



SAN FRANCISCO PORT COMMISSION

**DECEMBER 9, 2025
MINUTES OF THE MEETING**

MEMBERS, PORT COMMISSION

**HON. GAIL GILMAN, PRESIDENT
HON. STEPHEN ENGBLOM, VICE PRESIDENT
HON. WILLIE ADAMS, COMMISSIONER
HON. STEVEN LEE, COMMISSIONER
HON. KEN MCNEELY, COMMISSIONER**

**ELAINE FORBES, EXECUTIVE DIRECTOR
JENICA LIU, COMMISSION AFFAIRS MANAGER**

CITY & COUNTY OF SAN FRANCISCO

PORT COMMISSION

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1. CALL TO ORDER / ROLL CALL

Port Commission President Gail Gilman called the meeting to order at 3:15 p.m. The following Commissioners were present: Gail Gilman, Stephen Engblom, Willie Adams, Steven Lee, and Ken McNeely.

2. APPROVAL OF MINUTES – NOVEMBER 18, 2025

ACTION: Commissioner Adams moved approval of the minutes. Commissioner Lee seconded the motion. The minutes were approved unanimously.

3. RAMAYTUSH OHLONE LAND ACKNOWLEDGEMENT

The Commission Affairs Manager read the Ramaytush Ohlone Land Acknowledgment.

4. ANNOUNCEMENTS

- A. Announcement of Prohibition of Sound Producing Electronic Devices during the Meeting: Please be advised that the ringing of and use of cell phones and similar sound-producing electronic devices are prohibited at this meeting. The Chair may order the removal from the meeting room of any person responsible for the ringing of or use of a cell phone or other similar sound-producing electronic device.
- B. Announcement of Time Allotment for Public Comments: Please be advised that a member of the public has up to three minutes to make public comments on each agenda item unless the Port Commission adopts a shorter period on any item. Public comment must be in respect to the current agenda item. For in-person public comment, please fill out a speaker card and hand it to the Port Commission Affairs Manager. For remote public comment, instructions are on the first page of this agenda. During public comment, dial *3 to be added to the queue. An audio prompt will signal when it is your turn to speak.

5. PUBLIC COMMENT ON ITEMS NOT LISTED ON THE AGENDA

Public comment is permitted on any matter within Port jurisdiction that is not an agenda item. No Port Commission action can be taken on any matter raised other than to schedule the matter for a future agenda, refer the matter to staff for

investigation or respond briefly to statements made or questions posed by members of the public. (Government Code Section 54954.2(a))

No Public Comment on Items Not Listed on the Agenda.

6. EXECUTIVE

A. Executive Director's Report

B. Commendation for Director Elaine Forbes' 25 years of outstanding service to the City and County of San Francisco, including 15 years with the Port of San Francisco

Director Forbes: Good afternoon, commissioners, partners, colleagues, collaborators. I am Elaine Forbes, your outgoing Port director. Today, I am filled with profound gratitude for this waterfront and for the extraordinary people who care for it, protect it and who bring it to life.

Leading the Port of San Francisco, one of the most remarkable waterfronts in the world, has been the honor of my career and one of the greatest privileges of my life. When Mayor Edwin Lee appointed me in 2016, I understood there was huge responsibilities before me, the commission and the entire organization. But I didn't know exactly how to tackle them.

It was over this nine years, through collaboration with you, commissioners, with staff, with our elected officials, with the Board of Supervisors, with our mayors that we tackled tremendous challenges. The Port is not just a landlord or a custodian. It is how San Francisco presents itself to the world.

It is where innovation meets very long tradition. We did start as a fishing village, after all. It is where innovation moves us to the waterfront of the future. This is where pioneering families build legacy. This is where visitors first meet our city, where our longshoremen and other laborers have made a life for themselves and families, where visitors first meet, where generations have worked on and beside the bay.

I began with a sense of urgency too. Remember, I came from the CFO chair, so I knew we needed major capital investment and a much stronger foundation. We all deserve a Port that's ready to meet the challenges of the future. And we need the same competence and heart that has fueled this organization for decades.

Over the last nine years, we did navigate some truly challenging times, maybe unprecedented ones. We went through a pandemic. Our waterfront shut down. We lost 40 percent of our revenues. And our essential workforce had to show up long before we knew what safety really meant and even before there was testing.

But they came. And they showed up. And they made sure that, through that fear and uncertainty, that the Port anchored the city. Staff came at dawn. They fought to keep this waterfront clean and safe. We supported maritime commerce, brought back cruise and holding steady when everything felt really unstable.

The courage of that time will always stay with me. The tenacity and inspiration we showed to stabilize our tenants, commissioners, our first rent-forgiveness policy, to create programs to help our tenants thrive -- this was exceptionalism in public service. And you came through when it mattered most for us, commissioners.

This city and this Port have some of the best talent in the nation. And all we have to do is let this talent be realized. I saw this so clearly during COVID. And I've seen it so clearly of my nine years leading this organization. But the story of these nine years is not just about resilience. It's one of transformation.

And I could talk about all the new parks and the neighborhoods and the projects we've opened and the ribbon cuttings we've been to. But you know all about that. So I will share with you what you cannot see, but you can feel.

The Port team didn't simply survive COVID. After that, we worked intentionally to keep the momentum going. Agreeing on the Port's mission and the strategic plan -- well, that's a first step. But it's not the only necessary step. The methods to achieve the Port's bold mission needed investment internally too.

We strengthened governance. We talked about dreaded roles and responsibilities often and with actually thinking it was a great tool. We clarified our strategy tables and improved coordination across Port divisions and city departments.

We invested in transparency and communication in the organization. We began the long necessary work too of becoming an anti-racist organization, not as a side initiative but as the core of how we lead, interact, hire, promote, collaborate and serve this public.

Over time, we created conditions for our staff to do the very best work. We also faced urgent realities of climate change, seismic risk and the responsibility of rebuilding this aging waterfront. And together, we accomplished great things, moving from a 2017 general obligation bond for \$425 million, a down payment, to now a \$13.5 billion program with the Army Corps of Engineers. This is the largest infrastructure effort in the city's history with up to 45 percent federal funding, if approved by Congress.

