects that add value to the Port property. These projects are described in the State of Good Repair and Enhancement sections of the prior section. Table 7 details the breakdown of planned capital expenditures and funding sources by expenditure type.

Overall, the plan reflects a balanced expenditure of funds, with most of the Port’s internally generated funding sources directed towards SOGR projects because they are the most flexible funding source, whereas enhancement projects are more dependent on externally generated funds, as described in the next section.

Table 7: Detailed Sources and Uses

Program / Project	All figures in \$1,000s						FY 2027 - 2031	Plan Total
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026			
SPENDING PLAN								
State of Good Repair								
Emergency Facility Repair	100	103	106	109	113	615	1,146	
ADA	100	103	106	109	113	615	1,146	
Dredging	7,090	6,245	7,030	3,027	7,000	38,279	68,671	
Repair / Reinvestment	66,154	32,165	61,369	25,311	31,321	215,782	432,102	
State of Good Repair Subtotal	73,444	38,616	68,611	28,556	38,546	255,292	503,066	
Enhancements								
Facility Improvements	4,409	5,388	6,462	7,021	7,763	65,087	96,130	
Development Projects	240,170	138,842	59,889	24,922	28,548	103,157	595,528	
Waterfront Resilience Program	32,600	108,000	92,500	92,300	63,500		388,900	
Mission Bay Ferry Landing		29,000					29,000	
Waterfront Safety Project					130,000		130,000	
Enhancements Subtotal	277,179	281,231	158,851	124,242	229,811	168,245	1,239,559	
TOTAL	350,623	319,847	227,462	152,799	268,357	423,537	1,742,625	
REVENUES								
Internal Funding Funding								
Port Capital	8,800	13,300	15,000	15,450	15,914	87,022	155,485	
Port Tenant Improvements	9,332	13,443	42,886	8,973	14,747	95,030	184,411	
Internal Funding Subtotal	18,132	26,743	57,886	24,423	30,661	182,052	339,896	
External Funding								
Seawall Bond	31,300	102,300	92,500	92,300	63,500		381,900	
Waterfront Safety Bond					130,000		130,000	
Orton IFD Tax Increment	649	668	688	709	730	3,994	7,439	
Pier 70 - CFD Shoreline Tax				114	116	3,312	3,542	
Mission Rock - CFD Shoreline Tax			652	922	1,482	7,868	10,924	
Federal & State Grants	2,000	2,060	2,122	2,185	2,251	12,309	22,928	
US Army Corps of Engineers						20,200	20,200	
Regional Measure 3, MBFL		25,000					25,000	
MBFL Anticipated Private		4,000					4,000	
Development Projects	298,542	159,076	73,614	32,145	39,616	193,802	796,795	
External Funding Subtotal	332,491	293,104	169,576	128,376	237,696	241,485	1,402,728	
TOTAL	350,623	319,847	227,462	152,799	268,357	423,537	1,742,625	

Despite these investments in capital improvements, the Port faces a \$1.5 billion unfunded need for SOGR. To reduce this gap, the Port will continue to use its multi-pronged approach of dedicating operating revenues

and one-time sources to capital; securing new external sources of funding; and targeting available funds to strategic projects.

Internal Funding Sources

Internally-generated funding sources include those sources that are primarily within the Port’s control, utilizing existing assets, with a fairly high degree of confidence in their projected value.

Port Capital

The Port is a self-sustaining enterprise, and generates funds for capital improvements by earning more revenue than is required to support operating costs and reserves (referred to as net revenues). The Port actively designates net revenue within its budget to ensure that funds are available for capital spending. Additionally, at the end of each fiscal year surplus revenues are deposited in the Port’s Fund Balance. It is also the Port’s practice to dedicate one-time funding sources, such as those derived from prepaid leases, to capital investments.

Port revenue bonds are long-term debt obligations that are secured by the Harbor Fund. The Port Commission may issue Port revenue bonds to fund capital improvement projects, purchases of large-scale capital equipment, and other nonoperational Port costs. COPs are lease-financing arrangements between the City and a for-profit lessor. The Port does not have any revenue bond or COP issuances planned in the 10-year window of this Capital Plan.

Port Tenant Improvements

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

External Funding Sources

Externally-generated funding sources represent those sources that require some form of partnership with an external party to be realized. Those partners may include developers, federal or state agencies, or other departments within the City and County of San Francisco. For example, the Port has received General Obligation (GO) Bonds secured by the taxing authority of the City and County of San Francisco. While partnerships often require considerable effort to build and maintain, and are not entirely within the Port’s control, ultimately they have far greater potential to deliver significant capital improvements in the long-term than traditional internally-generated sources.

