MARAD Port Infrastructure Development Program Grant Application:

The Port of San Francisco – Amador Street Infrastructure Improvement Project

U.S. Department of Transportation – Maritime Administration

Port Infrastructure Development Program (PIDP)

Opportunity Number: MA-PID-22-001

Applicant The Port of San Francisco

Tenants
Central Concrete Supply Company, Inc.
Cemex
Darling International Inc.
Hanson Aggregates (Martin Marietta)
Recology
Mid-Pacific Inc.
Aardvark Storage Unlimited

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Introduction

Field Name	Guidance
Name of applicant	Port of San Francisco (POSF/Port)
Is the applicant applying as a lead applicant with any private entity partners or joint applicants?	No joint applicants.
What is the project name?	POSF Amador Street Infrastructure Improvement Project
Project description	Port infrastructure investment to reconstruct 1,800 LF of Amador Street and underground utilities that serve the Port's southern waterfront, Maritime Eco-Industrial Area tenants. Amador Street and the associated utilities are well beyond their useful design life and in poor condition. As a result, the area is subject to reduced speeds and periodic closure due to storm flooding. Proposed improvements include: 1) upgrading pavement to a more resilient rigid design; 2) upgrading storm drain system; 3) increasing pump station capacity; 4) installing storm drain trash capture devices; 5) removal of abandoned rail ties; and 6) landscaping for air quality improvement.
Is this a planning project?	No.
Is this a project at a coastal, Great Lakes, or inland river port?	No.
GIS Coordinates (in Latitude and Longitude format)	37.745954, -122.382063
Is this project in an urban or rural area?	Urban
Is this application for a small project at a small port?	Yes. Compliant with definition of a small project at a small port in Section A.4. of the NOFO.
Is this project located in a noncontiguous State or U.S. territory?	No.
Project Zip Code	94124
Is the project located in a Historically Disadvantaged Community or a Community Development Zone? (A CDZ is a Choice Neighborhood, Empowerment Zone, Opportunity Zone, or Promise Zone.)	No. However, Amador Street connects the Port industrial complexes and is located directly adjacent to Bayview District which is an Opportunity Zone community.

Field Name	Guidance
Has the same project been previously submitted for PIDP funding?	Yes, however Project not funded in FY21. This FY22 Project application addresses MARAD debrief comments and includes an expanded scope of street utilities (combined storm pipe and drainage systems); storm drain trash capture device installation pilot; abandoned rail tie removal for environmental improvement and landscaping for beautification and air quality improvement impacting nearby economically depressed and underserved areas.
Is the applicant applying for other discretionary grant programs in 2022 for the same work or related scopes of work?	No.
Has the applicant previously received TIGER, BUILD, RAISE, FASTLANE, INFRA or PIDP funding?	No.
PIDP Grant Amount Requested	$9,607,500
Total Future Eligible Project costs	$14,850,000
Total Project Cost	$12,810,000
Total Federal Funding	$9,607,500
Total Non-Federal Funding	$3,202,500
Will RRIF or TIFIA funds be used as part of the project financing?	No project financing.

I. Project Description

The Port of San Francisco (POSF/Port) is requesting $9,607,500 in funding for its Amador Street Infrastructure Improvement Project (the Project) for the PIDP Small Projects at Small Ports Program. The Project is eligible for funding under the roadway reconstruction and associated utility upgrades provisions of the program. The Port of San Francisco is a small operating port, deriving most revenue from commercial, industrial and maritime leasing. As with many economic sectors in the City of San Francisco, Port revenues were substantially impacted by the COVID-19 pandemic. The Port's 10-year Capital Plan for FY2020-2029 identifies capital renewal and backlog needs of $1.7 billion; however, historically the Port's capital budget for the entirety of its 7 ½ miles of waterfront has been approximately $18 million per year. Amador Street paving and infrastructure is 20 to 30 years past its design life. The Project has been proposed for the Port's Capital Improvement Program (CIP) for the last 12 years, but other life safety improvements (as opposed to efficiency improvements) have continued to take priority.

The Port has managed Amador Street with short-term, emergency maintenance over time, but this does not address capacity issues and is not an effective long-term solution. The proposed infrastructure upgrades will both aid the Port's recovery from pandemic economic impacts as well as make a key investment in its long-term economic vitality and competitiveness. The Project would increase goods movement productivity and improve connectivity in the Port's underserved southern waterfront.

Addressed in further detail below, the Project would have significant, positive impacts on climate resiliency and racial equity. Port staff have not been able to identify any sources of funding for this work outside the MARAD PIDP.

The primary purpose of the Project is to enhance goods movement, reduce greenhouse gas (GHG) emissions and reduce flooding impacts to the community. The Project is comprised of the following:

1. reconstruction of 1,800 linear feet (LF) of pavement and grading to a more resilient rigid design, which will meet current pavement code;
2. upgrading pump station reliability and capacity;
3. upgrading street utilities;
4. installing storm drain trash capture devices (pilot program for Port);
5. removing creosote-treated abandoned rail ties; and
6. installing drought-tolerant landscaping for beautification and air quality.

A. Background

Amador Street was built in the late 1960s on former marsh land. It is a vital transportation artery for the only local concrete batch plant and supplier of concrete aggregate in San Francisco, intersecting with the Port's rail system. In addition, Amador Street serves as the primary artery to Piers 94-96, which are identified in Port and City and County of San Francisco disaster response plans as key staging areas for emergency response and emergency goods movement vehicles following a major seismic event. Further, the Port of San Francisco is host to several MARAD vessels, one of which is located in the Port's southern waterfront, and regularly serviced for resupply via Amador Street.

Amador Street and associated utilities is well beyond their design service life. The pavement is riddled with potholes that are exposing the street base layer, resulting in truck idling that not only affects the efficiencies of goods movements through the Port but also increases GHG emissions to the surrounding, economically disadvantaged community. In addition, increased frequency and intensity of storms associated with climate change has resulted in flooding that can directly discharge to San Francisco Bay. This water comes into contact with creosote-treated rail ties during flood events.

The Project has been in the Port's Capital Improvement Plan for 12 years; however, with limited resources in the Port's budget, funding is typically allocated to emergency maintenance and revenue generating projects necessary for continued Port operations. Funding for infrastructure upgrades is not readily available and, therefore, outside funding assistance is often necessary.

The Project is "shovel-ready" with 90% design completed, and the Port has identified and committed funds to provide a PIDP match of 25%. This overmatch shows the importance the Port is placing on this Project to improve long-term future goods movement and the associated impacts at the national, regional, and local level.

Project Overview

The Project will:

1. update and rebuild 1,800 LF of Amador Street to current City of San Francisco standard pavement cross-section design;
2. increase the handling capacity of the stormwater system, which will allow the corridor to better manage the increase in frequency and intensity of storm events and reducing flood risk;
3. tie in and upgrade water utilities for this Project in a manner capable of supporting future system upgrades;
4. provide storm drain trash capture devices along the Amador Street corridor, which will serve as a pilot project supporting the Port's 2030 storm water plan initiative (see Attachment 8 for the Stormwater Fact Sheet and Order);
5. remove abandoned creosote-treated rail ties, which will reduce potential environmental impact to the Bay due to leaching into storm/flood waters; and
6. install street landscaping with drought tolerant plants for beautification and air quality, in addition to water conservation.

Roadway Improvements

On average, over 250 trucks and an additional 1,700 other vehicles use Amador daily, for an estimated 90,000 truck trips and 550,000 total trips annually through the Amador Street corridor. Tenants report that trucks must reduce their speed to approximately 15 mph (a reduction of 20 mph from the posted speed limit) to avoid damage. These reduced speeds also have the effect of increasing emissions in an area of environmental justice and equity concern.

The condition of Amador Street also has intermodal impacts. The Port's rail system intersects with the street and a rail spur used by the San Francisco Bay Railroad (SFBR) to store rail cars. The Project upgrades on Amador Street will improve the efficiency of SFBR's operations. SFBR

currently hauls "dirty dirt" out of California to an appropriate landfill, much of which comes from the nearby U.S. Navy-funded remediation of the former Hunter's Point Shipyard. Unimproved street conditions will eventually impact the use of the rail spur and efficiency.

The Project will construct the roadway per San Francisco Public Works (SFPW) standards. Project design is being performed by SFPW Infrastructure Division with the Port Civil Engineering group leading the project. The following is a summary of major tasks of the Project by various disciplines.

