

**CITY & COUNTY OF SAN FRANCISCO
PORT COMMISSION**

**MINUTES OF THE MEETING
JANUARY 12, 2016**

1. CALL TO ORDER / ROLL CALL

Port Commission President Leslie Katz called the meeting to order at 2:34 p.m. The following Commissioners were present: Leslie Katz, Willie Adams, Kimberly Brandon and Doreen Woo Ho.

2. APPROVAL OF MINUTES – December 8, 2015

ACTION: Commissioner Adams moved approval; Commissioner Brandon seconded the motion. All of the Commissioners were in favor. The minutes of the December 8, 2015 were adopted.

3. PUBLIC COMMENT ON EXECUTIVE SESSION

4. EXECUTIVE SESSION

A. Vote on whether to hold closed session.

ACTION: Commissioner Brandon moved approval; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

At 2:35 p.m., the Commission withdrew to executive session to discuss the following:

(1) CONFERENCE WITH LEGAL COUNSEL AND REAL PROPERTY NEGOTIATOR – This is specifically authorized under California Government Code Section 54956.8. *This session is closed to any non-City/Port representative: (Discussion Items)

a. Property: Piers 31–33, located at Francisco and Bay Streets and The Embarcadero
Person Negotiating: Port: Byron Rhett, Deputy Director, Planning and Development

*Negotiating Parties: National Park Service: Christine Lehnertz, Superintendent, Golden Gate National Recreation Area

5. RECONVENE IN OPEN SESSION

At 3:15 p.m., the Commission withdrew from closed session and reconvened in open session.

ACTION: Commissioner Brandon moved approval to reconvene in open session; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

ACTION: Commissioner Brandon moved approval to not disclose any information discussed in closed session; Commissioner Adams seconded the motion. All of the Commissioners were in favor.

6. PLEDGE OF ALLEGIANCE

7. ANNOUNCEMENTS – The Port Commission Secretary announced the following:

- A. Please be advised that the ringing of and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing of or use of a cell phone, pager, or other similar sound-producing electronic device.
- B. Please be advised that a member of the public has up to three minutes to make pertinent public comments on each agenda item unless the Port Commission adopts a shorter period on any item.

8. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

9. EXECUTIVE

A. Executive Director's Report

- Commemorating John Doll, Development Project Manager, upon his retirement

Monique Moyer - John Doll, the Port's Development Project Manager serving in our Planning & Development Division, has been a member of the Port team since May of 2001 and he is retiring effective Friday, January 15, 2016. He will have served at the Port just shy of 15 years which is a commendable period of time.

John has been singularly focused on the Port's long-term efforts to realize a new Cruise Terminal starting with being the Development Project Manager for the Bryant Street Pier Project which was a multi-use project sponsored by Lend Lease at Piers 30-32. That was to bring to the Port a new modern, state-of-the-art Cruise Terminal. He worked on that for numerous years until Lend Lease determined that they were going to change their business model, particularly for their development projects in the United States and pulled out of the project. John shepherded the project all the way through the entitlement process which as you know well is a long and difficult road and created not just entitlements for the

mixed use project at Piers 30-32 but also for the development of the Watermark Condos and the Brannan Street Wharf in South Beach.

While the Bryant Street Pier Project did not go forward at Piers 30-32, John oversaw the Watermark Condos development as well as the development of the Brannan Street Wharf in South Beach which is a jewel of the Port's portfolio. Along the way as part of the process, John responded to environmental organizations concerns about environmental effects from cruise operations and he participated with the Port Maritime staff in the Cruise Terminal Environmental Advisory Committee. That committee worked tirelessly for many years. But coming out of that committee, they developed numerous initiatives to manage ballast water impacts, black and gray water and air emissions. It was frankly from those efforts that led the Port to be the first port on the West Coast to install shoreside power for cruise ships at Pier 27. John's work was legacy making along the way even though the Bryant Street Pier project did not go forward. I really want to commend John for his efforts there.

After Lend Lease made their determination, the Bryant Street Pier project did not go forward. As you know well, the Mayor, Mayor Gavin Newsom appointed a Blue Ribbon Panel, Commissioner Adams was part of that panel, to look at the need for a new cruise ship terminal and if the need was supported by the panel's review, where should the Cruise Terminal go?

John managed that Blue Ribbon Panel group, was a key member of our team that came up with the Pier 27 location and proved positive that a new terminal was absolutely necessary for a city that is as well-known as San Francisco for its tremendous waterfront.

Following that, John stayed in an integral role in the development of the Cruise Terminal Project. You saw him here numerous times through the negotiations with the America's Cup, through the negotiations with the contract and then ultimately, with the construction contract, and then ultimately through the negotiations with the Port's operator Metro Shore. A key attribute of the Cruise Terminal Project as we now all know well is the fact that it was a very expensive project, but since our cruise business is not an everyday business, we needed an economic engine to sustain the facility.

John was very much a part of investigating and doing the due diligence for whether or not the terminal could serve a dual purpose as an event facility. Thanks to John, and many others' efforts, but spearheaded by John that the terminal is designed the way it is and is used for Special Events and in fact has become a really well-known and desirous place for Special Events.

John went even further and went to look for public uses of the park and found a partner in the San Francisco Symphony and so when the park opened just a little over six months, John and his new partner, the San Francisco Symphony came forward and did a momentous public symphony in the park at Cruise Terminal Plaza and they'll be back next summer. We're really excited by that.

As you can see John has crafted and left the Port with an incredible legacy of great work. He's worked on a number of other projects. John has been a dedicated team member to the Port, has worked through many trials and tribulations, many starts and stops of a very important project and nonetheless the fruits of his labor are seen very prolifically in the Brannan Street Wharf, the Watermark Condos, the Cruise Terminal facility itself and Cruise Terminal Plaza.

I want to commend John for his dedication and great efforts, particularly with one we don't talk about nearly enough but with the Cruise Terminal Environmental Advisory Committee. We're very proud of our environmental stewardship and we've forgotten what those days were like when we were trying to figure this out but thanks to John and many members of the Maritime team, we don't have to have that difficult conversation. Now we're just trying to figure out how to fund everything we want to do.

Thank you for your incredible legacy and dedication. We hope that your next chapter of your life is equally prolific with the author's pen and we look forward to seeing you back at the Port as often as possible, hopefully for inspiration.

Katy Liddell - I live down by the Brannan Street Wharf and I'm a former member of the former Rincon Point-South Beach CAC. John has always been so good to work with. No matter how many rotten tomatoes we lobbed at him, he always stood up straight and he always had a smile on his face. I love a sense of humor. He's always been there when we needed him. We're really going to miss him. You're losing a great person.

Michael Nerney - I'm in the Maritime Division at the Port. Monique did a beautiful job in catching some of John's highlights at work. John and I worked side by side on a lot of those projects. I just wanted to say what a great person he is. He's a Bay Area guy, San Jose, Bellarmine High Class of 1973. He lives in Bernal Heights which is my old neighborhood and so we have that in common. Ever since the Ferry Building opened in 2003, three, four times a week, we would come over to Peet's to have coffee. There was a group of us, which is getting smaller and smaller. I'm going to be going over by myself pretty soon. They know John as Vito down at Peet's. Vito's going to be moving on.

John's a very intelligent guy. He's a film expert. He did something very nice for me and my wife. Some years back we were talking about old movies and John has a great Film Noir collection and he started to lend us films, one or two a week. We spent a couple of years using the John Doll library card. We've gone to film festivals together and stuff like that. His talents are quite diverse and I'm going to miss him very much. I know he's going to be close by and so please stay in touch. Good luck, John and congratulations!

Byron Rhett, Planning & Development Director - I wanted to congratulate John, but I wanted to thank him. There's a lot of hours and work that goes into these kinds of developments that was mentioned. But the number of community meetings, the number of hours, the number of changes in the project.

When we started, it was supposed to be a mixed use development that was going to be entirely funded by a private developer and it turned into something completely different which was a much greater challenge to try to figure out how to publicly finance what we thought was going to be a much more straight forward project, but also want to apologize. When John first started, it was just going to be a few years of working on the Cruise Terminal and then on to other projects. Who knew it was going to take most of his entire tenure at the Port to make it happen? When John started he was committing to making the Cruise Terminal happen, we didn't know exactly what that meant but he was serious about it and has delivered it. And I want to thank him for that.

Dan Hodapp, Port's Planning & Development Division - I had the pleasure of working with John most recently for the past six years on the Cruise Terminal Project. I want to emphasize the word, "pleasure." I only worked on Cruise Terminal for about six years. So I was a newcomer to this project.

To have a project go on for that duration, it needs to be enjoyable, pleasurable to the community, to staff, to the Commissioners, to everybody. I think John really contributed that, not only substantively to the project but to help the team stay on track, to help the team do something, to help them motivate them and keep them going. I thank him for that and what a pleasure it was to work with him on that and others.

Kevin Wong, Pacific Cruise Ship Terminals at Pier 27 - I want to say congratulations to John. It's been great working with you the last year and a half. On behalf of our team, Metro Shore, Metro Cruise, Pacific Cruise Ship Terminals, I want to say, "Congratulations," and have fun with the rest of the chapter of life.

Peter Dailey, Deputy Director from Maritime Division - I announced John's retirement at the last Commission meeting inadvertently, so I wanted to apologize to John.

Commissioner Katz - The looks on our faces aren't quite as deer is caught in the headlight as they were last time.

Peter Dailey - I want to amplify what everybody else has said. In San Francisco, people can't agree what day it is without a lot of rancor and discussion. We've got a major, \$100 million development on the waterfront done with very little bit of discussion. We worked hard with the environmental community. John did, and put together the Environmental Group and smoothed the way for the project to go forward.

John's a nice guy. He went to Bellarmine. He also went to UC Santa Cruz. So he's a Banana Slug. But I also want to acknowledge Rachel, his wife, who is here and thank her for her patience in putting up with all the pressures that go along with a major development. I'm sure she felt like she was part of the team and she was. John, we love you. You're not dead. You're going to come back and have coffee with us down at Peet's.

Commissioner Katz - On behalf of the Commission, we want to thank you or should I say, "Vito, thank you." We've heard about all the projects you've worked on. I certainly have always enjoyed your presentations, your insights, your guiding us to understanding issues before us and to being very fair and balanced in all the presentations and letting us get an understanding of what's before us.

I'd written down a few things I wanted to mention but they were already mentioned by the other speakers. You're unbelievably personable, a joy to work with, insightful and I you're an example of what's best about the Port and the Port staff. We have such a wonderful team and you exemplify all that's so good about what we have here.

I want to thank you, not only for your hard work on behalf of the Port, but for engendering such universal admiration not only amongst your colleagues but amongst those that you've worked with externally well to create such a great, positive image of the Port. It's such universal admiration. You've been such a tremendous ambassador of the Port. It's with sadness to see you go but also happiness for you. Congratulations and we will miss you and want to present you with a little plaque.

Commissioner Brandon – John, thank you so much. I do remember when you first came on board and our high hopes for that new Cruise Terminal at Piers 30/32 and your enthusiasm. I thought it was really going to happen in 2006. Thank you so much for getting us through that but ultimately opening our new Cruise Terminal which you had so much to do

with and you've always been such a pleasure to work with.
Congratulations.

Commissioner Adams - John, I met you when Mayor Newsom formed the Advisory Committee. One thing I have always admired about you John, you're bluntly honest and I like that. You call it like you see it. People know where they stand with you and that's important. To me, that's credibility, that's principle and I really like that and know that you've left a major footprint at this Port.

You're a Renaissance man. You do your artwork and your film-making and you're a man with a lot of passions. You've had a love for this Port and I thank you right up to the end, helping us with the parks. You are a true believer and very relentless and your compassion for the work that you're doing. Anybody that works here, I don't think a person ever gets paid for what they're worth and you have been a real believer and you have stayed here and was an integral part of this Port.

There's no one like you John, with your commitment and your passion. I wish you all the best. Thank you for all your hard work. You've given so much to this Port. It's not enough to just say, "Thank you."

Commissioner Woo Ho - John, we had a chance to talk a little bit before the meeting about what you want to do, but I want to thank you and echo everything that all my fellows Commissioners have said in terms of your tenure and your dedication and at least you've had the chance not only to see the Cruise Ship Terminal being built and all the travails that went into getting it from starting in Piers 30/32 to Pier 27 but to here. I wasn't here but I have read the report to see the success that we now begin to see both as a cruise ship terminal and as an event.

You can leave with a lot of pride and sense of legacy which is always great when one leaves an organization to know that you have done a lot of good. You have been professional. I've always enjoyed working with you. Your reports have been succinct and you try to answer the questions, as Commissioner Adams said, as forthwith as you can. Sometimes we ask awkward questions. That's our role as Commissioners to ask those questions, whether it's in Executive Session or in public and appreciate your dedication.

I'm fascinated to hear about what you want to do and your next step and as I said, I'm glad you're following your passion. We expect to hear something from the publisher at some point, so we'll know you in another life, in another career and who knows? We have a celebrity in our midst. Thank you very much for everything.

Commissioner Katz – You can make a few remarks after we present you with a plaque which states "In recognition of 14½ years of service to the

Port with special thanks and appreciation for your contributions to the Pier 27 James R. Herman Cruise Terminal and Cruise Terminal Plaza. Congratulations and best wishes on your retirement. Port of San Francisco."

