



## MEMORANDUM

June 7, 2024

**TO:** MEMBERS, PORT COMMISSION  
Hon. Kimberly Brandon, President  
Hon. Gail Gilman, Vice President  
Hon. Willie Adams  
Hon. Ed Harrington  
Hon. Steven Lee

**FROM:** Elaine Forbes  
Executive Director

**SUBJECT:** Informational presentation on public outreach, engagement, and feedback on the San Francisco Waterfront Coastal Flood Study Draft Integrated Feasibility Report and Environmental Impact Statement (Draft Report) and City and regulatory agency comments on the Draft Report.

**DIRECTOR'S RECOMMENDATION:** Information Only – No Action Required

---

### INTRODUCTION

The Port of San Francisco is engaging in an effort to defend one of the most densely developed and unique urban ports in the State of California. The Port's jurisdiction stretches from Heron's head park in the south to Hyde Street pier in the north. Defending the San Francisco waterfront is a citywide effort that includes a key federal partner, the United States Army Corps of Engineers (USACE). The goal of this work is to prepare for sea level rise while addressing current-day flood and seismic risks.

San Francisco's waterfront faces risks from coastal flooding today which will increase as sea levels rise due to climate change. Parts of San Francisco's waterfront currently flood at high tides and during storms. As climate change causes storms to become more extreme and sea levels to rise, these risks will increase and affect the entire waterfront, causing damage and impacts to buildings and open spaces, small businesses, light industry, jobs, disaster response facilities, transportation, and utility networks, and Port maritime facilities.

**THIS PRINT COVERS CALENDAR ITEM NO. 12A**

USACE and the City of San Francisco, with the Port as lead agency, are working to defend the city and its waterfront from flooding through the San Francisco Waterfront Coastal Flood Study (Flood Study). The Flood Study analyzes coastal flood risk and the effects of sea level rise to the San Francisco waterfront along the Port's 7.5-mile jurisdiction over the next 100 years.

Through the Flood Study, USACE and the City have developed a Draft Integrated Feasibility Report and Environmental Impact Statement (Draft Report) which includes a draft plan for flood defenses (Draft Plan) to defend the 7.5 miles of waterfront from flood risks from Heron's Head Park to Aquatic Park.

The Draft Report describes the Draft Plan for coastal flood defenses, cost and benefit analysis, rationale for choosing the Draft Plan, analysis of environmental impacts, and supporting information. The Draft Plan proposes an investment in a safer and more resilient San Francisco with an estimated cost of approximately \$13 billion. The Draft Plan, if approved by U.S. Congress, will be cost-shared with the federal government with a 65% federal share and 35% local share, representing a potential for billions of dollars in federal investment for San Francisco's waterfront resilience. The Draft Plan will inform subsequent stages of funding and design to develop targeted construction projects to implement the strategy.

The Draft Report was released to the public on January 26, 2024, starting a 60-day formal public comment period under the National Environmental Policy Act (NEPA). The 60-day comment period ran from January 26 through March 29, 2024. During this period, USACE and the City conducted robust public outreach and engagement activities to get feedback on the Draft Report.

Port staff is extremely grateful to members of the public and City and regulatory agency staff who took the time to attend events to learn about the Draft Plan and to those who spent the extraordinary amount of time required to digest the Draft Report. The full report is over 3,500 pages, with many technical appendices<sup>1</sup>. Nevertheless, it was clear from our interactions with the public and from public and agency comments received that members of the public and agency staff delved deeply into this work.

Port staff is also deeply grateful to the members of the USACE Project Delivery Team who traveled to San Francisco for the formal NEPA public engagement and to City agency staff who assisted with these engagements. Both USACE and City staff engaged in thoughtful discussion and information-sharing with our constituents.

Today's presentation will provide an update on the public outreach and engagement activities and the public feedback received by the Port and USACE on the Draft Report,

---

<sup>1</sup> For a copy of the complete Draft Report, see:  
<https://sfport.com/wrp/draft-report>

describe City policy issues and City comments on the Draft Report, and outline the next steps to reach a Recommended Plan for the Flood Study.

## **STRATEGIC OBJECTIVES**

The WRP and Flood Study support the Port's Strategic Plan goals as follows:

### Engagement:

By leading an inclusive stakeholder process to develop a shared vision, principles, and goals for the WRP and Flood Study and using multiple avenues for public involvement in the development and review of the Draft Plan. Draft Plan outreach included four in-person community workshops (NEPA meetings), community workshops held in Spanish and Chinese, four walking tours, two public webinars, presentations to community-based organizations (CBOs) across the city, and dozens of briefings to community advisory committees (CACs), Port tenants, and City agency leadership.

### Equity:

By evaluating Draft Strategies and the Draft Plan through an equity lens to ensure that benefits accrue to, and burdens are minimized for Black, Indigenous, and People of Color (BIPOC) communities. The Flood Study analyzes social impacts and disproportionate impacts on vulnerable communities in the evaluation of the Draft Strategies and development, selection, and refinement of the Draft Plan.

### Resiliency:

By leading the City's efforts to develop waterfront resilience strategies that address threats from earthquakes, coastal flooding, and sea level rise. The Draft Plan would result in coastal flood defenses to increase the City's resilience to coastal flooding and sea level rise, along with associated seismic and inland drainage improvements.

### Evolution:

By developing adaptation options with a long time horizon as well as near-term actions, envisioning strategies to adapt the waterfront and its uses over time, and recognizing that decisions made today influence the options available to future generations who will be addressing different environmental and social conditions. The Flood Study is a multi-phase effort that will be built over many decades, even as the Port continues to invest in resilience along the waterfront through other efforts as well.

### Sustainability:

By incorporating nature-based features into the Draft Strategies to enhance the quality of the Bay water and habitat with the improvements and conducting an Environmental Quality analysis that considers environmental benefits and impacts in the evaluation of the Draft Strategies and development and selection of a Draft Plan.

### Productivity and Economic Recovery:

Through the wise investment of Proposition A Seawall Earthquake Safety Bonds and other Port and public funding sources, and by developing strategies to defend or floodproof Port maritime and industrial facilities and leasable assets to extend their useful life and reduce their risk from coastal flooding and sea level rise.

## **SAN FRANCISCO WATERFRONT COASTAL FLOOD STUDY**

USACE and the City of San Francisco, with the Port as the lead agency, are collaborating on the Flood Study<sup>2</sup>, a general investigation of flood risks to the Port's entire 7½ mile jurisdiction. The study will identify vulnerabilities and recommend strategies to reduce current and future flood risks for consideration for federal investment and implementation along the Port's entire 7½ mile jurisdiction.