Table 8: Internal Funding Sources (\$ thousands)

Revenue Projections	
Internal Funding	Plan Total
Port Capital	155,485
Port Tenant Improvements	184,411
Internal Funding Subtotal	339,896

Table 9: External Funding Sources (\$ thousands)

Revenue Projections	
External Funding Source	Plan Total
Seawall Bond	381,900
Waterfront Safety Bond	130,000
Orton IFD Tax Increment	7,439
Pier 70 - CFD Shoreline Tax	3,542
Mission Rock - CFD Shoreline	10,924
Federal & State Grants	22,928
US Army Corps of Engineers	20,200
Regional Measure 3, MBFL	25,000
MBFL Anticipated Private Contributions, MBFL	4,000
Development Projects	796,795
External Funding Subtotal	1,402,728

General Obligation Bonds

Seawall Bond

In November 2018, voters approved a bond to support Phase 1 of the Seawall Program and address the most immediate life-safety and flood risks. These funds are an important down-payment for a larger program, estimated at \$5 billion, and will allow the City to address the most urgent risks and to plan a longer-term program to strengthen the entire three-mile seawall and adapt to flood risk along the waterfront.

Waterfront Safety Bond

The City's Capital Planning Committee plans to work with the Port to issue a second GO Bond in FY 2025-26 to support to-be-determined waterfront safety needs. These funds may support later phases of the Waterfront Resilience Program, or projects focused on the waterfront more broadly as the Port faces the resilience challenges of sea level rise and climate adaptation.



Figure 20: Agua Vista Fishing Pier

Local Special Use Districts

To afford necessary public infrastructure and make development projects feasible, the Port and its partners seek to take full advantage of public financing tools through tax districts, such as Infrastructure Financing Districts (IFDs), Infrastructure and Revitalization Financing Districts (IRFDs), and Community Facilities Districts (CFDs). These tools reduce the need for higher-risk and higher-cost developer capital investments and improve Port-developer revenue-sharing potential by controlling financing expenses with lower interest rates. Additionally, these sources protect the City's General Fund and the Port's Harbor Fund; in the event that there is a failure to pay debt service on bonds issued to finance the districts, bondholders will have recourse to only the public financing revenues from the districts or the fee simple or leasehold interest in the properties within the districts rather than from the General Fund or Harbor Fund.

Orton IFD District

Specifically, IFDs establish a geographical district within which all growth in property and possessory interest tax above an established base year (typically referred to as "tax increment") are captured to service debt on bonds issued to fund capital improvements of communitywide significance or are captured on a pay-go basis. As discussed earlier in this report, the Port Commission and the Board of Supervisors formed a Port-wide IFD, Infrastructure Financing District No. 2 (Port of San Francisco) in 2013. The Port then formed IFD Project Areas over the Orton project in 2016 and the Pier 70 Waterfront Site and the Mission Rock projects in 2018.

Pier 70 and Mission Rock— CFD Shoreline Tax

CFDs, as established through California's Mello-Roos Act, assess new special taxes through a Rate and Method of Apportionment. After a vote by either property owners or registered voters in a proposed district approving the formation of IFDs and CFDs, the San Francisco Board of Supervisors may vote to form IFDs and CFDs. In the case of the Port of San Francisco, the Port Commission is the single property owner of the Port area, and there are no registered voters living on Port property.

As part of the Pier 70 Leased Properties CFD and Mission Rock CFD, a Shoreline Special Tax will be levied on the leasehold interests in property within the development footprint. The Shoreline Tax is dedicated to projects that help the Port adapt to sea level rise by funding Shoreline Adaptation Studies and Shoreline Protection Facilities.

These tools are critical to the Port's ability to share in future revenue streams generated through the Orton, Pier 70, and Mission Rock development projects. By expanding the Port's revenue base, these development projects are a critical strategy to address the capital backlog in the future. The tax districts will enable these projects to complete approximately \$500 million in renewal and enhancement of public infrastructure at Pier 70 and Mission Rock during this plan period. These projects build public value at the sites and improves Port capital assets much faster than the Port could achieve by using only its internal funds.

Federal and State Sources

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

Federal and State Grants

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

Since 2007, the Port's Homeland Security Division has applied for and been awarded over \$31 million in federal PSGP funding provided by FEMA. Over the next five years, the Port plans to apply for an additional \$10 million in funding. PSGP funding will enhance security capabilities, establish boundaries, and provide controlled access where required and authorized, as well as enhance threat detection and prevention, and increase security measures for berth and passenger terminals. It is expected that FEMA will continue to require a 25 percent match, which the Port will provide from the capital budget. Individual security projects may include emergency preparedness, lighting, high security fencing, closed-circuit television (CCTV) cameras, and intrusion detection systems.

United States Army Corps of Engineers

The United States Army Corps of Engineers oversees the nation's water management infrastructure and federal funding for navigation, flood control, ecosystem restoration and other water-related projects authorized under the Water Resources Development Act of 2007 (WRDA07). WRDA07 authorizes USACE, in cooperation with the Port of San Francisco, to seek appropriation of \$25 million for "...repair and removal, as appropriate, of Piers 30-32, 35, 36, 70 (including Wharves 7 and 8), and 80 in San Francisco, California, substantially in accordance with the Port's redevelopment plan." In 2011, Congress appropriated \$4.8 million of this authorization for removal of Pier 36, leaving \$20.2 million in authorization remaining. As a second project under the Port's WRDA07 authority, the Port has a request in with USACE for project funding to remove Pier 70, wharves 6-8 at a total cost of \$8.5 million (\$5.7 million federal contribution). All funding from this source requires a two to one match from the Port. The Port has traditionally been the only City department with projects eligible for funding from the Army Corps.