John Doll - I think there was an error on the Port agenda. It said something about my retirement. In fact I'm not really retiring. The term that I'd like to use is I'm more rewiring. Because retirement sounds terminal in fact.

I've been working here five days a week and on the weekends I usually work on my writing. So basically I'm just switching that ratio. I intend to spend five days a week on my writing which I, as Doreen mentioned, that's my passion. I hope that a publisher someday will be attracted to this piece of work. The other two days, I do need a part-time job and do some other stuff.

I had an epiphany when I turned 60 years old that I needed to do something and the time was right and it's great. I want to thank Monique and all of you and especially people on the Cruise Terminal Project. There was a small core of people that I worked with on a daily basis for about eight years on the James R. Herman Cruise Terminal Project, but it was primarily Dan Hodapp, Kim von Blohn and John Davey.

Without those people, this project would never have been made. We worked together and it was totally the A team of people. It was a pleasure to work with these people. They are very competent and I was very happy to be part of this process. I'm not so thrilled about even remembering CTEAC anymore. That seemed like a long time ago. It took a long time to get through those meetings but the outcome was good in terms of getting shoreside power and the other mitigation measures.

Thank you, Monique, for your guidance and working for you. Thank you Commission and thank you staff. It's been great.

- Presentation of Inaugural Port Community Leader Award to Corinne Woods in recognition of her dedicated volunteer service to the Port and the City.

Monique Moyer - My next item is unique. The brainchild of Commissioner Adams and Commissioner Katz, the Port is honored to create a Community Leadership Award. Today is the inaugural presentation of a Community Leadership Award to someone who needs no introduction or recognition but I'm going to tell you about Corinne Woods anyway.

Corinne is, as we all know, a resident of Mission Creek. She is a house boater. Corinne devotes her efforts to open space and environmental issues around the Eastern Shoreline of San Francisco and devote is

probably not a strong enough word for all of the effort that Corinne gives. Since September 2006, she has worked part time for the Neighborhood Parks Council to implement the Blue Greenway. The part time part might refer to the actual paycheck because it certainly doesn't refer to the number of hours that she puts in.

Corinne is the Chair of the San Francisco Redevelopment Agency's Mission Basin Citizens Advisory Committee. She's the co-chair of the Port of San Francisco Central Waterfront Advisory Group. She's a member of the UCSF Community Advisory Group and the UCSF Mission Bay Community Advisory Group Action Team. On behalf of the Mission Creek Conservancy, Corinne works with the Sustainable Watershed Alliance and the San Francisco Public Utilities Commission on sewer and storm water issues.

Corinne represents the Mission Creek Harbor Association as a member of the Coalition of San Francisco Neighborhoods. Corinne participated in Plan Potrero Hill which was a grassroots community group that worked with the San Francisco Planning Department on the development of the Eastern Neighborhoods Rezoning Plan and she continues to work on the Eastern Neighborhoods Showplace Square Open Space Plan and something called EN TRIPS which is the Transportation Authority and Planning Department's Eastern Neighborhoods Transportation Implementation Plan.

Corinne was a member of the Mayor's Blue Greenway Task Force which led to the Blue Greenway Project that we all embrace today. She was chair of the Board of Supervisors Bioscience Task Force which was a predecessor to Redevelopment as we know it today.

The reason we want to acknowledge Corinne is because of your tireless dedication to the Port and it's unique assets in our staff. You are dedicated not just to, "What is the Port?" from a physical perspective but also from an emotional perspective. I have been in the public service arena for almost two decades. I've been honored to come across numerous people who are dedicated and passionate about the public service but you are probably alone in that everything that you advocate for, everything that you champion, everything that you take on does not benefit you personally. I find that unique and empowering frankly and worth recognition. David Gavrich, one of our Port tenants was not able to be here today but he did ask me to pass on a few words which sum it up pretty well.

He said, "Corinne, it's been an absolute pleasure working cooperatively with you on so many issues around the Port and the City. It's always great to show up at a meeting and see you there. You have been a delight to work with." I think that's absolutely true. Now we've all seen

Corinne, here, there and everywhere as I just reported, but it's been an honor to get your wisdom Corinne.

Your artful criticisms, your pleading, your beguiling, your encouragement, even your tears of frustration and your tears of joy have motivated us, inspired us, supported us and led us to achieve things that we might not have achieved had we just been ourselves. As a numbers person, I'm very big on this multiplier effect. You are definitely one of the multipliers.

I want to thank you for all of your work here at the Port, waterfront and throughout the city. Your work's not done so please don't take this as being done. I hope you will take this as what it is, a moment to reflect on the amazing legacy that you have contributed for all of us. We're all enjoying it today. All 24 million or however many millions of people come to the waterfront for various reasons, but also for the generations that are going to come to this waterfront.

I hope that you take tremendous pride and glory, I don't think you do frankly, but I hope you will take tremendous pride and glory in all that you have done and all that you have inspired all of us to do. It is absolutely my honor to join the Commission in awarding you the Port's inaugural Port Community Leader Award. Congratulations Corinne.

Phil DeAndrade - It is with gratitude and admiration that I thank you for presenting this award to someone who is extremely important to me and I am the President of the Mission Creek Harbor Association. I know her well where she lives. As you all know, she's respected. You, who deal with her, know that she's a force of nature. You know that she's a guide through all the processes that we have to go through to get anything accomplished here. You probably don't know that for us at Mission Creek, she's our Secretary of State. She knows everything about every other community, about every governmental resource, about anything that relates to us.

She's our general counsel. She knows more than any attorney about what makes the Port tick, what makes our relationship with the Port tick, all of it and she's our Chief Volunteer. She does everything. She's the resource most important to us to keep our little community alive. You know her for her work on the Port, Mission Bay, the Greenway, all these things but for me, she is my conscience. If I need to know something, if I want to know what my opinion is about anything, I simply go to Corinne and I ask her, "What do I think about this and why?" I get my answer and I lead my life. Thank you very much Commissioners and the Port.

Toby Levine - I am the co-chair of the Citizens Waterfront Advisory Group with Corinne. We've worked together for many years. We've been friends for many, many years and I have to say that she loves the Port. She loves the physicality of it, the people involved with it and you're always at

the top of her thoughts. I'm very happy she's getting this award and it's a really good idea that you institute it. Congratulations and thank you for choosing Corinne Woods. She's terrific and she's my friend.

Katy Liddell – I'm the new kid on the block compared to Corinne and Toby. I've only been around for 20 years. Corinne has been a mentor, a teacher, we always know that she will know everything. She reads everything even if it's 5,000 pages long. I want to thank you Corinne for all of your help and for trying to continue to teach us. I know we frustrate you sometimes but thank you. Please don't stop. We need you.

Diane Oshima with the Port staff - I am one of the old kids on the block as opposed to the young kid on the block who was just up. I concur with everything that's been said but from a public employee perspective, what Corinne brings to the forum is intellectual honesty and clarity to enable all of us to understand each other better.

With all of the competing objectives that the Port Commission is confronted with, having a clarion voice to be able to walk us through and understand what are the pros and cons and the tradeoffs. I haven't seen anybody who can express that more clearly and passionately than Corinne. Thank you so much for your dedication. It is an absolute pleasure working with you.

Elaine Forbes, Port staff - I was reflecting what the commenters were saying, "There's something really unique about Corinne." I'm going to try to express what I think is really unique about her. When I first joined the Port, I've been with the City for now two decades. I know many passionate public servants who are really, super good at identifying what's wrong. It's something that we all struggle with and try to correct.

When I first met Corinne, she identified something that was wrong and then she came back and she told me it was wrong again. Then she started to try to help me figure out a solution. She came back again and gave me another idea, and I realized, "Corinne's trying to help me do my job and help me solve my problem." That was so unique to me that she kept it in her head and she kept trying to figure out a way that we could solve it.

Another word someone mentioned was, "a conscience." Corinne really does demonstrate a selflessness and a conscience in her remarks that are really unique and refreshing in terms of, I think for all of us, when Corinne says we're on the wrong path, we all take note because she has such good judgment, we always know she's really thinking of the waterfront.

I'm a new kid on the block so to speak at the Port, but it's been a huge pleasure to work with you Corinne. Thank you and I'm so glad she's getting this award.

David Beaupre, Port staff – I wanted to also express my thanks to Corinne. Obviously I've worked with her closely over the years at the Blue Greenway. I was reflecting last night about when I first met Corinne and it really demonstrated the patience she has. It had to be in the first week that I started at the Port. Diane asked me to join a meeting on the Public Boat Launch Project that had been underway 15 years according to Corinne.

The Port had a grant from Cal Boating to build it. It was a \$2 million grant but a \$5 million project, so you can imagine where the priority was. But working with Corinne for several years, we were able to close the gap, eventually build it. She was persistent in carrying that out. Without her, I don't think that project would've been built.

The other thing that I reflected on is exactly what Monique said, Corinne's energy and efforts are not based on her self-interest, but the community and city at large. I appreciate all of her time and dedication. Thank you.

Brad Benson - Corinne, we love you too. I've just enjoyed working with you. Since coming to the Port, you take time to understand things. You offer constructive criticism as Elaine was pointing out, but your wanting to see improvement to the waterfront, your wanting to support staff and the Commission and what we're doing. Your wanting to help bring the public along the way that you and Toby lead these Advisory Groups and engage the public so that there's a good understanding about what's happening in a very complicated environment.

It's amazing to see you do it. You're so tireless. It's not just one forum. It's these multiple forums and I recall when we were formulating legislation for Pier 70, Corinne jumped on the bandwagon, helped organize a campaign along with Toby which was enormously successful and it makes me have faith in the public process to see people like you engaging with us like this. I can't even express the thanks.

Commissioner Woo Ho - It's been a real pleasure Corinne. I'm a baby compared to everybody else who's known you for so long. I've been on the Commission almost five years at this point. You are probably the role model of being someone in the community for the Port, for the City of San Francisco. I can't think of anybody who stands out as much, based on what everybody else has already said in terms of your selflessness, your dedication.

You keep a sharp eye, a laser focus on what is important across not just the Port, but Mission Bay and the areas that you're involved with. We all

have so much admiration for your energy, your intellect and just for the spirit. If we could bottle you and spread you around the whole city, we need more people in the community like you.

We have a lot of things in our society today, when you think about it lately around the world and in this city that are very upsetting. Bad behavior, lots of things that are not very good. But you stand out to inspire us, to keep us on track, to say that good people can do good things in this city. That is what I think keeps our faith alive. I want to thank you because you inspire me.

Commissioner Brandon - I don't think there's anything else to say. It's all been said. I really want to thank Commissioners Katz and Adams for coming up with this award and I can't think of a more deserving person than Corinne Woods to be the first recipient of this award. You have helped me tremendously over the last however many years. I'm not a baby. You have been so supportive and I know that if you think there's something wrong with an issue, then there is definitely something wrong. Because you find the best in everything and as Elaine said, you try to find the solution, not the problem. You have just been such a wonderful friend. Thank you so much and congratulations.

Commissioner Adams - I don't know how to say it Corinne, but my grandmother used to say, "It's not how long you live, but the little time that we have on this earth and how many heartbeats that you have, it's what you do." Some people can live a long time and not do much but your plate has been full. You've left big steps to fill and you are a true hero of this community.

You've shown that people don't need titles. Some people are defined by titles and they don't do anything unless they have a title. You are a constant person in the community working tirelessly and I remember a couple years ago, Commission Woo Ho and I were at our Rules Committee. Little did I know, you would get up and speak on our behalf. I turn on Channel 26, I see you down at the Board of Supervisors meeting. You're everywhere.

You are in the essence of a true gladiator. A maverick. You don't allow politics to sway you. It's either right or wrong with you. That's what you do. You are guided by a moral compass. A lot of people can learn from that because you can care less about politics. At the end of day, your heart and soul is for this community.

As Commissioners and staff and Monique, we see a lot of people come in here with their own agendas and you never see them here again. You show up time after time, where there's something that's related to what you're doing, because you care about this Port, and you're that watchful eye. Whether it's Waterfront Transportation, Maritime, Real Estate, you

are truly a voice for this community. I like having you watching over our shoulders. It's a good thing because you represent what is good. You have put in so many hours and I feel really bad. This award is long overdue to you. It really is. I told Monique, when Jennifer Matz died, I got it how, sometimes you need to let people know while they're alive. Because a lot of times, people say good things. You are very well deserving. Thank you.

Commissioner Katz – I, of course, echo everyone's prior comments. It is important that we recognize people that we think so highly of and let them know how much we appreciate what they do. Corinne thank you for all that you do on behalf of the Port and the City.

I've always appreciated that when you come forward, you put things in clear, concise format. When I first got on the Port, when you first spoke, I was like, "Wow! She knows what she's talking about and she actually has solutions." That's the hallmark of what I certainly appreciate about you is you don't just complain about a problem. You come forward and say how it can be addressed, how it can be improved. That's something very important, very special.

When you speak, I definitely listen. I, too, was honored when you showed up and spoke on my behalf at my Rules Committee hearing. It really meant so much to me that you were there.