The Flood Study is a planning-level feasibility study that will analyze coastal flood risk through 2140, identify and evaluate adaptation strategies, conduct robust public engagement to inform the development of a Draft Plan, and propose a Recommended Plan informed by qualitative and quantitative criteria and public feedback by late 2025.

The Flood Study's goals are to better understand current and future flood risks, identify flood protection solutions, engage the public to identify priorities, and create opportunities for funding for flood risk reduction projects. The Flood Study assesses the benefits and costs of various alternatives to determine the best plan, considering economic, social, and environmental benefits and impacts.

A significant part of federal funding for flood risk mitigation is administered through USACE, making it an important partner for local and regional resilience planning. General investigations are the tool that USACE uses to determine where to invest in federal flood risk reduction funding authorized through the Water Resources Development Act and appropriated by Congress.

## **FLOOD STUDY PROCESS**

USACE has established a schedule with key milestones to achieve a Chief's report to Congress by late 2025 which will enable Congress to consider and potentially authorize a flood risk reduction project for the San Francisco shoreline in 2026.

---

<sup>2</sup> The formal name of the USACE study is the San Francisco Waterfront Coastal Flood Study. The study is focused on 7½ miles of Bay waterfront – not the Pacific Coast. To avoid confusion, the name has been abbreviated to Flood Study during public outreach.

Under this schedule, the USACE and City team has released the Draft Report and is working towards a Recommended Plan and Final Report to the U.S. Congress by the end of 2025, through the following steps.

1. **Draft Strategies (Spring – October 2022):** Develop Draft Strategies to bring to public and stakeholder engagement in fall 2022. – *Complete*.
2. **Draft Plan (October 2022 – January 2024):** Conduct robust public outreach and engagement to get public feedback on the Draft Strategies. Evaluate the Draft Strategies through qualitative and quantitative tools. Based on public feedback and technical evaluation, develop a Draft Plan, Feasibility Report, and Environmental Impact Statement to bring to public and stakeholder engagement in early 2024. – *Complete*.
3. **Recommended Plan (January 2024 – Winter 2025):** Conduct robust and inclusive public outreach and engagement on the Draft Plan, including formal public, agency, technical, and policy comments on the Draft Report. Review public comments on the Draft Plan, develop responses to each public comment, and consider revisions to the Draft Plan based on public and other comments that will be incorporated into the Recommended Plan. Formal comments and responses will be published in the Final Report, expected in 2025. – *In progress*.
4. **Final Report (2025):** Publish the Final Report, including formal comments and responses to the Draft Plan. The Final Report will also include an implementation strategy, including proposed phasing, and a monitoring and adaptation plan.
5. **Chief’s Report to U.S. Congress (2026):** USACE will present the Final Report and Recommended Plan to the U.S. Congress for potential federal funding. The plan must meet federal requirements that the plan’s multiple benefits justify its costs. If Congress approves the Recommended Plan, the federal government may fund up to 65% of the resulting project.

These milestones and dates are subject to change by USACE and City leadership as the Flood Study progresses.

## **KEY FLOOD STUDY MILESTONES**

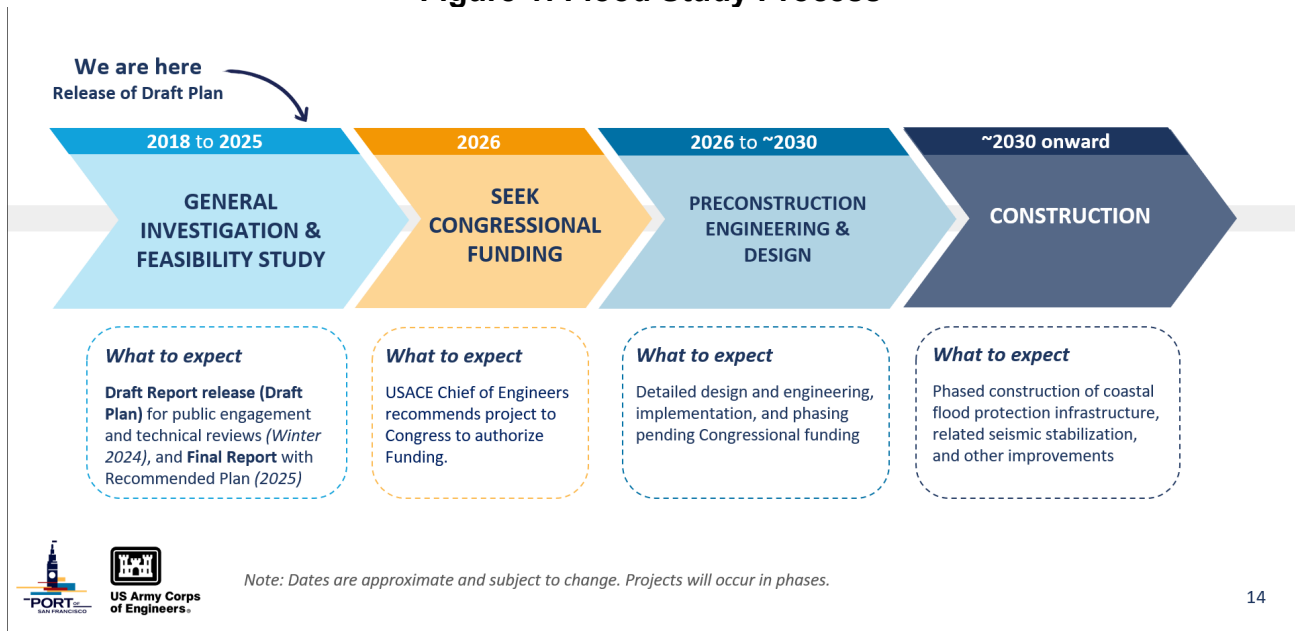
- November 2021: Updated Feasibility Cost Sharing Agreement
- October 2022: Draft Strategies for public release
- January 26, 2024: Draft Report public release; start of 60-day public comment period

- March 29, 2024: End of formal 60-day public comment period
- June 18, 2024: Agency Decision Milestone (ADM) – internal USACE decision step to approve direction to complete the Final Report and Recommended Plan
- 2025: Final Report and Recommended Plan
- 2026: USACE Chief’s Report to U.S. Congress

If Congress authorizes funding for the Recommended Plan, the Port would continue to partner with USACE to design and deliver the Recommended Plan through subsequent project phases. The Port and USACE would begin design work through the Pre-Construction Engineering and Design (PED) Phase, which would include detailed design, engineering, cost estimation, phasing, and construction mitigation planning.