So long as this Authority remains active, the Port will be eligible to work through the USACE process to request appropriations for projects within the Authority scope. In 2019, Port staff sought an appropriation for Pier 70, wharves 6-8, but was not successful in this session of Congress. The political climate in Washington DC for "earmark" appropriations has not been favorable in recent years, making appropriation requests paired to the Port's WRDA07 authority more challenging. This could change in any given year, however, so Port staff will continue to consider this as a potential source of funds.

Mission Bay Ferry Landing

Regional Measure 3

In June 2018 Bay Area voters approved Regional Measure 3 (RM3) which raises Bay Area bridge tolls by \$3 over a six-year period starting with a \$1 increase on January 1, 2019, followed by additional \$1 increases in January 2022 and January 2025. Since its passage, RM3 has been challenged by two lawsuits in the Superior Court of the City and County of San Francisco including the Howard Jarvis Taxpayers Association, et al v. The Bay Area Toll Authority (BATA) and the California State Legislature and Randall Whitney v. MTC. An appeal to the litigation is currently pending before the California Supreme Court.

Anticipated Private Contributions

The Port anticipates a private \$4 million contribution to Mission Bay Ferry Landing from an anonymous source.

Private Investments

Since the 1970s, the Port has used public-private partnerships to address major renewal needs while supporting the land use vision reflected in the 1997 Waterfront Land Use Plan. In exchange for long-term leases (usually between 50-66 years) and other financial consideration including rent credits, land value, and access to public sources and financing tools, external investors assume much of the responsibility for rehabilitating and improving Port property for designated uses. Additionally, by engaging a development partner and allowing them to make a reasonable return on their investment, the Port can attract substantially more resources to address the Port’s backlog of capital investment needs than the Port can afford on its own. For example, the Port and Exploratorium entered into a public-private partnership that resulted in approximately \$200 million in private and philanthropic investment for renewals and enhancements at Piers 15 and 17 and the ongoing use of the facility by a world-renowned science and culture center with more than 800,000 visitors annually.

Development Projects

Over the next ten years, the Port forecasts development projects to be the largest financial tool to address both state of good repair (\$201.3 million) and enhancement (\$570.9 million). Currently the Port has two development projects under construction, creating new neighborhoods at Pier 70 and Seawall Lot 337 and is seeking public-private partnerships to help restore the historic facilities along the Embarcadero.

Table 10: Development Project Uses (\$ thousands)

Uses	Plan Total
SOGR	201,267
Seismic	24,670
Enhancements	570,859
Total	796,795

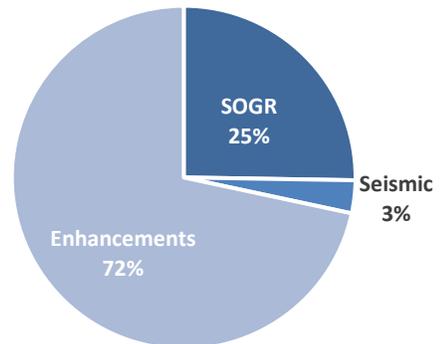


Figure 21: Development Project Uses

Emerging Needs and Opportunities

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

Embarcadero Historic Piers Request for Interest

Many of the Port's one-of-a-kind facilities in the Embarcadero Historic District need repair and remain closed to the public. In the fall of 2018, the Port of San Francisco issued a Request for Interest (RFI) to gather feedback about how to rehabilitate and preserve 16 historic facilities in need of significant investment. Through the RFI, the Port sought creative ideas on how these historic piers can be accessible, resilient, and enjoyable. The Port received 52 unique responses to the RFI. Based upon the favorable input received from the RFI, the Port Commission authorized staff to release a Request for Proposals (RFP) to seek development partners to invest and activate the piers with a mix of uses including revenue generating uses (commercial and PDR uses) and public-oriented uses (public access, retail, restaurants, cultural, and community space). Historic pier rehabilitation provides opportunities for economic, cultural, and public improvements and attracts investments for vital capital and seismic upgrades.

Piers 30-32

On December 10, 2019 the Port Commission authorized Port staff to issue an Request for Proposals (RFP) for the development of Piers 30-32 and Seawall Lot 330 (Piers 30-32 & SWL 330) which included approximately 13 acres of undeveloped deck surface on Piers 30-32 (a portion of which is currently used for surface parking), and the 2.3-acre SWL 330 across the Embarcadero from Piers 30-32, currently used as a temporary navigation center and a parking lot. The Port received five concepts, and in September of 2020, selected the submission from Strada TCC as the highest ranked proposal. Port staff will be negotiating the terms of development over the next few years.