This partnership did not materialize overnight, commissioners. We traveled to Washington, D.C., met with the Army Corps repeatedly, created leadership tables. And the teams, shoulder to shoulder, the city team, the Port

team, the Army Corps of Engineers, seven years working to figure out how exactly to protect this waterfront from sea-level rise.

This was not an easy feat. And we have the benefit of having the nation's most expert organization shoulder to shoulder with us. We have the only project in the country that is geared to protect against sea-level rise. And this is just such a complex and bold and proud undertaking. Just think of raising the Ferry Building seven feet.

When we did this work, we really leaned in on the shared strategy tables against -- with our city -- sister city agencies. And this meant the PUC, the MTA, Public Works Department, planning and others. And these teams -- these organizations sent staff and dedicated teams for years under this effort.

This alignment, persistence and trust are now recognized nationally, not only for the scale of the proposed investment but for the clarity of vision and rigor it took to get us there. Commissioners, thank you for overseeing and guiding this critical work.

But we didn't forget about the work we needed to do today as well. We enlivened the shoreline in ways that brought joy and connection back to the city. In this last year, 2025 alone, the Port kept seven-and-a-half miles of waterfront safe and clean, drew millions of visitors to the waterfront, welcomed hundreds and thousands of cruise-ship passengers, helped produce concert, public art, cultural planning, youth sailing, internship and were part of global events.

We've transformed sites once written off, from the contaminated soils of Crane Cove Park to the parking lot that is now the Mission Rock neighborhood, to the industrial yards at Pier 70. And all the while, the teams kept the waterfront functioning every single day, often without spotlight, always with extraordinary pride.

Our Port teams kept this place safe and clean, sometimes with heroic unseen efforts. They returned visitor confidence, preserving the public's trust in the Port every day. We were among the first neighborhoods in the city to recover from the pandemic. And we buoyed the city's recovery.

Mission Rock was the first-place building, an award-winning public-private partnership with Mission Rock Partners. And this neighborhood buoyed the city's recovery. We are the first in the nation to have a plan to rebuild our shoreline for sea-level rise. And this also is first.

We've been preparing for future maritime frontiers, from offshore wind to new economic and environmental opportunities that will catalyze the next century of San Francisco's working waterfront and have a blue-green economy.

We are, in fact, a port of firsts. This is a tremendously dynamic place with dynamic people who call it home. And it's the intersection that does make magic here. None of us came to the Port -- not all of us came to the Port because we loved the waterfront. But we certainly stay because we do.

This culture is what powered our recent achievement, Fisherman's Wharf Forward. We know Fisherman's Wharf has never been a master-plan district. It is built by generations of families, fishers, longshore, innovators and small businesses piece by piece, season by season, tide by tide.

And we were able to use this heritage to guide our work. In six short weeks, your staff had intensive and complex workshops, countless hours, across divisions came together to imagine a revitalized district. The moment this work entered your purview, commissioners, and to the community, when fishers, merchants and our community advisory groups began shaping it with us, it got so much better, wiser, truer and more grounded in the lived experience of the wharf.

Together, we are restoring connections between the public and the working waterfront, supporting direct dockside fish sales, strengthening our fishing fleet and bringing thousands of people back to Fisherman's Wharf. This work rebuilt trust and really shows what partnerships can accomplish. And I know what comes next in the wharf will be breathtaking.

And we know that, every time we bring our public into our process, it gets better. We are a public waterfront. And you hold that very dear. Your commission process, our advisory groups, so influential, our transparent and detailed staff reports, which caused me so much ire in my early days, they really matter too.

Commissioners, through this transparency, we show our work, the critical information the public needs to do its best work with us. To the staff of the Port, you are the fuel behind all of our accomplishments. I grew up through the ranks. And you are the best team in the business. You showed courage in crisis, excellence in recovery and dedication in every project that followed.

You also are willing to tell the truth and to stretch boundaries, even when it was hard. And you worked to build a culture where each person feels valued. I am profoundly grateful for everything you have taught me.

To this Port Commission, I can't say enough about each of you. Some of you, I've worked with for a long time and some of you for shorter amounts of time. But the amount of dedication that you provide to this Port is truly inspirational.

The job you have is awesome. And you will lead in a way befitting of this great waterfront, as you always have. Thank you for leading in good and bad times and insisting on excellence. Thank you for showing me how to be Port director over these nine years. I certainly didn't start as I've finished.

I have learned a great, great, great deal from you and from this organization. Thank you for putting your trust in me. You have difficult decisions ahead. I know you will face them. And you will not face them alone. You have our mayor. You have our delegation, both state and federal and the Board of Supervisors.

And then, you have this incredible leadership team, the leadership team, most of whom have worked with me for the entire span of my time as director. I have also grown tremendously from working with these incredibly, incredibly capable professionals.

And you will have this organization, of course, our strong staff, excellent partners and a public that cares deeply about this place. I know you will continue to direct this organization to its highest potential for the benefit of the Port you care for deeply.

To our community members, CACs, development partners, longshore, tenants, small businesses, maritime industries, boaters and fishers, thank you so much for walking alongside us. Your investment, advocacy, experience and honesty strengthened every plan, every project and every strategy.

As I step down, I do so with profound gratitude and complete confidence in the Port's future. The waterfront is in capable, committed and courageous hands. The Port of San Francisco will always be part of who I am. I was born in the city. My mother worked along this Port. I have a -- generationally, I have an uncle that watched the Bay being filled in probably from Telegraph Hill.

I also swim in the Bay. I love this coastline. I watch its tides, its wildlife, its mood. And caring for this place has never been abstract to me. It's always been personal. I will miss Pier 1. I will miss Pier 50 and walking up and down this waterfront, hearing the laughter and collaboration on job sites, working and all the team meetings, going to our shared meals and the moments when the waterfront really reveals its beauty.

I want to thank you so much, the people who brought heart, integrity and imagination to every challenge I faced. Thank you for the honor of serving as your executive director. Thank you for your support and for the privilege of leading this remarkable organization. And thank you deeply for everything you will continue to build. The waterfront is in your hands now. And it has never been in better ones. Thank you so much.

President Gilman: Thank you, Elaine. [applause] So I know that not all of you are sitting in this room because you want to give public comment on South Beach Harbor fees. Maybe some of you do. And I know we have a lot we want to say about such a beloved director. But before I open it up for public comment, we will be starting with a video from Leader Emeritus Pelosi.