90% Design Phase – Completed

Project design is 90% complete, as follows:

- Design of station layout, sump and pumps, forced main and other mechanical equipment – SFPW Mechanical Engineering
- Structural design of pump station sump, security enclosure wall and foundations – San Francisco Public Works (SFPW) Structural Engineering
- Design criteria for foundation design – SFPW Geotechnical Engineering
- Instrumentation and control, electric motors, provision for emergency generator connection and remote monitoring system; coordination with PG&E to reroute power supply – SFPW Electrical Engineering/Port Electrical Engineering
- Inspection and upgrade design of the stormwater system and storm drain trash capture devices – SFPW Hydraulic Engineering
- Design and grading for the reconstruction of Amador Street – SFPW Streets and Highways
- Traffic routing and control design plans – San Francisco Municipal Transportation Agency
- Permitting – Port Planning Division

Future Bid, Award and Construction Phase

The Port has full authority to conduct the Project, which will be executed by the following Port divisions:

- Project Management and Oversight – Port Project Management Office (PMO)
- Construction Management – Port Construction Management Group
- Construction Support Engineering – Port Civil Engineering Group
- Project Entitlement – Port Planning and Environmental Division

The Project will enable trucks and other vehicles to achieve the posted 35 mph speed limit, which will result in reduced street congestion and reduced air pollution due to truck emissions to the surrounding community. This increased efficiency will have positive impacts on the air shed covering San Francisco's Bayview neighborhood.

Additionally, Martin Marietta and other partners have a program for employing local truckers, drawing from the Bayview neighborhood. As an equity matter, the owner-operators of those employed under this program are disproportionately impacted by the unimproved roadway, increasing wear and tear on their vehicles.

Impacts of no action include lower efficiency in the transportation of goods, resulting in higher costs per trip, compromised safety of truck drivers when water pools on the road, increased maintenance for trucks due to the poor physical road conditions and negative impacts to health and air quality due to truck emissions and increased time of exposure during idling.

Utility/Drainage System

The Project will demolish the existing pump station and build a new larger capacity pump station, complete storm and sanitary sewer system improvements under the roadway and reconstruct the roadway along Amador Street. The new pump station will be designed and constructed to meet the current calculated needs. The Project will improve system resilience and reliability and provide an early warning notification function for system failures. The Project also substantially increases capacity for handling sewer and stormwater runoff as well as filtering for trash and potential contaminants before discharge to the bay. In addition, the Project removes abandoned creosote-treated railroad ties that may leach contaminants into stormwater, which may be discharged directly into the bay due to flooding.

The new pump station will have remote monitoring capability and will have dedicated street access with a concrete security wall. The existing PG&E power supply to the pump station will need to be rerouted to the new pump station site by PG&E. The Port has already filed an application and paid the necessary fees to PG&E for this work to progress.

Impacts of no action include increased flooding due to increased storm frequency and severity associated with climate change, continued unfiltered discharge to the bay and potential health hazards to the community.

Presently, storm water flows originating on the Port tenant's leasehold (Darling) are pumped to the City's collection system operated by the San Francisco Public Utilities Commission (SFPUC) at a box junction located at the intersection of Cargo Way and 3rd Street. At other leaseholds in this vicinity, the stormwater is collected through a system of unfiltered storm drain inlets which eventually discharge to Islais Creek through various outfalls.

The current system on Amador Street originating from the existing commercial and industrial facilities' sanitary sewer flows allows for collection through a network of gravity-based sanitary sewer pipes and flows to a pump station located within the premises of a Port tenant, Cemex. The pump station feeds the flows to a SFPUC box sewer main along 3rd Street through a forced main pipe.

The existing pump station that services tenant leaseholder areas, constructed circa 1964, is a lead, standby duplex 2-HP submersible pump system, float control operated with an automatic alternator and high-level float audible alarm. Currently, the Port does not have remote monitoring capability. As a result, monitoring the reliability of the pumps and notification of pump failure is limited, which has resulted in unsafe conditions for people and the environment in the area due to delayed awareness of system failures which have resulted in flooding. The station also lacks an on-site stand-by generator receptacle connection to power the pumps in the event of a utility power loss.

II. Project Location

The Project is located in the San Francisco Bayview District, with the Project center located at coordinates 37.745954, -122.382063, see Figure 1. Figure 2 provides an aerial overview of the

project components, including the extent of roadway replacement and existing sanitary pump station.

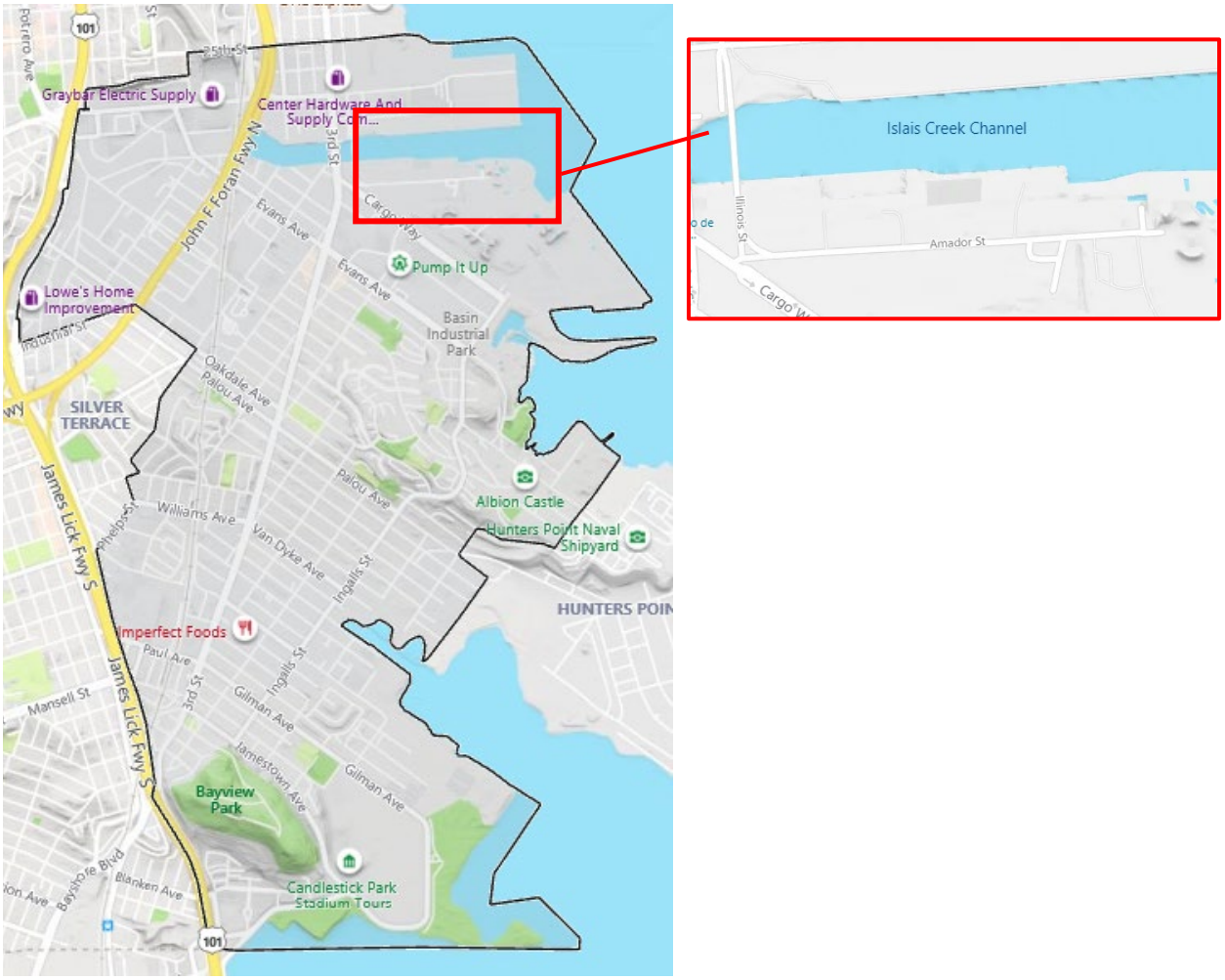

Figure 1. Project Location

Figure 2. Aerial Overview of Project

A. Connection to Existing Transportation Infrastructure

Amador Street is located 0.7 mile from Interstate 280 (I-280), which connects to U.S. Route 101 (US-101) and I-80, as well as all major bridges crossing the San Francisco Bay. The Port is serviced by Class 3 rail service with connections to Class 1 rail service.

B. Qualified Opportunity Zone

The Project is located adjacent to Bayview District, an SB-535 Disadvantaged Community (census tract 6075061200), as shown in Figure 3.