Future RFPs

The Port identified three sets of piers to advance, including Piers 38 and 40 (South Beach Piers), Piers 19-23, 29-31 (Northern Waterfront Piers) and eventually Pier 26 and 28. The Port released the Piers 38 and 40 RFP in January 2020 and in March received two responses. The Port used a scoring panel to rank the responses and in August 2020 the Port Commission authorized staff to negotiate an Exclusive Negotiating Agreement with Pacific Waterfront Partners. The proposal includes a mix of uses as described above along with water recreation facilities and suite of commercial maritime uses. The proposal also includes improvements to address and assist with the Port and City's resilience program including improvements to the seawall and design features to address sea level rise. Port staff anticipates that negotiations, entitlements and design for the project could take 24-36 months and that construction would begin in 2023 or 2024. Due to the COVID pandemic Port staff expect to release the next RFP for the northern waterfront piers in early- to mid-2021.



Figure 22: Pier 19 Bulkhead Building, a future RFP site.

Conditional Seismic Costs

Renewal work on the Port's piers for a project that changes the use or substantially improves a facility (through increases in the occupancy or size, or rebuilding the facility after damage occurs) may require a seismic upgrade to comply with current building code. For example, Pier 45 Shed C was totally destroyed in a fire in May 2020. While the substructure suffered almost no damage, rebuilding the shed will require substantial upgrades to the substructure in order for the facility to meet current building code.

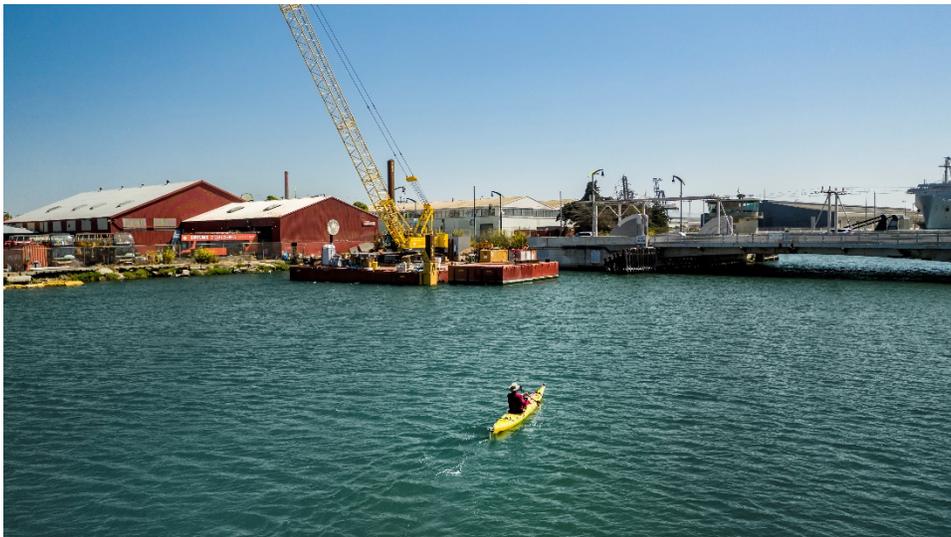
The Port's 10-Year Capital Plan currently includes a conservative estimate of \$605 million for conditional seismic work. As the Port determines the best use for its facilities through development negotiations with private parties, and identification of projects in the Waterfront Resilience Project, and has better cost data through the FIRPA process, this figure will be refined and allocated more specifically to each pier.

Conclusion

The need captured in this plan paints a clear picture: Port assets require substantial investment due to their age and condition and delay in making those improvements comes at a price as construction costs continue to escalate, seismic risk is unmitigated, and water levels inch closer each year.

While the full extent of the Port's capital need still requires significant external funding which has yet to be identified, the Port has made significant improvements in its approach to capital investment. The Port has succeeded in increasing direct capital funding through the dedication of one-time sources and 25 percent of operating revenues to capital. The Port has benefitted from General Obligation Bonds to support development and improvement of parks and open space and to rehabilitate the Embarcadero Seawall. The Port is also leveraging private investment in large-scale development projects, like those at Pier 70 and Mission Rock, which will renew and enhance some of the Port's most vital historic resources, opening up former industrial areas to the public and breathing new life into the waterfront. Other development sites at the Embarcadero Historic area and Pier 30-32 present further opportunities to leverage outside investment.

As it has with internal and external funding sources, Port staff will continue to seek new and novel revenue investment methods and opportunities to ensure a diverse and economically vibrant waterfront is available to San Franciscans for future generations.