Public Comment on the Executive Director's Report:

Nancy Pelosi: For 25 years, Elaine Forbes has been a remarkable champion for San Francisco's Port and for the people of San Francisco. As executive director, her remarkable leadership has guided the Port through moments of profound change with vision, resilience and an unwavering commitment to the public good.

Elaine's work is significant in many ways I want to point out: her work on the Port's deep-water resilience program, which has strengthened our city's preparedness and ensured that San Francisco can meet its future with confidence. She leaves the Port stronger, more resilient and better prepared for generations to come.

Congratulations, Elaine. We are beyond grateful for your remarkable service and leadership to our city. Thank you. [applause]

Demetrius Williams: Good afternoon. My name is Demetrius Williams. I am the current president of ILWU Local 10. We are pleased to allow Ms. Forbes the opportunity to leave us although we didn't expect this to happen so soon. From the previous presidents and the current president, we sincerely send our sincere happiness and hopefully that you leave here knowing that you left this industry in a way better relationship with the longshoremen of Local 10 and with the administrations that you continue to empha -- to encourage and to have an opportunity to grow the knowledge of.

So the waterfront is a way better place knowing that you left it in some great hands with some great leadership. And thank you once again sincerely from ILWU Local 10. [applause]

President Gilman: Thank you, Demetrius. Next speaker, please.

Rebecca Benassini: Good afternoon, commissioners. Rebecca Benassini, your strategic portfolio manager. My introduction to Elaine and the Port began about 10 years ago. I was newly hired, the Port's development director. And frankly, it was the first week, and I was just trying to figure out what that title meant.

I walked into a room for development negotiations. And like so many meetings at the Port, it was well staffed with all the disciplines because we need all of them when we have controversial and difficult topics. Elaine was one of those staff members.

She immediately stood out to me as someone with outstanding leadership abilities. She held the room with confidence and charisma. And she created space -- welcome space for others to contribute. I assumed she was part of the real estate and development team. But later, it turned out, of course, she was the

Port CFO moonlighting in her downtime while we were waiting for my seat to be filled.

At the end of the meeting, she handed me a four-to-five-inch binder filled with documents and papers in her neat handwriting with all of her meeting notes, her bright-colored Post-Its to point out all of the important points in the negotiations for me.

She looked me in the eye, handed it to me and said, "You can do this." [laughter] Shortly thereafter, she became the Port director. And she told me that over and over again every time we were facing something difficult. Whatever that it was, she would look at me and say, "You can handle this."

Elaine, it is extremely rare to have a leader like you, who has seen such incredible physical improvements in public property. But it's even more rare to leave behind a legacy of people who are better because of you. You've prepared us. You're ready to hand us the baton. We're going to take it. We're going to miss you.

I'm extremely grateful for all the time, trust and encouragement that you invested in me. And wherever your path takes you from here, that place is certain to flourish under your guidance just as we all have. Your impact here is lasting. I know you will continue to inspire and elevate wherever you go. Don't forget about us. [applause]

Wendy Proctor: Good afternoon, commissioners, Director Forbes. I'm Wendy Proctor. I'm the deputy director for engineering and, thanks to Elaine, the wellness lead for the Port of San Francisco. I share the podium this evening with my colleagues from engineering, Jane Lee and Simon.

And I will keep this short and sweet. But Elaine, I've worked with you for the majority of my two decades at the Port. You are a shining light. You're a north star for the Port of San Francisco. You have navigated the collective us to higher heights as an organization.

It's been an incredible journey with you and the whole Port team as we have risen under your leadership. And you see people. You see their talent, their potential and their passion. And you have empowered many people within the organization including myself. And I greatly appreciate your support and your hand up. And you've been an inspiration. And best wishes on your journey. And I turn it over to Jane. [applause]

Jane Lee: Thank you, Wendy. So I'm Jane Lee. I am a project manager in the Port's engineering division. And this is actually my first time presenting formally to the Port. And it is with a very filled heart that it is to also say thank you and to bid farewell to Director Forbes.

So I am honored to speak on behalf of the division to express our deep gratitude to Director Forbes and for your steadfast and inspiring leadership. Our division is responsible for the Port's physical portfolio along the 7.5-mile waterfront, its buildings, piers, parks, roadways, utilities and critical infrastructure.

Through our capital improvement work, we safeguard the Port's historical legacy while shaping a safe, resilient and vibrant waterfront for today's visitors and generations to come.

In the three years since I joined the Port, we have been privileged to help deliver an incredible quantity of capital projects that reflect an unprecedented era of investment and revitalization: new parks and playgrounds, strengthened cruise infrastructure, the new Mission Bay development and ferry terminal, enhanced security facilities, facility repairs and many, many more transformative improvements.

These achievements have been possible because of your unwavering support for our mission and your commitment to empowering staff to excel. On a personal level and speaking as a resident of San Francisco, contributing to the welfare and future of the city I love under your leadership has been especially meaningful and a tremendous source of personal fulfillment and pride for me.

Thank you for your service and heartfelt best wishes for your next chapter. And I will pass off to Simon Betsalel. [applause]

Simon Betsalel: Commissioners, Executive Director Forbes, thank you so much. Jane spoke to our projects in engineering. But to also talk about our culture in engineering, I joined the Port three years ago, moved from New York and was looking for the right place to find in San Francisco.

And when I saw the website and read about the mission and the waterfront vision plan and all of the work that you helped steward, I really felt a resonance with the organization. And I've appreciated your openness to being in conversation with all of us throughout your tenure. And I've seen that translate directly into the work of myself and my coworkers.

We are much more of a team since I started even three years ago. We're building gingerbread houses in two days. [laughter] So thank you for allowing that space for us and for following with your leadership. Thank you. [applause]

Scott Gentner: Good afternoon, commissioners. My name is Scott Gentner. I'm president and CEO of Pier 39. And when I moved in to this role a few years ago, the very first meeting I had was actually with Elaine -- Director Forbes. And it was over coffee, over breakfast. And I remember that meeting because what really shone through was Director Forbes's commitment not just to the waterfront but to San Francisco as a whole and that passion.