After the PED phase, the Port and USACE would begin to construct elements of the Recommended Plan per the approved phasing and implementation plan. This work would be delivered in phases over multiple decades. All such further work would be conditioned on approval of local and/or federal funding to advance design and construction in phases.

**Figure 1: Flood Study Process**



## **PUBLIC OUTREACH AND ENGAGEMENT**

The Draft Plan was publicly released on January 26, 2024, starting a 60-day public comment period running from January 26 through March 29, 2024. During this period, the Port and USACE performed robust public outreach and engagement activities to gather public feedback on the Draft plan.

Engagement and outreach included four in-person community workshops (NEPA meetings), two in-language community workshops, four walking tours, two public webinars, presentations to community-based organizations (CBOs) across the city, and dozens of briefings to community advisory committees (CACs), Port tenants, and City agency leadership. See Appendix B: Full List of Public Meetings and Presentations.

High-level summary of engagement:

- 14 total Public Events
- 21 total CBO Presentations
- 39 total Leadership Briefings, CACs, and Tenant Presentations
- Engagement with a number of San Francisco Unified School District students
- 972 total Participants in all Engagement Events
- 4,870 views of StoryMaps (as of 3/29/24)
- 11,257 views of Draft Plan Webpages on [sfport.com/wrp](https://sfport.com/wrp)
- 941,425 Social Media Ad Impressions

### Public Comment:

The U.S. Army Corps of Engineers received 154 public comments on the Draft Report. Comments were submitted directly to the USACE via email or mail, through the online portal hosted on the Port's website, orally at a community workshop, or formally submitted comment cards at a community workshop.

### Press Conference - Draft Plan Release:

The Port hosted a Press Conference on January 26, 2024, to mark the release of the Draft Plan. In attendance were Speaker Emerita Nancy Pelosi, Lieutenant Governor Eleni Kounalakis, Mayor London Breed, Port Executive Director Elaine Forbes, Board of Supervisors President Aaron Peskin, State Senator Scott Wiener, City Administrator Carmen Chu, and U.S. Army Corps of Engineers, Tulsa District Commander Col. Tim Hudson. Several news outlets covered the Press Conference including the San Francisco Chronicle.

### Engagement Channels and Metrics:

This section provides detailed information about engagement by activity type. When taking into account website page views, Eventbrite page views, social media impressions, and event registration and attendance, there were over 950,000 views of content related to the Flood Study and Draft Plan.

**Table 1. Engagement Attendance by Event Type**

<b>Event Type</b>	<b>Attendees</b>
In-Person Community Workshops (NEPA Meetings)*	271
In-language Workshops*	127
Waterfront Walking Tours*	136
Public Webinars*	31
CBO Presentations	320
Briefings/CACs/Tenant Meetings	87
<b>Total</b>	<b>972</b>

\*Publicly promoted events

In-Person Community Workshops:

The Port and USACE hosted four community workshops, one in each geographic “Reach” of the Draft Plan, including Fisherman’s Wharf, Embarcadero, South Beach/Mission Bay, and Islais Creek/Bayview. The workshops consisted of an informative presentation about the Flood Study and Draft Plan followed by a period for public comment via a microphone and an open science fair-style period where attendees could visit boards with information about the Draft Plan and leave feedback via public comment cards. USACE also provided a court reporter to take formal verbal comments on the Draft Plan.

The Port also hosted two in-language Community Workshops, one in Spanish and one in Cantonese that followed the same format.

**Table 2. Attendance at Community Workshops**

<b>Event</b>	<b>Attendees</b>
Fisherman's Wharf Community Workshop (Reach 1)	40
Embarcadero Community Workshop (Reach 2)	90
South Beach / Mission Bay Community Workshop (Reach 3)	91
Islais Creek / Bayview Community Workshop (Reach 4)	50
Hispanic/Latinx Workshop (Spanish)	63
Chinese-American Workshop (Cantonese)	64
<b>Total</b>	<b>398</b>

Waterfront Walking Tours & Royal Tides Events

The Port hosted four walking tours, one in each geographic reach in the Draft Plan. Port Staff led guided tours that took participants on routes along the waterfront. Talking points focused on local elements of the Draft Plan. Project leads from other City agencies such as SFPUC, SF Planning, SFMTA, and SF Public Works supported.

Port staff also joined the Exploratorium for two Royal Tides walking tour events that the Exploratorium organized for January 11 and February 9. Both events were opportunities to promote the Draft Plan release and community events.



**Table 3. Attendance at Walking Tours**

<b>Event</b>	<b>Attendees</b>
Fisherman's Wharf Walking Tour (Reach 1)	10
Embarcadero Walking Tour (Reach 2)	14
South Beach / Mission Bay Walking Tour (Reach 3)	41
Islais Creek / Bayview Walking Tour (Reach 4)	26
Jan 11 Royal Tides Walking Tour with Exploratorium	15
Feb 9 Royal Tides Walking Tour with Exploratorium	30
<b>Total</b>	<b>136</b>

Public Webinars:

The Port hosted two webinars on the Draft Plan, open to any member of the public. The presentation followed the same format as the community workshops. Participants could make comments in the chat and the presenters responded to all comments.

**Table 4. Attendance at Public Webinars**

<b>Event</b>	<b>Attendees</b>
March 7 Webinar	13
March 13 Webinar	18
<b>Total</b>	<b>31</b>

StoryMaps:

This interactive digital storytelling platform communicated risks, reviewed community input to date, and presented the Draft Plan by geography as well as details about the USACE Flood Study process. There were links to the online public comment form embedded throughout the StoryMaps<sup>3</sup>.

The StoryMaps were translated into Spanish and Chinese and these versions were promoted through the translated 1-pagers and social media ads.

**Table 5. Page Views of StoryMaps**

<b>Language</b>	<b>Total Views as of 3/29/24</b>
English StoryMaps	3,839
Spanish StoryMaps	431
Chinese StoryMaps	600
<b>Total</b>	<b>4,870</b>
Click-throughs to Public Comment Form	31

Presentations to Community-Based Organizations (CBOs):

<sup>3</sup> StoryMaps can be found here:

<https://storymaps.arcgis.com/stories/6f7b4530c8bc42b4a29b68b703be4f6a>

The Engagement Team reached out to over 165 CBOs throughout San Francisco offering presentations and sharing information about upcoming events. See the full list of CBO Presentations in Appendix C: List of CBOs.