Appendix A

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1001	Downtown Ferry Terminal	\$1,025	\$0
1010	Pier 1	\$0	\$119
1010	Pier 1 - Office Building	\$0	\$17,275
1015	Pier 1 1/2	\$0	\$0
1015	Pier 1 1/2 - Bulkhead/Shed Building	\$0	\$927
1020	Pier 2	\$6,249	\$0
1030	Pier 3	\$0	\$0
1030	Pier 3 - Bulkhead/Shed Building	\$0	\$1,682
1050	Pier 5	\$0	\$0
1055	Pier 5 1/2 - Bulkhead Building	\$0	\$1,133
1070	Pier 7 Public Pier	\$0	\$0
1075	Pier 7 - The Waterfront Restaurant	\$703	\$54
1075	Pier 7 1/2	\$0	\$0
1090	Pier 9	\$2,373	\$0
1090	Pier 9 Bulkhead/Shed Building	\$3,877	\$8,281
1095	Pier 9 1/2	\$1,127	\$0
1140	Pier 14 (Public Pier)	\$0	\$0
1150	Pier 15	\$0	\$191
1150	Pier 15 - Bulkhead/Shed Building	\$0	\$2,834
1155	Pier 15/17 - Office on Marginal Wharf	\$0	\$176
1170	Pier 17	\$0	\$142
1170	Pier 17 - Shed Building	\$4,521	\$426
1175	Pier 17 1/2	\$2,095	\$0
1190	Pier 19	\$8,951	\$0
1190	Pier 19 - Bulkhead/Shed Building	\$1,123	\$840
1195	Pier 19 1/2	\$7,452	\$0
1195	Pier 19 1/2 - Bulkhead/Shed	\$1,503	\$111
1225	Pier 22 1/2	\$3,350	\$12
1225	Pier 22 1/2 - Fire Station	\$964	\$51
1225	Pier 22 1/2 - Maintenance / Recreation	\$0	\$0
1230	Pier 23	\$5,124	\$0
1230	Pier 23 - Bulkhead/Shed Building	\$0	\$371
1235	Pier 23 1/2	\$4,140	\$0
1235	Pier 23 1/2 Pier 23 Cafe	\$0	\$368
1245	Pier 24 1/2	\$6,373	\$0
1245	Pier 24 1/2 -Bulkhead/Shed Building	\$873	\$0
1260	Pier 26	\$20,611	\$0
1260	Pier 26 - Bulkhead/Shed	\$8,965	\$0
1265	Pier 26 1/2	\$4,802	\$0
1265	Pier 26.5 - Bulkhead	\$3,145	\$426
1270	Pier 27	\$0	\$631
1270	Pier 27 - Office Annex	\$1,428	\$0
1280	Pier 28	\$13,220	\$0
1280	Pier 28 - Bulkhead/Shed Building	\$6,280	\$1,009
1285	Pier 28 1/2	\$688	\$0
1285	Pier 28 1/2 - Hivive Restaurant	\$292	\$0
1290	Pier 29	\$9,324	\$0
1290	Pier 29 - *Bulkhead/Shed Building	\$0	\$572

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1295	Pier 29 1/2	\$0	\$0
1295	Pier 29 1/2 - Bulkhead Building	\$767	\$135
1310	Pier 31	\$6,357	\$0
1310	Pier 31 - Bulkhead/Shed Building	\$2,324	\$245
1315	Pier 31 1/2	\$0	\$0
1320	Pier 30 and 32	\$59,133	\$510
1325	Pier 32 1/2 Marginal Wharf (Brannon St)	\$0	\$0
1330	Pier 33	\$14,592	\$0
1330	Pier 33 - Bulkhead/Shed Building	\$16,521	\$10,037
1335	Pier 33 1/2	\$0	\$0
1335	Pier 33 1/2 - Bulkhead Building	\$154	\$404
1345	Pier 34 1/2 Marginal Wharf	\$0	\$0
1350	Pier 35	\$80,997	\$0
1350	Pier 35 - Bulkhead/Shed Building	\$34,084	\$9,491
1355	Pier 35 1/2	\$0	\$0
1380	Pier 38	\$15,210	\$0
1380	Pier 38 - Bulkhead/Shed Building	\$2,883	\$1,670
1385	Pier 38 1/2	\$886	\$0
1390	Pier 39	\$0	\$0
1390	Pier 39 - Retail Shops	\$5,852	\$6,320
1390	Pier 39 - Underwater World	\$422	\$1,341
1395	Pier 39 1/2 Marginal Wharf	\$0	\$0
1400	Pier 40	\$7,405	\$0
1400	Pier 40 - Shed Building	\$345	\$983
1400	Pier 40 Restaurant & Robert Steck	\$75	\$324
1405	Pier 40 1/2 (S Beach Harbor Wharf)	\$3,911	\$0
1405	Pier 40 1/2 - Java House	\$0	\$247
1410	Pier 41	\$0	\$0
1415	Pier 41 1/2	\$2,962	\$0
1415	Pier 41 1/2 - Blue&Gold Bldg.	\$0	\$1,504
1430	Pier 43	\$0	\$0
1430	Pier 43 - Arch	\$247	\$0
1435	Pier 43 1/2	\$0	\$0
1435	Pier 43 1/2 - Franciscan Restaurant	\$890	\$128
1435	Pier 43 1/2 - Red & White Tours	\$0	\$47
1450	Pier 45	\$17,714	\$0
1450	Pier 45 - Shed A	\$2,666	\$572
1450	Pier 45 - Shed B	\$7,178	\$1,208
1450	Pier 45 - Shed C	\$1,632	\$1,794
1450	Pier 45 - Shed D	\$7,180	\$1,207
1461	Pier 46B China Basin Ferry Terminal	\$94	\$0
1470	Pier 47 - Guardinos Storage Bldg	\$86	\$0
1470	Pier 47 - Scoma / Fish Prep Bldg	\$0	\$0
1470	Pier 47 - Scoma Storage Bldg	\$0	\$0
1470	Pier 47 - Scomas Restaurant	\$522	\$0
1470	Pier 47 - Scomas Storage Shed	\$0	\$0
1470	Pier 47 - Wharf J6, J7, J8	\$1,363	\$0
1480	Pier 48	\$14,117	\$0
1480	Pier 48 - Shed A	\$3,466	\$1,162
1480	Pier 48 - Shed B	\$3,496	\$1,194
1485	Pier 48 1/2 - Jellys restaurant	\$0	\$817