And it really just shows through. And you heard it also this afternoon. And I just wanted to say, on behalf of Port tenants and Pier 39 specifically, thank you so much for your support and particularly during those tumultuous COVID times. That was extraordinarily difficult for all of us. And I think the help of the Port was instrumental all across the waterfront.

I think the other thing we've really appreciated is, after we've emerged from COVID, your support of the celebrations and the new things, of coming out to our brewery or restaurants or things that are opening not just at Pier 39 but across the waterfront. So you know, on behalf of Pier 39, we wish you the best on your new adventures. And thank you so much for your commitment to San Francisco, Port tenants and the waterfront. [applause]

President Gilman: Thank you.

Bri Maughan: Good afternoon, Director Forbes. Good afternoon, commission. My name is Bri Maughan. I'm the executive director of the Fisherman's Wharf Community Benefit District. And on behalf of the entire Fisherman's Wharf community, I'm honored to share our collective gratitude to Elaine for her leadership and dedication.

Since I've started in April, it's been inspiring to see her attention and care to the wharf, to go on walks and discuss shared vision and goals for a prosperous future. Time and again, Elaine has embodied what partnership looks like from collaborating with the Fisherman's Wharf Community Benefit District on the transformative Fisherman's Wharf promenade improvements to leading the Fisherman's Wharf Forward initiative and through making multi-year grant commitments to maintain our vital district services, activating public spaces and creating a vibrant, welcoming waterfront we call home.

Elaine has shown up for our community with vision, determination and heart. And as she embarks on her next chapter, we celebrate her leadership and commitment to a thriving San Francisco waterfront. And Elaine, thank you for believing in the future of Fisherman's Wharf and working alongside us to make it a reality. We wish you the very best.

President Gilman: Thank you. [applause]

Tedman Eng: Hi. Tedman Eng. I started at the Port 14 years ago. This was about a year after Elaine started. She was, at the time, just the director of finance. Years later, she'll then take the role of leading the Port as the director. Since I've known Elaine, I've come to realize that she makes her decisions based on her heart, things that she feels is right.

And when I reflect how does she accomplish that, it's because she must internalize the problems, the strategic decisions, the personnel. All of that, you

know, she's imported in. And that's how she's really able to do that. And it's not taken for granted. I hope she realizes that. It is a superpower.

When you combine that with her intelligence, her drive, her passion and her sense of right and wrong, I mean her record just shows. So as she sails off, I'm heartened by the fact that all of this and all of us are really -- she will carry with her. So thank you, Elaine. [applause]

Suzette Love: Good afternoon, commissioners. Suzette Love, HR director. Director Forbes, I've had the privilege of working with you through many stages of my career. Initially as an analyst, I supported an investigation in your previous department, to working alongside you when you were the Port CFO to now serving as the HR director under your leadership.

Through all of those chapters, you've been a mentor who profoundly shaped my growth. You invited me into leadership spaces and valued my voice. You made it clear that my perspective mattered. We discussed challenging issues that strengthened and pushed me to think differently, like iron sharpening iron.

You are balanced, tough at times but always leading with kindness. You have been incredibly supportive to me and the human resources team. A major component of your legacy is the equity and inclusion you helped build into the fabric of the Port and your unwavering support that helps our staff thrive.

Director Forbes, thank you for everything to me personally and to this organization. I wish you continued joy and fulfillment as you embark on your next chapter. Thank you. [applause]

President Gilman: Thank you.

Jennifer Gee: Good afternoon, commissioners, Director Forbes. Jennifer Gee, senior property manager with our real estate and development team. Elaine, I've had the privilege of working at the Port for 10 years starting off as a special events assistant, then property manager and in my current role now as a senior property manager.

In that time, I've known no other executive director but you. And in what feels like such a short time, so much has changed and evolved under your vision, our waterfront and our culture here at the Port. Looking around, it's clear you're leaving a legacy that will shape the Port for years to come.

I truly appreciate your leadership, your encouragement and your unwavering commitment to this organization. Congratulations. And I wish you all the best on your new journey. [applause]

Kimberley Beal: Good afternoon, commissioners, Executive Director Forbes. I'm Kimberley Beal, assistant deputy director for real estate. And Elaine, I recall in this room when you made your announcement that you would be stepping down you made a comment that there's a lot of people who view the executive director position at the Port as being a glamorous one.

I can tell you those people have a warped sense of reality [laughter] and have never worked at the Port. That said, I also recall you saying you wanted to make sure, whenever you left, you made it a point to leave the Port in a better condition and a better space than when you've received it.

And I think it's clear that you've done that. I want to thank you for your leadership, your support, your willingness to lean in and listen to staff, recognize our needs, willingness to kind of challenge -- I will say challenge leadership to also make sure that we try to get what we need. And that has been greatly appreciated. I wish you the best. You will be greatly missed. [applause]

President Gilman: Thank you.

Jack Bair: Good afternoon, commissioners. My name is Jack Bair. I'm with the San Francisco Giants baseball team. Elaine Forbes is one of my very favorite people. She's been a truly wonderful colleague and collaborator. The San Francisco Giants are the largest Port tenant and a significant business partner. And our work together is constant and ever-evolving.

Elaine and I interact on a regular basis. She brings a calm, thoughtful perspective delivered in that warm, buttery voice that both soothes and disarms. She listens deeply, fosters a spirit of cooperation and is an exceptional thought partner.

Our relationship has been built on trust and, even more importantly, friendship. It may seem old fashioned in today's world. But people and relationships really still matter. Together, we have accomplished a great deal. We built the first phase of Mission Rock in the middle of a pandemic, navigating new work patterns and a profoundly challenged office market, all while national headlines chronicled the decline of our once-great city. But we defied that narrative.

As Elaine steps away from her role as Port director, the waterfront she leaves behind will continue to carry her imprint in its projects, in its culture and in the many people that she has mentored, elevated and inspired. But above all, I'll remember the grace she brought to her leadership and the genuine pleasure it was to work alongside her. Thank you, Elaine. [applause]

Michael Martin: Good afternoon, commissioners. Mike Martin, assistant Port director. Executive Director Elaine Forbes -- I had way too many things to say at this moment. So I went with the newspaper headline writer's rule of three.