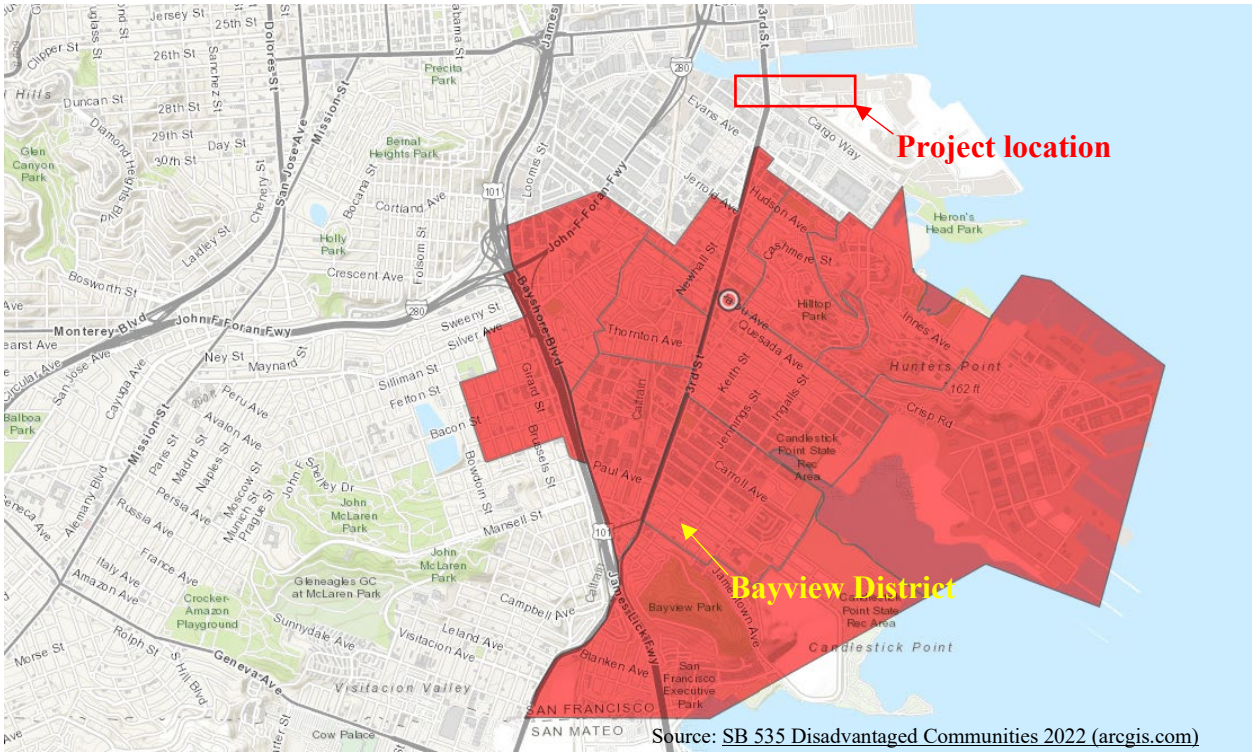

Figure 3. SB 535 Disadvantaged Communities – Bayview District

In addition, the Project is located in an area classified as a low-income community within on-half mile of a disadvantaged community (census tract 6075980900) per California Climate Investments Priority Populations, see Figure 4.

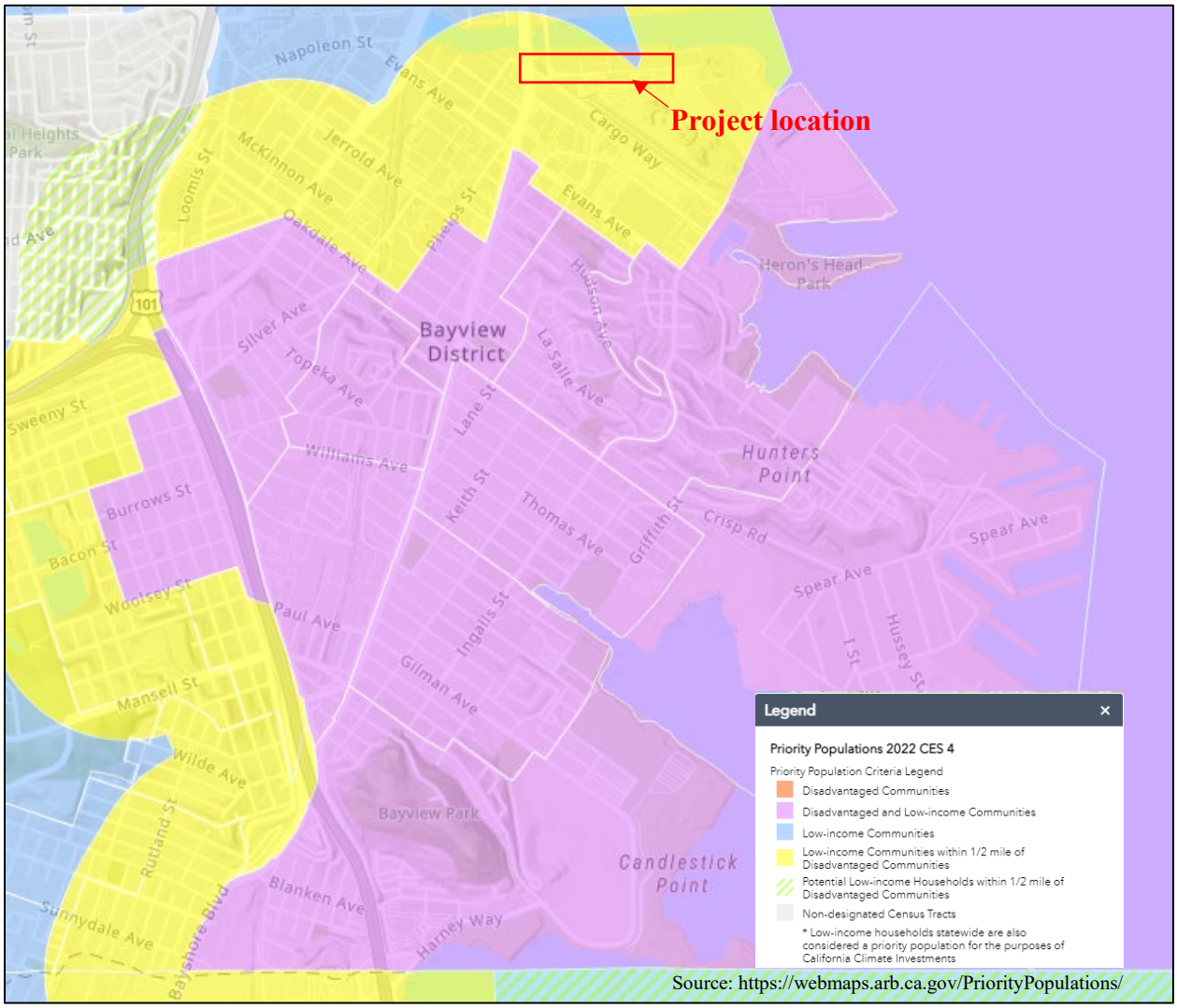

Figure 4. California Climate Investments Priority Populations 2022 CES 4.0

III. Grant Funds, Sources and Uses of all Project Funding

A. Project Costs

Total eligible project costs equal $12,810,000 with anticipated MARAD PDIP funding and non-federal match as follows:

- $9,607,500 from MARAD PIDP Program (75% of Project costs)
- $3,202,500 from Port CIP (25% of project cost) – see Attachment 1 – POSF Amador Street Local Match Project Fund Commitment Letter

The Port's 25% match of non-Federal funds are fully reserved, committed, and obligated with no conditions. The Port understands that the committed funds for the Project will be evaluated as being aggregated or pooled to carry out the proposed federalized components of the Project and will follow the resulting federal requirements for expenditures. As proven in Attachment 1, all proposed matching funds will be available at initiation of the Project

to ensure completion of the Project according to the proposed schedule. In addition, Port Management has approved contributing staff time associated with finalizing the design, engineering and permitting activities required to complete construction of the Project.

B. Project Budget

Budget details are provided in Table 1.

Table 1. Project Budget

Project Scope	Non-Federal (25%)	MARAD PIDP (75%)	Total
Roadway Reconstruction	$ 555,000	$ 1,665,000	$ 2,220,000
Pump Station	$ 1,073,500	$ 3,220,500	$ 4,294,000
Sewer and Force Main Work	$ 799,500	$ 2,398,500	$ 3,198,000
PUC Water Line Replacement	$ 535,000	$ 1,605,000	$ 2,140,000
Full Trash Capture Device	$ 9,500	$ 28,500	$ 38,000
Rail Tie Removal	$ 107,500	$ 322,500	$ 430,000
Landscape Work	$ 122,500	$ 367,500	$ 490,000
Total	**$ 3,202,500**	**$ 9,607,500**	**$12,810,000**

Refer to Attachment 3, SF-424C for detailed construction cost estimate, which has been estimated to mid-point of construction, fiscal year 2024.