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1490	Pier 49 - Aliotos Restaurant (Wharf J-1)	\$0	\$859
1490	Pier 49 - Fishermans Grotto (Wharf J-1)	\$0	\$1,335
1490	Pier 49 - Fishermans Memorial Chapel	\$224	\$0
1490	Pier 49 - Guardinos (Wharf J-1)	\$0	\$0
1490	Pier 49 - Sabella & Latorre (Wharf J-1)	\$0	\$0
1490	Pier 49 - Tarantinos (Wharf J-1)	\$0	\$723
1490	Pier 49 - The Crab Station (Wharf J-1)	\$0	\$0
1490	Pier 49 Nicks Lighthouse (Wharf J-1)	\$0	\$250
1490	Wharfs J-1 and J-3 (Pier 49)	\$0	\$0
1500	Pier 50	\$32,636	\$0
1500	Pier 50 - Shed A	\$3,205	\$1,042
1500	Pier 50 - Shed B	\$15,072	\$0
1500	Pier 50 - Shed C	\$9,037	\$6,562
1500	Pier 50 - Shed D	\$2,381	\$1,601
1500	Pier 50 - Small Covered Shed	\$0	\$0
1505	Pier 50 1/2	\$0	\$2,259
1520	Pier 52	\$0	\$0
1540	Pier 54	\$50,213	\$0
1540	Pier 54 - Office Bldg	\$745	\$0
1540	Pier 54 - Oil Shed	\$178	\$0
1540	Pier 54 - Shed Building	\$12,657	\$183
1540	Pier 54 - Storage Shed	\$0	\$0
1600	Pier 60 - Wharf - wood piles	\$1,643	\$0
1620	Third Street Bridge House	\$0	\$36
1640	Pier 64	\$0	\$0
1645	Pier 64 1/2 Kelly Mission Rock Resort	\$0	\$598
1680	Pier 68	\$10,686	\$0
1680	Pier 70 - Pier 68 - Bathrooms #141	\$0	\$89
1680	Pier 70 - Pier 68 - Beth Street #50	\$0	\$0
1680	Pier 70 - Pier 68 - Beth Street #30	\$0	\$0
1680	Pier 70 - Pier 68 - #150	\$0	\$67
1680	Pier 70 - Pier 68 - #103	\$416	\$0
1680	Pier 70 - Pier 68 - Building #149	\$0	\$67
1680	Pier 70 - Pier 68 - Cable/Electric Shop	\$0	\$0
1680	Pier 70-Pier 68 - Checkhouse #1, #122	\$0	\$0
1680	Pier 70-Pier 68 - Checkhouse #2, #123	\$0	\$0
1680	Pier 70 - Pier 68 - Equipment #36	\$540	\$0
1680	Pier 70 - Pier 68 - Machine Shop #105	\$792	\$108
1680	Pier 70 - Pier 68 - #2, Building #51	\$89	\$0
1680	Pier 70 - Pier 68 - Office Bldg (#127)	\$0	\$515
1680	Pier 70 - Pier 68- Office Annex to #101	\$0	\$0
1680	Pier 70 - Pier 68 - Office Building #101	\$0	\$0
1680	Pier 70 - Pier 68 - Office Building #104	\$0	\$0
1680	Pier 70 - Pier 68 - Office #111	\$10,584	\$0
1680	Pier 70 - Pier 68 - Ops. Bldg #102	\$0	\$0
1680	Pier 70 - Pier 68 - Pipe Rack #120	\$0	\$0
1680	Pier 70 - Pier 68 - Pipe Storage #107	\$0	\$0
1680	Pier 70 - Pier 68 - Bldg #109	\$2,007	\$0
1680	Pier 70 - Pier 68 - Shipwright -#108	\$9,086	\$0
1680	Pier 70 - Pier 68 - Steel Shop Office	\$0	\$0
1680	Pier 70 - Pier 68 - Substation #4	\$0	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
1680	Pier 70 - Pier 68 - Substation #6	\$0	\$0
1680	Pier 70 - Pier 68 - Substation #7	\$0	\$0
1680	Pier 70 - Pier 68 - Warehouse #49	\$0	\$0
1680	Pier 70 - Pier 68 - Washroom #110	\$0	\$0
1680	Pier 70 - Pier 68 - Washroom #119	\$0	\$0
1700	Pier 70	\$0	\$0
1800	Pier 80	\$16,530	\$976
1800	Pier 80 - Entry Canopy	\$364	\$0
1800	Pier 80 - Gear & Maintenance Building	\$2,331	\$0
1800	Pier 80 - Office Bldg #2	\$157	\$0
1800	Pier 80 - Service Building	\$1,809	\$679
1800	Pier 80 - Shed A	\$2,756	\$0
1800	Pier 80 - Shed D	\$2,928	\$0
1800	Pier 80 - Terminal Office	\$1,190	\$0
1800	Pier 80 Office Bldg #1	\$314	\$0
1840	Copra Crane	\$1,210	\$0
1900	Pier 90	\$5,221	\$0
1900	Pier 90 - Fire Department Building	\$0	\$105
1900	Pier 90 - Maintenance Bldg	\$0	\$0
1900	Pier 90 - Old Powerhouse	\$0	\$176
1900	Pier 90 - Storage Bldg	\$0	\$0
1900	Pier 90 - Truck Pits	\$0	\$0
1920	Pier 92	\$903	\$0
1940	Pier 94 - 96 wharf area	\$8,145	\$0
1940	Pier 94 - Wharfside Building	\$0	\$89
1960	Pier 96 - Administration Building	\$1,697	\$921
1960	Pier 96 - Entry Canopy	\$330	\$0
1960	Pier 96 - Exit Canopy	\$196	\$0
1960	Pier 96 - Gatehouse Bldg	\$324	\$0
1960	Pier 96 - Maintenance Building	\$2,814	\$653
1960	Pier 96 - Office/Restroom	\$192	\$0
1960	Pier 96 - Recycling/LASH Terminal	\$3,543	\$625
1960	Pier 96 - Storage	\$215	\$0
1960	Pier 96 - Truck Scales	\$56	\$0
1980	Hérons Head Park	\$0	\$0
2000	Fac. 2000 - Ferry Plaza	\$1,381	\$0
2500	Hyde Street Harbor - Floats	\$1,533	\$0
2500	Hyde Street Pier	\$0	\$0
2500	Hyde Street Pier - Storage Buildings	\$0	\$223
2505	Pier 50 Administration Building	\$2,724	\$523
2740	Fac. 200 - World Trade Restaurant	\$456	\$268
2750	Fac. 274-175 - Ferry Building Tower	\$0	\$1,085
2750	Fac. 274-275 Ferry Building	\$0	\$28,055
2750	Ferry Building: Fac. 274 - 275	\$0	\$0
2780	Fac. 278 Agriculture Bldg Substructure	\$7,649	\$0
2780	Fac. 278 Agriculture Building	\$5,032	\$0
2800	Pier 80 Administration Building	\$7,855	\$678
3010	SWL 301 - Andre Boudin Pavilion	\$0	\$329
3010	SWL 301 - Andre Boudin Restaurant	\$0	\$878
3020	Street - Pier 47, Fish Alley, Al Scoma	\$563	\$0
3020	SWL 302 - Alioto Fish Co.	\$0	\$1,988