First, I want to deeply thank you for myself for nine years ago taking a chance on hiring me and bringing me to the Port. I can't tell you how much it changed my career and life to work for the greatest public land portfolio in the country and maybe the world. That's one bucket.

Bucket two is, as a city resident, even beyond being a Port director, you've spent 25 years making a difference at multiple city agencies to make this city go. And I, for one, am tired of the notion that city bureaucracy is holding the city back. The city bureaucracy lifts the city up. And it's people like you that have devoted their career to this city that make it great.

Bucket number three is here at the Port. When you announced your retirement from city service, I was struck by a comment you made about how you were ready to not be responsible for 260-odd people. And having watched you up close for those nine years that I've been here, when I came to the Port, I really conjured up this image when I got here and realized that there were 260 people managing seven-and-a-half miles of waterfront.

And the image I kept getting was 260 people holding up their niche and their technical expertise over their heads together to make sure this place doesn't fall. And the executive director not only does that, but she also finds a way to tell everybody to take two steps forward and do it together.

And that takes a lot of personal energy and grit and knowledge and experience. And you had all of those. And you have all of those. And the Port shows it. And we're very excited that you're able to step out and not have to worry about 260 people. And we'll be very proud to carry your legacy forward from here. Thank you very much. [applause]

President Gilman: Thank you.

Alice Rogers: Good afternoon, commissioners and Director Forbes. I'm Alice Rogers. I'm here as a neighbor -- live in South Park. And I'm really just here to say thank you so much, Director Forbes. I actually thank you and your staff every day when I'm walking up and down the waterfront. And I will be continuing to thank you and your staff and the commission every day as I continue to do that.

And I do want to say that you really had me about one-third into your speech when you came to the waterfront land use startup for our process. And you so clearly, in that warm, buttery voice, laid out all of the difficulties of the Port but also the opportunities and how you saw processes for moving forward.

It was extraordinarily motivating for me. And I have developed great appreciation for you. Thank you so much. [applause]

President Gilman: Thank you, Alice.

Jane Connors: Good afternoon, commissioners. And good afternoon, Elaine. I'm Jane Connors, general manager of the Ferry Building. And I have had the honor of knowing Elaine for nearly 14 years. In that time, she helped the Ferry Building navigate more tides and turns than I can count.

We've weathered the pandemic together, steered through a ground-lease transfer and kept our footing through what felt like an endless parade of public agency projects [force mains], bike lanes, condo developments, artistic installations, public activations and even one ferry crash.

Whatever washed up on our shores, Elaine was there. Through all of it, Elaine has remained steady. She listens, truly, truly listens to every stakeholder, weighs every current and somehow charts a course that keeps everyone afloat. Her leadership has been a reassuring voice and a stabilizing tide for all of us who care deeply about this waterfront.

As she sets sail for her next chapter, we're grateful for the wake she leaves behind, one of thoughtfulness, clarity and commitment. Thank you, Elaine, for everything you've done for the Ferry Building, for the Port and for this waterfront we all love. Wishing you fair winds and smooth waters ahead. Thank you.

President Gilman: Thank you. [applause]

Ming Yeung: Hi, commissioners. I'm Ming Yeung. I'm the assistant deputy director for planning at the Port. And I've been at the Port now for about 10 years as well. And prior to that, I was at city planning and BCDC. So Elaine has been the only executive director that I've worked with under my Port career. And it's really hard to see her go.

She has been one of the many reasons I've stayed at the Port for so long. She's been an inspiring female leader, a boss, colleague and mentor and has really made the Port an amazing place to work at. I remember getting to the Port initially and thinking how divided the agency felt, how each of the divisions were very siloed at that time.

And planning was seen as the division that slowed projects down with all the required outside agency regulations and permitting. But in the last 10 years that I have worked at the Port, Elaine has transformed the Port from a once very siloed and divided agency to one that works much more cross-divisionally and collaboratively on projects together.

She also saw the importance of the planning division and the need to work collaboratively with our agency partners. And I think her vision for Fisherman's Wharf Forward is a really good illustration of this model. She set the tone to make sure the Port divisions are aligned and rowing in the same direction for a shared goal.

She got us all fired up and excited to be part of the project. And I am so happy and fortunate to have worked with her and under her guidance and mentorship. I thank you, Elaine, for believing in me even when I didn't have the confidence to believe in myself.

And I thank you for being such an inspiration for finding and uplifting the quieter voices at the Port and for being a model of leadership that I can look up to. I will miss you but congratulate you on your next chapter and hope that our paths one day will cross someday professionally. Thank you. [applause]

Diane Oshima: Hello, commissioners. I am Diane Oshima. Elaine, Director Forbes, I have had the opportunity to work for five Port directors before you over the last 30-plus years. Collectively, they've sort of set the course to open up this waterfront, to advance new projects, collaborations and create more fun along the waterfront.

And that's really enriched the waterfront's public value. So much of that has happened under your watch, under your vision and your heart. But you did that not only as a Port director. You did that as the CFO.

It was really your running start where you were finding new resources and methods to stretch each and every dollar, to collaborate openly and happily and to work like a dog, work like a dog to follow through, to deliver economic, environmental, recreational diamonds along the waterfront.

And then, you led the Port on all of the resilience work, which you described so beautifully that I'm just going to set my remarks aside other than to say I'm in awe of that. And as a planner, it makes me very proud to see that that's really what was your -- that was your incentive to lead this Port. And I really appreciate that.

But the one thing that's part of your legacy that sets you apart from your predecessors is something that your colleagues have been remarking upon. And it's really that personal and professional devotion to strengthening and changing the culture of the people who work here.

Your insistence to recognize and invest in the diverse talents and the passions of the Port staff with equity and care and heart and humility -- it really sets you apart. You were singularly incredible in that regard. And it's the ultimate investment that you could make because it's foundational to ensuring that the waterfront will always have a full-speed-approach to maintaining and improving the waterfront and to serve the city and the public with full heart.

The Port staff is inspired to follow your mold, to engage the public so that everybody will always feel welcome here. So that's the gift. It'll keep on giving. And really, there's no words to express the depth of appreciation about that.