C. Schedule

This Project began in 2010 and is Buy American Act compliant. As of January 2022, the Project is 90% complete (as shown in gray shading in Table 2). The remainder of the Project is in alignment with the 2022 MARAD PIDP timeline.

Table 2. Project Schedule by Phase & Major Milestones

Phase	Start	Milestone Deliverable	Finish
Project Management	**2010**		**End of Project**
Planning / Conceptual Design	**2010**		**Nov. 2017**
Design	**2010**		**May 2023**
30% Design		Apr. 2016	
60% Design		Dec. 2016	
90% Design		Jan. 2022	
100% Design		May 2023	
Bid & Award	**Jul. 2023**		**Aug.**
Advertise	Jul. 2023		Sept. 2023
Bids Due	Sept. 2023		
Commission Award	Nov. 2023		
Construction	Mar. 2023		Jan. 2025
NTP		Mar. 2023	
Substantial Completion		Nov. 2024	
Closeout	**Jan. 2025**		**Apr. 2025**

IV. Merit Criteria

A. Achieving Safety, Efficiency, or Reliability Improvements

The Port has one of the largest remaining industrial property portfolios in San Francisco, supporting a multitude of maritime and production, distribution and repair uses. The Port's responsibilities include the development, marketing, leasing, management and maintenance for the 7.5 miles of San Francisco Waterfront adjacent to San Francisco Bay from Fisherman's Wharf to India Basin/Bayview. The Port's operating portfolio is comprised of over 550 ground, industrial and maritime industrial leases, as well as commercial, retail and office spaces. Many of those are internationally recognized landmarks such as Fisherman's Wharf, Pier 39, the Ferry Building and AT&T Park, home of the San Francisco Giants baseball team.

The maritime and industrial tenants' operations require efficient transport of goods and services by truck and require connections to freeway and freight rail access routes. Currently, this flow of goods within the Port and its intermodal connections is constrained by the exceedingly poor condition of Amador Street. This Project will significantly improve Port and intermodal connections, bringing operational improvements that will include Port resilience and environmental or emissions mitigations measures.

Improves Port and Intermodal Connections. On average, over 250 trucks and an additional 1,700 other vehicles use Amador daily, for an estimated 90,000 truck trips and 550,000 total trips annually through the Amador Street corridor. Amador Street is used as a vital multimodal connector of streets, rail, and barges moving goods in the Port and beyond. Currently, the Port's bulk cargo and roll-on/roll-off facilities are unused or underused, but, in the longer-term, they are expected to be needed to serve bulk cargo and roll-on/roll-off shippers with cargoes destined for northern California and beyond. The Project improvements support growth in the southern waterfront. The Port has underused facilities and sufficient backland area to create another berth at Pier 94N, as well as the Intermodal Transfer Facility. The growth and effective use of the southern waterfront area is a Port priority as future cargo growth, which will be facilitated by the Project improvements along Amador Street.

Improves Port Connection, Operations, Environmental Impacts and Emission Mitigations. Tenants along Amador Street report that vehicles must reduce their speed to approximately 15 mph to avoid pothole damage. This Project will enable trucks and other vehicles to achieve the posted 35 mph speed limit, which will reduce both street congestion and air pollution caused by GHG emissions.

Improved monitoring and increased capacity at the sewer pump station will reduce the risk of flooding and provide improved notification, positively impacting response time as well as reliability of the stormwater system under the roadway. The sewer system upgrades will reduce the risk of flooding, which creates hazardous and unsanitary conditions. The storm sewer trash capture devices, which will serve as a pilot program for the Port's 2030 storm water plan initiative, will help to avoid any unwanted trash and potential contamination from directly discharging to the bay. In addition, the street and sewer system will be designed to current City codes, which will result in an improved seismic rating for the sewer system along Amador Street.

Supports Local, Regional, and International Economy and Environmental Improvements. Amador Street is the primary entry point and a key corridor in the Port's Maritime Eco-Industrial Complex, an area that aligns maritime cargo operations with complementary industries. The

Port's Maritime Eco-Industrial Complex supports ocean-borne cargo import and export, bulk material processing, ship berthing, Port maintenance facilities, material recycling, vehicle parking and storage and construction lay down sites. The Maritime Eco-Industrial Complex goods movement includes a bulk cargo operation at Piers 92 and 94 that manages sand reclamation and import of aggregates needed to produce the primary source of concrete and other construction products for the City of San Francisco and the northern California region. Two state-of-the-art concrete manufacturing plants, Cemex and Martin Marietta, are located adjacent to the cargo terminal on Amador Street, where aggregate source material is used to create concrete that supports San Francisco's construction industry. The concrete batch plants on Amador Street produce **600,000 cubic yards of concrete annually, which accounts for approximately 90% of the demand for San Francisco and northern San Mateo County. Additionally, approximately 800,000 tons of aggregates are exported out of Port facilities along Amador Street from the concrete batch plants annually**.

Another tenant, Darling International Inc. (Darling), collects and processes approximately 95 million pounds of inedible poultry by-product from poultry processors in California that would otherwise be sent to landfills. They collect and processes approximately 15 million pounds of used cooking oil from restaurants in the San Francisco Bay Area, which is sold as feed stock for renewable fuel production to both domestic and international markets.

Supports Emergency Response. The improvements on Amador Street will also facilitate improved critical access for Piers 80 and 94-96, which are designated for DHS/FEMA emergency response vehicles and movement of emergency goods to the peninsula in case of a major hazard event and are included in the San Francisco Bay Catastrophic Earthquake Plan.

Ensures Mission-readiness for MARAD. The Port currently has lease agreements in place that provide for the long-term berthing of five MARAD vessels under the National Defense Ready-Reserve Fleet, which also includes military-scale ships that require deep-water berth that are not widely available in the region. Three vessels are currently berthed at Piers 80 and 94-96 within the Maritime Eco-Industrial Complex serviced by Amador Street.

Aligns With Leading Trade, Transportation, Port Resilience and Environmental Plan, Policies, and Mitigation Objectives. Improvements to Amador Street fully support and align with the Port and City of San Francisco's planning as follows:

- **Port of San Francisco's Strategic Plan:** SF Port Strategic Plan – To preserve and enhance the Port's diverse maritime portfolio, the Project will achieve full utilization of Port terminals by providing for the current and future needs of cargo shipping and berthing. By providing for safe, reliable, efficient and well-maintained goods movement facilities, the Project aligns with the Metropolitan Transportation Commission San Francisco Bay Area Good Movements Plan (Goal 2.1.2).
- **San Francisco General Plan Transportation:** San Francisco General Plan – Supports several goods movements policies by:
    - Encouraging the use of water transportation to facilitate region-wide movement of goods and cargo (Policy 6.3),
    - Upgrading and modernizing Port facilities and landside operations and transportation systems to enhance the commercial significance of the Port of San Francisco (Policy 6.2), and by designating expeditious routes for freight trucks

between industrial and state freeways to minimize conflicts with automobile traffic.

- **Port of San Francisco Waterfront Plan:** Port of San Francisco Waterfront Plan sets forth goals and policies to guide the use and improvement of Port piers, land and waterfront resources. The Waterfront Plan was produced in conformance with Proposition H and was adopted by the Port Commission in 1997 and includes a Waterfront Design & Access Element.
    - In 2019, following a 3-year public planning process led by the Waterfront Plan Working Group, the Port released a comprehensive update of the Waterfront Plan (2019). This Draft Plan sets nine goals with supporting policies described in the Waterfront Plan. The Plan includes new resilience and sustainability goals and policies that support the detailed studies and projects being developed in the Port's Waterfront Resilience Program.

B. Supporting Economic Vitality at the National and Regional Level

Although not explicitly a criteria for small port project grant applications, this Project does meet this criterion and adds to economic vitality. As a small port, revenue generation is primarily from tenant leases, which was heavily impacted due to the economy and the COVID-19 pandemic, which caused significant financial strain for the Port and its tenants. The Amador Street infrastructure upgrades will help the Port's economic recovery efforts and overcome the persistent economic infrastructure investment disadvantages of small ports. The Project will position the Port to increase its goods movement productivity and support future connectivity expansion in the underserved southern waterfront. The Project will increase the efficiency of operations, contributing to international trade as well as regional goods movement commerce at other ports.