**Table 6. CBO Presentations**

Number of CBO Presentations given	21
Number of attendees at presentations	320

San Francisco Unified School District Engagement:

The Port hosted four Mayor’s Senior Fellows for ten weeks to lead a youth engagement series in partnership with SFUSD. The engagement was two-pronged, including: (1) guiding high school students through the USACE public comment process for the USACE Draft Plan, and (2) giving classroom presentations to SFUSD high school students on climate adaptation career pathways.

During the 60-day USACE public comment period, the Mayor’s Senior Fellows prepared and led a presentation to SFUSD’s Climate Action Fellows on how to give public comment on the USACE Draft Plans. This presentation was paired with a briefing from Port staff on the Draft Plan as well as a discussion on the impact of giving public comment on government projects. The Climate Action Fellowship is a group of high school students, representing each SFUSD high school, who have a dedicated interest in climate activism. Furthermore, students were encouraged to attend the USACE public meeting at the Exploratorium, where they could give public comments in person.

CAC, Tenant, and Leadership Briefings:

In addition to citywide community engagement, the Port continued to engage community advisory committees (CACs), tenants, and partners. Port staff presented at multiple public hearings, including the Port Commission, Board of Supervisors Land Use Committee, Planning Commission, Historic Preservation Commission (2), SFMTA Board (2), SFPUC Commission, and the Capital Planning Committee. The Historic Preservation Commission and SFMTA Board passed resolutions commenting on the Draft Plan and directing the Port to incorporate these comments into the formal City comment letter on the Draft Plan.

**Table 7. CAC, Tenant and City Leadership Briefings**

Number of CAC Briefings	3
Number of Tenant Briefings	12
Number of City Leadership Briefings	23

**Table 8. City Board and Commission Hearings**

#	Date	Hearing Body
1	Mon 2/5/24	Youth Planning Commission
2	Tue 2/6/24	Port Commission
3	Wed 2/7/24	Historic Preservation Commission
4	Thu 2/15/24	BCDC Commission
5	Tue 3/5/24	SFMTA Board
6	Mon 3/11/24	BCDC DRB/WDAC Joint Meeting
7	Tue 3/12/24	SFPUC Commission
8	Thu 3/14/24	Planning Commission
9	Mon 3/18/24	Capital Planning Committee
10	Wed 3/20/24	Historic Preservation Commission – action
11	Mon 3/25/24	Board of Supervisors – Land Use and Transportation Committee
12	Tue 4/2/24	SFMTA Board - action

\* All hearings were informational unless otherwise noted.

**Waterfront Resilience Website and Recorded Online Presentation:**

The Port updated the WRP portion of the website with content on the Draft Plan including content on the WRP Landing Page and dedicated Draft Plan and Engagement Events webpages. The Port recorded a video of Port staff presenting the Draft Plan and hosted it on YouTube for the public to watch at any time<sup>4</sup>. The video was promoted via the WRP mailing list and on the website.

**In-Language Materials:**

To make information about the Draft Plan available in languages community members are most comfortable using, in-language Spanish and Chinese communications were developed as part of the engagement. These in-language materials included:

- StoryMaps<sup>5</sup>
- Draft Plan One-Pager
- Community workshops presentation
- Community workshop boards

<sup>4</sup> The recorded online presentation can be found here:  
<https://sfport.com/wrp/draft-plan>

<sup>5</sup> The in-language StoryMaps can be found here:  
<https://experience.arcgis.com/experience/9fbf274ed6e44219aa9d18d23838acb3>

- Community workshop sign-in sheets
- Workshop comment card
- Online comment card

CBO outreach was conducted to thirteen (13) organizations serving the Hispanic/Latinx community and ten (10) organizations serving the Chinese-American community.

Demographics of Workshop Attendees:

Below is a demographic table totaling all the workshop attendees’ self-identified racial/ethnic identities across all six workshops (four in English, one in Spanish, and one in Chinese).

**Table 9: Demographics of Workshop Attendees**

<b>What Is Your Race or Ethnicity?</b>	<b>Count</b>	<b>Total*</b>	<b>Percentage</b>
American Indian/Native Alaskan	2	358	1%
Asian/Pacific Islander	93	358	26%
Black/African American	16	358	4%
Hispanic/Latinx	71	358	20%
White/Caucasian	138	358	39%
Multiple Ethnicities*	14	358	4%
Prefer Not to Say	20	358	6%
Other	3	358	1%

\* Based on people who responded

\* “Multiple Ethnicities” respondents also wrote in American Indian/Native Alaskan, Asian/Pacific Islander, Black/African American, Hispanic/Latinx, and White/Caucasian as their racial/ethnic identities.

**WHAT WE HEARD OVERALL**

This report captures feedback and reoccurring themes collected from the in-person, and online events, CBOs, tenant briefings, community advisory councils, as well as formally submitted public comments.

### Highest-Level Themes from Public Engagement:

- Community members were generally receptive to the plan and overall approach. There were several public comments that were purely expressions of support.
- A call for more Nature-Based Solutions and Engineering with Nature in the Draft Plan was the theme most often mentioned.
- Preserving and expanding recreational opportunities was the second most mentioned theme.
- Community members are concerned about the areas of the waterfront that are not under the Port's jurisdiction and the impact on the entire City and beyond.
- The community wanted a commitment to preserve the integrity of historic resources on Port property, more details on impacts on the historic resources, and the need for additional analysis and design of the historic districts as the project proceeds into more detailed design phases. These concerns were coupled with a call to follow the Secretary of the Interior's Standards for Treatment of Historic Properties during the design and implementation of the Draft Plan.
- Tenants raised concerns related to disruption from construction and tenant relocation.
- Community members raised concerns about preserving existing recreational uses like kayaking on Mission Creek, swimming and rowing near Fisherman's Wharf, a desire for pedestrian and cycling access and reduced or no vehicle traffic along the Embarcadero, and improving the shoreline experience of the Bay Trail. Community members want to ensure the Draft Plan preserves and expands these opportunities.
- Community members raised concerns about having updated emergency evacuation plans in place for their communities.
- The public raised ideas for consideration including a dam across the Golden Gate, Dutch windmills, tidal wave power generators, desalination plants, low-carbon construction materials, and designs for the I-80 freeway.
- Community members were focused on the practicalities and specifics of the implementation of the Draft Plan such as more information about the specific impacts on daily life in their community (construction impacts on business and public access, design impacts on views/recreation, etc.) and the ways these impacts will be addressed.
- Communities along the Southern Waterfront express ongoing concerns regarding the area-specific impacts of flooding, sea level rise, and the effect of adaptation plans on their communities.
- Community members, particularly in the Southern Waterfront, raised concerns about public health impacts from contamination and groundwater flooding. Residents relayed that they were assured the soil contamination issues in the Hunters Point Shipyard would be addressed by the Navy and they do not feel that has happened, despite ongoing efforts. Community members also expressed that health issues related to contamination adversely impact low-income and Black and Brown communities that are the most at risk.

