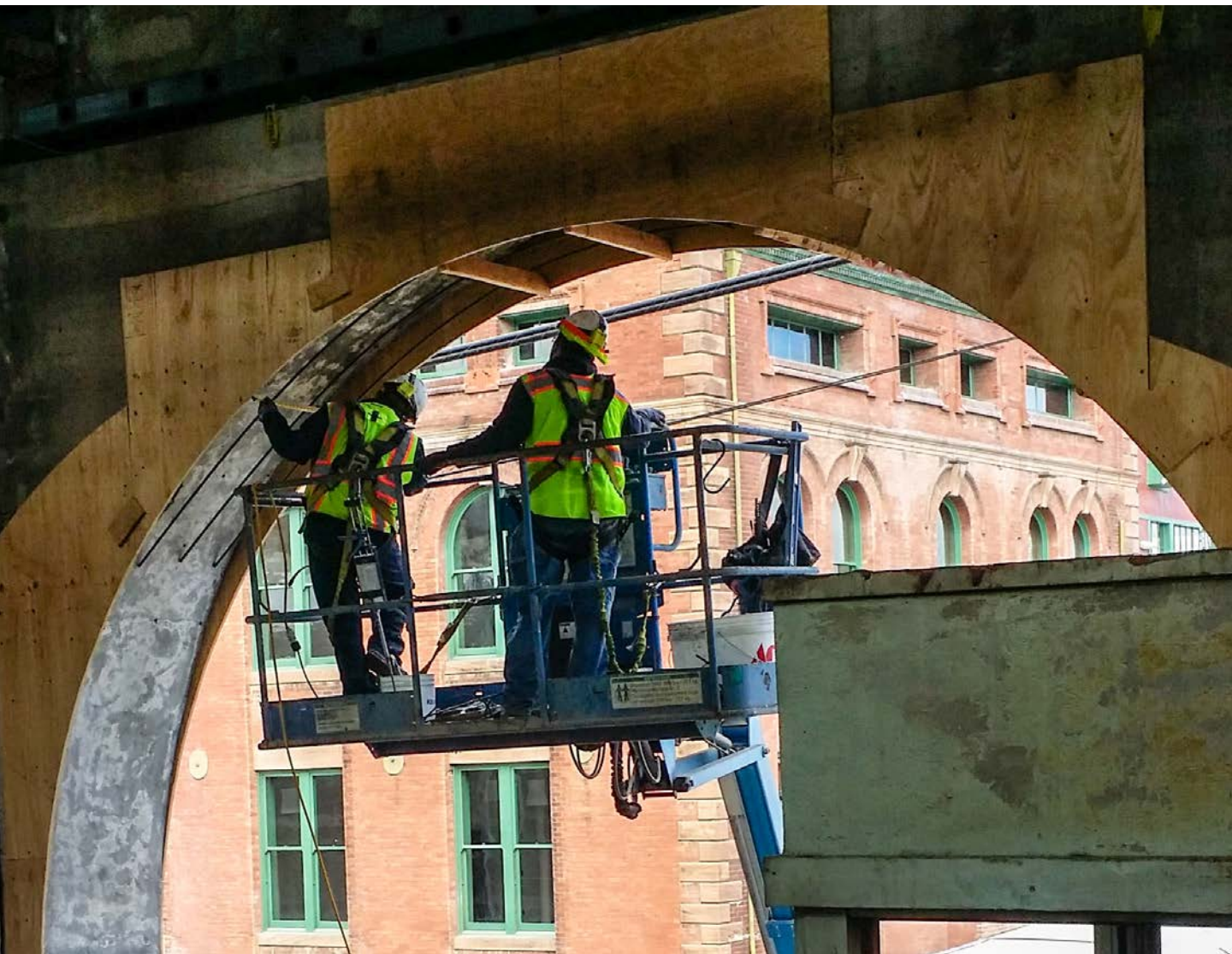


Strategic Plan

2019 - 2023



Port of San Francisco

A Vibrant and Diverse Waterfront

Port of San Francisco 2019 - 2023 Strategic Plan

June, 2019





Who We Are

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

MAYOR, CITY & COUNTY OF SAN FRANCISCO

Honorable Mayor London Breed

SAN FRANCISCO PORT COMMISSION

President	Kimberly Brandon
Vice President	Willie Adams
Commissioner	Gail Gilman
Commissioner	Victor G. Makras
Commissioner	Doreen Woo Ho

PORT OF SAN FRANCISCO

Executive Director	Elaine Forbes
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A Message From The Port

The Port of San Francisco is improving the waterfront for maritime use and public enjoyment while making San Francisco resilient to current and future hazards. The Port maintains its working waterfront through its 14 maritime business lines. Along with its historic districts the Port also provides a generous public open space system. The richness of these facilities makes the Port's waterfront a world-renowned destination, attracting more than 24 million people annually.