I tried to articulate what you embody and it's what I call, "The Best of San Francisco." Somehow I got stuck on Ps and it's participation, passion, persistence, perceptive, personable and then I had to get to a G, generous of time and spirit. You embody all of those things and in many respects you remind me of my old friend Sue Bierman who was a mentor to me who was also that voice, that conscience. She did something that you embody as well which is you can disagree with people without being disagreeable.

I think that allows people to listen to what you're saying that much more. While you have commanded such respect because you articulate issues, you lead people along, you want them to do what's right, and you make sure they're aware of it but you do it in such a kind, resourceful way that I think people do listen. You've made the city, the waterfront, the Port, and all of us really better for it.

Somebody else used the word, "counsel," I'd already written that down that you're a wise counsel, but there was also a line that came up and maybe we're going to have to start using that more, "According to Corinne..." I want to thank you and can't think of anyone who is more deserving of our first Port Community Leader Award.

I want to present you with this award, I'll hold it up so you can see it. "To Corinne Woods, recognizing her devotion and dedication to improve the Port Waterfront for all." On behalf of the Port, on behalf of the Commission, and I'll take the liberty to say on behalf of the city as well, thank you for everything you do to make life so much better here.

Corinne Woods - Thank you Commissioners, Monique and mostly all the people I work with. You said that it wasn't self-interest. That's wrong. The only reason I got involved with waterfront is that it's my neighborhood. I live here. I want it to be better. One thing leads to another. You want clean water, you've got to deal with the sewers. Do you want docks that don't float away? It just keeps building. But it's all basically down to, how can I make it better?

The P you mentioned, persistent, really is where I'm coming from. I'm not going to give up on this. What's weird is being commended for what I've learned from the staff, all the other community workers that I've worked with over the years. I've learned so much from the Port. Everyone has been so generous at sharing knowledge and information and helping me figure out how to make my community better.

I want to thank everyone, a lot of them are here. Thank you, thank you, thank you, thank you, for everything. All the garbage pick-up I've done, all whatever it is, it's always been with major support and major commitment. This isn't just a job for most of you. This is a passion. I believe that the people who work for this Port and the community people who volunteer with the Port really care deeply that it succeed. When you look at a \$2 billion unfunded capital liability, you can get really discouraged. But, you know, perseverance furthers. Thank you.

B. Port Commissioners' Report

Commissioner Woo Ho - I was unavailable in December because I had a conflicting meeting with another Board that I sit on but I would like to comment on a couple of items on the December agenda. First, I want to congratulate Monique, Elaine and all the staff for the tremendous improvement in bond rating. Everybody knows that I'm the banker/finance person, and that would be something that I would definitely take note.

I just want to congratulate them, given that we have started this year with not necessarily here at the Port, but in a very uncertain economic time, with a lot of market volatility and a lot of concern about what's going to happen in the economy overall in the long-term. Being able to be a very solid shop going through a lot of choppy waters right now with a strong balance sheet and credit rating is very important. I wanted to not let that go over unnoticed.

Second, as mentioned in Monique's Executive Director's Report, I'd like to add my commentary and recognition for the Water Taxi Landing at the

Exploratorium and the fact that it is another step in improving the water transportation along the waterfront. Many of you know that I'm a big proponent of water taxi and I'm passionate about it. I wanted to say that I noted that and I'm very pleased to see that.

Lastly, John Doll has already left but I wanted to comment on just the Pier 27 and the great report that Peter gave at the meeting, in particular, the community events. It's great to see that we're doing well on the private events and hopefully we can see more community events and that all of us can perhaps reach out and let Monique and the staff know whether there are other community organizations that can take advantage of the Pier 27 terminal because it is our objective to have balanced number of public and private events in that great Cruise Ship Terminal.

Commissioner Katz - Speaking of water taxis, I wanted to congratulate Nathan Nayman who recently became the President of Tideline Marine who runs Tideline Water Taxis. We're looking forward to working with him and seeing increased taxis on the water in San Francisco Bay.

Commissioner Adams - I wanted to thank Director Moyer again and the staff for that Commission meeting at the Cruise Terminal. I want to thank Metro. I want to thank everybody. To me it was just a delight to have the community to come out and showcase our new Cruise Terminal that we take so much pride in. Thank you.

C. Informational presentation by Executive Director Emily Murase and Women's Policy Director Minouche Kandel of the Department on the Status of Women regarding the "No Traffick Ahead" Campaign in preparation for Super Bowl 50 and Beyond.

Monique Moyer – It's my distinct honor to introduce and welcome my colleague, Emily Murase who is the Executive Director of the San Francisco Department on the Status of Women which is a department which promotes human rights of women and girls with a very small amount of resources. They make great change throughout San Francisco and frankly the world. Dr. Murase is also the elected President of the San Francisco Board of Education.

Emily Murase - I want to thank Monique for inviting us to speak to you today about human trafficking. Director Moyer has been a wonderful role model and a mentor to me as a fellow department head and I value her leadership very much.

The International Labor Organization estimates there are 21 million victims of human trafficking, of which 4.5 million are victims of sexual exploitation and 16.5 million are victims of forced labor. Nationally, the Polaris project which operates a national human trafficking resource center responded to over 21,000 calls, about 1,500 Web forms and over 1,000 emails. Of those

signals, over 5,000 referenced potential cases of human trafficking. Unfortunately the vast majority of those calls come from California.

The top industry for labor trafficking was domestic work. The top venue for sex trafficking was commercial front brothels. The average age of sex trafficked girl is 12 years old. Since 2007, almost 20,000 cases of human trafficking have been reported to the hotline and Polaris' BeFree texting help line. Local data on human trafficking is very difficult to collect, however we've been working on this issue since 2013 when Mayor Ed Lee launched the Mayor's Task Force on Anti-Human Trafficking.

I'm very pleased to report that in 2015 we released the first ever report on human trafficking in San Francisco which documented 291 known or suspected human trafficking cases for the six month period, July through December 2014. This data was collected from 19 government and community-based agencies. Those government agencies include the Police, District Attorney, Human Services Agency. Community-based agencies included Asian Women Shelter and Huckleberry Youth Program.

I'd like to quantify just how lucrative human trafficking is. One pimp who controls four women in a street operation can earn profits of \$650,000 annually. This is one pimp with four young women. The calculation goes like this. Four women multiplied by a quota of 10 tricks a night, multiplied by \$50 a trick -- this is a street operation, not a high class hotel thing -- times 365 days a year. No vacation, no sick time. That gets you to \$730,000. There's some money for food, clothing and housing, so you get to \$650,000 tax free.

Law enforcement officials tell us that criminals who engage in drug and gun trafficking are moving into human trafficking because you can only sell drugs or guns once. You can sell a young girl, a 12-year-old, 10 times a night.

Why is this relevant to the Port Commission? San Francisco, unfortunately, is a magnet for human trafficking. The FBI has listed San Francisco as one of the top 13 cities nationally for commercially sexually exploited children. This is a list we don't want to be on. So our department has been working on this since 2008. In 2009 we convened our first community meeting, printed a resource guide. In 2010 we launched the San Francisco Collaborative Against Human Trafficking and since 2013 have been staffing the Mayor's Task Force.

The Mayor has made this issue a priority. We have used the Super Bowl as an opportunity to do public outreach on this problem. I want to be very clear, human trafficking is a problem 365 days a year for us, not just during Super Bowl time. To tell you about our most recent effort to address human trafficking, I'd like to turn it over to Women's Policy Director Minouche Kandel.

Minouche Kandel - I'm just going to start with a quick story about how once you start paying attention, you'll see that human trafficking is all around us. Sometimes after a busy day, where all I do at work is deal with domestic violence and human trafficking, I like to go home and watch TV to relax and clear my mind. A months ago I started watching The Wire because I try to avoid watching things about violence against women in my free time to decompress. The Wire was about drug trafficking, so I thought that was safe. The first series was really great, and I got addicted in a healthy way. I started watching the second series and the second series is all about human trafficking at the Port of Baltimore. So there was no getting away.

As Emily said, one of our major efforts this past year has been to work as part of a regional group to up our efforts around organizing around human trafficking, using the Super Bowl to motivate us. Again realizing that because trafficking is happening all the time, it's going to be here before, during and after the Super Bowl and there's actually not really good data that shows that the Super Bowl increases trafficking. It's like an organizing element.

Regional approach is so important in this because the traffickers don't stay within one city or county or state. They're constantly moving their victims across boundaries. It's important for us in our response to be regional, hence we founded the No Traffick Ahead Collaboration.

Its structure is that there's a steering committee that is led by the South Bay Coalition to End Human Trafficking, the Bay Area Anti-Trafficking Coalition, and Stanford University. There are over 60 members, and we are a very active member. The goals of the group are one, to have consistent messaging to try and combat some of the inaccurate statements that are made about human trafficking, like about the Super Bowl, to make sure we're using the right language.

We don't talk about child prostitution any more. There's no such thing as a child prostitute. We talk about commercially sexually exploited youth and then to again have our collective impact, maximize resources and to put into place long-term efforts. Because one of the first things that this group did was analyze organizing that had been done around human trafficking in other communities that hosted large sporting events.

They looked at several Super Bowl cities. They looked at the London Olympics. They looked at the World Cup in South Africa. They found that in all of those communities, there had been really good organizing around human trafficking just around the event, and then often when the event was over, the organizing went away even though the problem didn't.

They also found that in those efforts, they focused just on sex trafficking, even though labor trafficking is also a problem. They wanted to make sure that in the Bay Area we looked at both sex and labor trafficking and we put in together infrastructure that would be ongoing past the event.

There are four main components of the No Traffick Ahead campaign. One is a local government resolution. Training, specifically targeting hospitality, public outreach and ad campaign. I'm going to show you a preview of some of those images and then a Web site.

The first piece is political resolution that I'm proud to say started in San Francisco. The idea behind this is to leverage local government's purchasing power to get industries to be more proactive on taking a stand about human trafficking. The resolution has several components. One is that a local government will not host an event at a hotel unless that hotel takes efforts to train its staff to recognize human trafficking, implements a code of conduct and looks at its supply chain for risk of human trafficking in its supply chain.

Similarly for restaurants, the city or county won't host an event at a restaurant unless the restaurant has trained its staff, looked at risk of human trafficking in its supply chain. The third piece of the resolution is it requires the locality to train certain key city departments on human trafficking.

San Francisco was the first to pass this resolution this summer, but all together, 25 cities and counties in the Bay Area have passed the resolution and hopefully more will and that's very exciting. My big vision is that it will go statewide but that's for next year.

Then as I mentioned, we focused on hospitality trainings. This is because for sex trafficking, hotels are obviously a very common location where sex trafficking happens, so that's very important. But that also in labor trafficking, restaurants or the hospitality industry are one of the locations that Polaris, the National Human Trafficking Resource Center, finds that human trafficking may occur.

For both of those reasons, we thought it would be important to start with hospitality. There have been a number of trainings in the fall and continuing this month to get the word out to hotels and restaurants. In October, in collaboration with Golden Gate Restaurant Association, the Hotel Council and the Super Bowl Host Committee who's been very engaged in these efforts, did a training in San Francisco.

In December we had another training in San Francisco that was sponsored by the U.S. Attorney's Office and the California Attorney General's Office and that had an outreach to transportation. Four members of the Port staff were able to attend that training. We had representatives from Uber and Lift and BART Police at that training. There was a very successful turnout.

There have been some other trainings, again specifically to hotels in San Mateo and two upcoming this month in Alameda and in the South Bay. Some very targeted, specific transportation trainings are that airports are clearly an important place to train because people who are being brought in from other states or countries who are trafficked come through those ports and so this

week there are trainings happening at SFO, Oakland and San Jose airport to train staff on recognizing the signs.

Also this week, there is a training at the Oakland Port in collaboration with Truckers Against Trafficking. There's a wonderful organization that has mobilized because they found that a lot of sex trafficking was happening at truck stops around the country. They train truckers to identify the signs of trafficking.

One training we realized would be really important to develop is that for small restaurants or hotels that can't send their staff to an in-person training because it just doesn't work to have everybody out of the office at the same time, it was important to develop an online training that people could access easily and for free. In collaboration with Stanford, Stanford has agreed to host on their online education platform an online training that our office has contracted with a company to develop and that's in process. Hopefully it will be up in the next few months. While it's geared to restaurant workers and hotel workers, there's also a segment that is for the general public. It's in three to five minute segments that you can watch, five or six all at once or one at a time. It's very accessible. That will be an exciting development that will be completed later this year.

As I mentioned, the Host Committee has been involved in our anti-trafficking efforts. They've committed for the first time to train 5,000 of their volunteers in signs of human trafficking. The Super Bowl is engaging volunteers to spread out around the Bay Area and be the greeters to visitors to our area. As part of their orientation, it's going to include a human trafficking awareness piece for the first time.

Taking advantage of the influx of visitors that we're going to have for the Super Bowl, they estimate a million people are going to go visit Super Bowl City which you are going to be on the front lines for. So while you're cursing the traffic, one thing you can look forward to is the beautiful ads that are going to be up.