- Southern Waterfront residents expressed concerns about the project jurisdiction ending at Heron’s Head, with areas to the south dependent on other projects for their line of defense.
- There was a call for the Port to ensure opportunities for local workers and businesses.
- Community members expressed concern about the lower elevation of coastal flood defense structures in South Beach/Mission Bay and Islais Creek/Bayview compared to the Embarcadero and the sea level rise projections used to inform the development of the Draft Plan.
- The community expressed concerns about the current level of safety and preparedness while waiting for funding and project implementation as well as construction disruption to everyday life, including transportation.
- The community raised concerns about funding and what would happen if funding was not secured or ran out during the project.
- There was an overall sentiment of support and pride that San Francisco was taking steps to address these complicated issues and looking at long-term strategies. This sentiment was coupled with questions about financing and understanding the next steps.

Most Common Questions:

- How will the Draft Plan be phased?
- How will the Draft Plan be financed?
- Why does the Draft Plan not continue beyond Heron’s Head Park?
- How will contamination be addressed or mitigated in the Southern Waterfront?
- How will opportunities for local businesses and workers be prioritized?
- How will the Draft Plan ensure recreational uses like kayaking, swimming, and boating in Mission Creek and the Bay Trail are preserved and expanded?
- What will the construction impacts be and what are the plans to minimize these?
- How will the rest of the communities around the bay be impacted by these plans?
- How will community input affect decision-making in future phases?

**CITY COMMENT LETTER**

During the public comment period, City staff developed and submitted combined City comments on the Draft Plan (City Comment Letter), reflecting Port, Office of Resilience and Capital Planning, San Francisco Municipal Transportation Agency, San Francisco Planning Department, San Francisco Public Utilities Commission, and San Francisco Public Works issues and concerns. A copy of the City Comment Letter, which was informed by a preliminary review of public comments received by the Port at the time the letter was issued, is included in Exhibit G.

Comments included the City’s desire to consider the following issues during the remaining Study period:

- Examine combined sources of flood risk;
- Consider extending the Draft Plan treatment in Reach 2 (including elevated wharves and coastal flood defenses) north to Pier 35;
- Seek Federal funding and USACE technical expertise to examine flood risk along Yosemite Slough – a key gap in adaptation planning south of Port property;
- Develop project authorization language for consideration by Congress that provides credit for local expenditures consistent with the Plan and incentivizes local pursuit of other Federal funding and public-private investments; and
- Leave Congressionally-authorized study authorities intact for future study of San Francisco shoreline areas north and south of the Port.

The City Comment Letter also expressed a desire to examine the following issues after Congressional authorization in the Preconstruction, Engineering, and Design phase:

- **Equity**, including the timing of major flood risk reduction investments in the Bayview, the approach to addressing hazardous materials, impacts on transportation systems, the geographic scope of the project, jobs and contracting opportunities, gentrification, and the elevation of future flood defenses in the Southern Waterfront;
- **Engineering**, including further geotechnical analysis south of Mission Creek to develop cost-effective foundations for coastal flood defenses;
- **Historic Preservation**, including the development of design guidance to comply with the Secretary of the Interior Standards for Treatment of Historic Properties and the National Park Service Guidelines on Flood Adaptation for Rehabilitating Historic Buildings;
- **Maritime Access and Tenant Impacts**, including continuous maritime operations through construction, tenant relocation, and a need to collaborate with tenants during design to mitigate construction period impacts;
- **Urban Design**, including the need to examine additional Bay fill in some areas to maintain and enhance a generous and welcoming public waterfront, maintain a visual connection from the city to the Bay, and avoid unnecessary impacts to major infrastructure systems such as SFMTA Light Rail and SFPUC transport storage boxes;
- **Environmental Remediation**, including the effects of groundwater rise (induced by relative sea level change) on contaminated sites;
- **Transportation**, including approaches to flood risk mitigation that will minimize impacts to transit riders; and
- **Implementation** under a phasing plan that spreads out the investment over time based on flood risk and other factors.

Members of the USACE Project Delivery Team will provide responses to the City's combined comments which Port staff will share with City agency colleagues and the public.

## RESOURCE & PUBLIC AGENCY COMMENT LETTERS

During the public comment period, Port received formal comment letters from the following agencies:

- San Francisco Bay Conservation and Development Commission
- San Francisco Bay Regional Water Quality Control Board
- United States Environmental Protection Agency
- San Francisco Bay Water Emergency Transportation Authority
- San Francisco Historic Preservation Commission

As indicated in the introduction to this report, Port staff appreciates the time and effort that agency staff expended in reviewing the Draft Report and Draft Plan and developing the comments to guide our work going forward. These comment letters are included in Exhibit H.

## NEXT STEPS

The Port and USACE are working through public, agency, policy, and technical comments to guide plan refinements. Plan refinements will be identified and described prior to an Agency Decision Milestone, scheduled for June 18, 2024. The Agency Decision Milestone represents the USACE decision to prepare a recommendation for Congress on the Recommended Plan; Port staff will return to the Port Commission for informational updates as this milestone approaches.

Following the Agency Decision Milestone, the USACE and City team will refine the plan to develop a Final Report and Recommended Plan by late 2025, including updated supporting cost, benefit, and environmental analysis. The Final Report will list all formal public comments and responses to those comments. This period will be the opportunity to seek formal City endorsement, including the Port Commission, Board of Supervisors, and Mayor's endorsement of the Recommended Plan. If so endorsed, the Recommended Plan will be reviewed by USACE leadership to arrive at a Chief's Report in 2025, to be presented to U.S. Congress in 2026.

Today, staff seeks to inform the Port Commission about the public outreach and engagement on the Draft Plan and public feedback received from public outreach activities public comment, and City comments on the Draft Plan. Feedback from today's item will inform further dialogue with USACE to address these comments on the timeline noted above. Port staff are excited to work with our City and Federal partners towards a Recommended Plan, to meet the Port Commission's goals under the Port's Strategic Plan, and to ensure the waterfront is resilient to flood and other hazards.