Climate change coupled with the age of Port facilities is now presenting the Port with monumental challenges. The 100-plus year old three mile Embarcadero Seawall is at risk from earthquakes and sea level rise due to climate change. The Seawall protects regional transportation infrastructure, utilities, emergency assets, adjacent upland neighborhoods and Downtown. Sea level is anticipated to rise up to 10-feet by the end of the century threatening the 500 acres of assets the Embarcadero Seawall protects, as well as the entire 7.5 miles of Port property. To address these risks, the Port is leading the Embarcadero Seawall Program and other resilience efforts, to improve the Seawall and address sea level rise.

Additionally, caring for the Port's many aging historic structures while adhering to its public trust mission presents a challenge. The need to maintain capital investments in state of good repair outpaces funding by \$1.2 billion. This leaves a substantial backlog and requires strategic decisions about how to best manage aging assets. The Port has risen to this challenge with a multi-pronged approach including dedicating revenue to capital improvements, securing new external sources of funding, and targeting available funds to strategic projects.



The Strategic Plan

The Strategic Plan outlines work priorities and actions to advance the Port's mission and achieve the Port Commission's policy objectives for the waterfront. The Plan sets the projects, programs, partnerships and stewardship work over the next five years. The Port's work program as expressed in the Strategic Plan takes direction from the Port's 10-Year Capital Plan, which provides an assessment of capital needs and available resources, the Waterfront Plan which provides goals and policies for long-term use and improvement of Port property, City Policies, the Burton Act, and the Port's 5-Year Financial Forecast.

This Strategic Plan directs the Port's vision to deliver its modern-day mission. Port managers will employ the Strategic Plan to set operational goals, determine actions, and mobilize resources that will continue to maintain and improve San Francisco's diverse and vibrant waterfront. The Strategic Plan is updated annually.



