

Strategic Plan

2021 - 2025



Port of San Francisco

An Equitable and Resilient Waterfront

**Port of San Francisco
2021 - 2025 Strategic Plan**



Who We Are

The Port of San Francisco is a public enterprise agency of the City and County of San Francisco, responsible for 7.5 miles of waterfront from Hyde Street Pier in the north to India Basin in the south. The Port develops, markets, leases, administers, manages, and maintains over 1,000 acres of land. This land along San Francisco's waterfront adjacent to San Francisco Bay includes two National Register Historic Districts, hundreds of small businesses, nearby housing, maritime and industrial uses, and many of the region's most popular open spaces and attractions. The Port's jurisdiction also includes important regional and citywide assets, including transportation networks like BART and Muni, critical utilities including drinking and wastewater, and key emergency response facilities.

The Port generates revenue from leasing space within piers, bulkhead buildings, other structures, and land and water areas. Within these facilities, revenue is generated from over 500 businesses which enable the Port to support its State mandated mission. From small, family-owned businesses to the world's finest cruise ships, the Port is part of the economic backbone of the City and State of California.

MAYOR, CITY & COUNTY OF SAN FRANCISCO
Honorable Mayor London Breed

PORT OF SAN FRANCISCO COMMISSION
President Kimberly Brandon
Vice President Willie Adams
Commissioner John Burton
Commissioner Gail Gilman
Commissioner Doreen Woo Ho



A Message From The Port

The 2021-2025 Strategic Plan (Plan) directs the Port to address serious challenges while creating an equitable and safer waterfront for everyone. The Plan outlines a clear path to develop and implement strategies to stabilize the Port's financial position from the economic impacts of the COVID-19 Pandemic; empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities; and reduce seismic and climate change risks to protect the waterfront.

Due to the COVID-19 public health emergency, the Port is suffering an unprecedented drop in revenues. Economic activity from restaurants, visitor attractions, cruise ships, and parking has significantly dropped. In some cases, revenue has stopped entirely and is not expected to fully recover until 2025 and perhaps beyond. As a result, total Port revenues have fallen to under 50% of their pre-pandemic levels. The Port's ability to weather this economic storm is critical for the waterfront and the City's overall economic recovery and viability. Protecting Port assets and delivering on our mission is critical not only to our organization and our workforce, but to our tenants, residents, and millions of local, regional, and international visitors.

The Port will also do more to ensure that the waterfront is equitable for everyone. The Equity goal outlines actions to provide opportunities for people of color and welcome diverse communities in its internal operations and business opportunities. These actions will work in concert with the Port's Racial Equity Action Plan to create a more equitable organization and waterfront.

Climate change coupled with earthquakes and aging Port facilities is presenting the Port with monumental challenges. A major earthquake could occur at any time causing severe damage to the hundred plus year old Embarcadero Seawall, the Historic finger piers, and the maritime terminals in the southern waterfront. Climate change is causing rising sea levels that that will regularly flood the entire 7.5 miles of Port infrastructure and hundreds of acres of adjacent City neighborhoods well before the end of the century. To address these risks, the Port established the Waterfront Resilience Program to lead the Port and City to ensure the waterfront, and its important regional and citywide assets, is prepared to face these challenges.

Additionally, the Port is responsible for caring for its many aging historic structures while adhering to its public trust mission. The need to maintain capital investments in state of good repair outpaces funding by \$1.2 billion, leaving a backlog that requires strategic decisions to manage aging assets. The Port has risen to this task by dedicating revenue to capital improvements, securing new external sources of funding, and targeting available funds to strategic projects.

Port staff look forward to implementing the 2021-2025 Strategic Plan under the stewardship of the Port Commission.

Sincerely,
Elaine Forbes
Executive Director of the Port of San Francisco



The Strategic Plan

The Strategic Plan sets the projects, programs, partnerships, and stewardship work for the next five years. The Port's work program outlined in the Strategic Plan takes direction from the Port's 10-Year Capital Plan, which provides an assessment of capital needs and available resources, the Waterfront Plan which provides goals and policies for long-term use and improvement of Port property, City Policies, the Burton Act, and the Port's current and unprecedented financial outlook.

Port staff will employ the Strategic Plan to set operational goals, determine actions, and mobilize resources that will address current challenges, and continue to maintain and improve San Francisco's diverse and vibrant waterfront.