Prepared for: Brad Benson, Waterfront Resilience Director  
Eric Young, Director of Communications

Prepared by: Adam Varat, Deputy Program Manager



Planning, Waterfront Resilience Program

Luiz Barata, Senior Planner  
Waterfront Resilience Program

Messiah Foster, Communications Manager  
Waterfront Resilience Program

Attachments:

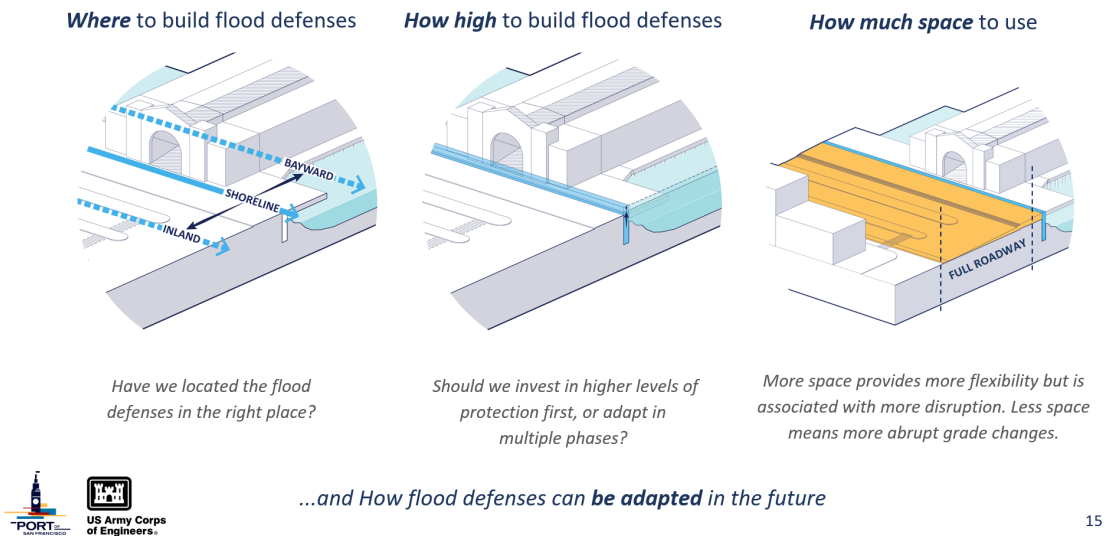
- Exhibit A – The Draft Plan
- Exhibit B – Full list of meetings and presentations
- Exhibit C – List of Community-Based Organizations
- Exhibit D – Promotion Methods
- Exhibit E – Glossary of Terms
- Exhibit F – City Comment Letter
- Exhibit G – Resource and Public Agency Comment Letters

## EXHIBIT A: THE DRAFT PLAN

The Draft Plan proposes a \$13 billion investment in a safer and more resilient San Francisco. It will be implemented through multiple capital projects built in phases over multiple decades. This is an initial estimate; costs need to be refined as the study and further design work advances.

The Draft Plan establishes approximately where to build coastal flood defenses and how much sea level rise future coastal flood defenses will manage before they need to be adapted to higher water levels and includes a monitoring and adaptation plan to track sea level rise and global climate change to understand when future sea level rise adaptations will be required.

**Figure 2: What's in the Draft Plan**



The Draft Plan is not a design for the future waterfront or a plan for the Embarcadero Historic District, the Ferry Building public plazas and roadway, and creek and shoreline amenities. Project plans and implementation strategies will be developed that leverage other opportunities, align with other public and private projects, and reflect what the City can afford given other capital obligations. The Draft Plan does not include a funding plan for the City's required 35% local match. Further work would be conditioned on approval of local and/or federal funding to advance design and construction in phases.

The elements of the Draft Plan vary by each reach. General elements include adapting and raising the shoreline with seismically sound structures, including seawalls, floodwalls, elevated wharves, berms, and nature-based features. The Draft Plan also includes floodproofing of select buildings (in Reach 1) and low floodwalls around the piers to extend their useful life. Key actions of the Draft Plan are summarized in Figure 3.