This Project will support tenants' operations along the Amador Street corridor, which have elements of their supply chain that extend outside California and the United States which has jeopardized global supply chains. For example, Martin Marietta imports aggregates from quarries in Canada for reuse in local concrete production at neighboring operators, and Darling exports products via shipping containers out of the Port of Oakland, with most of the fat and oil products shipped to domestic and international renewable diesel producers.

In addition, Amador Street is the primary corridor for resupply and crew operations of a 740-foot MARAD vessel under a long-term berthing agreement at the Port, providing additional federal benefit.

Lastly, Amador Street is a key artery to Piers 94-96, a facility identified for DHS/FEMA emergency response vehicles and movement of emergency goods to the peninsula following a major hazard event and included in the San Francisco Bay Catastrophic Earthquake Plan (available upon request). Continuity of the connection to Piers 94/96 to be used as a Federal Staging Area is vital for speedy post-event Port and federal aid response, and critical to the local and regional economic recovery.

C. Addressing Climate Change and Environmental Justice Impacts

Project Actively Implements Climate and Environmental Justice Plans. The Amador Street Improvements support the implementation of Executive Order (EO) 14008, *Tackling the Climate Crisis at Home and Abroad* (86 FR 7619) by strengthening clean air through reduced emissions

and water protections through sewer upgrades and trash capture technology. This Project will serve as a pilot program as one of the first installations of trash-capture technology constructed under the new California State Water Resources Control Board Trash Implementation Program, which requires installation for all outfalls by 2030. Equally important, these improvements deliver environmental justice to the Project-adjacent Bayview District, which is an economically disadvantaged and underserved, overburdened and disadvantaged community as defined by the U.S. Environmental Protection Agency (EPA) and the State of California Air Resources Board (CARB) and to the local, small business truckers that traverse Amador Street moving the tenants' goods. The Project will follow the USDOT's *Equity Action Plan 2022* focusing on maximizing wealth creation, power of community, interventions and expanding access.

Pavement and Utility Resilience in a Changing Climate. The pavement and utility upgrades to the stormwater system will help to mitigate the impacts of higher temperatures and more frequent and severe flooding on the Amador Street corridor. The Project's new rigid pavement has a direct resilient impact because it upgrades the roadway's structure and functional capabilities. The rigid pavement performs better in higher extreme temperatures due to the shorter joint spacing in design and uses expansion joints. This keeps the road functional in the long-term. In addition, the Project increases the capacity of the storm water system, which will allow the corridor to better manage the increase in frequency and intensity of storm events and reduce the risk of flooding. The Project's combined roadway and utility capacity upgrades perform better in a severe storm event. These resilient upgrades are necessary and indirectly impact rescue, emergency response, and recovery since the corridor connects to a federal laydown staging area.

Sea level rise (SLR) is **one of the most severe impacts of climate change**, with rising waters threatening to inundate coastal regions by the end of the century (source: carbonbrief.org). Since 2015, the City of San Francisco led a *Sea Level Rise Vulnerability and Consequence Assessment* (Assessment) that describes the vulnerability of the City's and Port's public buildings and infrastructure to SLR and coastal flooding and the consequences of SLR-related flooding on people, the economy, and the environment. The Assessment informs how the City develops, prioritizes, invests, and implements adaptation strategies to enhance San Francisco's resilience to SLR and coastal flooding. Approximately 4 square miles of San Francisco are located within the City's Sea Level Rise Vulnerability Zone (see Figure 5). This area could be flooded by a 100-year coastal flood event coupled with 66 inches of SLR, an upper-range scenario by end of century. These low-lying areas are home to approximately 37,200 residents, approximately 17,100 businesses, approximately 167,300 jobs, new development and a host of vital infrastructure. This infrastructure includes roadways, water and wastewater pipelines, power infrastructure, emergency services, transit lines, parks and open spaces, the Port, and San Francisco Airport (SFO). (source: sfplanning.org).

Figure 5. Sea Level Rise Vulnerability Map

Project Promotes and Protects Intermodal Synergies. The Project's pavement and utility improvements have positive direct and indirect to the functional operational and response capabilities as described above. As shown on the map, the Amador Street Corridor lies in this SLR inundation area and includes the heart of the Port's Maritime Eco-Industrial Complex, which provides the concrete and aggregate needs for much of San Francisco's construction industry. The area maximizes the synergies among several industries, including the production of sand and aggregates, concrete batching, and concrete crushing. The key to these synergies is the intermodal transportation network of barges, streets and rail transport. Maritime importation of aggregates and sand allows for local processing and concrete batching in close proximity to construction activities within San Francisco. The only viable conduit to the rest of the city is Amador Street, making the roadway improvements essential.

When the Maritime Eco-Industrial Complex was first established, these activities were subject to review under the California Environmental Quality Act (CEQA). This was analyzed in the San Francisco Southern Waterfront Final Supplemental Environmental Impact Report, certified on February 15, 2001. Transportation Objectives 7, Policy 3 stated:

> *"Establish an official truck route system along the designated major and secondary thoroughfares to facilitate truck movements within and to port facilities and other area business and to minimize the adverse impacts of truck movement on adjacent residential commercial and recreational land uses."*

Amador Street is the 'major thoroughfare' of the area. For example, local processing and concrete batching supports one of the primary benefits of the Maritime Port's Eco-Industrial Complex, to eliminate numerous truck trips from the peninsula. Reducing the number of trucks on the freeways leads to a corresponding reduction in diesel emissions, a well-documented public health concern that affects communities in this area. This benefits not only the environment in general and the San Francisco Bay airshed, but also the Project-adjacent Bayview District community, which is an economically disadvantaged and underserved community as defined by the State of California Air Resources Board, census tract 6075980900.

D. Advancing Racial Equity and Reducing Barriers to Opportunity

The Amador Street Infrastructure Improvement Project aligns with and furthers **Action Item 9.1.3** (page 83), "Plan for capital improvements in the Southern Waterfront to increase small business space" and "reduction in square feet requiring capital improvement" and **Action Item 9.2.3** (page 84), "Identify new truck parking to reduce waitlist time of D10-based businesses and consider master trucker tenant strategy to increase efficient use of space" of the Port's approved *Racial Equity Action Plan (REAP)*, described in further detail below. With regards to **Action Item 9.1.3**, the Project would reduce the number of square feet required in capital improvement by 62,540 square feet for the roadway alone and 1,400 LF for the force main, a substantial improvement on the performance metric on that action item.

Port Early Adopter in Advancing Racial Equity. The Port strives to create a diverse, equitable, and inclusive organization and waterfront, and empower Black, Indigenous and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices. In 2019 a legislative ordinance was passed and a committee of 30 diverse Port team members was established. This team produced a *Racial Equity Action Plan* in 2020. The Port's Racial Equity Action Plan states:

"…shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — Office of Racial Equity Legislative Mandate, Ordinance No. 188-19"

The Port's Racial Equity Action Plan and Strategic Plan (Attachment 9) provides a roadmap and objectives to reach the Port's desired outcome to advance equity and become an equal opportunity for all organizations through consistent examination of policies and practices and monitoring of end results. The Port prioritizes equity as a core value and is committed to advancing racial equity. As stated in the Port plan, the goals are:

- Port opportunities are shared with people of color;
- The San Francisco Waterfront intentionally welcomes and includes diverse communities;
- The Port is an anti-racist organization; and
- The Port is a workplace built on equitable policies and practices, where every individual is supported to make the most of their talents.

Project Promotes Racial Equity, Opportunity, and Progress. Specifically, the Amador Street Improvement Project is situated in a low-income community within a half-mile of the Bayview District, an underserved, overburdened, disadvantaged community. Amador Street is located in

the 94124-zip code and home to many of San Francisco's Black, Asian, and Latino residents; 87% of residents are minorities.

The San Francisco Climate Action Plan (CAP) is explicit in the goal of achieving net-zero emissions citywide by 2040 while achieving racial, social, and economic equity. In addition to targets for reducing GHG emissions, the Climate Action Plan makes four core commitments:

- Build greater racial and social equity
- Protect public health
- Increase community resilience
- Foster a more just economy

The Local Business Enterprise Program (LBE) is the City and County of San Francisco program for local business inclusion. This program also recognizes firms with minority and women owners. There are 45 trucking firms certified in the LBE program; 27 (60%) of these firms have minority owners and 5 (11%) have women owners. There are eight firms who park their trucks on Port property and 5 (62.5%) of these firms are minority owned.

The tenants along the Amador Street corridor have a program that prioritizes the use of LBE truckers; many of whom are independent truck-owners and live in the Bayview District neighborhood. As shown in Attachment 2, the tenants have committed to using this improvement Project to continue to support the LBE truckers and promote equity, justice, good wages, union jobs and reduce unwanted environmental impacts.