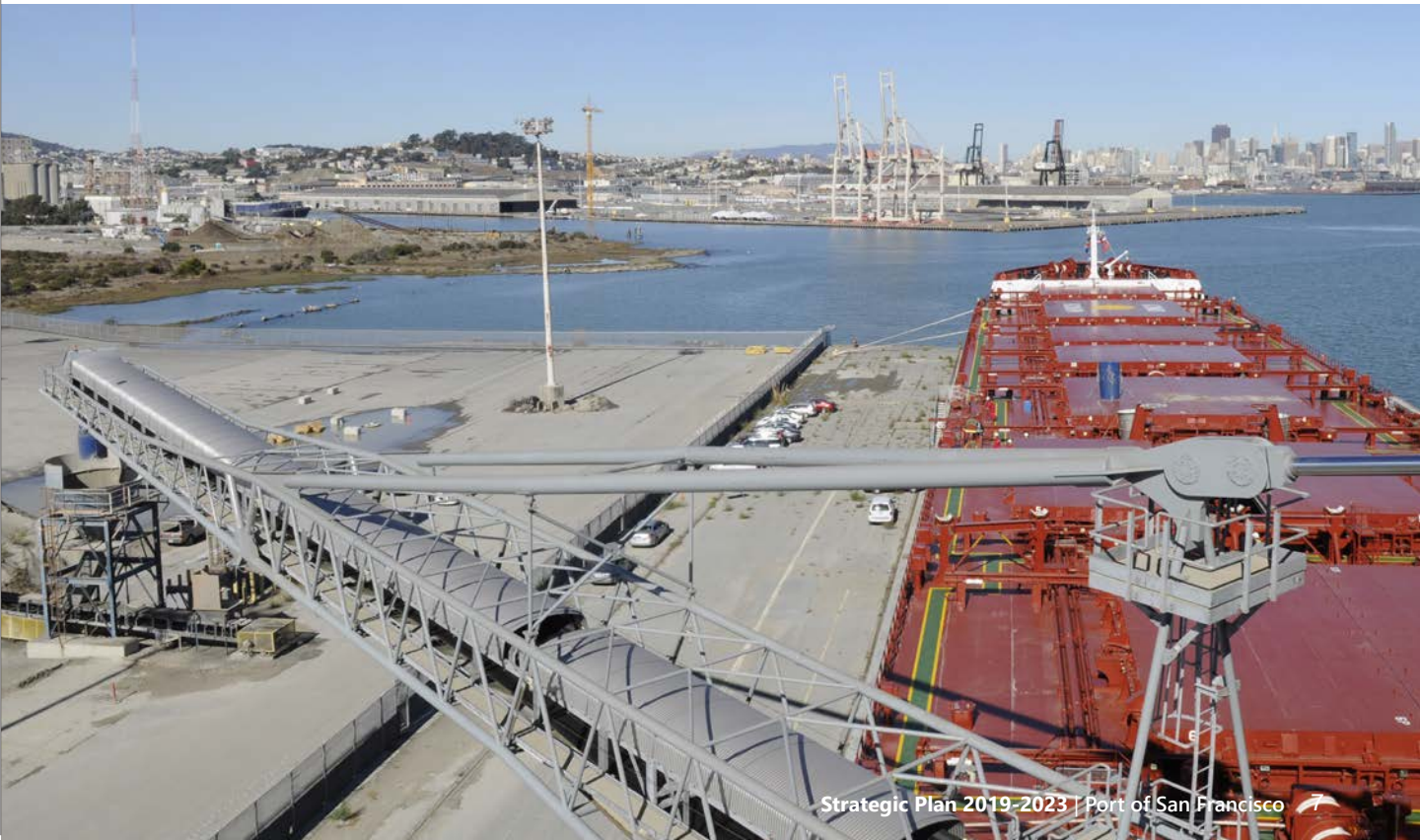
Our Facilities

Port property is a complex mix of piers, structures, seawall, and open land, and is home to more than 500 tenants from Aquatic Park in the north to Heron's Head Park in the south. Most of the piers' bulkhead buildings, seawall, and waterfront structures along The Embarcadero were built before World War II and many have historical distinction. The Port's Pier 70 is endowed with the West Coast's oldest collection of historic resources associated with ship building, steel manufacturing and ship repair industries.

The Port is also home to many of San Francisco's leading visitor destinations, including the Ferry Building, Oracle Park, the Exploratorium, Alcatraz Landing, Pier 39, Fisherman's Wharf, and Hyde Street Pier. Revenues from the many attractions enable the Port to support its State mandated mission.

What We Do

The Port generates \$106 million in revenue annually thanks in part to over 500 businesses that call the Port home. From small, family-owned businesses to the world's finest cruise ships, the Port is part of the economic backbone of the City. The Port is committed to supporting the growth of waterfront jobs and providing space for new and expanding businesses on Port property.



Mission

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

Vision

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

Goals

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



#1

Evolution

OBJECTIVES:

1. Complete the Waterfront Plan update to provide a long-term vision for future use of Port lands.
 - a. Support Embarcadero Historic District pier rehabilitation through promoting the Plan's Public Trust Objectives and support community vetting of development proposals in 2019
 - b. Publish draft Waterfront Plan amendments for public review and comments and initiate the environmental review process in Spring 2019
 - c. Publish Draft Plan amendments in 2019, and complete environmental review and Plan updates in 2020
2. Coordinate with the San Francisco Municipal Transportation Agency (SFMTA) to improve access to the waterfront and transportation service to Port facilities.
 - a. Develop Port-wide Transportation Demand Management measures by 2021 addressing all modes of travel and parking strategies
 - b. Publish draft Waterfront Plan amendments for public review and comments and initiate the environmental review process in Spring 2019
 - c. Work with SFMTA and ferry service agencies/operators to update plans and guide water transportation investment
 - i. Work with WETA to evaluate small ferry service to existing terminals
 - ii. Complete build-out of Mission Bay ferry landing by 2021
 - d. Work with SFMTA to make the Embarcadero safer through interim and long-term improvements
 - i. In 2019, install signage and striping in 'hot-spot' locations, expanded passenger loading zones, and Battery and Sansome bicycle connections
 - ii. Release the Embarcadero Enhancement long-term concept design in 2019, and preliminary engineering in 2020
3. Improve Port open spaces to provide publicly desired amenities and activities.
 - a. Deliver Crane Cove Park on time and budget
 - i. Open to the public with Park activation programs by 2020
 - ii. Raise private funds for historic crane cabs and the children's playground by 2020
 - b. Define strategies for managing and activating Pier 70 and Mission Rock open spaces, by 2019
 - c. Work with the community and stakeholders to identify Port-wide programming and park activation uses, and an implementation plan by 2020
 - d. To improve the plaza east of the Ferry Building, secure policy amendments and prepare a funding and implementation plan by 2020