Again, looking at what had been done before, we decided in our ad campaign that we wanted to make sure we were looking at labor trafficking and sex trafficking. We wanted to make sure we were getting the message across that human trafficking is happening here in our communities. This is not just something that happens everywhere and that everybody is implicated. It's not just other people but that by the things that we purchase, the services that we engage in, we may be unwittingly complicit to human trafficking.

There are a series of four ads. This one gets at trafficking that might be happening either in the growing of grapes for wine or possibly in restaurants where in the back rooms people are being trafficked. The first one is, "Which

wine pairs best with enslavement? Ask your busboy." And then it directs people to a Web site that's been developed.

The next one gets at trafficking in the nail salon industry which people may be familiar. There was a big exposé in the New York Times about the problems of trafficking and wage exploitation in nail salons. So for those of you who get manicures, it's really important to start looking around and asking questions and trying to figure out if people are being treated fairly. If you're getting a manicure for \$10, there's a reason for that.

This one gets at trafficking in the janitorial services. "Could these be shackles? Ask your janitor." Here's one that gets at sexual exploitation. "Is there an app for sexual exploitation? Ask your teen."

What we're really excited about in San Francisco is that we've been able to purchase some ads and get some donated. There are going to be 500 MUNI bus cards that are going to be up in MUNI, five on the outside of MUNI busses and then 30 at bus shelters around the city and then there will also be these ads running at shelters or billboards in Santa Clara County and Alameda County.

JCDecaux donated 15 of their large green public toilets. We're also going to have a social media aspect with ads on Facebook and Google. What's exciting about the JCDecaux toilets, they're in really highly visible areas such as at the cable car turnaround at Powell and Market, at Fisherman's Wharf, at Union Square. We're really excited about a map of where all the various locations in San Francisco are, but there are two right in Super Bowl City.

During one of your lunch breaks you can come out and take a look. They're going up next week, between Monday and by Wednesday or Thursday, everything should be up. So you can come take a look.

The culmination of all of these efforts is this Web site that's been developed, NoTraffickAhead.com and it is everything from a resource page where people can find services for human trafficking survivors. A page on training resources, so if a business wants to get more training, they know where to go for that. Information for the general public. Part of the Web site that has to be built out, it's going to have a map of businesses that have taken proactive steps to address human trafficking.

If somebody takes the Stanford Online Human Trafficking and works for a restaurant, they can indicate that and then that will populate the map. People can see and spend their money at businesses that have taken steps to look at human trafficking.

Commissioner Woo Ho - Thank you for the presentation, both from Emily and yourself. It's not a topic that I anticipated, but it's very good to know that there is such a comprehensive plan. We certainly support what you are

doing 100%. If Super Bowl was one way to get things moving and it's not because it creates anything just by itself but we do need a sustained effort and to hear the statistics to be reminded of the horrible circumstances and consequences that we hear about. The fact that we're taking such a widespread campaign to make everybody aware of the issues and to report any issues that we do see is very commendable.

We live in an area, not just on the waterfront but the entire city. We're very desirable, not in terms of just location and weather, but also in terms of the fact that we are economically well off. People probably target San Francisco as a great market for this and we have a lot of visitors as well, which is another circumstance that promotes this.

I want to thank you for the education, support and as well as for helping us in making sure that we are in align with the entire City family in terms of what we're trying to do along this effort.

Emily Murase - I want to add that Human Trafficking is an invisible problem and I would encourage folks. Director Moyer was asking when it's appropriate to call. If you have a gut feeling about a particular situation, about a person, just call. The National Hotline is 1-800-373-7888 and many of the tips comes in from just passersby or families of friends.

If something doesn't feel right, feel free to call the police department or the national hotline but it really is a gut feeling. It's not going to have a big sign saying, "This is human trafficking." It's something that just doesn't feel right to you.

Again, the hotline number is 1-800-373-7888, and also there's a text capability, BeFree and that'll go to the national hotline.

Commissioner Katz - Is there a URL for the national hotline?

Minouche Kandel - If you just Google National Human Trafficking Resource Center, or if you go to NoTraffickAhead.com, if that's all you remember, that has the hotline number. It has the hotline links to everything.

Commissioner Katz - This is our PSA for the day.

Commissioner Brandon - Thank you so much for the presentation. I had no idea that trafficking was so lucrative and so much of it happens here in the Bay Area. Thank you so much for bringing this to our attention, especially at this time when we're expecting hundreds of thousands of visitors. This was very eye opening and thank you for bringing it to my attention.

Commissioner Adams - Thank you for this presentation. I realize this is big business. It's a billion dollar business and I'm glad to hear of all the community partners. I'm glad to hear that Mayor Lee's right on board with

this. SFPD, the Super Bowl Hosts and bringing it to the Port Commission. I think this is so important that we talk about things like this.

Sometimes, it's like homelessness. It's right in our faces and we'll think, "I didn't think about that." This is huge. I've seen a lot of programs on TV from all different countries throughout the world of trafficking of women and kids and it's really sick but it's all about profits. Whether it's drugs, guns, money, it's all about people making money.

People will exploit people. If we see something like this happening, we need to say something and address it. I appreciate your coming and having this discussion with us. I consider us also a partner. We're going to have over a million people walking through our city, spending billions of dollars and the face of the world is going to be on San Francisco and this area for Super Bowl 50. All the commercials will be showing San Francisco. They're going to see the glamour and the glitz but there's also a dark side about these young ladies and the exploitation. It's sad and I'm hoping we can put money, resources, whatever, to educate the public and educate ourselves to look out for this issue and to address it. Because it could be our mothers, it could be our sisters. It could be our cousins. Sometimes we're not affected until it happens but everybody is important.

Emily Murase - January is National Modern Day Slavery Awareness Month, so we were very excited to get the invitation from Director Moyer and the Board of Supervisors has declared January 11th and the whole month until President's Day. We do outreach events up until Lincoln's birthday, as symbolic as the President who freed many of the slaves in this country. We want to do the same.

Commissioner Katz - I also want to thank you for the presentation, for all the work that you've done to work to eradicate human trafficking. It is something that I have been aware of it. I've had friends in different District Attorneys' Offices and elsewhere that have been involved.

I do appreciate that the Bay Area has taken a lead, not just city by city but what you've highlighted which is working regionally to get more and more people aware because it doesn't know city borders. I applaud you for your efforts and thank you for that and for the coordination. Given what's coming up with the Super Bowl and the downside but also there's an upside in that we have the chance to educate people.

I know you have put posters and put awareness out there, but perhaps there something that we could do for our tourists who come in through our Cruise Terminal. There may be something that we could place for informationally there.

Minouche Kandel - If you have space, we could certainly get you the artwork for the posters if that's of interest.

Commissioner Katz - I will turn to staff. Also, I was pleased to see that there is online training and it would be ideal if there's more opportunities, not just for the restaurant industry and others but if there's something generic that we could post on our social media pages to get out to people so that more and more people can become aware of the signs and what to look for and know how to respond because people want to do the right thing and there really is a lack of awareness of how pervasive and pernicious human trafficking is.

Minouche Kandel - There is a stream of the human trafficking training that's for the general public so it would be applicable to everybody.

Commissioner Katz - But it'd be nice to get that site out, specifically the link to the training.

Minouche Kandel - Once it's ready I'm happy to circle back.

Commissioner Katz - We're happy to post it and share it.

Emily Murase - I consider now the Port Commissioners as members of the Abolitionist Movement as well as members in the audience so that we can all tackle this issue.

Commissioner Katz - Again, thank you very much for bringing this forward and making the presentation.

Monique Moyer - Thank you ladies very much. Good luck.

D. Election of Port Commission Officers.

Commissioner Katz - I'd like to open the floor for nominations for Port Commission President. Are there any nominations?

Commissioner Brandon - I would like to nominate Commissioner Adams for President of the Port Commission.

Commissioner Katz - Are there any other nominations for President of the Port Commission? If not, I close the nominations. All those in favor of Commissioner Adams as President of the San Francisco Port Commission, say, "Aye."

Commissioners Katz, Brandon and Woo Ho – Aye

Commissioner Katz – Opposed? There being no opposition, I'd like to introduce Commissioner Adams as the new President of the San Francisco Port Commission.

Commissioner Adams - I'd like to open the floor for nominations for Port Commission Vice President. Are there any nominations?

Commissioner Woo Ho - I would like to nominate Commissioner Brandon for Vice President of the Port Commission.

Commissioner Adams - Are there any other nominations for Vice President of the Port Commission? If not, I close the nominations. All those in favor of Commissioner Brandon as Vice President of the San Francisco Port Commission, say, "Aye."

Commissioners Adams, Katz, and Woo Ho - Aye

Commissioner Adams - Opposed? There being no opposition, I'd like to introduce Commissioner Brandon as the new Vice President of the San Francisco Port Commission.

Commissioner Brandon - Thank you. I'm at a loss for words. I want to thank Commissioner Katz for her leadership over the last two years. She's been wonderful to work with and she has led us on many projects, visions, opportunities. She has just been so wonderful to work with.

We're going to miss your leadership, but I know Commissioner Adams can fill those shoes and I know he's going to bring a lot of new opportunities and exciting projects that we have going on this year. I look forward to working with you also and Commissioner Woo Ho. I love working with you all. We all make a great team so thank you very much. I'm looking forward to this year and all that it has to bring. Congratulations Commissioner Adams.

Commissioner Adams - Before we go any further, I'd like to give the floor to Executive Director Monique Moyer please.

Monique Moyer - Thank you and congratulations President Adams and Vice President Brandon. First and foremost, thank you for taking this on. It is a huge responsibility, a huge amount of time. You both know it well.

Thank you for your willingness to serve repeatedly so I appreciate that. On behalf of the Port staff, I want to take a moment to thank both of you, President Katz and now President Adams for your service these last two years as officers of the Commission. I want to take a very short period to summarize a couple of key things that occurred during your stewardship and your tenure as officers of the Commission.

We've already talked about one of them a bit today, but clearly the opening of Pier 27 Cruise Terminal, our third attempt at a Cruise Terminal in 20 years, followed by the dedication of that terminal in honor of James R. Herman was absolutely the highlight of the two years of your service as officers and I can't be more proud of that personally. I know that you both share our pride on behalf of the staff.

Also during your tenure, the Port opened two marquee parks, one at each end of the waterfront, the Cruise Terminal Plaza and the Bayview Gateway and we've made great strides in moving forward with the Blue Greenway and Crane Cove Park which I hope we will see the opening of in your next terms Commissioners Adams and Brandon.

The signing of the historic Sister Port Agreement with the Philippines Ports Authority. The hosting as we talked about earlier of the San Francisco Symphony's Public Park event at the Cruise Terminal Plaza. The opening of The Yard, the Port's first pop-up at Seawall Lot 337. Obviously the passage of two citywide ballot measures promoting redevelopment of Pier 70 and Seawall Lot 337.

Execution of the Master Lease with Orton Development Inc. to save and renovate six historically significant and beautiful structures at Pier 70, permanently honoring Dr. Mimi Silbert at the Brannan Street Wharf for her vision and leadership at the Delancey Street Foundation, achieving \$100 million in gross revenues, investing in that two year time period \$107 million in capital repairs and enhancements not including the Cruise Ship Terminal, and awarding \$28 million to Local Business Enterprises and welcoming a historic 82 calls and almost 300,000 cruise ship passengers in 2015 which was a record year for the Port.

There are many more things that you presided over. There are many more things that collectively the Commission and the Port staff achieved together with our wonderful community advocates and stewards and staff, but I wanted to highlight those couple of things. Both of you have been extraordinarily generous with your time and especially your responsiveness to the public who attended not just these Port Commission meetings, but also the community meetings. It was wonderful to have you both at various meetings of the public. I know the public loves to hear from you even when they don't agree with you, they still love to hear from you. We very much appreciate that.

Commissioner Adams I want to especially highlight how available you made yourself, no matter where you were in the world, what time zone it was, whether the sun was up or the moon was up, it is incredible to me the work ethic that you follow and how lucid you are in the middle of the night by telephone and able to follow some of these complex issues. I couldn't be more appreciative and so very much looking forward to serving with you as your presidency ensues over the next year.

Commissioner Katz, what a wonderful, fun two years it has been. You are my travel partner. I hope you will continue to be my travel partner. We've been to some great places in the world together. Your guidance over the last two years has been tremendous. Your friendship is equally tremendous for me.

Your political acumen has been very helpful. You're an outstanding strategist. I really have appreciated your support in numerous bits of litigation but also just in crossing into some new horizons for the Port in all kinds of areas, particularly as we move to the Southern Waterfront. As has already been mentioned, you are leaving very big shoes to fill. I know these two are more than up for the job.

On behalf of all the staff, I want to thank you both. Thank you again, now President Adams for being willing to continue on as an officer of the Port and Vice President Brandon for coming back. I just want to point out for the record, that this is an extraordinary historic moment, both for the Port of San Francisco and for Ports around the world to have the two of you as our officers.

Thank you very much again for being willing and God speed for the next two years. We've got a lot of work to do so if you all will join me in a round of applause in thanks to the Commissioners.

I have two plaques to present, one each. They say virtually the same thing, so, "In recognition and appreciation to Leslie Katz and to Willie Adams for leadership, dedication, outstanding service while serving as the San Francisco Port Commission President and Vice President, 2014 and 2015.