Truck haulers and suppliers are mainly local and hourly wage earners. Several impacts to this predominantly minority owner/operator truck haulers include:

- less efficiency resulting in higher costs per trip;
- more maintenance for their trucks due to the road conditions; and
- impact to health due to air quality and time of exposure.

To protect the public health, the Project will include the installation of full trash-capture technology in the storm water system. This technology will filter debris as small as 5mm, eliminating cigarette butts, small plastics, and other debris from the bay. Full trash-capture devices are required by the Municipal Separate Storm Sewer System Permit, which applies to all areas of the Port in which storm flows drain to the San Francisco Bay. This Project will be one of the first installations of trash-capture technology constructed under the new California State Water Resources Control Board Trash Implementation Program and will serve as a pilot program for future implementation throughout the Port.

The Maritime Eco-Industrial Complex is clear evidence that the Port has been pursuing similar goals for many years. The success of the Maritime Eco-Industrial Complex reduces GHG emissions while contributing to these four commitments in the Climate Action Plan. The success of the Maritime Eco-Industrial Complex requires an upgrade to Amador Street.

The City and Port have several relevant plans, policies, and projects that help adapt the City to SLR and climate change including to the Project:

- San Francisco Climate Action Plan: SF Climate Action Plan
- San Francisco Port Waterfront Coastal Flood Study: SF Waterfront Coastal Flood Study
- San Francisco Port Southern Waterfront Fact Sheet: SF Southern Waterfront Fact Sheet
- Storm Water Program Trash Capture Implementation: SF Storm Water Plan

Project Continues to Increase Union, Good Paying Jobs. The Amador Street Corridor supports numerous union jobs. Martin Marietta, an Amador Street tenant, employees 5 members of the Operating Engineers Union and 2 full-time and 10 part-time ILWU members. Darling employs 10 members of the Union Food and Commercial Workers Union Local 5, 20 members of Teamsters Local 2785, and 3 members of Machinist Local 1414. At Pier 96, Recology employs 133 Teamsters. Cemex maintains 40 Teamster drivers, 4 operating engineers, and 3 Machinist Local 1414 employees along with three salaried workers. **The Port estimates that approximately 70 union jobs and good paying jobs will be created as a result of this Project through construction hiring and increased economic activity.**

Tenant Promoting Climate Equity in the Project Area. The Port's Strategic Plan and Racial Equity Action Plan set forth policies to improve open space in the City's Southeast sector. For example, Martin Marietta extracts material from the San Francisco Bay floor, processes the material at its leased facility and generates, as a byproduct of its operations, coarse sand and gravel that does not have commercial value to Martin Marietta. In 2021, they donated over 12,000 cubic yards of beach material to the Port to construct a living shoreline and restore significantly eroded portions of Heron's Head Park, a 22-acre thriving wildlife habitat

Port Advancing Health, Safety, and Racial Equity with Amador Street Improvement Project. The Port's Strategic Plan increases the safety of the corridor and reduces the amount of vehicle emissions through the corridor and will promote racial equity by addressing the disproportionate health and safety impacts to the surrounding community. Lastly, the Amador Street Improvement Project is listed by name in the Capital Improvement Program addendum to the Port's Racial Equity Action Plan as one of the projects specifically designated as promoting racial equity. The following is a summary of the City and Port's existing plans, policies and impacts.

SF Port Strategic Plan

- Equitable access to waterfront
- Provide Contract Opportunities to LBE and other local businesses
- Ensure local communities that are impacted by waterfront development share in economic prosperity

SF Port Strategic Plan, SF Racial Equity Action Plan and SF Port Racial Equity Plan

- Improve open space in southeast sector
- Local hiring agreements

SF Racial Equity Action Plan and SF Port Racial Equity Plan

- Plan for, seek grants for, and invest Port Capital, GO Bond funds, potential federal stimulus funds, and SWBF dollars to invest in Port parks and open space

The following table summarizes MARAD's PIDP Merit Criteria for Items A through D above.

Benefit	A. Safety, Efficiency & Reliability	B. Economic Vitality	C. Climate Change & Env. Justice Impact	D. Advancing Racial Equity
• Street improvements designed to code (from soft to rigid pavement) reduces maintenance and improves port resiliency.	✓	✓	✓	
• Stormwater utility improvements designed to code (replacing cast iron with ductile iron pipe) increases flow, saves energy, and improves Port resiliency to SLR.	✓	✓	✓	
• Traffic and trucks being able to achieve the actual speed limit of 35 mph versus 10 to 15 mph, as described by the tenants.	✓	✓		
• Big hauling efficiencies realized by easing traffic and congestion on the street.	✓	✓		
• Benefits to participants in the local trucker program, which draws from adjacent economically disadvantaged community.		✓	✓	✓
• Less air pollution due to reduced truck emissions near a local environmental justice community that is already impacted with poor air quality.	✓		✓	✓
• Improved access for Piers 94-96 DHS/FEMA emergency response vehicles and movement of emergency goods to the peninsula following a major seismic event.	✓	✓		✓
• Continued/improved efficiencies for SFBR's "dirty dirt" hauling, much of which comes from the nearby U.S. Navy-funded remediation of the former Hunter's Point Shipyard.	✓		✓	
• Reduced GHG emissions and idling truck air pollution with street improvements.			✓	✓

Benefit	A. Safety, Efficiency & Reliability	B. Economic Vitality	C. Climate Change & Env. Justice Impact	D. Advancing Racial Equity
• Improved monitoring and increased capacity at the pump station, reducing the risk of flooding.	✓	✓	✓	
• Improved reliability of the stormwater system under the roadway.	✓	✓	✓	
• Improved seismic rating of the utility infrastructure system.	✓	✓	✓	
• Improved stormwater discharge quality with trash capture devices.			✓	✓
• Improved local airshed with landscaping.			✓	✓
• Improved/continued access for MARAD crews performing multiple deliveries using Amador Street. MARAD owns land adjacent to the industrial park complex.	✓	✓		
• Tactical and strategic continuity of operations (including rail spur).	✓	✓		
TOTAL PROJECT IMPACT	✓	✓	✓	✓

E. Leveraging Federal Funding to Attract Non-Federal Sources of Infrastructure Investment

To maximize the impact of the PIDP, the Project team will leverage the proposed $9,607,500 in Federal contributions with funds from the Port of $3,202,500 to carry out this $12,810,000 project.

The improvement along Amador Street has the potential of incentivizing Martin Marietta and other maritime tenants in the Amador Street corridor to invest in long-considered enhancements to their own operations. These Project improvements could draw additional tenants to the southern waterfront area which, will increase goods movement capacity through growing the existing substantial backland and storage area that is currently under-utilized.

Through the years, attempts were made to leverage Port tenants; however, no monies are available to privately fund this Project Infrastructure Improvement work.

V. Project Readiness

A. Technical Capacity

The Project team for the Amador Improvement Project includes:

- Dominic Moreno- Maritime Marketing Manager, Port of San Francisco (Maritime Technical POC)
- Noel Aquino, P.E. – Civil Engineer, Engineering Division, Port of San Francisco (Project Manager POC)
- Rod Iwashita, P.E., F.ASCE – Chief Harbor Engineer, Port of San Francisco (Chief Harbor Engineer POC)

The Project team has the personnel, knowledge, skills and expertise necessary to implement the Project on schedule and within budget to ensure the Project's benefits are rapidly realized. Additional Port personnel will be consulted during this Project as additional expertise is required.

The table below provides a Project Team Responsibility Matrix Summary complete with contact information and identifying the roles and responsibility for lead staff participating in the Project.