Our Mission

The Port of San Francisco manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the City, Bay Area region, and California

Our Vision

Deliver vibrant and diverse waterfront experiences that enrich the City and San Francisco Bay





Strategic Goals

The Port will realize its Mission and Vision and address its challenges through seven goals.

Economic Recovery

Develop and implement strategies to stabilize the Port's financial position from the COVID-19 Pandemic economic impacts.

Productivity

Attract and retain tenants to build an economically successful and vibrant waterfront.

Equity

Empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.

Resilience

Reduce seismic and climate change risks to protect the waterfront.

Sustainability

Advance environmental stewardship to limit climate change and protect the Bay.

Evolution

Evolve the waterfront to respond to changing public and Port needs.

Engagement

Engage constituents and public on Port functions and activities.

Economic Recovery

Goal: Develop and implement strategies to stabilize the Port's financial position from the COVID-19 Pandemic economic impacts.

Tenant Recovery. Work with tenants to recover from the COVID-19 Pandemic.

Tenant Rent. Implement authorized rent forgiveness and repayment programs by processing complete and eligible applications and executing leases or related agreements within three months of receipt of application

Portfolio Management. Analyze policies, consider market conditions, and pursue needed Port Commission authorizations by 2021

Space Management. Carry-out policies to address tenant settlement needs and develop policies and/or incentives to fill vacancies in 2021

Generate Revenue. Grow real estate revenue to pre- COVID-19 Pandemic levels.

Diversified Base. Retain a tenant mix that will perform through economic cycles by 2023

Vacancy Rate. Maintain equal to or less than market benchmarks in comparable sectors annually

New Lease Opportunities. Enter at least two new leases with maritime operators at the former shipyard facility at Pier 68 by 2022

Economic Recovery. Identify and implement expenditure reductions, revenue enhancements, operational efficiencies, and external funding sources.

Engage. Establish an internal Economic Recovery Initiative Council and collaborate with employees and City agency stakeholders to generate proposals

Develop. Prepare an economic recovery plan in 2021 to protect the Port from the financial destruction of the COVID-19 Pandemic

- Explore short and long-term strategies such as City support, Federal funding, and organizational restructuring
- Target capital investment that reduces maintenance costs and facilitates revenue generation

Seek. Work with Federal and State delegations in 2021 to secure stimulus dollars through The American Rescue Plan and other external sources

Implement. Include short and long-term economic recovery strategies through FY 21-22 budget and beyond

Productivity

Goal: Attract and retain tenants to build an economically successful and vibrant waterfront.

Maritime business. Grow the Port's maritime portfolio.

Cargo. Compete for global shipping business

- Maintain Pier 80 cargo volumes within 20% of 2020 volumes through 2023
- Prepare a development strategy for expansion of the Pier 94 Terminal by 2023
- Increase dry-bulk terminals capability to handle 2 million metric tons of cargo by 2023

Passenger Cruises. Identify and implement safety improvements at Piers 27 and 35 to accommodate cruise operations at 85 calls per year by 2023

Fishing Industry. Preserve and enhance commercial fishing at Fisherman's Wharf and Hyde Street Harbor

- Maintain an annual berth occupancy rate of 80%
- Expand the retail fish sales policy by 2023
- Apply for and secure grant funding for dockside infrastructure by 2023
- Implement interim improvements at Pier 45 Shed C to improve operational function of the complex in 2021 and support economic recovery
- Develop a plan for long-term improvements at Pier 45 Shed C in 2021

Pier 70 Shipyard. Develop a Shipyard reuse plan

- Identify long-term maritime uses and opportunities by 2022
- Identify strategies for leasing historic landside buildings by 2022

Historic Resources. Restore and activate Embarcadero Historic District piers.

Seek Development Partners. Initiate exclusive negotiating agreements for up to six historic piers by 2022

Development Agreements. Begin developer selection process for at least six historic piers to be leased and rehabilitated by 2026

Development Projects. Advance the Pier 70 and Mission Rock (Seawall Lot 337) developments.

City Legislation. Assist City in accepting streets and utilities at Pier 70, and Mission Rock's subdivision map for China Basin Park in 2021

Mission Rock. Assist in permitting two housing and two commercial buildings in 2021

Pier 70. Assist Pier 70 in the development of two or more vertical projects

Financing Tools. Use Pier 70 and Mission Rock (Seawall Lot 337) Infrastructure Financing Districts and historic tax credits to fund capital improvements

Public Bonds. Issue first Community Facilities District bond in 2021 to fund infrastructure and continue to issue bonds in consultation with City

Capital Projects. Deliver \$27.5 million of funded capital projects in 2021.

