



PORT OF SAN FRANCISCO STRATEGIC PLAN

Mission: The Port of San Francisco is a public enterprise committed to promoting a balance of maritime, recreational, industrial, transportation, public access and commercial activities on a self-supporting basis through appropriate management and development of the waterfront for the benefit of the public.

Goals: To promote the Port's maritime industries: cargo, cruise, fishing, ship repair, excursion, ferries, recreation, and other harbor services.

To increase the volume of cargo shipping.

To efficiently manage and improve all Port property.

To support ferry passenger activity on San Francisco Bay.

To attract residents and visitors to the waterfront.

To improve customer service to Port tenants, customers and the public.

To achieve integrated, well-planned and fiscally sound development consistent with the Port's Waterfront Land Use Plan.

To develop and maintain a high level of public understanding and confidence in the Port.

To maintain sound and appropriate environmental management practices for all Port property.

To increase revenue necessary to remain self-supporting and to fund improvements, maintenance, and prudent reserves.



STRATEGIES

Goal: **To promote the Port's maritime industries: cargo, cruise, fishing, ship repair, excursion, ferries, recreation, and other harbor services.**

Increase the number of cruise calls through an active marketing and legislative program and working with the maritime, tourism industries and labor.

- Develop a new, world class cruise terminal at Piers 30/32 that meets industry standards.
- Market berths as lay-berths and develop new locations.
- Develop additional facilities for the commercial fishing industry.
- Provide safe, efficient and environmentally sound management of Fisherman's Wharf harbor and the Port's commercial fish handling facilities.
- Market facilities to harbor service customers such as tug boat, water taxi, pilot and barge companies.
- Market and support the ship repair industry and assist with facilities planning to ensure industry competitiveness.
- Implement the findings and recommendations of the maritime industrial plan in conjunction with the Maritime Commerce Advisory Committee.

Goal: **To increase the volume of cargo shipping.**

- Aggressively market Port facilities to cargo shipping customers.
- Work with current shipping line customers to maintain and expand their Northern California cargo volumes through regional trade development activities.
- Make necessary infrastructure improvements to make cargo terminals more efficient.
- Market the Port to bulk and neo-bulk shipping lines.



Goal: **To support ferry passenger activity on San Francisco Bay.**

- Efficiently manage ferry operations in conjunction with operators.
- Participate in regional efforts to plan and fund future ferry facilities.
- Promote usage of facilities for ferries, taxis, and other water-based transit.

Goal: **To attract residents and visitors to the waterfront.**

- Promote special events on the waterfront.
- Develop a marketing alliance with Port tenants and other city businesses and economic development entities that promote waterfront business and activities.
- Create a diversity of commercial and recreational uses which encourage the public's enjoyment of the waterfront.
- Promote new and existing uses of open space and public access along the waterfront, consistent with the Waterfront Land Use Plan and Bay Area Conservation and Development Commission Special Area Plan.

Goal: **To improve customer service to Port tenants, customers and the public.**

- Continue customer service training for all Port staff.
- Maintain an after-hours emergency response system.
- Incorporate customer service performance as part of employee performance evaluation.
- Evaluate methods for improving customer service.



Goal: **To achieve integrated, well planned and fiscally sound development.**

- Provide economic development opportunities that produce jobs and revenues for the benefit of the City and the region.
- Ensure that project priorities are set on a Port-wide basis.
- Create, prioritize and implement a development plan for all areas of the waterfront consistent with the Waterfront Land Use Plan.
- Assemble interdisciplinary teams to implement projects.
- Create economic opportunities for local minority and women owned businesses.
- Develop projects that generate revenues and provide for public access and support for maritime industries.
- Incorporate community and regulatory agency input into developing new project concepts.
- Apply the policies of the Waterfront Design and Access Element to new development to ensure design quality and respect for the Port's historic context.

Goal: **To develop and maintain a high level of public understanding and confidence in the Port.**

- Develop a coordinated community relations, marketing and public relations program.
- Improve the Port's Internet Web Site to provide current information on Port activities and interactive capabilities for Port customers and tenants.
- Produce informational material/publications on Port industries and activities including special events and exhibits.
- Continue to inform and include the public in Port planning and development activities including establishing advisory groups for new development projects.
- Inform the public of the economic impact generated by Port activities.



Goal: **To efficiently manage and improve all Port property.**

- Develop a comprehensive preventive maintenance program.
- Maintain and create value in the Port's real property assets.
- Develop a facilities and equipment maintenance plan and allocate funds consistent with the plan.
- Complete assessments, condition surveys and soundings of selected facilities.
- Consistent with the Waterfront Land Use Plan, maximize revenue from existing Port facilities.
- Develop a modern, automated property management system.
- Analyze existing leases and leasing opportunities to achieve market rents.
- Undertake cost analysis to upgrade facilities to leasable condition.
- Ensure that leasing opportunities comply with regulatory policies.
- Coordinate interim leasing opportunities with prioritization of development plans.
- Maintain an annual market rent survey.
- Develop monthly Port-wide maintenance priorities in conjunction with Maritime and Real Estate staff.



Goal: **To maintain sound and appropriate environmental management practices for all Port property.**

- Assist prospective tenants with environmental compliance issues prior to the execution of leases, development projects and marine terminal agreements.
- Ensure compliance with environmental regulations for Port tenants and Port sponsored activities, including programs on storm water management, hazardous materials management, marine and air pollution prevention and used oil recycling.
- Provide technical assistance and consultant management services for Port projects and Port tenant development projects.
- Promote water, energy conservation and recycling programs for Port owned and occupied facilities and encourage tenants to achieve conservation goals.
- Establish communication with surrounding communities to address environmental issues related to Port activities.
- Investigate alternative fuel technologies to reduce diesel emissions in conjunction with environmental agencies and community representatives.

Goal: **To increase revenue necessary to remain self-supporting and to fund improvements, maintenance, and prudent reserves.**

- Maintain a financial plan that prioritizes funds for facilities maintenance, capital projects and the operating budget and provides for prudent levels of reserves.
- Complete quarterly variance analysis and forecasts of the budget and the financial statements.
- Pursue and maximize public funding opportunities for Port capital projects.
- Develop a financial strategy to implement public access and open space improvements consistent with the Bay Area Conservation and Development Commission Special Area Plan.