Commissioner Katz - As much as I saw this coming, I really didn't plan on saying anything but certainly not at a loss for words or for sentiment. I want to thank all of you, my colleagues first and foremost. It's been wonderful serving with all of you. I've learned from you. I've been filled with admiration at the insights and the work and the dedication that everyone on this Commission has provided.

It's been a pleasure, not to brag on the Commission, but it's a pretty fabulous Commission. I so love working with all of you over the last term and I want to thank you for everything that you've done. Commissioner Adams, my Vice President, my partner in crime up here, it's just been an absolute treasure to have you as a colleague and a friend and to have struggled through some tough issues that have come before us and figure out how to improve things at the Port.

I have absolutely no doubt that under your stewardship the Commission will be in very good hands. Most of all I want to thank, certainly Executive Director Moyer. You talk about the time and the dedication that goes into the Port here, you're available at all hours, every day, seven days a week. You're so passionate and so dedicated to the Port. It's really been such a joy working with you these last two years.

Finally the Port staff, I finally stopped saying how fabulous the Port staff is because I didn't want word to get out. But the team at the Port is just extraordinary. I don't want to single anyone out. I just can't begin to because

everyone has been so wonderful to work with, so bright, so talented. I've seen a lot of different teams, a lot of different departments over the years, but I am constantly in awe, not just the intellect and the technical capabilities of the Port staff, but the passion and the commitment to the Port and to the work that all of you do.

I want to thank all of you, thank the Port staff for just everything that you've done to help the Commission these last two years. It's been an absolute treat to work with each and every one of you. I look forward to now serving with our new President and Vice President who I have tremendous respect for. I so look forward to seeing you leading this Commission.

Commissioner Adams - First of all, I consider myself really blessed. I'm sitting up here with three former Presidents of this Commission, Commissioner Woo Ho, Commissioner Katz and Commissioner Brandon. Commissioner Brandon's the longest serving Commissioner. With this kind of brain power, wealth of knowledge and their tireless commitment, the Port has continued to sail and it's just gone to another level. Director Moyer and your fine staff. I feel really good moving forward.

You may not hear me talking a lot in the chair, because with this brain power I have in my three fellow Commissioners, I know sometimes we beat things to death, but when they get through, sometimes you may just hear me call for the question. Because I was probably one of the main ones to beat it to death. But I'm looking forward to it.

With Doreen, Leslie and Kim, I kind of feel like the Warriors. I have had fun and we've done a lot of good things. When I see the Warriors basketball team, I watch a lot of young men playing. It's not about the money. They're having fun and winning and it's very seldom you get that kind of chemistry. The kind of chemistry that I have had with my fellow three Commissioners I think is unheralded of.

We may never get another group of Commissioners that have this kind of chemistry. Every Commissioner up here thinks for themselves. Each Commissioner is very independent and their thoughts, each one is very passionate. I'm filling big shoes because I'm following in three passionate Presidents of this Commission that have led and have been giants in their own way. I know that I need their help and support. I'm the new person on the block. With their help and support, I look forward to doing my term as President and continuing to raise the bar. Thank you.

Monique Moyer - I want to invite everyone to a small reception afterwards to honor our guest of honor as well as all four of our Commissioners. Thank you.

10. CONSENT

- A. Request approval to issue a Request for Qualifications Soliciting As-Needed Engineering and Related Professional Services. (Resolution No. 16-01)
- B. Request authorization to award Construction Contract No. 2762R, Pier 31 Roof & Structural Repair Project, to Roebuck Construction, Inc. in the amount of \$5,765,000, and authorization for a contract contingency fund of 10% of the contract amount (or \$576,500) for unanticipated contingencies, for a total authorization not to exceed \$6,341,500. (Resolution No. 16-02)
- C. Request authorization, subject to Board of Supervisors' approval, to accept and expend \$969,605 in 2015 Infrastructure Protection Program Port Security Grant Program funds from the U.S. Department of Homeland Security for security improvements at the Port of San Francisco. (Resolution No. 16-03)
- D. Request approval of Memorandum of Understanding (MOU) between the Port of San Francisco and the San Francisco Public Utilities Commission for technical review of utility plans and assistance during the pre-development period for the Pier 70 28-Acre Site and Illinois Street Parcels (Resolution No. 16-04)

ACTION: Commissioner Brandon moved approval; Commissioner Katz seconded the motion. All of the Commissioners were in favor. All of the items on the consent calendar were adopted – Resolution Nos. 16-01, 16-02, 16-03, and 16-04.

11. PLANNING & DEVELOPMENT

- A. Informational presentation on the Waterfront Transportation Assessment by San Francisco Municipal Transportation Agency (SFMTA).

Diane Oshima with the Port staff - I'm providing some brief introductory remarks and unfortunately I see that Maria Lombardo who is the Chief Deputy at the San Francisco County Transportation Authority had to leave, but the Waterfront Transportation Assessment has been a very major City family transportation planning undertaking.

There's been a great body of work that started back when the Warriors project was proposed at Pier 30/32 and so we have a whole team that wanted to give you this briefing on the work that's been done and how that sets the stage for transportation improvements that are starting to get integrated in major development projects and also to inform the transportation network improvements that are coming online to get even better.

At this point I would like to give a shout out to Peter Albert who is going to make a couple of introductory remarks for his team, Erin Miller and Liz Brisson who are now staff at SFMTA. Today seems to be a celebration in

thankfulness for many different members of our family, but Peter is the extraordinary transportation planner for the City as well as along the waterfront.

He is going to be retiring in April so in the theme of announcing retirements early, I just wanted to share that information with you. Because I don't know that he's going to be before this Commission before he steps off and obviously has left quite a legacy of his own.

Peter Albert, SFMTA - It's a pleasure for me to come back to you. I think I kicked this thing off in 2012 when we were talking about all this growth that's happening on the waterfront and how do we manage that with good transportation planning.

The idea of not doing transportation planning project by project, but taking that step back and looking at the entire waterfront, looking at the network of transportation services that are there. This presentation is about two of the brightest stars I get to work with at MTA. I've got Erin Miller and Liz Brisson. You'll hear from them shortly. The way we broke down responsibilities was to look at the two phases of how we did waterfront planning.

This was a very community intense process. We worked very closely with Corinne Woods, Toby Levine and Katy Liddell. Those are some of the many people who helped us lead through the transportation planning. The diagrams that you see on the screen represent the two phases that we decided would make a meaningful approach here.

The first one is, let's take an inventory of everything we already know that's going on in the waterfront in terms of transportation investment and major development. Because one of the biggest problems is that these things aren't necessarily happening in a coordinated fashion. If we only coordinated development and transportation investment, we'd already be somewhere. We're even farther than that though.

We looked at the inventory of projects. We had a lot of community conversations about what's still missing? Where are the gaps in the transportation network? What do we know should happen that we don't really see happening? Or as Corrine would like to say, why aren't some of the things happening soon enough? They should've been happening years ago.

We are putting that on the matrix and we're saying, not just the so-called experts in transportation that work within the City agencies, but the experts that live in the neighborhoods helping us identify where those gaps are. What solutions might come out of that and what strategies we can develop around those solutions. You'll hear a bit about that from Erin Miller. The second part which we launched into in 2014 is understanding that this is the challenge of the next 20 or 30 years of growth. Where should we be focusing? What should we be looking at in terms of how this part of the

waterfront, where the growth is happening in the most intense way, connects not just to the rest of San Francisco but to the region, what kind of analysis helps us make sure that we are supplying the transportation system with the resources we need to and in coming out of that, what recommendations to go forward, looking at all modes of transportation?

It's not just cars and it's not just transit. It's the whole gamut of pedestrians, bicycles, circulation and all that. I'm going to hand over the presentation to Erin Miller. She will walk you through the conclusions and the process we went through with the first phase.

Erin Miller - Thank you for having some time for us today to hear about the waterfront transportation assessment. We've been here a few times before and officially we've been finished with the project since last summer.

We're delayed in getting to you so thanks for being patient and we're glad to be here today. As Peter said, I'm going to talk briefly about the phase one. Most of you have probably heard a little bit about that part of the work. One of the things I like to start with is when the project started in 2012, one of the things that everybody could agree on is that transportation improvements and investments have not been able to keep up with the rate of land use development that we're seeing in the city right now. But at the same time, we were very aware of a lot of big plans that were underway and moving forward on different schedules.

Along with understanding the land use pipeline, it was important for us to have a better picture of the transportation pipeline. This is a very summarized overview of last year and the next four years, to about 2020. I wanted to point out some things that have happened and some things that are going to be happening. Because that helps to set the context for how we move forward in the transportation decisions around the waterfront.

Last January, this is really a shout out to Corinne. We started service on what we call the 55-16th Street which is actually an interim 22-Fillmore extension to Mission Bay. We wanted that service to be up and ready for the opening of the UCSF Children's Hospital. That started in late January. In August last year, we began the weekend service for the E-Embarcadero between Fisherman's Wharf and Caltrain. I'm pretty sure that we're anticipating weekday service on that starting in April/May this year.

BART is going to be getting 10 of its new BART cars which are going to be fabulously wonderful and everybody's going to be happy to stand up all the time. Which they pretty much do now. Those are going to be piloted this year. Next year they'll be in revenue service. By 2020, we're hoping to see all 10 car trains throughout the BART system with their new cars.

In 2017, WETA's going to be kicking off their vessel replacement program. They're going to not be adding vessels, but they're going to be replacing with much cleaner vessels and also the Transbay Terminal will be open.

In 2018, Venice BRT is slated to be online. I can't wait to see that happen. WETA will be starting it's ferry service to Richmond. With that service they are purchasing two new vessels and so the ferry fleet will increase to 14 and those hold 400 passengers and 50 bikes. That will really help with some additional service across the Bay.

In 2019, Central Subway. Have you heard of that project? We believe that's going to have a huge impact on the Third Street Corridor and the Southeastern part of the waterfront. It's something that's very difficult to imagine and the best we can continue to do is say, "We promise we're going to have two car trains, it's going to be a six minute headway. You're going to feel the difference. There's going to be a great improvement in your service."

Also, the permanent 22-Fillmore extension to Mission Bay will be in place and with that the 33 staying in as scheduled to take over the current route that the 22 is on.

Finally, 2020 and beyond, we're going to see Caltrain electrification. Who knows exactly when, but we are hoping for the extension of the Caltrain to the Transbay Terminal maybe not too far in arrear.

That's a quick overview of a lot of big impactful projects that are coming online that are going to serve the waterfront greatly and help improve transportation choices for people in the city.

Peter also mentioned in phase one that we went through a lot of stakeholder outreach, gathering input, understanding what people's concerns were, what their challenges are on the waterfront and we took that information and then started conceiving of transportation strategies. They could be solutions but they were ideas that we wanted to get down on paper. It was an unconstrained list of things that we thought could address current shortfalls and gaps in the transportation network or potentially serve to support the future demand that's going to be on the system as all of this growth comes in.

We were opportunists in phase one. We saw in some of those strategies, chances that we could investigate them a little more closely and see if we can implement some things and test them. We were calling that a Path from Strategies to Solutions and this is just a few things that we did. You may recall, we had an Intersection Gridlock Enforcement pilot that went on for about six weeks. With that work, we saw about a 55% decrease in intersection and crosswalk blocking.

That continues to inform work that the agency is doing. The Waterfront Assessment helped to direct the livable streets division of SFMTA to some funding that set up the planning funds for the Embarcadero Enhancement Project which is underway here. Working with our development sponsor partners, the Warriors and the Giants both made donations of \$5,000 each to support local match funds for a planning effort that has just recently been completed by BART called the Embarcadero Montgomery BART Capacity Study.

This is the Corinne Woods Line, interim 22-Fillmore line to Mission Bay, the 55-16th Street. We're expecting permanent service to be 2019. Finally, the E-Embarcadero historic street car came on line last fall and we should be seeing permanent weekday service in spring this year.

I wanted to reiterate the phase one of the waterfront assessment was comprehensive, conceptual, broad thinking, a lot of stakeholder outreach and we came up with a lot of interesting ideas. Even though the project is complete by schedule, the conversation continues on. Liz will talk about the interesting technical analysis that we did in phase two.

Liz Brisson with SFMTA's planning team - I'm presenting work that I did about six months ago when I was still at the SFCTA. This effort was a partnership between the two agencies. In phase one as Erin described, was really about community process, understanding challenges and testing near-term solutions.

Phase two was stepping back and getting a little more wonky to arm ourselves with some data and analysis of what's going on in the waterfront area, who's travelling through this area to try to get a sense of if we had to focus on certain corridors to make improvements, which would be the ones to double down on.

This map indicates a subset of the waterfront study area that we focused this part of the analysis on. The reason we focused on the smaller area is because this is where so much of the new development is planned and under consideration and so much of where all of the regional traffic is ground zero around the Bay Bridge, etc.

To do this work, we utilized a travel forecasting tool that the SFCTA maintains called SF-CHAMP. I won't be able to go into nearly as much detail as I could because of time constraints, but it's all documented in a lovely final report.