I don't know what you could possibly come up with in the next gig to top this. But I know that you have still stuff left in the tank. So I'm very excited to see what that will be. And it's been a true honor to be able to work with you. I treasure your friendship. And I wish you the very, very best forever.

President Gilman: Thank you. [applause]

Chris Horiuchi: Good afternoon, commissioners, Director Forbes. My name is Chris Horiuchi. I'm a project manager with the Port's waterfront resilience program and on the Fisherman's Wharf Forward project. And I've been really just honored to be able to work on two of these major efforts that were really spearheaded by Elaine.

So I think, right now, just because other people may cover that, I just want to kind of talk more about Elaine's leadership on the Fisherman's Wharf Forward effort that's underway now. It was really spearheaded and kicked off by her directly. We talked about how she brought together the different divisions and kind of the work beyond that to kind of accelerate it at a speed that's not really typical for city projects.

So we have the kind of collective buy-in from the Port staff, meeting with the mayor's office to identify this as a priority project and to get the mayor's support, setting the outreach plan, meeting with stakeholders directly, attending meetings so that the public support was there, meeting with Public Works to bring them on board for accelerated delivery.

All this work kind of directly by her has set the project up on the path it is now. So I'll say I was disappointed when Elaine said she was going to step down because I was looking forward to working with her more on this project. But I think the whole team is really appreciative for the work that she did to set us on the right path.

So we hope we'll be able to share milestones with you when they come up. Feel free to pop in and check in, make sure we're delivering your vision. So thank you, Elaine. [applause]

Devyani Jain: Good afternoon, Port commissioners and Director Forbes. I just wanted to say a big thank you to Elaine. She was actually on my first hiring panel at planning. And then, I had a chance very briefly to work with her over the last year at the waterf -- I'm part of the waterfront resilience program. I'm a deputy program manager for environmental. And I also work with Chris Horiuchi on the Fisherman's Wharf Forward.

We will miss you a lot. You've been an inspiration. And we wish you all the best. I wish you all the best for your future endeavors and look forward to seeing them. Thank you. [applause]

Gabe Mikulich: Good afternoon, esteemed commissioners, colleagues and Port partners and, of course, Director Forbes. My name is Gabe Mikulich. I am the outgoing harbormaster for Fisherman's Wharf and Hyde Street Harbor. I've been responsible for the maritime businesses in the northern waterfront for the last four years, which includes some very -- SFPD marine unit, a couple historic vessels and, of course, the commercial fishing industry.

So I'm here to relay my deepest appreciation to Director Forbes for her continued commitment to Fisherman's Wharf and to the commercial fishing industry. Four years ago when my leadership reassigned me from central waterfront, they told me that the priority was for Director Forbes to make relationships, assess the needs of our constituents and promote positive changes in the wharf.

I didn't quite understand what that meant. But I know Elaine did. And now, I do. The wharf is an incredibly special place with a significant past and now a very promising future. The Port has completed many important and very needed projects in the last couple years. And we have a lot more moving forward in the queue.

Obviously, none of this would be possible without the esteemed commission. But the true vision and, I think, a credit needs to go to Director Forbes for a lot of that who prioritized the wharf, was thoughtful about her vision of the future. And she supported her staff's recommendations.

And so Elaine, I greatly appreciate all you've done for the wharf. You've put the area back on track after COVID-19. And on behalf of the harbor office and the constituents that I have represented, which I know often give the business end of things here at the commission, thank you for your efforts. They have not gone unappreciated. Your commitment and intentional work will continue to promote positive changes at the wharf for decades. So thank you. [applause]

Andre Coleman: All right. Good afternoon, commissioners, members of the public, Director Forbes. I'm Andre Coleman, deputy director of maritime. At the September commission meeting, I had the opportunity to share my remarks and appreciation for Director Forbes following her announcement. So I asked the maritime to compile some remarks, which I'll read from.

Elaine, your leadership and vision has reshaped maritime at the Port of San Francisco. The economic impacts of your work are both clear and significant as we recently experienced the highest annual cruise volumes in the Port's history. And that's after a global pandemic that brought our passenger count down to zero for 18 months.

You've supported our efforts to advance the wharf, as you just heard from Gabe Mikulich, an incredibly special place with a rich past and now promising

future. Under your leadership, the Port has completed many important and long-needed projects with more moving forward, as evident with the launch of the retail fish and crab sales program and the installation of the J9 floating dock, which supports the program while improving public access and engagement with our fishers.

Your support in getting the Rising Tides maritime internship off the ground exemplifies your commitment to providing access to our waterfront for all and introducing career pathways into the maritime industry. These will remain defining hallmarks of your tenure as executive director.

We are grateful for your courage, your vision and your unwavering commitment to public service. And on behalf of the entire maritime team, thank you. We wish you fair winds and following seas. [applause]

Ellen Johnck: Good afternoon, commissioners, Director Forbes. I'm Ellen Johnck. I'm co-chair of the Port's maritime commerce advisory committee. And I'm speaking on behalf of the committee as well as for me personally to express our deepest gratitude for your absolutely stellar and inspiring leadership for the nine years that you've been here.

You know, I have known and worked with every executive director of the Port since 1970. I don't think there has been a time that has been as tumultuous and as gravitating as what you have had to deal with. One of the things that I do want to say right off that you did immediately and that is you brought a couple of new people on the staff to an already incredible staff -- Mike and a few others.

The staff is great. You have kept them inspired. And I work with all of them and love them dearly. But the three areas with such gravitas that I was so -- that I'm compelled to speak about, you know -- well, sea-level rise. I mean, the alarm -- and you've had to really dig in there and establish the program with Brad running it. You've reorganized your focus to really dig into that.

Waterfront land-use plan -- we spent three years. There were times when I locked eyes with you and said, "You must do this." It was the financial investment decisions, the historic preservation pier policy, which was absolutely amazing.

And then, the pandemic -- you kept this Port steady. The chaos, the loss of revenue -- you found new ways with your incredible achievement and financial acumen.

So a couple just final thoughts -- one of the things I noticed that, when you were speaking, you started to lean in more. And I love that because you grabbed the audience in what you were saying about the Port of San Francisco. And it just -- eyes were riveted on you. And I thought that was absolutely terrific.