Role	Key Member	Responsibility	Contact Information
Port Project Manager and Lead Design and Construction Management Engineer	Noel Aquino, PE	Responsible for all engineering design and coordination. He manages project budget, schedule and scope; coordinates work by project team members, project communications and contracts with outside parties (with the exception of environmental review services, managed by the Environmental Coordinator). Secures the project resources, oversees/manages project progress, and reports project status to management.	Noel.Aquino@sfport.com
Port Design QA/QC	Ken Chu, PE	Provides overall quality assurance/quality control of the Project.	kenneth.chu@sfport.com
Port Finance & Accounting	Nate Cruz	Finance	nate.cruz@sfport.com
	Kurian Joseph	Accountant	kurian.joseph@sfport.com
Design Team	Ken Chu	Port Design Support	kenneth.chu@sfport.com
	Luis Vallejos	Project consultation with Port maintenance for project needs; responds to work	luis.vallejos@sfport.com

Role	Key Member	Responsibility	Contact Information
		requests to maintenance for investigation, as needed.	
	Jose Flores, Jonathan Chang, Arlen Ung, Frank Piruzmand, Anthony Esterbrooks	San Francisco Public Works, Design and Engineering responsible for plans, specifications and estimate for sewer, roadway, pump station work, and landscape.	Jose.Flores@sfdpw.org Jonathan.Chang@sfdpw.org Arlen.Ung@sfdpw.org Frank.Piruzmand@sfdpw.org Anthony.Esterbrooks@sfdpw.org
Design Team (Continued)	Teresa Woo	San Francisco Public Utilities Commission, Design and Engineering responsible for plans, specifications and estimate for water line replacement.	TWoo@sfwater.org
	Kathryn Purcell	Environmental Coordinator that consults with the project to ensure environmental permit requirements are adhered to.	kathryn.purcell@sfport.com
Construction Management	Tim Leung	Contract Administrator/ Construction Manager who prepares contract documents for advertisement and award. Also provides construction management during construction.	Tim.y.leung@sfport.com
Communications/ Community Outreach	Tiffany Tatum	Outreach to LBEs/DBEs during advertisement process.	Tiffany.tatum@sfport.com
Real Estate	Monico Corral	Handles Port operations for Real Estate along Amador Street.	Monico.corral@sfport.com
Internal Stakeholders	Dominic Moreno	Provides Port maritime coordination.	Dominic.Moreno@sfport.com
	George Bibbins	Port Health & Safety Coordinator	George.bibbins@sfport.com

Project management will be Port staffed. Design engineering will be performed by SFPW. The construction will be bid out using the lowest cost, and qualified bidder. Construction management will be performed by Port staff with support from SFPW.

Experience and Understanding of Federal Requirements

The Project team, from engineering to accounting, has the requisite experience and understanding of federal grant requirements, from contracting to construction, to ensure the Project can be delivered on time and within budget. Specifically, the Port, represented by the Project team identified above, has conducted extensive environmental reviews that will reduce the likelihood of any challenges to the Project under the National Environmental Policy Act (NEPA).

The Port has a qualified and proven procurement process that ensures a minimum of three bids will be received for any goods or services purchased for the Project. This procedure includes stringent requirements that align with the Federal Acquisition Regulation and requires an open, competitive bidding and procurement process for all components proposed within this application. Indeed, the Project team will soon begin issuing FAR-compliant bidding packages to enable the Project to begin moving forward shortly after entering into a contract with the Maritime Administration.

The Project team is committed to fully comply with the new April 2022 Buy American Act requirements during procurement and has preliminarily confirmed all equipment can be sourced in the United States. This will support United States businesses as part of economic recovery. This Project does not require any acquisition of equipment outside the United States.

Experience Working with Federal Agencies

The Port and its staff are qualified and experienced working with the requirements of federal agencies. The normal course of Port operations requires regularly working with various federal agencies, mainly in/around water. A few recent and relevant successful grant-funded programs include:

- Built San Francisco Police Dock in Hyde Street Harbor using FEMA funds through Port Security Grant Program (PSGP).
- 19th and Georgia Street roadway construction was built in part using Federal Highway Administration (FHWA) Grants. From Port Commission Resolution 14-22: the Port of San Francisco submitted and was awarded funding from Metropolitan Transportation Commission (MTC) for one million dollars ($1,000,000) assigned to MTC for programming discretion, including but not limited to federal funding administered by the FHWA such as Surface Transportation Program (STP) funding, Congestion Mitigation and Air Quality Improvement (CMAQ) funding and/or Transportation Alternatives (TA) funding for the Pier 70 Crane Cove Park 19th Street and Georgia Street sidewalk and pedestrian improvement projects for the Priority Conservation Area Grant.

Maritime POC Project team member, Dominic Moreno, is responsible for:

- Port's "Goods Movement Program" grant, which was awarded $1.3M by the Bay Area Air Quality Management District to the Port for the purchase of a Tier 4 Locomotive.
- Environmental Protection Agency (EPA) Clean Diesel National Grants Program, a program developed under the Diesel Emissions Reduction Act (DERA), funded a portion of the grant.
- Post-award activities, including negotiating the grant documents.

- Interface with the Port Commission and San Francisco City Supervisor's approval to receive the funds; and negotiating the purchase agreement for the locomotive.

Previous Experience with Port Infrastructure Development Grant awards, BUILD and INFRA Awards

The Port has not previously received PIDP, BUILD, or INFRA awards.

Because the City of San Francisco has multiple transportation agencies, transit-specific funding opportunities are typically reserved within the City and County of San Francisco sister agencies for ground transportation serving San Francisco.

Experience with Other Similar Large-Scale Infrastructure Projects

The Project team members have all been involved with large-scale infrastructure projects, some of which were funded by grants.

- Noel Aquino is the project manager for the Port and has previous design experience working on large infrastructure projects for SFPW that includes the Lombard Street Improvements project and Van Ness BRT. Both projects included coordination efforts with Caltrans. Noel also worked as the project manager for the Hyde Street Harbor SFPD Dock project, which was funded through a FEMA grant.
- Dominic Moreno manages the post-award project for an EPA DERA funded $1.3M grant ("Goods Movement Management" Grant) to purchase a tier 4 locomotive for POSF.
- Rod Iwashita, P.E., F.ASCE is the Port representative on the Mayor's Sea Level Rise Coordinating Committee, the San Francisco Contractor Partnering Steering Committee and the San Francisco Lifelines Committee. These committees often rely on his input and expertise on large projects. Rod is responsible for developing, planning and directing the Port's Engineering Division work, which includes several major functions, including building and encroachment permits, engineering and architectural design, facilities assessment, construction management and project management. His responsibilities also include developing regulatory procedures, overseeing Port plan checking and inspection, and providing building code interpretations. He has been deeply involved in several large-scale Port projects, including a Seawall Earthquake Survey Project; Mission Bay Ferry Landing Project; Brookfield (Pier 70) Development; and Mission Rock Development.
- Ken Chu., P.E., Port Civil Engineer, is a seasoned QA/QC in charge of port civil projects and has several decades of experience in port civil infrastructure projects.
- Kurian Joseph, Accounting Lead, has previous experience with federal and state grants accounting systems and invoicing such as Grants and related Projects setup in the system, grant expenditure and revenue tracking and reconciliation, grant compliance monitoring, grant claim submission, various periodic and final financial report submission, provide schedules and supporting documents for grantor site visits, financial audits and single audits, Grant close-out etc.
- Nate Cruz, Port Finance Manager, has extensive experience with tracking and reporting on over $1b in tax exempt bonds to ensure compliance with bond agreements, IRS, and SEC regulations.

Familiarity with MARAD Requirements

Port staff are familiar with MARAD requirements, having collaborated with the Port's long-time shipyard operator, BAE Systems, on a successful application for $5 million in funding under MARAD's Assistance to Small Shipyards program, which successfully executed and restored Drydock #2 to its original lift capacity with the award. While BAE Systems was the applicant, BAE and Port staff combined expertise for both the application and administration of the award.

Technical Experience and Resources Dedicated to the Project

All port staff presented in this application are available and will be dedicated to the project when the award obligation is received.

Dominic Moreno will be the Maritime POC for the Amador Street Improvement Project. Dominic has experience in managing large scale, grant funded projects and will also provide marketing and reporting support for the efforts.

Noel Aquino, Civil Engineer, will be the Project Manager and Lead Designer. He will provide engineering and technical support during the project. Noel will coordinate repairs with subcontractors and terminal staff and address issues during project repairs with terminal staff, write specifications for the roadway grading and paving as well as utility work, and obtain quotes from a minimum of three sources per Port and federal procurement regulations. He will also ensure all materials required for construction meet Buy American requirements.

Rod Iwashita, P.E., F.ASCE –will oversee the project and ensure the project meets all regulatory and permitting requirement.

B. Environmental Approvals

A CEQA Categorical Exemption for the Port Maintenance Directive was secured from the San Francisco Planning Department on March 18, 2016 (No. 2016-003866ENV) and no further CEQA environmental review is required for the project. Project work will be performed along Amador Street, beyond USACE and BCDC jurisdiction. The Port expects a categorical exemption for NEPA.

A Site Investigation Report dated June 15, 2012, performed in compliance with Title 22.A Maher, concluded a Site Mitigation Plan will be required detailing proper soil handling and disposal during construction. A site Health & Safety Plan and Dust Monitoring Plan are also required. The report also concluded that should construction dewatering be necessary at the pump station, groundwater sampling and analysis would need to be conducted and approvals obtained to discharge decant water into the city's sanitary/storm water sewer system.