What we wanted to do was focus on the understanding more about the trips that travel through this part of time when our network is most constrained which is in the afternoon, about three hour rush hour peak period. We focused on those trips that were headed in the outbound direction or happening within the study area. Some of the representative trips that

would've been captured in our analysis are indicated in arrows. We called these the "Trips of Interest." Those trips are about 20% of all the trips that happen to, from and within San Francisco today.

As we look into the future to about year 2040, we are looking at a pretty major increase in those trips from about 220,000 to 320,000 which represents almost a 50% increase in trips. What we wanted to do is understand more about where those trips were going to and from.

Slide 20 map indicates a set of corridors that we looked to summarize, understanding one end of the trip being the grey and the other end being wherever the corridor lines are.

Slide 21 indicates the major travel corridors and the different breakdown of number of trips and trips by mode across these different corridors. The red indicates auto. The blue indicates transit. The green indicates walk and bike. The gray indicates the change from today to our 2040 future.

The idea of looking at each of these corridors was to be able to understand the unique characteristics of each corridor that would then imply different solutions. Slide 21 calls out those corridors where there is the largest number of trips happening. The Transbay Corridor to the East Bay is by far the biggest.

The next one, Slide 23, is the travel corridors that have the highest number of walking and biking trips. The next one are trips where there is the highest, fastest pace of growth between today and the future. The last one is either the highest number or highest share of auto trips.

After we looked at the travel making characteristics in this part of town, we then wanted to focus a little bit more specifically on the roadway network and understanding capacity relative to demand. One of the challenges that Erin uncovered as she was working with community stakeholder groups is the major challenges of traffic congestion and how it affects particular the SoMa area.

What we did here is look at the PM peak period and look at trips headed in the outbound direction. The findings kind of varied by these three subareas of Northern SoMa, Southern SoMa and the Central Waterfront. In Northern SoMa, the issue has to do with the Bay Bridge. The Bay Bridge is totally at capacity and it has been for some time. The implication of the Bay Bridge being at capacity is that the queue of cars waiting to get on the bridge backs up through Northern SoMa and sometimes across Market Street to downtown.

The implication from this is that if we want to do something to address Northern SoMa congestion, it needs to be a solution that looks holistically at the Bay Bridge and where people are going to the East Bay side.

The story in Southern SoMa and Central Waterfront is a little bit different. In these areas, we're not seeing that same level of congestion right now. In fact the analysis we did find that we're maybe at between 75 and 80% but we did identify that these areas appear vulnerable to become congested in the future unless we're careful in our planning, particularly because of the limited entrance and exit points to the street network.

You have some pretty major barriers with the Mission Bay Channel, with the 280 and with the 4th & King railyards really the streets that you can get in and out of this area to just a couple places.

Slide number 27 is an image that actually comes from Münster and is pretty famous in the world of transportation planners because it demonstrates how the same number of people can take up dramatically different amounts of space on the street depending on whether they're travelling by car, by bus or by bicycle.

As we face the challenges of accommodating both all the trips happening today and how much more we're expecting in the future, our mode share vision is we want to shape travel in recognition of limited roadway capacity and in support of San Francisco's policy goals. We need to make our streets more attractive for people who are travelling in transit or by bicycle or by foot because we simply don't have enough roadway space to do anything, to allow all these trips to happen by cars.

Slide 28 is a series that is animated. In Slide 32, we asked a consultant team that supported us to make some assumptions of what some reasonable changes might be based on how other cities have accommodated travel behavior and shifted trips. We started with what our model was forecasting today to look like and the future and then we carved away and said, "What if we were able to do some things to attract a few more people to walking, biking, transit?" With pretty modest changes, we were able to find that it seems plausible that in the future, we could grow the number of trips we're expecting without adding more auto trips.

That brings us to, next slide, the recommendations framework. There's pretty much three overarching recommendations. Two of which can be summarized as, "Doing the things we already said we were going to do." The third is starting to think about adding some new major projects to our transportation pipeline.

Recommendation #1 - The idea is that we saw the image from the City of Münster, if we want to accommodate the amount of trips that we're expecting, we need to continue to do the things that you've probably seen around San Francisco Streets to make transit more attractive. Painting the bus lanes red, adding new bus lanes, making it feel safer to bike and walk with the protected bike lanes and easier pedestrian crossings. We need to

keep doing this stuff if we're going to accommodate the amount of trip we're expecting.

Recommendation #2 - The second part has to do with recognizing the very critical role that transit plays to making our transportation system work. It will become increasingly more so in the future. This recommendation has to do with making sure we don't forget about funding the really important stuff that's a little less visible and a little less sexy. Things like expanding the MUNI bus and rail fleet, the BART fleet, Caltrain electrification. These aren't sexy capital expansion projects, but they're just the things we need to do to provide more capacity in our existing major corridors.

Recommendation #3 - This has to do with recognizing or feeling like there's some big ideas out there that we haven't yet wrapped our heads around of things that are probably going to be game changers and make a huge difference in unlocking some of the challenges in this area. But we haven't done the right level of conceptual planning and analysis and technical work to be able to forward them as recommendations just yet.

The third recommendation is we should continue to pursue next steps to define promising new infrastructure and policy. There happens to be a citywide effort that's kicking off that's called the San Francisco Long Range Transportation Planning Program that is the place where that will happen. Maria asked me to mention before she left that effort will be kicking off with its first round of outreach in the spring and they would be happy to come back to this body. That's where I conclude and hand it back to Erin.

Erin Miller - What are we going to do with all of this great information now that the Waterfront Transportation Assessment is complete? I can give you an example of what we have done pretty recently which is a great picture of how this work has helped us be strategic in how we move forward with these major development projects.

The Warriors recently completed their project for their proposal at Mission Bay. Out of that, if you think of the recommendations framework that Liz said, one, two and three? One and two are the local, focused, short-term recommendations. Three is the more long range, big, high level planning. What we've been able to do is direct some of these one and two recommendations towards the development project.

The Warriors are going to be purchasing four new LRVs for the service that they're going to be calling on for their events. Those LRVs are also going to be able to support our overall network. That's how we get a little bit comprehensive benefit from some of --

Commissioner Brandon - What's LRV and BRT?

Erin Miller - Light Rail Vehicles and Bus Rapid Transit. I apologize. I come from the world of anagrams. They're also going to be doing things like repositioning and enlarging the Mission Bay platform on Third Street at 16th and Third. It's going to be relocated to the center of the street. It's going to be able to see multiple trains stop at the same time. In that, they're also going to be putting in some crossover tracks which build in a lot of operational flexibility for our system. Again, not so sexy but big benefits to our operations folks.

We also have a special events MUNI transit service plan which is going to be running 16th Street shuttles between 16th Street BART station and the event center. A really interesting thing that this project has done is that we've legislated the Mission Bay Transportation Improvement Fund which is a way of helping to secure project generated revenues to help fund the Special Service Plan and to make sure that we always have a funding source to be able to achieve the commitments for transportation that this project has made.

Pier 70 and Mission Rock, two projects that are getting very active again. We're very early in the stages with these projects, but we definitely anticipate that they will be similarly informed by the findings and recommendations that we have in the Waterfront Assessment. We'll be working closely with the project sponsors to design and evaluate their internal transportation networks as well as looking at their project mitigation needs and improvement measures to define how best to implement those.

In summary, the Waterfront Transportation Assessment continues to inform project specific transportation measures. We continue to coordinate closely with development sponsors along the waterfront to address transportation, project specific transportation needs and network transportation needs. All the City staff working on this effort are coordinating and making sure that we're checking in on individual projects and keeping a comprehensive oversight over how these projects contribute to the greater network. That's a big piece of the conversation that we're having because transportation doesn't end at the boundary of a project.

Commissioners Woo Ho - Thank you for the report. It is something that we are obviously very jointly invested in since we know that traffic and congestion is one of the big topics on the waterfront. I appreciate that you guys have been working very hard on this. I do have a couple of questions.

With all the inventory of the existing projects, have you quantified how that's going to alleviate some of the transportation congestion? Obviously it's coming over time but it would be helpful to know.

Peter Albert - One of the tools that we work with to look at the future and make sure that we're accommodating the demand is that modeling tool that Liz talked about, SF-CHAMP. In all of these big projects, we assume the

projects that we know are certain and we plug those numbers into the model. We're able to not only project how many new housing units and the commercial spaces and what the trips those will generate, we can project what that would do in terms of mode split. That's how we can then see where we are overflowing our capacity, overwhelming our networks. Looking at both the strategies that Erin's work outlined and looking at the red flags that Liz's work outlines, we can address the solutions to where there's going to be room for growth or where we're running out of room and we need to get a different kind of mode split.

It's an iterative process, but the important thing is, we look at that horizon year, we plug that model in with all of the growth that we expect, we crunch those numbers and then that tells us not just what we need to do today, but what we need to start doing now so we're in better shape come 2040.

Commissioner Woo Ho - I appreciate the futuristic view and I don't disagree with that. But as you probably know, many of the people in San Francisco right now are wondering, "What are you doing today to help us?" We all know part of the congestion, particularly in the downtown area, not just in the waterfront, is the amount of construction that is going on and all the blockage.

I wonder whether there's some tactical things that you're considering in terms of understanding where there is a lot of blockage and whether there is a more intelligent way to manage the construction sites or tell them what hours of work or whatever so that they don't hit some of the peak hours. I experience that in my own neighborhood. Why does PG&E start at 8 o'clock in the morning with the morning commute? Why couldn't they start later so you don't have this huge piles of cars. That's just a small example.

The other one would be whether you are looking at, particularly on the Embarcadero, and it's kind of a radical concept, other ways to accommodate parking if we get rid of some of the meters and we open up more traffic lanes. I'm wondering how we're looking at some of these things tactically. Obviously, there are pros and cons and offsets that need to be looked at, what I hear here is we're sort of accepting the what is today and then trying to figure out future solutions. And that's fine but it what can we do with the existing?

Peter Albert - Let me correct myself. It's not just that we're looking at 2040. Every construction project you see has mitigation measures that they're meant to implement. We all feel the pain of the construction all happening. This is just what's a crazy time economically. I've been working with the City in Planning and Transportation for 30 years and I've seen busts and booms. I've never seen something like we're going through right now.

It's amazing to me what that does to South of Market. The question Commissioner Woo Ho that you're raising is about the construction

processes themselves and how many lanes to shut down and the coordination that could happen between construction project here, construction project there so that it's not messing up the whole street that's getting to that.

That is a degree of coordination that I wish we had built into our plan here because we're looking at the approved project. I think what you're flagging is how do we make sure getting to the project's opening date we didn't create such gridlock that it really puts people into the craziness we are in.

I would like to propose that we look at the interim process, the construction project itself, as part of what we're factoring in. Then we can make better decisions. The pilot project Erin talked about where we unblocked the box, where we looked last summer at those impacts because of all the construction. It just takes one car to run an intersection, get stuck in the middle of it and mess it up for all four points coming into the intersection.

Having that extra resource of Parking Control Officers unblocked that box, helped open up those intersections, helped free flow. Out of that is developing a permanent program. No longer a pilot, a permanent way to deal with gridlocked intersections. That would be an important phase for what we're doing. Not just looking at the projects when they're finished, but looking at the process of getting there and managing those events.

Commissioner Woo Ho - I couldn't agree with you more. I was going to mention whether having more Parking Traffic Officers would help to do that. The other part of it is having smarter street lights and some of our synchronization of lights. When we know that all of a sudden traffic could be moving slower. With all the computer technology these days, it seems we could have smarter lights where you don't have to wait five minutes for the light to change. These are little things tactically. I'm wondering whether that's part of the plan to have smarter street lights etc. so that traffic can flow better and faster.

Erin Miller - In answer to the question about Parking Control Officers (PCOs), I want to let you know that I spoke with Cameron Samii today who is our Enforcement Manager. They're in the process of hiring some new PCOs to help with the gridlock enforcement. Right now they are a little bit focused on downtown with the Super Bowl, but they're constantly working on that.

Regarding signals - One is that we have pretty intelligent signal systems. You can actually come into our office and find a computer and watch certain intersections in the city. We do keep an eye on things like that proactively. Another thing that the PCOs do is manually override the signals when the traffic is really bad. They can see and communicate across a corridor where they're working and start to open up to allow some of the traffic to move through during certain peak times in certain locations. So there is that effort that's going on.

Also at the state level, there is conversation about red light signal controls. While that isn't the same as blocking the box controls, it's something that we're questioning and trying to move forward with looking into that as an opportunity to help with some of the congestion.

Commissioner Woo Ho - My last question which goes into a little bit of a higher level, we know that San Francisco's population has increased to 15%, per John Rahaim's presentation. The whole bay Area region has increased 15%. Your agency is obviously working with some regional transportation agencies like BART and Caltrains. How much more regional coordination could we do between agencies? You're a municipal agency trying to work this issue and the region have opportunities because it's not just growth in San Francisco that's causing this; it's growth in the region.

Liz Brisson - The main point I would make is that coordination with the regional level isn't something we just do once. It's ongoing, every month there's coordination meetings that happen between all the different transit operators and transportation agencies and the regional agency called the Metropolitan Transportation Commission.

Right now, one of the big efforts underway is something called Plan Bay Area. It's a joint land use transportation vision that is prepared every four years. We're in the process of updating that and that's where the thinking about how what's going on the land use side is supposed to be, iterate with the thinking on what is happening on the transportation side to come to priorities for transportation investment and to give local jurisdictions the encouragement to zone appropriately within their cities.