Equity

Goal: Empower Black, Indigenous, and other People of Color (BIPOC) in Port operations and opportunities through equitable policies and practices.

Inclusion and belonging. Create a culture of acceptance.

Celebrate diversity. Develop a diversity calendar and programming to bring awareness of cultural and historic celebrations in 2021

Identity Expression. Review and create policies and practices that promote inclusion of BIPOC, women, differently abled people, and LGBTQIA+

- Update dress policies in 2021 to allow expression of personal identity
- Create public material guidelines to ensure renderings, presentations, brochures, and calendars are reflective of underrepresented groups
- Create accessibility protocols for public meetings, events, and communications

Equity Education. Increase internal understanding of racial equity

- Provide mandatory racial equity training annually
- Amplify awareness through communications and at least four facilitated discussions including Movie Club and Lunch and Learns in 2021

Encourage Volunteerism. Inform staff through monthly internal newsletter of volunteer opportunities to support underserved communities

A Diverse Organization. Develop a racially diverse and inclusive leadership within the Port.

Development. Provide BIPOC staff development opportunities to support promotion

- Update annual Performance Appraisal responsibilities for Supervisors and Managers to evaluate staff skills and classification series for advancement opportunities
- Establish mentorship program to support staff that are underrepresented in leadership in 2021

Accountability. Require leadership to support diversity and inclusion

- Evaluate diversity demographic and set goals annually for improvement
- Include measurable diversity goals in leadership performance appraisals
- Participate in mentorship program to support staff that are underrepresented in leadership in 2021

Recruitment and Hiring. Improve selection processes to achieve a racially diverse workforce.

Diverse Recruitment. Conduct targeted and intentional outreach and engagement to increase racially diverse hiring pool by 2022

- Increase outreach to local (Bay Area) community-based and national racially based organizations by 20%
- Conduct online engagement meetings with community-based and national racially based organizations quarterly in 2021 and beyond

Hiring Pipeline. Formalize diverse and equitable internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment

- Hire at least four interns from historically disadvantaged neighborhoods through Project Pull and/or Youth Works annually
- Host a virtual job fair featuring pre-apprenticeship programs in 2021
- Sponsor a trades apprenticeship fair at Pier 50 annually

Opportunities for Disadvantaged Communities. Increase opportunities for activation in historically disadvantaged communities by issuing Pop-Up Request for Qualifications and offering three opportunities in 2021 for short-term property licenses.

Small Business Loan and Grant Opportunities. Provide financial assistance to LBEs.

Immediate COVID-19 Pandemic relief LBE loans. Provide loans up to \$40,000 to aid LBEs during Pandemic in 2021

Long term access to capital. Develop partnership with local bank to establish new lines of credit for LBEs in 2021

Contract Opportunities. Increase the number of businesses from economically disadvantaged neighborhoods competing for contracts.

Engage. Reach out to businesses and trade organizations quarterly

Assist. Provide technical assistance to compete for contracts

Outreach. Conduct outreach and education that results in five new certified LBE firms from historically disadvantaged communities annually

Exceed. Continue to exceed the Mayor's 40% LBE goal

Resilience

Goal: Reduce seismic and climate change risks to protect the waterfront.

Waterfront Resilience Program (WRP). Lead region in resilience planning and identify the first City bond funded projects in 2021.

Risk Analysis. Conduct seismic and flood risk analysis

- Finalize the Southern Waterfront Seismic Hazard & Vulnerability Assessment in 2021
- Prepare facility-specific seismic analysis for key Port assets as needed
- Complete flood analysis of Port and City assets with the United States Army Corps of Engineers (USACE) by Spring 2021

Adaptation Plan. Prepare the “Adapt Plan” to guide WRP long-term efforts

- Finalize the Islais Creek Adaptation Study by Summer 2021
- Develop waterfront resilience alternatives to address seismic and flood risk by Summer/Fall 2021
- Prepare Adaptation Design Guidelines by Fall 2021
- Develop a strategy for workforce development and Local Business Enterprise outreach in 2021
- Prepare a local, state, and federal funding strategy in coordination with the Port’s and City’s 10-Year Capital Plans by Winter 2022