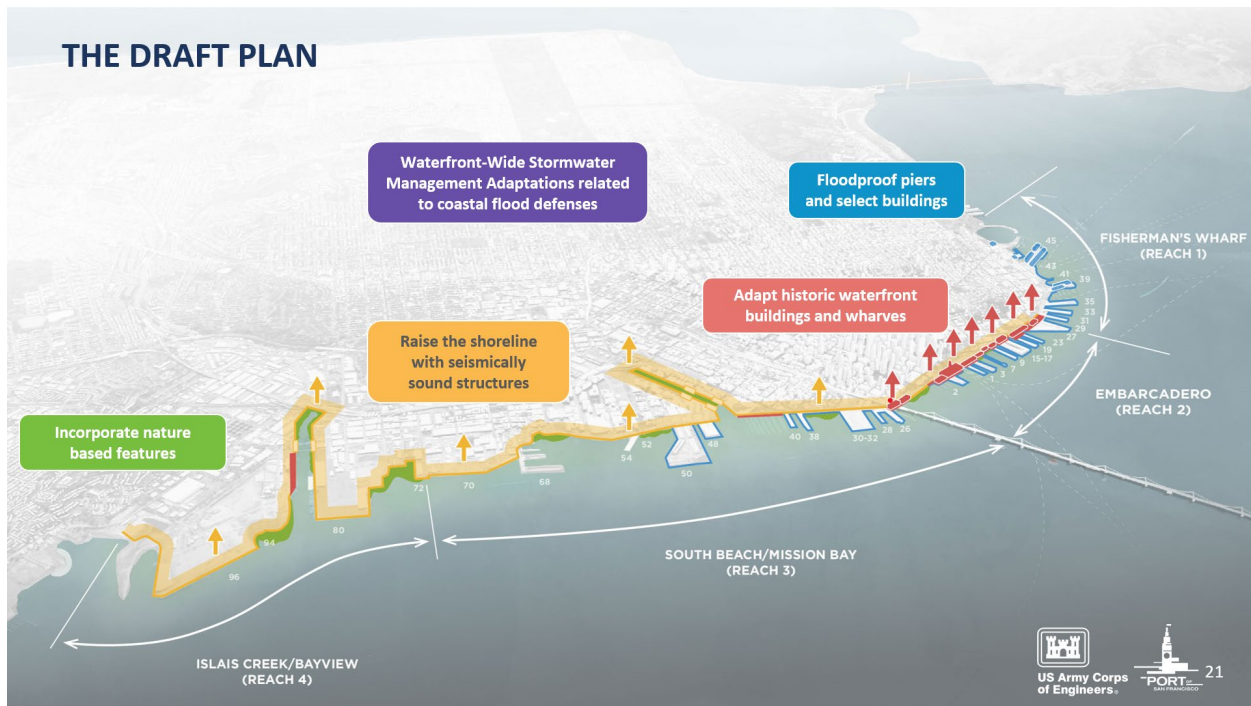
**Figure 3: Draft Plan Actions**

**12 DRAFT PLAN ACTIONS**

- |  |  |
|--|--|
| <p><b>Raise the shoreline with seismically sound structures</b></p>                | <ol style="list-style-type: none"> <li>1. Raise the shoreline to defend against <u>1.5'</u> to <u>3.5'</u> of Sea Level Rise</li> <li>2. Seismic ground improvements to flood defenses</li> <li>3. Closure structures on the bridges/tie into existing bridge project</li> </ol> |
| <p><b>Adapt historic waterfront buildings and wharves</b></p>                      | <ol style="list-style-type: none"> <li>4. Elevate Historic Buildings like the Ferry Building and bulkhead buildings</li> <li>5. Replace existing wharves with new seismically-sound, elevated wharves</li> </ol>   |
| <p><b>Floodproof piers and select buildings</b></p>                                | <ol style="list-style-type: none"> <li>6. Floodproof select buildings in Fisherman's Wharf</li> <li>7. Construct 2-foot-tall walls around perimeter of the piers</li> </ol>  |
| <p><b>Incorporate nature based features</b></p>                                    | <ol style="list-style-type: none"> <li>8. Construct living seawalls</li> <li>9. Build vegetated berms</li> <li>10. Expand wetlands</li> </ol>  |
| <p><b>Stormwater management adaptation related to flood protection project</b></p> | <ol style="list-style-type: none"> <li>11. Adapt infrastructure to manage stormwater related to coastal flood defenses</li> <li>12. Build green infrastructure</li> </ol>  |



22



The Flood Study team is developing phasing concepts to implement the plan over time. Phasing concepts will consider initial actions in some locations that are built to a lower cost and scale, and future actions that are more comprehensive and include seismic improvements and capital replacements of flood defenses such as seawalls, wharves, and

berms. The phasing plan will be designed to be flexible and adaptable to changing rates of sea level rise over time and planned infrastructure or development activities within the footprint of future flood defenses.

The Draft Report includes a section for “Views of the Non-Federal Sponsor.” The City of San Francisco, with Port as lead agency, provided feedback on the Draft Report and ways that the City would like to see the Draft Plan amended after the public comment period to arrive at a Recommended Plan. The Views of the Non-Federal Sponsor contain City issues for further consideration.

More details on the Draft Plan and Views of the Non-Federal Sponsor are described in the Draft Report<sup>6</sup>.

---

<sup>6</sup> A full copy of the Draft Report can be found here:  
<https://sfport.com/wrp/draft-report>

**Exhibit B: Full List of Meetings and Presentations\***

CBO Briefing	SPUR
CBO Briefing	Stand Lands Briefing
CBO Briefing	UCSF Campus Planning
CBO Briefing	Mission Bay Citizens Advisory Committee
CBO Briefing	San Francisco Bay Trail
CBO Briefing	South Beach   Rincon   Mission Bay Neighborhood Association
CBO Briefing	San Francisco Parks Alliance
CBO Briefing	South End Rowing Club
CBO Briefing	Dolphin Club
CBO Briefing	Bayview Community Advisory Committee
CBO Briefing	Barbary Coast Neighborhood Association (BCNA)
CBO Briefing	Telegraph Hill Dwellers
CBO Briefing	Dogpatch Neighborhood Association
CBO Briefing	Friends of Islais Creek
CBO Briefing	Drake High School
CBO Briefing	Bayview Hunters Point EJ Taskforce
CBO Briefing	Alice B. Toklas Democratic Club
CBO Briefing	Fisherman's Wharf Revitalized
CBO Briefing	Potrero Boosters Neighborhood Association
CBO Briefing	Greenager Program, SF Parks and Rec
CBO Briefing	SFGOP
CBO Briefing	Building Owners and Managers (BOMA)
CBO Briefing	Leadership SF
CBO Briefing	Richmond District Democratic Club
City Leadership Briefing	Board President Peskin Briefing
City Leadership Briefing	Supervisor Matt Dorsey
City Leadership Briefing	Historic Preservation Commission briefing (pre-hearing)
City Leadership Briefing	Legis Aide Jeff Buckley briefing
City Leadership Briefing	BART
City Leadership Briefing	Youth Planning Commission, City Hall
City Leadership Briefing	Port Commission Hearing
City Leadership Briefing	Legis Aide Lorenzo Rosas briefing, Supervisor Catherine Stefani
City Leadership Briefing	Briefing to Supervisor Joel Engardio
City Leadership Briefing	Briefing to Commissioner Matsuda and Nageswara (HPC)
City Leadership Briefing	Historic Preservation Commission Hearing
City Leadership Briefing	Legislative Aide Lorenzo Rosas
City Leadership Briefing	Supervisor Mandelman
City Leadership Briefing	BCDC Commission Hearing
City Leadership Briefing	SFMTA Board hearing
City Leadership Briefing	BCDC DRB/WDAC Joint Meeting
City Leadership Briefing	SFPUC Commission hearing
City Leadership Briefing	Planning Commission hearing
City Leadership Briefing	Capital Planning Committee hearing
City Leadership Briefing	Historic Preservation Committee hearing
City Leadership Briefing	Board of Supervisors Land Use and Transportation Committee hearing
City Leadership Briefing	SFMTA Board hearing (Action item)
Community Workshop (USACE/NEPA)	South Beach / Mission Bay (Reach 3)