One effort I thought would be worth highlighting for one minute is, it's called the MTC Core Capacity Transit Study. It's a seven agency partnership that includes MTC, BART, SFMTA, Caltrain, WETA, SFCTA and AC Transit. It is focused on understanding transit crowding issues in the Transbay corridor as well as in our MUNI Metro system. That effort is about halfway underway. This is where everything from the very initial planning of the second Transbay rail crossing is being considered. As well as where we need major MUNI rail investments in the city beyond the Central Subway. What's our next subway?

As well as what are the incremental steps to get from where we are today to something that we can do in five years or even next year before we do the big capital investments that a lot of people think are warranted in the long-term.

Commissioner Woo Ho - I've always been an advocate for water transportation. We have water taxis but that is not a major transit solution beyond what we have with the ferries. I note the new ferry service to

Richmond. In terms of your future plans, are there any other improvements besides that?

Peter Albert - We are working with San Francisco Bay Ferry, WETA and Golden Gate. What we know is that the next ferry terminal to open will be in Richmond. They're looking at Berkeley and they are actually increasing the trips that go from Oyster Point into San Francisco. That turned out to be one of the most lucrative runs. There's a demand for service on the peninsula to San Francisco.

Treasure Island opens up pretty soon. That's going to be part of the development agreement that is tied to the opening of a certain number of units and then they depend heavily on the expansion of the Ferry Terminal which is in cooperation with the Port. That's actually a Port project.

I don't know what's happening with the Tiburon service. I think they're looking at Golden Gate probably taking that over because Marin County is a service they do. That's something that we're tracking because that is a transit service that Blue & Gold was operating up until recently. There's a conversation there about where that ends up.

One very important development is the Smart Rail. Even though you might not think of that as a ferry service, the Congressional budget approval is \$20 million to extend the train from Sonoma County all the way to the Larkspur Ferry Terminal. That last part of it wasn't funded until just recently. That means now that you have a whole corridor of people who are driving from Marin County and Sonoma County into San Francisco because they don't have that seamless connection, because they would have to do all these multiple transfers.

You bring the rail right to the Ferry Terminal and the ferry right to the front door of San Francisco, there's a whole generation of transit users who never have to worry about highway congestion. Sometimes the best investments you can make are in the connections between systems rather than new extensions of systems.

Commissioner Katz - I'm going to sound like a broken record. In answer to some of the issues raised by Commissioner Woo Ho, at least interim planning, it would be very useful to use the Geographic Information System (GIS) and to see what's coming down the pike. This applies I think for construction, we used to use it for excavation.

As we see all the construction coming in these areas, and traffic patterns changing albeit temporarily but certainly significantly and something tells me the guys that stand out there and wave cars around the barriers and other things are not exactly thinking of the implications that they're having blocks and blocks away, the downside of all that is the horrendous added pollution that we have as cars end up sitting and idling. It goes on and on. There's

certainly an environmental basis for trying to figure out how we can, if people are going to be driving and they still will continue to do so, busses as well. We need to figure out how to keep them from sitting stuck in traffic jams and idling. I know there hasn't been quite as much coordination using this kind of system which the City built and spent money for, to coordinate the different departments so that you can see where cranes will be and where construction will be blocking streets, you can anticipate traffic jams. Seeing all the construction that's coming down just what we discussed today, I would hope that we can start using that system so that we get the permits that are pulled for DPT and others and coordinate so you don't have two simultaneously blocking one-way streets or making sure they're not out there during what are obvious or what used to be rush hours. Now it seems like it's all one.

At least taking advantage of that system to try and do a little bit more planning. It would be useful, especially as you're looking at the traffic patterns, to take that system into account and see how some of this construction impacts on the traffic patterns if you do the overlays that it allows you to do. I've said it before, but I'll take every chance I get.

Peter Albert - First of all, I appreciate it. One message I'm getting very clear from this Commission is the focus on the construction impacts itself of all this growth. It's one thing to talk about making sure the development agreements line up these investments. It's another thing to manage the actual construction. We feel that right now because of this boom especially in the South of Market Streets, as Liz and Erin pointed out, around the Bay Bridge approaches.

That's good for the next generation of planners taking over where I leave off. I think we'll focus on that. I want to call out one partnership that's hugely instrumental and that is the Office of Economic and Workforce Development. They help us with the permits. They help us with the projections of economic growth. They help us with the development agreements themselves. We can work with the projects even before they're approved to make sure they're thinking smartly about the construction impacts.

Commissioner Katz - So you can plug them into the GIS system which is designed to do that.

Peter Albert - Yes, we have that ability.

Commissioner Katz - And then the IoT, Internet of Things. I know that the ports are looking at it and what applies to all of this is using some of the IoT capabilities to track and be that much smarter as we move particularly larger vehicles, busses and other forms of mass transit through. I think that'll be helpful but we can probably use it for others as well.

I know you do this but it would certainly be helpful in terms of bike lanes in some of the new developments we're looking at, and thinking ahead putting in the bike lanes and how that's going to play out as we have the luxury of designing some of these new areas. I know that's something you've been phenomenal on but I want to state it publicly.

Looking at what's been done in other countries where they've had the dedicated bike lanes, I know the Netherlands and others have that and that seems to have been effective and this might be a good opportunity in some of these new developments to work with them to get that put in place ahead of time rather than after the fact.

Along the lines of all the new construction that we're looking at, we know where it's coming in. At the same token, it's gotten faster to plan new routes but there is a lag time in putting in the new routes. Perhaps we can look at where we see new changes in density and what the impacts are going to be and getting new bus routes all ready to go and in place so that people will be used to using those when the increase starts to hit.

Peter Albert - A model for that would be the agreements with the Warriors because they're opening in 2018. We can tell you in 2016, in 2017, in 2018 what's happening incrementally to get ahead of that project.

Commissioner Katz - I know it used to be a good six to nine months to get a new route once we decided we wanted one. By then we're already going to be hitting a lot of the gridlock. But most of all I want to thank all of you because I'm excited that we're thinking about this and the coordination that's being taking place. Thank you all for coming.

Commissioner Brandon - Peter, Liz and Erin thank you for such a great report. Peter we're really going to miss you. I don't know what we're going to do. We're so used to seeing you whenever it comes to something related to MTA. Congratulations on your retirement.

Peter Albert - Thank you. It's been a pleasure to work with you.

Commissioner Brandon - This is a lot of great information. It seems that everything stops at Mission Bay and the Central Waterfront. I'm wondering if the assessment took into consideration the Southern Waterfront, the Shipyard, Candlestick Point and all the new construction and development that's happening there.

Peter Albert - It did. We've collapsed a much more extensive conversation. One of my first projects when I came over to work for OEWD and MTA was to work on the Hunters Point Shipyard and Candlestick Point. We actually got pretty far ahead. It's exactly where Commission Katz was talking about - getting the transportation ahead of the development.

We're building the bus ways, the bikeways and all that even before the units themselves are opening up. That's the model of how we should be doing it. We should be building in the very DNA of the project, the network that we want based on community feedback, based on capacity studies. In the very first graphic, they alluded to the work that was already done in the southern part.

As Liz pointed out, she's been focusing just in this last year on what's happening with the Warriors area, the Mission Rock area, Pier 70 and the NRG site because that's the next big gravity of development that's happening but we need to be nimble. We need to make sure we're looking up and down that waterfront network. She could've easily put the magnifying glass on any part of the waterfront and tapped into what's going on there.

Commissioner Brandon - I'm just wondering about some of the things that you're doing at 16th Street, how that's going to affect the Southern Waterfront?

Peter Albert - That's a good example of a needed East-West connection. There isn't very many of those but we have similar investments that are happening at India Basin. India Basin is another project that's going through some major development. We're looking at Innes Street and the connection to Cargo Way and connection to Hunters Point Boulevard. There are transit plans for those streets that are part of the development agreements.

In the Shipyard, a few of the MUNI lines help connect that part of town to other neighborhoods. We increase frequency and we protect the operation of the 24 line. Brand new Bus Rapid Transit (BRT) line, comes in from the south, picks up Caltrain and goes to BART. There's a map of all these East-West connections jibed with these North-South connections that show what we're doing is overcoming the isolation of that part of town and connecting it to the rest of San Francisco.

Monique Moyer - I would also offer that Tideline Marine which is one of our water taxis has been granted permission by Lennar, the developer of the Shipyard to begin beta testing water taxi service. As you know they already land at the Port, but they'll be able to do some beta testing on water taxi service between the Port's landing sites and the Hunters Point Shipyard. I believe they are anticipating starting that spring of 2016. Hopefully that will be well received and can lead us to something more sustainable and bigger.

Commissioner Adams - Thank you Erin, Peter and Liz for a well done presentation. Going back to Commissioner Woo Ho's comments about some of the problems and solutions. I really appreciate this report. With progress, sometimes you have problems. We're second to New York right now in congestion and we've got to deal with it.

I wish Commissioner Woo Ho was here last month when we talked about the Super Bowl and all the measures that were going to be taken for the Super Bowl. She missed that. Maybe she can get a copy of that presentation. Is there any plan for a ferry for the Warriors also?

Peter Albert - We would've loved it if we had the ferry terminal environmentally cleared in conjunction with the opening of that. However we are working carefully with the Port. I don't want to speak for Monique or the Planning staff on this one, but they're working with WETA on the feasibility of a terminal at 16th Street. However, we could move the crowds of people even if we didn't have the ferry terminal.

We know from the Giants that ferries carry 20% of all the transit riders going to AT&T Park. That's a big number. They tend to carry a much smaller number of the commuters but special events and event centers like that. They do a yeoman's job.

Monique Moyer - Everything you said was correct except location. We're still studying potential locations.

Commissioner Woo Ho - I was struck in two things. One, I know when the Warriors came to us a long time ago in Piers 30/32, one of their mitigation was instead of having people driving around trying to find a parking space that when you bought your ticket you pre-assign and that was a very smart way so you'd know exactly where to park so you don't go driving around the block.

I did notice that the Giants in their last report for The Yard mentioned that there has actually been less usage on game day for their parking lot and maybe it's because of the construction or whatever, people are somehow not driving as much. I know there's probably some smart applications out there. It's probably problematic operationally but instead of having people driving around looking for an empty meter somewhere, there is the technology of identifying which meters are available. If you put it together, you don't have to keep driving around to look for a parking space. Or in the case of an event, you are pre-assigned so you don't spend the time looking for a spot. You know exactly where you're going to park if you're going to use your car because I don't think we're going to eliminate the car.

If that's also part of the whole strategy of figuring out some of these techniques, to Commissioner Katz's points, you don't have people idling, driving around, creating more emission. But knowing exactly where to go and making it easier and convenient for everybody and everybody wins.

Peter Albert - The Warriors have pushed that idea and that's one of the apps that they're going to roll out. What they're trying to do that's really smart is they're trying to intercept those car before they even get close here. If you're coming from Marin, they know they're ticketholders. They know where they

live. They can actually work out assignments based on people coming up from the Peninsula being intercepted with the parking lots that are just south of the arena. I think you heard about those parking lots. People coming from the North Bay intercepted at the North. So the last part of the trip is completed on foot. It does a terrific job of keeping the congestion sort outside the perimeter and not any one neighborhood is overwhelmed with a bunch of cars coming in and trying to search.

That's part of their strategy. One thing I have learned is technology changes so quickly that what they'll have in 2018 and what we can envision right now might still be a far apart, but we can point to technology we have that does show availability of existing parking spaces that are free and so people have that real-time information and geographic assignments of where you could park coming in from your origin before you get to your destination.

Commissioner Adams - Thank you very much.

B. Informational presentation on the Port Northern Waterfront Transportation Survey.

Diane Oshima, Planning staff - It was quite opportune for you to be able to get the presentation on the Waterfront Transportation Assessment and I credit you for being able to start digging in to understand the implications of it. But as SFMTA staff pointed out, a lot of the work has been focused on grappling with South of Market, Mission Bay, Central Waterfront, Southern Waterfront because that's where the biggest proponent of growth is going. At the same time, we've all experienced the difficulties of getting up and down the Embarcadero.

As part of an inspiration that came from the Waterfront Transportation Assessment, the idea of going back and making sure that Fisherman's Wharf on down to the South Beach neighborhood that we weren't forgetting about, to pay some attention to that area. The Port decided that we should take some steps to get a handle on what our tenants are experiencing on that transportation network, what insights they have to share with us so that we can churn that into the whole machine here to figure out what other than the transportation improvements that MTA is putting on the ground now might we be able to supplement. The bike lane planning for the Embarcadero Enhancement Project, that also is an initiative coming out of the Waterfront Transportation Assessment that we think would be benefitted also by this transportation survey.

Thank you to the Seifel Associates team for conducting this transportation study: Nelson\Nygaard, who also happened to work on part of the Waterfront Transportation Assessment. It starts getting a little incestuous sometimes, but the transportation consultant Nelson\Nygaard, Davis and Associates who are administering the survey and the Seifel Group for analyzing and putting together the results that we have to share with you to date.