- Prepare a strategy for State and Federal environmental compliance and permitting by Spring 2022
- Design an Ecological Seawall pilot by 2022
- Collaborate on updates to the City’s Hazard and Climate Resilient Plan and Lifelines Interdependence Study

City Bond. Deliver on the promise to voters to improve waterfront earthquake and flood resilience

Identify Proposition A-funded project(s) by 2021
Start construction on Proposition A funded project(s) by 2024

Program Funding. Identify multiple funding sources to implement the WRP

Local. Work with the Capital Planning Committee to develop a Waterfront Safety Bond for consideration by voters in 2026

State. Seek State funding opportunities

- **Tax Increment.** Advocate for state legislation to capture the State’s share of Tax Increment from Port infrastructure financing districts
- **Climate Resilience Bond.** Pursue State Climate Resilience Bond to fund sea level rise adaptation in 2022

Federal. Identify new federal sources of climate resilience funding to expand the reach of the WRP effort, including finding sources targeted to assist disadvantaged communities such as those in proximity to Port property

Flood Resiliency Study. Work with the Army Corp of Engineers (USACE) to complete the Flood Resiliency Study

Obtain a waiver from USACE to permit a 7½ year and \$20.3 million study by Fall 2021
Develop and select a Tentatively Selected Plan to reduce coastal flood risk by 2022
Conduct a National Environmental Policy Act analysis of the project Plan and options by 2024
Obtain a recommendation from the USACE Chief of Engineers to Congress by 2026

Resilience Improvements. Advance through public-private partnerships and tenant leases

Achieve Port Commission approval of financial terms for at least one public-private partnership that includes adaptation strategies to improve seismic and flood resilience for the life of the proposed lease by 2022

Multi-benefit capital projects. Include resilience improvements in capital projects through 2026 and beyond.

Training. Perform disaster response training through Incident Command Center and Management Assistance Team training in 2021.



Sustainability

Goal: Advance environmental stewardship to limit climate change and protect the Bay.

Sustainability Framework. Develop a Sustainability Framework and update the Port's Climate Action Plan to achieve net-zero greenhouse gas emissions for Port operations by 2050.

Electrification. Amend Port Green Building code in 2021 to require new construction to be all electric by 2022

Water. Use City's capacity measurement tool in 2021 to reduce waste generation by 15% and waste disposal by 50% by 2030

Transportation and Equipment. Convert vehicle fleet to be emission-free

- Develop a plan in 2021 to convert 20% of fleet by 2024
- Pilot a hydrogen fueling station for ferry and vehicle use by 2025
- Lease three sites to charge 30 electric vehicles by 2022

Power. Prepare a plan to convert Port facilities from natural gas to electric by 2022

Internal Practices. Inform staff of sustainability practices quarterly through the monthly internal newsletter beginning in 2021

Building Code. Update sustainability policies in Port Building Code tri-annually (2022)

Development Proposal Requests (RFP). Require sustainability framework policies be included in development RFPs

Bay Health. Protect the Bay and its ecosystems.

Natural Infrastructure. Implement nature-based shoreline stabilization and improvement projects and complete the Heron's Head Park Shoreline Project by 2023

Biodiversity. Maximize use of Bay Area native plants in landscaping

- Quantify current native plant landscapes in 2021
- Prepare design guidelines for biodiversity in 2022

Urban Forest. Improve tree health by using GIS to inform maintenance practices by 2022

Under Pier Utilities. Develop a plan in 2022 to move utilities to above deck locations

Pile Driving. Upgrade pile driving equipment to support the transition from wood to other sustainable materials by 2022

Evolution

Goal: Evolve the waterfront to respond to changing public and Port needs.

Waterfront Plan. Complete the Port's long-term vision for the use of Port lands.

Environmental Review. Complete environmental review of Draft Plan in 2022

Plan Adoption. Present the Plan to the Port Commission for adoption in 2022

Embarcadero Historic District. Support pier rehabilitation through leasing and development per the Plan's Public Trust Objectives

Transportation Coordination. Coordinate with City and regional agencies to improve access to the waterfront.