EVOLUTION

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



#2

Resiliency

OBJECTIVES:

1. Increase resilience of Port assets and services
 - a. Design and implement the Seawall Program to address near, mid and long term seismic and flood risk.
 - i. Complete Multi Hazard Risk Assessment, develop and evaluate alternatives, and select a preferred plan by 2020;
 - ii. Engage a broad range of stakeholders and public through quarterly public meetings, community outreach, tours, and on-line engagement;
 - iii. Begin construction of first safety project(s) in 2023
 - b. Prepare a Port-wide Resilience Framework to address near, mid and long term seismic and flood risk
 - i. Complete a Port-wide assessment of seismic and flood risk, while also developing an asset management database to track risk, by 2020
 - ii. Partner with the Army Corps of Engineers to complete the Port-wide Flood Protection Study by 2022, and seek funding to execute projects
 - iii. Continue to partner with City departments on the Citywide Sea Level Rise Action Plan and other resilience initiatives
2. Ensure safety and security by improving Port preparedness and response for natural and human made risks
 - a. Work with City Departments to improve preparedness
 - i. Update the Hazard and Climate Resilience Plan and identify actions for the Port, by 2019
 - ii. Update the Lifelines Interdependence Study and identify actions for the Port, by 2020
 - iii. Identify potential FEMA grants to reduce risk and provide safe and timely service during and after a significant hazard event, by 2019
 - b. Advance Port staff training programs in 2019 including
 - i. Required 'Incident Command Center' training
 - ii. 'Incident Management Assistance Team' training

RESILIENCY

Prepare the Port for natural and human made risks and hazards.



#3

Engagement

OBJECTIVES:

1. Strengthen public understanding and support of Port responsibilities and projects through community engagement and participation at many levels.
 - a. Conduct Port advisory group meetings at least five times each year, and support communication between advisory groups and the Port Commission
 - b. Provide advance information of Port Commission calendar items to advisory groups and the public about Port activities, projects and special events
 - c. Provide information about Port projects and responsibilities through public walking tours, events, at Sunday Streets, farmers markets, and neighborhood festivals, and sponsor or attend 10 community tours and events each year
2. Partner with City departments and government agencies, Port tenants, and stakeholders to educate and promote waterfront projects, activities, and special events at least four times per year.
3. Expand digital outreach efforts that inform and encourage feedback by using social media daily, and quarterly updates to the Port's digital magazine, web-site, and community engagement platforms.
4. Work with media outlets to communicate the Port's mission and activities. Prepare fact sheets, press releases, and support materials on a weekly basis.

ENGAGEMENT

Increase the public's awareness of the purpose and benefits of Port functions and activities.



#4

Equity

OBJECTIVES:

1. Invite community members to engage in dialogue about how the Port can be a better neighbor.
 - a. Hold at least six initial outreach meetings and two meetings annually thereafter to solicit community guidance
 - b. Present learnings from community outreach to the Port Commission and encourage public comment in 2019
2. Use community input to develop a Port-wide Public Benefit Framework for Port Commission review in 2019.
 - a. Set specific metrics, timelines, and responsibilities for delivering the framework's objectives
 - b. By 2020, gather baseline data for all metrics, and measure and report on progress
3. Grow the number of local businesses competing for Port contracts by engaging teams that support the diversity of our City.
 - a. Conduct outreach and education that results in five new certified LBE firms annually, including from historically disadvantaged communities
 - b. Continue to exceed the Mayor's 40% LBE aspirational goal on contracts and micro LBE set-aside goals

RESILIENCY

Ensure Port activities advance equity and public benefit, and attract a diversity of people to the Waterfront.