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
3020	SWL 302 - Castagnola/Storage Bldg	\$0	\$192
3020	SWL 302 - Crab Boat Owners Asso.	\$545	\$0
3020	SWL 302 - Firewood Cafe	\$0	\$462
3020	SWL 302 - Pompeis Grotto	\$0	\$472
3020	SWL 302 - Port Harbor Office	\$85	\$0
3020	SWL 302 - Scomas (Smoke House)	\$0	\$339
3020	SWL 302 - United Shellfish Warehouse	\$0	\$0
3020	SWL 302 Castagnola Rest.	\$0	\$1,052
3020	SWL 302 Coast Marine Supply Bldg	\$70	\$584
3020	SWL 302 Costal Marine Retail Space	\$0	\$407
3020	SWL 302 D&G Co. d.b.a. Lou Blues	\$0	\$0
3020	SWL 302 Franks Fisherman Supply	\$137	\$946
3020	SWL 302 Substructure (Wharf J-9)	\$5,246	\$0
3020	SWL 302 United Shellfish Processing	\$0	\$55
3030	Street - Hyde Alley, Fish Alley	\$418	\$0
3030	SWL 302 Cal Shell Fish Shed	\$0	\$164
3030	SWL 303 - Alioto Fish Co,	\$359	\$794
3030	SWL 303 - Cal Shell Fish	\$442	\$238
3030	SWL 303 - Cioppinos/(Hoppe)	\$0	\$543
3030	SWL 303 - Franceschis Restaurant	\$0	\$491
3030	SWL 303 - GP Resources	\$46	\$0
3030	SWL 303 - SP Trantino/Martell Ins	\$0	\$338
3030	SWL 303 - The Bay Company, Hoppe,	\$406	\$1,104
3110	SWL 311 Pier 39 Garage	\$0	\$3,707
3130	SWL 313 Embarcadero Triangle Lot	\$0	\$963
3150	SWL 315 Office Bulding (HHC)	\$0	\$6,281
3160	SWL 316 Houstons Restaurant	\$0	\$1,205
3170	SWL 317 Office Building	\$0	\$6,895
3180	SWL 318 Roundhouse One	\$0	\$2,102
3180	SWL 318 Roundhouse Two	\$7,058	\$4,111
3180	SWL 318 Sandhouse	\$322	\$0
3190	SWL 319 Fog City Diner	\$0	\$112
3220	SWL 322 ABC TV	\$0	\$4,598
3270	Epic Roasthouse	\$0	\$338
3270	Waterbar Restaurant	\$0	\$338
3310	SWL 331 & 332 Delancey Street	\$0	\$13,561
3450	Pier 70 - SWL 345 - Kneass Boatworks	\$0	\$0
3450	Pier 70 - SWL 345 - Kneass, Pier 66	\$447	\$0
3450	SWL 345 - SF Boat Works Office/Shop	\$278	\$562
3450	SWL 345 - SF Boat Works	\$236	\$32
3490	Pier 70 - SWL 349 - Bldg. #29	\$826	\$0
3490	Pier 70 - SWL 349 - Bldg. #115	\$0	\$0
3490	Pier 70 - SWL 349 - Bldg. #116	\$0	\$0
3490	Pier 70 - SWL 349 - Bldg. #114	\$0	\$0
3490	Pier 70 - SWL 349 Building #6	\$1,666	\$0
3490	Pier 70 - SWL 349 Bldg #14	\$0	\$0
3490	Pier 70 - Bldg #113	\$0	\$0
3490	Pier 70 - SWL 349 #11 Noonan	\$0	\$0
3490	Pier 70 - SWL 349 Bldg #21	\$0	\$0
3490	Pier 70 - SWL 349 #12 & #15	\$0	\$0
3490	Pier 70 - SWL 349 Warehouse - Bldg.2	\$0	\$0