Safer Embarcadero. Collaborate with SFMTA to create a safer Embarcadero

- **Near-Term Actions.** Implement changes that can improve safety between Broadway and North Point Streets and between Folsom and Townsend Streets in 2022
- **Embarcadero Enhancement Program (EEP)** Work with Port tenants, development partners and public to increase safety along The Embarcadero for all transportation modes, implementing bicycle and pedestrian safety improvements between Mission and Broadway Streets in 2022
- **Embarcadero Southern Segment.** Work with pier development partners and the public to plan and design EEP bicycle and pedestrian safety improvements between Folsom and Townsend Streets by 2022
- **Promenade Management.** Develop and implement measures on the Embarcadero Promenade that reduce pedestrian and wheeled vehicle conflicts in 2021
- **Scooter and Bicycle Rentals.** To further sustainable and efficient personal transportation alternatives, update SFMTA license and use agreements in 2021

Ferry Service. Collaborate with Water Emergency Transportation Authority (WETA) to improve ferry service.

- **Mission Bay ferry landing.** Complete dredging, shoreside improvements, and be in service by 2024
- **Small Vessel Ferry Service.** Evaluate service to existing terminals
- **Ferry Service Planning.** Update plans and guide future water transportation investment

Jefferson Street. Work with Public Works to complete the Jefferson Street Reconstruction Project by Summer 2021.

Transportation Plan. Prepare a Port-wide circulation and parking plan addressing all modes of travel and parking strategies by 2023

Open Space. Improve Port open spaces to provide publicly desired amenities and activities.

Open Space Management. Define strategies for managing, maintaining, and activating Port open spaces by 2022

Crane Cove Park. Improve services and amenities within the Park

- Raise philanthropic funds to renovate historic crane cabs and construct the children's playground by 2022
- Enter a public-private partnership to renovate and establish new uses at Building 49 and Kneass in 2021

Ferry Pier. Develop a plan to improve the plaza east of the Ferry Building with the Ferry Building leaseholder in 2022



Engagement

Goal: Engage constituents and public on Port functions and activities.

Public Awareness. Strengthen understanding and support.

Involve People. Engage advisory groups, communities, and stakeholders

- Inform and seek feedback through Port Commission meetings
- Inform and collaborate with advisory groups at least six times annually
- Inform and involve communities and constituents
- Create and maintain a public calendar of community meetings and activities
- Share community meeting results and feedback internally
- Support communication between advisory groups and the Port Commission
- Evaluate effectiveness of engagement methods and tools at each engagement or annually
- Review attendance of advisory group members every two years

Communication Methods. Utilize multiple channels to make activities known

- Inform people through digital newsletters and the website monthly
- Engage through social media weekly

Diverse Community Involvement. Increase racial and age diversity on advisory groups and constituent meetings.

- Review advisory group membership every two years
- Increase outreach and participation in underserved communities
- Tailor engagement approach to reach diverse audiences

Agency Coordination. Partner with City departments and government agencies to align communication, engagement, and activities.

- Collaborate with City Departments as needed
- Inform and involve regional, state, and federal agencies as needed

Internal Collaboration. Use all Port Divisions to improve the waterfront.

Inform staff. Distribute internal monthly newsletter

Diverse Perspectives. Utilize team and senior staff meetings to draw in expertise

Workgroups. Increase cross divisional collaboration through working groups e.g. Pier 45, Economic Recovery Initiative Council, and Hyde Street Harbor in 2021

Port of San Francisco 2021 - 2025 Strategic Plan

Port Executive Staff

Executive Director
Assistant Port Director
Chief Harbor Engineer
Deputy Director, External Affairs
Deputy Director, Finance & Administration
Deputy Director, Maintenance
Deputy Director, Maritime
Deputy Director, Planning & Environment
Deputy Director, Real Estate & Development
Director, Waterfront Resilience Program
General Counsel
Commission Secretary

Elaine Forbes
Michael Martin
Rod Iwashita
Deirdre Hussey
Katharine Petrucione
Tim Felton
Andre Coleman
Diane Oshima
Rebecca Benassini
Brad Benson
Michelle Sexton
Carl Nicita

Strategic Plan Project Team

Senior Waterfront Planner
Waterfront Planner
Digital Media Manager
Communications Manager
Communications Director

Dan Hodapp
Jai Jackson
Kelley McCoy
Kirsten Southey
Randolph Quezada

Photo & Art Credits

Port of San Francisco
Jay Ach
Bob Ecker
Tom Paiva
Dave Rauenbuehler