Finally, a very famous playwright, Tom Stoppard, 88 years old, British playwright, died recently. One of his lines in one of his 30 plays, all of which I saw, *The Real Thing*, "Life's bounty is in the flow. Later is too late." May you continue to have flow in life's bounty and stay in touch. I'll want to stay close to you in your next level of achievement. Thank you. Thank you.

President Gilman: Thank you, Ellen. [applause]

David Beaupre: Commissioners, Elaine, David Beaupre, deputy director of planning and environment, or just Beaupre, as Elaine likes to call me. [applause] Elaine, thank you so much for your leadership and trust in me. Over the years, I've really appreciated your approach to managing and guiding the Port. Whether it was as CFO or executive director, you have always listened and been incredibly inclusive.

I appreciated your confidence in me and providing suggestions for how I can grow as a person as well. We have worked on so many projects together over the years it's hard to pick out the favorite ones. But I think I know two for certain and maybe one upcoming including Crane Cove Park and Fisherman's Wharf Forward.

My hope is that sometime down the road you and I can swim together at Piers 30-32. [laughter] I'll miss you and hope for the best in your next life adventure. Thank you. [applause]

Tim Felton: Good afternoon. Tim Felton, deputy director Port maintenance. I generally shy away from public displays of affection. But these are the things I love about Elaine Forbes. Number one, your authenticity, just genuine, kind, good to people and just recognize the good in everybody -- really love that.

I also love -- you let me do some really crazy things: buy a \$16 million pile barge, put on an art show. Just the support -- you see we kind of share that vision. And I really, really love that about you. I love that you love the trades that I represent and value the work that they do and partnered with me to really build a ground-up program to get jobs for youth in San Francisco.

These jobs are for everybody. And you recognize that. And you helped me build that program. And I really appreciate that. So on behalf of maintenance, thank you very much. I will miss you. [applause]

Paul Chasan: Commissioners, Elaine, I'm Paul Chasan, project manager [PMO]. In my role in the Port, I've been able to span kind of multiple divisions and can really speak to -- I think other folks have spoken to this too. But the Port is such a diverse organization professionally, maybe unique among city agencies in that way.

And your ability to kind of manage all these professional disciplines, I think, has been really impressive. And I think people here have really spoken to your commitment to public service. But one of the things I wanted to mention was that, when the new federal government took over and we were watching universities and corporations of national significance kind of buckle under, you know, the attacks on transgender children and so forth, you stood up publicly and declared this organization's commitment to equity and justice.

And I thought that took tremendous professional integrity. And I just really thank you for it. And I wish you the best in your next endeavors. Thank you. [applause]

President Gilman: Thank you.

Steven Reel: Good afternoon, commissioners, Executive Director Forbes. My name is Steven Reel with the waterfront resilience program. Elaine, thank you for making this your home. Thank you for choosing to serve here. I've been with the Port 15 years. We've overlapped most of that time.

You've led with equity. You've cared for staff. The organization is healthy. And I really enjoy working here. Thank you for giving me the opportunity to work here on the waterfront. And thank you for leaning into resilience and seeing it for the opportunity that it is at the Port and for the future.

If you remember, I think maybe it was 2014-2015. I was in your office -- you were the CFO -- trying to shake loose a little bit of money to study the seawall. And you asked for a number. What would the price be for this project, this program? And I gave you a number. And I walked out.

And I was like, that's not the number. But [laughter] I came back in. And I added a zero to the end. [laughter] You continued to support. And then, as we were heading towards the bond, we came back in and added another zero to the end. So we finally got there.

But anyway, thank you for your leadership. It's hard to imagine this place without your leadership. But you've left it in such a great place. And good luck with the future. Thank you. [applause]

Meghan Wallace: Hi, Elaine. I'm Meghan Wallace, the Port's interim deputy director of finance and administration. And Elaine, you first lured me to the Port into coming to department land in 2011 from the mayor's budget office. And it was such a transformative time, you know, move in my life and my career.

And I think a lot of people have said how they appreciate you having faith in them and taking a chance. Sorry. I'm a little -- you took a chance on me. So thank you. I think that you gave me opportunities to grow and supported me through major milestones.

You know, I think -- I've had two children in my time at the Port. You supported me through being a working mom. You also helped me really learn how to put together some crazy funding plans. I think about building the James R. Herman cruise terminal, working on the waterfront resilience program.

I just have loved the opportunity to be creative in my -- you know, with my financial thinking. And you really supported me through all of that. And I think you helped me develop a foundation to then go to the school district. And I think it was wonderful to fly away from the nest and then have an opportunity to come back.

And I've just really -- I can't thank you enough for just being a wonderful leader, both as a CFO and as the director of this department. And just you've really shaped my life and my career, and I can't thank you enough. And gosh darn tears -- so [laughter] thank you. [applause]

Alysabeth Alexander-Tut: Good afternoon, commissioners and Director Forbes. I just first want to, of course, on a personal note, just thank you for your leadership and support. So many folks have echoed -- I couldn't say it as eloquently as others -- but just the trust you have in the professionals to do their job and to lead and the guidance you give is so cl -- I don't know how you've somehow mastered all of our kind of lanes.

But I have grown so much from the feedback that you have given and the ideas that you have brought and the edits to our -- my staff reports. I'm very grateful for that. It helps me see my work through others' eyes and grounds me in the purpose of our work here at the Port.

And I think that that is one of the things that you have been so clear in your leadership is we are all so grounded and clear in how our work connects to the greater purpose of the Port. So I'm so grateful for that.

I also just want to call out your leadership on equity as well and just say that we have the best internship programs in the city [laughter] because of your vision of these waterfront jobs should be jobs for locals. And there should be pipelines from our communities into these great jobs.

And we have really transformed. And you've supported the transformation of making those pathways real. And it's so exciting, the Cal Maritime partnership, the -- straddling from the internship into real jobs at Pier 50. And I know that's going to grow so really just want to appreciate that.

And then, finally -- in the title that I always wear but I'm not usually called here -- as a mom in San Francisco, I love hearing and talking to other parents about how the waterfront has transformed in their children's lives. And there's so many more places to go. And it's open. And in their childhood, it wasn't. And isn't it so great that locals have so much access to the waterfront?

And I know that that legacy will continue and will grow. But you've really left your mark on San Francisco. And I'm so grateful to have shared this time with you. Thank you. [applause]

President Gilman: Thank you.