#5

Sustainability

OBJECTIVES:

1. Update the Port's Climate Action Plan by 2019, and prepare implementation steps to meet City Climate Action goals of net-zero greenhouse gas emissions for Port controlled operations by 2050, and for new Port buildings by 2030, by addressing:
 - a. Achieving City's waste reduction goals in operations and construction
 - b. Converting Port trips to clean transportation modes
 - c. Converting Port operations to 100% renewable energy
 - d. Education and procedures to implement sustainability practices within Port projects and operations
 - e. Additions to Port leases that support Port and City sustainability policies
 - f. Inclusion of sustainability policies into the Port Building Code
2. Enact measures to protect the Bay and its ecosystems:
 - a. Explore natural infrastructure alternatives (e.g. wetlands, horizontal levees, and "living shorelines") in all shoreline stabilization and improvement projects
 - b. Implement City Biodiversity Goals and best sustainable practices (e.g. LEED standards, wildlife friendly and drought tolerant plantings), in all open space improvement projects
 - c. Document under pier utilities and prepare an implementation plan by 2020, to move to above deck where possible
 - d. Upgrade pile driving equipment to support the transition from wood to other sustainable materials by 2022
3. Facilitate the change to clean fuels for vessels and vehicles.
 - a. Evaluate by 2020, building a hydrogen fueling station for ferry and vehicle use
 - b. Study providing electric power to Pier 43½ for ferry boats by 2020

SUSTAINABILITY

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



#6

Productivity

OBJECTIVES:

1. Grow the Port's maritime business lines.
 - a. Compete for global cargo shipping business
 - i. Increase automobile/roll-on/roll-off shipping volume 100% by 2020
 - ii. Market marine terminals to have 2 million metric tons of cargo by 2022
 - iii. Maximize use of deep-water berthing locations when piers are improved
 - b. Evaluate facilities to support expanding business in cruise sector
 - i. Identify improvements at Pier 27 cruise terminal that would increase passenger capacity, and apply for Capital funds in 2019
 - ii. To meet Clean Air Act requirements, evaluate by 2019, adding shoreside electrical power to a second ship berth
 - c. Secure a new shipyard operator for Pier 70, and/or develop a reuse plan by 2019
2. Lease 80% of available Piers 80 – 96 and Backlands parcels by 2020.
3. Restore Embarcadero Historic District piers with developer funded improvements through the "2018 Request For Interest".
 - a. Identify at least six historic piers within the District to be leased and rehabilitated, by 2024
 - b. Lease the remaining piers to maintain a vacancy rate related to the benchmark in the industrial sector of the market by 2019
4. Further the Pier 70 and Mission Rock (Seawall Lot 337) developments.
 - a. Assist in preparing subdivision mapping by 2020, for infrastructure and open space definition and authority
 - b. Work with City Controller's Office and Board of Supervisors to establish public financing bonds to fund infrastructure development
5. Update the Piers 80-96 Maritime Industrial Strategy by 2020.
 - a. Complete a plan for maritime and industry that includes established Port and City eco-industrial principles
 - b. Prepare a development strategy and implementation schedule

PRODUCTIVITY

Attract and retain tenants that build an economically viable Port.



#7

Stability

OBJECTIVES:

1. Increase annual revenues to \$125 million through a real estate portfolio that maximizes value and income to the Port.
 - a. Target investment in capital and maintenance project that generate a return on investment
 - b. Retain a diversified tenant base that will perform through economic cycles
 - c. Maintain a vacancy rate related to benchmark in the related sectors of the market
 - d. Add a long-term lease extension policy to encourage investment in Port facilities
 - e. Update Port Tariff to reflect current rates and charges for use of maritime facilities, by 2019
2. Grow capital funding with external sources.
 - a. Infrastructure financing districts, historic tax credits, and grants for enhancement opportunities
 - b. General Obligation Bonds for the seawall in 2018, and open space improvements per City schedule
3. Expediently deliver funded capital projects.
 - a. Establish a Project Management Office in 2019
 - b. Hire Port staff and increase contracting with City agencies and consultants to accelerate delivery
 - c. Initiate and complete capital projects totaling \$60 million by 2021

STABILITY

Maintain the Port's financial strength by addressing deferred maintenance, maximizing the value of Port property, and increasing revenue.

Strategic Plan

2019-2023

PORT EXECUTIVE STAFF

Executive Director
Chief Operating Officer
Chief Harbor Engineer
Deputy Director, Finance & Administration
Deputy Director, Maintenance
Deputy Director, Maritime
Deputy Director, Real Estate & Development
Deputy Director, Planning & Environment
Director, Waterfront Resilience Program
Director of Communications
General Counsel
Commission Secretary
Senior Waterfront Planner

Elaine Forbes
Byron Rhett
Rod Iwashita
Katharine Petrucione
Tom Carter
Andre Coleman
Michael Martin
Diane Oshima
Brad Benson
Renee Martin
Michelle Sexton
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