Bldg No.	Building Name	In \$1,000s	
		Backlog	10 Year Renewals
3520	SWL 352 - Backlands Redevelopment	\$3,709	\$0
4001	Street - Hyde N to Hyde St Pier	\$338	\$0
4002	Street - Jefferson Leavenworth to Hyde	\$183	\$0
4003	Street - R.H. Dana Dr. N of Jefferson	\$208	\$0
4004	Street - Jefferson Jones, Leavenworth	\$175	\$0
4006	Street - Taylor Street btw. Jeff Embarcadero	\$431	\$0
4008	Street - Embarcadero Taylor to Powell	\$0	\$791
4017	Street-Lombard btw Sansome Embarcadero	\$252	\$0
4020	Street - Green btw Davis and Front	\$237	\$0
4022	Street - Broadway Embarcadero & Vallejo	\$711	\$0
4033	Street - T. Francois along China Basin	\$708	\$0
4034	Street- T. Francois (C. Basin & Mission)	\$7,414	\$0
4036	Street - 20th east of Illinois	\$646	\$0
4038	Street - 24th Michigan to Maryland	\$899	\$554
4040	Street - Marin east of Michigan	\$236	\$0
4041	Street - TN, IN, MN	\$1,239	\$0
4043	Street - Amador and extension	\$1,450	\$0
5470	Wharf J-4	\$0	\$0
5470H	Joint Operations Center / Hyde Harbor	\$0	\$17
5470H	Wharf J-11	\$0	\$0
6020	Freight Yard - Intermodal Container	\$21,242	\$0
000	Leased Piers	\$0	\$62,971
0000	Equipment	\$0	\$0
0000	Port-wide Projects	\$305,557	\$420,141
PORT TOTAL		\$1,052,944	\$670,974

Attachment 2: Calendar of Finance Items

Month	Description	Notes
Feb 2020	FY20-21 and 21-22 Capital Budget	Appropriation of capital funds to finance the first 2 years of the 5 year CIP
	FY20-21 and 21-22 Operating Budget	Appropriation of operating funds
<i>Jun 2020</i>	<i>FY20-21 and 21-22 Capital Budget - COVID resubmission</i>	<i>Adjusted budget submission to reflect reduced revenue projections</i>
	<i>FY20-21 and 21-22 Operating Budget - COVID resubmission</i>	<i>Adjusted budget submission to reflect reduced revenue projections</i>
Feb 2021	10 Year Capital Plan	10-year overview of the capital need for the Port and available funding sources
<i>Mar/Apr 2021</i>	<i>FY21-22 Supplemental Appropriation to the Capital and Operating Budgets</i>	<i>Adjustments to the previously approved budgets to reflect reduced revenue projections</i>
Feb 2022	5 Year Capital Improvement Plan	A list of the specific projects and their respective budgets to be funded in each of the next 5 years
	FY22-23 and 23-24 Capital Budget	Appropriation of capital funds to finance the first 2 years of the 5 year CIP
	FY22-23 and 23-24 Operating Budget	Appropriation of operating funds
Feb 2023	10 Year Capital Plan	10-year overview of the capital need for the Port and available funding sources

Grey rows are unusual adjustments necessary due to COVID. Port finance does not anticipate additional adjustments once revenues become more predictable.