The table below provides details regarding state and local permits anticipated for the Project.

Permit	Responsibility	Schedule
Bay Area Air Quality Management District Authority to Construct/ Permit to Operate	Environmental Coordinator	To be obtained prior to advertisement.
San Francisco Planning Department, CEQA Categorical Exemption	Planner	Port will obtain a CEQA CATEX and NEPA CATEX for project prior to advertisement. Anticipate 8-10 week process
Property Consent	Real Estate	Obtained at final design completion

Permit	Responsibility	Schedule
Construction General Permit and Stormwater Pollution Prevention Plan	Contractor	Required prior to construction
San Francisco Health Code Article 22A, "Maher Ordinance"	Environmental Coordinator	Port will submit Maher notification prior to advertisement noting contractor required plans: • Site-Specific Health and Safety Plan • Construction & Demolition Debris Recovery Plan • Erosion and Sediment Control Plan including Dust Control Plan
Port Encroachment, Excavation, Temporary Occupancy, Street Space, and Night Noise Permits	Contractor	Required prior to construction

C. Risk Mitigation

In addition to in-depth planning efforts, the Project Team is undertaking a range of strategies to mitigate project risks and manage any issues that may arise. The Project Team will apply the following risk mitigation strategies:

- ***Project Change Management.*** In the extremely unlikely event of a major Project change, the Applicant will alert MARAD at its earliest notice. The Project Team will recommend a preferred solution, having investigated all feasible options to find the lowest-cost approach with the least impact to schedule. The Project team will consult MARAD, update the Statement of Work, and complete required administrative actions.
- ***Quality Assurance and Quality Control (QA/QC).*** The Project Team will deploy its own internal standard QA/QC processes, including but not limited to: 1) adherence to specifications and design; 2) regular (at least monthly) inspections by project managers, including verification for all construction, installation, equipment and functionality; 3) adherence to standard inspection plans and timeframes; 4) regular inspection of critical checkpoints for quality, safety and operability; 5) inspections by Port staff as warranted; and 6) project managers will report to the project management team following each QA/QC event to identify and mitigate QA/QC issues or concerns as soon as identified.
- ***Technical Review.*** Review of the technical adequacy of project deliverables at the planning and design phase. These reviews may be performed by internal groups or third-party multi-disciplinary experts to ensure the technical soundness of the design documents. The review focuses on the engineering design presented in the drawings and specifications. The emphasis of the review varies depending on the level of completion of the design documents.
- ***Constructability Review.*** Evaluate the design for completeness, field efficiency and ease of construction, with the goal of eliminating impractical and inefficient designs that do not meet construction requirements as well as address construction-specific deficiencies in contract documents.
- ***Value Engineering.*** Group review of the Project to generate and evaluate possible recommendations for cost savings and efficiency improvements. Often performed near

design completion but can be included earlier in the design process when the design is still fluid enough that changes can be implemented with minimal re-design costs.

- ***Cost Estimate Review.*** Ranging from a check of take-off quantities and unit costs, estimate assumptions and scope (performed at early stages of the Project) to a full independent estimate review and reconciliation, which involves developing an independent cost estimate that is compared to the original (performed prior to design completion).

VI. Domestic Preference

The Port will comply with updated April 22, 2022 OMB Domestic Preference guidance. All materials utilized for this Project will be manufactured, sourced, and produced in the United States, with some elements potentially sourced within the very facilities served by the Project.

While the Port's procurement process has thousands of U.S. vendors in its database, procurement rules prevent identifying a specific vendor at this time. However, it will be specified in the contract documents that all components are to be sourced exclusively through the American supply chain, specifically the following components:

1. Amador Street Utilities - Sewer Pipe and Storm Drain Upgrade
   - Sewer drainpipes, RCP and VCP
   - Concrete manholes with covers and framing boxes
   - Catch basins
   - Force main pipe (SDR-17 HDPE)
2. Pump Station Capacity Upgrades
   - Pumps and motors and accessories
   - Reinforced concrete sump
   - Concrete wall
   - Chain link fence and gate
   - Support piles
3. Amador Roadway Replacement and Grading
   - Class 2 aggregate base
   - Concrete base (recycled concrete)
   - Asphalt concrete pavement
4. Water Line Replacement
   - Water distribution pipes, mechanically restrained
   - Water distribution gate valves
   - Hydrants and hydrant valves

VII. Determinations

Project Determination	Guidance
1. The project improves the safety, efficiency, or reliability of the movement of goods through a port or intermodal connection to the port.	Specific elements of the proposed project include: • Improved roadway conditions, reducing truck turn times • Capacity building of pump station • Improvements to storm drainage's impact to roadway • Safety enhancement due to reduction of sewage/stormwater backup and pooling • Resiliency of three collective infrastructure systems (roadway, sewer, pump station) that increase goods movement locally, regionally and nationally • Increase capacity and resiliency of infrastructure
2. The project is cost effective.	This is a small project at a small port (average of 1.5-million-ton throughput over three years) and is not required to demonstrate cost effectiveness. However the Project budget as shown in SF-424C (Attachment 3) is cost effective use funding for infrastructure due to the importance of Amador Street as described in this narrative. Also, the Port over the years has invested nearly $2M for design and emergency maintenance on Amador Street and associated utilities but still has infrastructure that is well beyond its intended design life. MARAD PIDP federal dollars are highly needed and the Port will commit 25% match even with limited CIP funding as a result of economy and COVID 19 impacts.
3. The eligible applicant has the authority to carry out the project.	Please see Burton Act dated May 1994 (Attachment 4) which transfers all authority from the City to the Port of San Francisco. The Port of San Francisco owns and has full authority over the project area location and the infrastructure to be improved which include Amador Street and utilities (sanitation and stormwater sewer system, pump station).
4. The eligible applicant has sufficient funding available to meet the matching requirements.	Refer to Attachment 1 – POSF Local Match Project Fund Commitment Letter by the Port's Finance Manager confirming the Port's grant match is available to be committed to the Project once award is determined. As shown in Table 1 Project Budget, the Port demonstrates that the Project has sufficient funding available to meet the needed matching requirements and will not impact schedule.

Project Determination	Guidance
5. The project will be completed without unreasonable delay.	The project is ready to begin simultaneously when funds are obligated. There are no internal or external factors that will cause any Project Delay. The Port staff are available and ready to execute the Project. The Project design is at 90%. Attachments 5, 6, and 7 demonstrate the project details have been thoroughly planned and can be executed immediately after authorization.
6. The project cannot be easily and efficiently completed without Federal funding or financial assistance available to the project sponsor.	<u>Federal funding is necessary for the completion of this project.</u> • Federal funding is necessary to complete this Project because the Port's capital program is continually, massively and increasingly oversubscribed. Capital prioritization rules force the Port to first fund projects that impact life safety, address regulatory requirements to prevent violations, and those that have the greatest potential to generate revenue so as to sustain the capital program. Another factor has been the large amount of funding required in one funding cycle to move this project forward, where this project, if funded internally, would use up nearly 40% of the entire $18 million Capital Improvement budget, preventing other critical life safety work from being completed. • The Port of San Francisco, a small port, is an Enterprise Department of the City and County of San Francisco, meaning that all revenues derive entirely from Port activities, primarily tenant leases. • The Amador Street Infrastructure Project enhancement to goods and freight movement nationally and internationally has been unfunded for the past 12 years even though every year it has been nominated for funding by Port staff. After more than a decade, we feel it is demonstrably true that it will never prevail against competing priorities, given the chronically underfunded state of the Port's capital program. This project simply cannot move forward without federal funding.

Project Determination	Guidance
6. The project cannot be easily and efficiently completed without Federal funding or financial assistance available to the project sponsor (continued).	<u>The Project would be deferred indefinitely if it did not receive Federal funds.</u> • In short, without federal funds, this Project will be deferred indefinitely. • This increasingly dilapidated road and aging sewer and force main results in many impacts to the tenants and the local underserved and economically disadvantaged communities to include slower truck speeds, increased truck emissions (in an airshed occupied by an environmental justice community), more frequent flooding events, and exacerbated wear and tear on tenant trucks and local minority truck owners (see the local hire trucking program), making goods movement less efficient. This is a main artery and access road to the southern waterfront. • As the roadway continues to degrade, traffic flow will suffer additional disruptions. The Port tenants served by Amador St. include the only San Francisco-based cement suppliers and ready-mix concrete suppliers. Disruption of the traffic along the roadway creates uncertainty in San Francisco-based construction projects. • Continued deterioration of Amador Street would impact tenant's freight goods movement corridor to/from the Port regionally, nationally, and internationally.