There's still some remaining steps to be completed and we will have a final report sometime in the next month or two. I wanted to also thank Susan Reynolds and Jay Edwards. We worked with our Port Team here to try and inform this transportation survey. Today's presenters will be Josh Karlin-Resnick from Nelson\Nygaard, Liz Krueger from Seifel and Darolyn Davis from Davis Associates.

Josh Karlin-Resnick with Nelson\Nygaard Consulting Associates - We helped with the Waterfront Transportation Assessment. We also helped with this effort. Our role on this project was to set out some context and help the team design the survey that went out to Northern Waterfront tenants.

As Diane mentioned, part of the rationale for this effort was to focus attention up on the Northern Waterfront where some of the efforts have focused further to the South. I want to lay out some of the context very briefly. This is pulling from a number of transportation studies, plans, reports, etc. that have happened over the last 10 years or so. It's pulling the information together to create a complete picture.

There have been a number of traffic issues documented. Both right along the waterfront, with congestion onto the Embarcadero. Some documented intersection delay along the waterfront and anecdotal reports of regular backups every single day.

Then there's regional and the other city issues that affect this area. The bottlenecks of the bridges as well as all the congestion that Peter and his team mentioned in SoMa and along the Central Waterfront.

On the transit side, this is a bit of a challenged area. There is service along the Northern Waterfront from the Ferry Building North, on the F line but that connection is not quite there just yet between Fisherman's Wharf and Caltrains, all the way along the waterfront. That is coming soon.

On the bus side of things, there are several lines that reach near the waterfront or pretty close. But the service is not, by any means, complete. It doesn't go everywhere along the waterfront. There are some challenges there.

On the bike and pedestrian side of things, the city has identified some corridors that are responsible for a large number of the pedestrian and bike injuries and fatalities and several of those corridors either touch the waterfront or the Embarcadero south of the Ferry Building is one of those corridors.

Looking at bike and pedestrian injuries over the last five-year period, between 2008-2013, what you can see is a few intersections pop out as important safety issues at the intersection of Broadway and the

Embarcadero, Washington and the Embarcadero and then Mission and the Embarcadero.

In talking with Port staff, there are some issues that aren't necessarily documented in past studies but are ever present i.e. some delivery and large vehicle access issues crossing a major pedestrian and bike corridor to get into some of the waterfront facilities.

Finally with events, a number of events along the waterfront and cruise ship loading and unloading is almost an event. With all those things, there is some congestion along the waterfront.

The E line service should provide service all the way from Caltrain. Combined with MTA's plans for increased frequencies on the F, we'll see a pretty healthy bump in frequency in the Northern part of the waterfront in the coming years as part of MUNI Forward and various other efforts.

Peter and his team talked about the ferries a little bit. I know you have a big interest in water taxi issues. Water taxi service at Pier 15 is coming on line soon and will help with some of that. On the bike/ped side of things, not only the Jefferson Street pedestrian enhancements but the Embarcadero Enhancement Project are two major bike and pedestrian improvements along the waterfront. All that stuff is happening.

Darolyn Davis - I'm the CEO of Davis and Associates and I'm a sub consultant to Seifel on this project. We were asked by the Port to help them to reach out to your tenants along the waterfront. It ranged from Fisherman's Wharf all the way to the China Basin. We assisted with the survey development and administered the Northern Waterfront Transportation Survey.

We conducted interviews with tenants by phone and online and then through email. They have the option of either responding to the survey online or we did an in-person or over the phone interview. We developed a database of about 266 tenants and about 40% of them responded to the survey which was pretty phenomenal for a survey that was 36 questions long. It was pretty in depth. We're pretty happy with those results.

The Port identified about 16 priority tenants and of those 13 responded to the survey. This was an unrestricted survey. Tenants were not required to answer every question and more than one person from an organization could respond to the survey. We were unable to weight the applicable responses needed, based on impacts such as the number of employees or the customers affected. The survey asked about tenant business, how employees get to work, how customers or clients get to their location and about deliveries.

Respondents were asked to assess the impact various transportation issues have on their business. They rated suggested transportation improvements. They provided feedbacks and recommendations of other types of transportation improvements that they thought would be helpful. Overall tenants welcome the opportunity to give feedback. They were encouraged that they were asked anything about the transportation and how it impacts their business. There are many pages of verbatim comments that we are still reviewing, so there's still a lot more information to come but we wanted to give you a preliminary review of what we found.

Tenants identified what type of business they have and the type of facility. Respondents could pick from several categories. The top four categories were, most of them were offices, storage and warehouse, fishing industry and maritime. Those were the top businesses along the waterfront.

Fisherman's Wharf area had relatively a higher rate of response. Larger influence on the survey just because they were much more engaged. There had been some pre-outreach prior to the survey and it did pay off in terms of their response. While the Ferry Building was unrepresented according to the tenants list. South Beach had second highest number of respondents while the Northeast had the lowest number of responses.

Liz Krueger from Seifel - My boss, Libby, who you might be much more familiar with is out of the country today so I'm filling in.

In the survey we asked the respondents to identify some of their top issues. Not surprisingly, there were transportation issues that affected employees getting to work, customers getting there, as well as deliveries. When we asked them to look at what issues impacted them most, however, from this entire list of 13 issues, the top three were vehicle congestion, the event related closures and back-ups and parking availability.

What we found was that while this came out as a whole for the survey average, how that affected different areas by location varied. Looking at this by location, this is just vehicle congestion. If you look at the red and blue bars together, you can see that Fisherman's Wharf and South Beach were far more impacted by vehicle congestion than were the other two areas surveyed.

That was an example of something that told us we need to look by location, not just at the survey results overall. We also asked them to rank a list of potential improvements from one being low to 10 being high, and the good news is, from those previously identified potential improvements, that they all came out as important, averaging five or six from the survey as a whole. The top three that were slightly higher than the others were increased awareness of nearby parking, traffic enforcement and direction and improved advanced alert communications.

That is on the survey as a whole. When we looked by location, we found some slight differences. Some of those are pretty important. Looking at Fisherman's Wharf first, their highest priority improvements were bike/pedestrian crossings, traffic alerts and traffic enforcement direction. They were the only area that identified improved traffic enforcement and direction as a top priority item. It's not that they weren't important to everybody, but as a top priority for Fisherman's Wharf, this was unique to them.

In fact, in the verbatim comments that we have been able to go through, we had some South Beach folks say, "We think the traffic enforcement is working pretty well." Fisherman's Wharf? Not necessarily so much. They also have a lot of tenants that have late night and wee hours of the morning hours, and a high percentage of employees driving to work. We think that's related to the hours that they're working, but they did have a significantly higher than the survey as a whole driving to work.

Looking at Northeast, they had slightly different priorities as you can see. They had a lot of comments about bike/pedestrian near misses. Clearly one of the respondents had experienced one of those first hand. In the Ferry Building, we had top issues. One of them was parking. That was not parking for employees. That was parking for customers trying to get there. Comments about when they arrive for a meeting at 10:00 or 11:00 in the morning, all the parking lots are full. Their issue about parking wasn't about employees as it was for some other areas.

It also had the highest use of transit by employees getting to work and the lowest driving rates of any other groups. South Beach was similar to Fisherman's Wharf, wherein they had a lot more mix of overnight hours, 24/7 and a lot higher driving percentage getting there. They did have requests about better notification of disruption, construction not surprisingly.

We had 14 respondents who didn't tell us their location. We are pretty clear from the comments that they are south of the South Beach area. Some of them referred to Pier 70, Noonan Building, things like that. They actually were a big enough population in ranking improvements that they affected survey averages.

One of the things that was important to them as a high priority was increased awareness about availability of parking. It was important enough to them that they voted for it, and it made the top three for the survey as a whole. That was one of the things we looked at, and will continue to look at as we evaluate these survey results further is how those that didn't tell us their location are also affecting the survey averages and how they could be served.

Clearly there's a connection with the study results we heard earlier. Diane alluded to the fact that we've got more analysis to do, some final reporting, some additional outreach to the community and we'll be doing that.

Commissioner Woo Ho - I think the presentation was very useful. As Diane said, this seems to be transportation and to have the combination of what's happening currently for us of our Northern Waterfront with the overall City plans is very helpful to kind of connect the dots together.

Once you do more analysis, how can we do something about this information? Once you survey people and ask them for feedback, they're expecting some reaction and action to address the feedback.

Diane Oshima - I'll leave the door open for Peter Albert because we'll want to take advantage of his further thoughts on it. Our first thought was we needed to get some stable information to start working with. To date it's largely been anecdotal or just observational by the Port staff, but when we talk about the E-line or the F-line frequencies.

The team worked closely also with the SFMTA's team that's leading that Embarcadero Enhancement Bikeway Planning Project because they're already interested in taking in the responses to this to inform the public process to develop a conceptual design for the bike planning. We don't have a fixed program as to the action steps for what we do with all of this.

We're trying to get the survey together and convene with the City team to start figuring out where there are additional dots where we can be connecting between efforts that are already underway and some small moves that might actually respond to some of the feedback that we're getting on the survey as well.

Commissioner Woo Ho - From a Commission standpoint, the rest of the Commissioners would probably definitely encourage you to take it further. I know you're still studying and understanding it. The insight that obviously even within the waterfront, different neighborhoods have different issues, that's a really good learning for us. That makes a lot of sense but sometimes it takes you to ask the questions to find out and not look at one thing as one entity. It's not. It's really different neighborhoods because they are affected differently and their needs are different.

I think that's very useful for us to understand that and that I have always been a proponent, not even just on transportation, but asking our customers and clients, "What is on your mind?" Transportation is one of the biggest issues on their mind and I hope we will do other surveys like this because we want to be viewed as very responsive to our community and our advisory committees. It's good to do specific surveys to get a little bit more deeper into the issues that are on our clients and our tenants' minds.

Diane Oshima - I expect that we will get more of that kind of feedback because once this is actually completed so that we can report it out, we can schedule it for our advisory committees and then layer in additional information.

Peter Albert, MTA - I also facilitate the Ballpark Mission Bay Transportation Coordination Committee. That's become a useful forum for looking at the growth that's happening around the ballpark. It's a good model. We have met with Fisherman's Wharf but there's a focus on transportation but there isn't quite the same structure.

I look at Corinne again because she seems to be everywhere we talk about transportation but one of the roles she plays on that is to make sure that we are directly feeding that group into something more meaningful than just an idea factory. It's a group that's helping track coordination and making strong recommendations that ended up being codified more or less in some mitigation measures for development projects.

I'm not sure if that's a direction the community wants to go because that puts responsibility on them but we like it because it's a communication that we have with the community that has teeth, that actually is meaningful, that shapes the future developments. I'm going to be going out to the Wharf next week to talk about Super bowl. It's one of the big projects I'm managing. I would love to be able say, "The next time we're meeting on our regular monthly coordinating meeting, we could nail down these issues." I don't know that we have that forum quite on the Northern Waterfront that we do there. This is an opportunity.

Commissioner Katz - Thank you. This is really informative. We appreciate getting the feedback from our tenants and the people that are on the ground that can give you that, anecdotal is probably not quite the right word, but they're there every day and they know what really does have an impact and what's needed so I appreciate all the information. Look forward to spending more time figuring out where we can apply it and how it can help. Thank you all.

Commissioner Brandon - I agree. Thank you for a very good report. This is really good information. What is the Embarcadero Enhancement Project planning?

Diane Oshima - It's an effort to develop a conceptual design from a public process about how to improve bike access, safe bike access along the Embarcadero. But it's not only a bike project because we've all heard the stories and the scare stories about how crowded it is on the promenade, the mix of people on feet and wheels and one of the reasons that we have not just sort of said, "Bikes, get off the promenade," is because for the range of bicyclists that we are now seeing along the Embarcadero, the green painted

bike lane, it actually has been effective to improve bike use, but it's not for every rider.

That's why we've been reticent against imposing new rules about walkers, pedestrians only on the promenade until we can work with the city to figure out what's a long-term plan for the improvement of the Embarcadero for bikes. Maybe what may be coming from that work also some pilots or shorter-term opportunities to organize bicyclists versus pedestrians and establish some protocols that can be enforced.

Commissioner Brandon - Is that an internal Port group?

Diane Oshima - No that's a project that is being led by SFMTA and it is an outgrowth of the work that started with the Waterfront Transportation Assessment. There's a team that's been working and they had a number of public workshops last year. They had some staffing changes and so they're going to be resuming the public workshops this year.

Commissioner Woo Ho - Are you going to share the results of this survey with the Waterfront Land Use Committee?

Diane Oshima - Yes, we have a transportation oriented meeting on the docket and the hope was that we could get all of this information packaged and organized to serve that as well as it's important to share it with our advisory groups.

Commissioner Adams - Commissioner Woo Ho asked what I was going to ask. Thank you; this is a great report. We look forward to you coming back. The Commissioners would like a little bit more in depth. This is great work and this is a great start and the Working Waterfront Group will enjoy.

12. NEW BUSINESS

13. ADJOURNMENT

ACTION: Commissioner Brandon moved approval to adjourn the meeting; Commissioner Woo Ho seconded the motion. All of the Commissioners were in favor.

Port Commission President Willie Adams adjourned the meeting at 6:20 p.m.