Community Workshop (USACE/NEPA)	Islais Creek / Bayview (Reach 4)
Community Workshop (USACE/NEPA)	Fisherman's Wharf (Reach 1)
Community Workshop (USACE/NEPA)	Embarcadero (Reach 2)
Department Briefing	Recreation & Parks (selected staff) briefing
In-language Community Workshop	Hispanic/Latinx Workshop in Spanish
In-language Community Workshop	Chinese American Workshop in Cantonese
MCAC	Maritime Commerce Advisory Committee
Port CAC Briefing	Fisherman's Wharf Advisory Committee
Port CAC Briefing	Southern Waterfront Advisory Committee
Port Tenant	Hudson Properties
Port Tenant	SF Giants
Port Tenant	WETA, SF Bay Ferry
Port Tenant	SF Piers Owner Invesco, CBRE
Port Tenant	Roger van Overbeek/Autodesk
Port Tenant	Recology
Port Tenant	Pier 39
Port Tenant	Red and White Fleet
Port Tenant	Scomas
Port Tenant	Brookfield Properties
Port Tenant	Anne McIntyre/Bar Pilots
Port Tenant	Briefing for Piers Owners
Public Webinar	Draft Plan Engagement Webinar 1
Public Webinar	Draft Plan Engagement Webinar 2
Walking Tour	Royal Tides walking tour with Exploratorium
Walking Tour	Royal Tides walking tour with Exploratorium
Walking Tour	Fisherman's Wharf Walking Tour (Reach 1)
Walking Tour	Embarcadero Walking Tour (Reach 2)
Walking Tour	Bayview/Islais Creek Walking Tour (Reach 4)
Walking Tour	South Beach / Mission Bay Walking Tour (Reach 3)
Walking Tour and interview	Coro Fellows Program
Webinar	Port Tenants Webinar 1
Webinar	Port Tenants Webinar 2

*\*Meeting and presentations conducted prior to June 4, 2024*

**Exhibit C: List of Community Based Organizations\***

SPUR
Mission Bay Citizens Advisory Committee
San Francisco Bay Trail
South Beach   Rincon   Mission Bay Neighborhood Association
San Francisco Parks Alliance
South End Rowing Club
Dolphin Club
Bayview Community Advisory Committee
Barbary Coast Neighborhood Association
Telegraph Hill Dwellers
Dogpatch Neighborhood Association
Friends of Islais Creek
Bayview Hunters Point EJ Taskforce
Alice B. Toklas Democratic Club
Fisherman's Wharf Revitalized
Potrero Boosters Neighborhood Association
SFGOP
Building Owners and Managers (BOMA)
Greenager Program SF Parks and Rec
Leadership San Francisco
Richmond District Democratic Club

*\*Engagement conducted prior to June 4, 2024*

## **Exhibit D: Promotion Methods**

### **Promotion**

Promotion featured a combination of digital, print, and in-person materials.

### **WRP Mailing List**

Subscribers to the WRP mailing list increased from **3,891** at the time of the first mailing on January 31, 2024 to **4,073** total subscribers who signed up as part of event promotion and outreach by the March 18th mailing (182 additional subscribers). Links to the mailings are included below:

- WRP eNewsletter #56 | Mailed January 31, 2024
- WRP eNewsletter #57 | Mailed February 9, 2024
- WRP Internal Team Update | Mailed February 9, 2024
- WRP eBlast #1 | Mailed February 13, 2024
- WRP eBlast #2 | Mailed February 14, 2024
- WRP eBlast #3 | Mailed February 22, 2024
- Public Rollout Reminder - South Beach / Mission Bay | Mailed February 26, 2024
- Public Rollout Reminder - Islais Creek / Bayview | Mailed February 27, 2024
- Public Rollout Reminder - Fisherman's Wharf | Mailed February 28, 2024
- Public Rollout Reminder - Embarcadero | Mailed February 29, 2024
- Public Rollout Reminder #1 | Mailed March 1, 2024
- WRP Draft Plan Public Comment Reminder | March 18, 2024

### **Mailer (Reaches 3 & 4)**

A print mailer was sent to southern waterfront market rate and affordable housing residents, religious institutions, and businesses.

### **Port Social Media and Paid Ads**

Between February 1 and April 4, 2024, 11 social media posts were posted across three social media sites (Facebook, Instagram, and Twitter) with customized content for each platform. See details in the Port Social Media section above.

### **Community Based Organization Outreach**

Three rounds of outreach were conducted to over 165 community-based organizations throughout all of San Francisco geographically offering presentations and sharing information about upcoming events.

### **Communication Materials**

The WRP team created a public presentation, "Highlights" document, one-pager, and boards for the community workshops.



**Promotional Items**

In acknowledgement of people's time and participation, in-person events featured free promo items. Items included branded pencils, bubbles, measuring tape keychains, multitools, stickers, and a reusable tote bag, featuring the Sea Level Rise Seal as a marker to projected sea level rise and promoting the main WRP landing page at [sfport.com/wrp](https://sfport.com/wrp). These items further raised awareness about sea level rise and the Port's leadership in addressing the waterfront risks within communities between engagement events.

## Exhibit E: Glossary of Terms

**Draft Integrated Feasibility Report and EIS (Draft Report):** Report that will be released for public feedback that will describe the TSP, project costs, project benefits, and environmental impacts

**Draft Waterfront Adaptation Strategies (Draft Strategies):** Alternatives that describe different approaches to adapting the San Francisco waterfront to coastal and inland flooding and seismic hazards. Will be used to develop and identify the Draft Waterfront Adaptation Plan.

**Early Projects:** Early actions to address the areas of highest earthquake and sea level rise risks along the Embarcadero and Southern Waterfront. They are near-term actions, focused on improving life safety and citywide disaster response capabilities, and are the first step toward building long-term, waterfront-wide resilience.

**Environmental Impact Statement (EIS):** Document that analyzes environmental impacts under NEPA

**National Economic Development plan (NED).** The NED Plan is the plan that maximizes the federal interest from a national economic development standpoint. That is, the NED plan has the highest ratio of NED benefits to costs.

**National Economic Policy Act (NEPA):** Federal law that requires federal environmental review

**Pre-Construction Engineering and Design (PED).** Project phase that includes detailed design and engineering, implementation, and phasing.

**Tentatively Selected Plan (TSP or Draft Plan):** USACE term for the Draft Waterfront Adaptation Plan that would be the basis of congressional funding request – may be selected from the NED Plan, TNBP, or LPP

**Total Net Benefits Plan (TNBP):** The Total Net Benefits Plan seeks to maximize benefits across the four USACE evaluation accounts, including the National Economic Development (NED), Regional Economic Development (RED), Other Social Effects (OSE), and Environmental Quality (EQ) accounts.

**United States Army Corps of Engineers (USACE):** Federal agency responsible for flood management projects

**Waterfront Resilience Program (WRP):** Port of San Francisco program to take action to address take actions to reduce seismic and climate change risks that support a safe, equitable, sustainable, and vibrant waterfront

**San Francisco Flood Study (Flood Study):** A partnership between USACE and the City of San Francisco, with the Port as lead agency, to develop a feasibility analysis of flood hazards and potential actions to address flood and seismic damages, which will result in a recommendation for funding to U.S. Congress

**Exhibit F: City Comment Letter**

**Exhibit G: Resource and Public Agency Comment Letters**