Tiffany Tatum: Good afternoon, commissioners and Director Forbes. I've been the Port's notary for like the last seven years. So I've got to spend some one-on-one time with Director Forbes just, you know, notarizing leases and development deals.

And in that time, we would have casual conversations. She would ask me about my job, ask me about my family. And over the years, that developed into a mentorship where then she interrogated me. And she challenged me [laughter] but, you know, really pushed me to grow to see more of myself, to understand how I could be more impactful.

And I'm grateful to have had the space prior to the mentorship to even grow that way. So I'm sad to see you go. But I hope you go do something fun and relaxing and maybe challenging eventually and continue to inspire other young women and to continue to mentor and to challenge other people. And thank you so much. [applause]

President Gilman: Thank you.

Melvin Mackay: Hello, commissioners. Ms. Forbes, I remember the day we met and the day we left each other. I'm a former longshoreman ILWU Local 10. Elaine and I had a couple of words about Pier 27 and 35. And I come to find out she's a lady of her word. Thank you very much.

I have to also let you guys know everything that was said here today is because and is for her. I want to appreciate the things that you, Andre and the people before you have come because I was here when Pier 27 started this groundbreaking for the James Herman terminal.

Pier 35 -- I worked there for 20 years. But you are a lady of your word. And thank you very much. [applause]

President Gilman: Thank you, sir. If there's public comment in the room, please make your way to the podium.

Tim Paulson: So thank you. My name is Tim Paulson. And I'm at this meeting. I didn't know they were doing public comment. I was here to come for some celebration. But since I walked in the door, I've seen everybody talking. I just want to say a couple words.

I'm Tim Paulson. I used to be the director of the labor council here in San Francisco. And I am a former commissioner also of San Francisco. So I want to thank all of the commissioners for the public service. But I'm mostly here because I was coming to celebrate the history of Elaine and your work at the Port.

And I'm going to be very brief because I wasn't expecting to say anything in front of the illustrious commissioners and Elaine and all the folks who make the Port work. Just want to say congratulations. I want to say thank you for your service. I know that, working in a crazy, wild and wonderful city like San Francisco, public service is not always easy no matter what the great intentions we all have.

It's such an important piece of our infrastructure, the Port, the history of San Francisco. And to be the CEO and the director of this place has been quite a job and quite a great job that you did. So I just want to thank you personally, not on behalf of any of the many organizations I've worked for. So thank you, and really hope you enjoy your retirement. Thanks.

President Gilman: Thank you, Tim. [applause] So I'm going to ask one last time. And Tim, if you stick around, there is a celebration afterwards. [laughter] So I'm going to ask, is there any more public comment in the room? This is the last call for public comment in the room. And as a tradition that the director has ingrained in us, we want access for all the citizens of San Francisco. So now, we will turn to the phone lines to see if there's public comment on the phone.

Jenica Liu: We have one caller on the line.

President Gilman: Caller, hi. Please give your public comment. Caller, if you can hear us, this is your moment to give public comment on the executive director's report and Elaine Forbes's retirement.

Brad Benson: I'm speaking. Can you hear me?

President Gilman: Yes. We can.

Brad Benson: Good afternoon, President Gilman, Vice President Engblom, commissioners and Elaine. This is Brad Benson, the Port's waterfront resilience program director. I'm sorry I can't be there in person. I'm trying to keep everybody healthy.

Elaine and I have known each other since our very early days working for city government. I worked for Supervisor Tom Ammiano. And Elaine was right down the hall working for the office of the legislative analyst. In that role, Elaine honed the analytical and public policy skills which have always set her apart.

She has a deep interest in how government affects people's lives. A few years later, I was excited to hear that Elaine was applying to be the Port's CFO to replace Tina Olson. I was on the interview panel for that position, I'm honored to say. I've never seen someone interview as well.

I'm not surprised that Ed Lee noticed Elaine's incredible talents and chose her to succeed Monique Moyer. Elaine, you've managed the Port through an incredible period of crisis and change. Early in the pandemic, I recall, you went to -- you served the city at the EOC supporting the director of public health. That's where the city needed you.

When you came back to the Port, your clarity allowed the rest of us to avoid the doubt that could come from working alone at home in a crisis or having to return to work before many others did. On a personal note, you challenged me to look at how I was collaborating within the Port.

I learned how important it is to listen before talking and to create space for collaboration. And I think that was the number-one challenge you gave to the resilience program was to really make it a program for the Port and the city.

When I considered a career outside of the Port, you challenged me to step up to my current role. And I can't thank you enough for that opportunity, Elaine. I'm biased. But I think one of your defining accomplishments was creating the political coalition to pass Prop A in 2018 and partnering with the Army Corps of Engineers.

The risks we face are existential for the Port. But you jumped in with enthusiasm to the task of encouraging city leaders, both locally and in D.C. to tackle the risks. Arriving at a preferred plan for the waterfront has not always been an easy task. And the road was longer than our advisory Jim Stearns would have advised back in 2018.

But I'm so excited about your enthusiasm for the program today, finally leading to our first construction efforts including the exciting changes happening in Fisherman's Wharf now. I just love hearing Ming and Chris talk about how you set the table and the vision for that critical project.

I know you won't stray too far from the Port. We'll need your enthusiasm in the next couple of years. Thank you so much for everything that you've given to the waterfront, Elaine.

President Gilman: Thank you. Do we have anyone else on the phone, Jenica?

Jenica Liu: Yes. We do have one more caller.

President Gilman: Caller, hi. Welcome. Please give your public comment.

Carl Nicita: Good afternoon, commissioners. My name is Carl Nicita. And I had the privilege of working with Director Forbes including during some of the toughest times of the pandemic. And in those days, I was fortunate to see her leadership very up close in ways both visible and quiet.

But what always stood out to me was how genuinely Elaine cared about people at every level and how she made all of us feel supported even when things were incredibly uncertain. Elaine became not just a leader that I deeply respect but a friend and now a neighbor.

And she's helped shaped the waterfront in ways we will feel for years to come but, for me personally, also how I show up in public service today. Elaine, I wish you the very best. I'll get off the phone, so they can head over to celebrate with you soon. Thank you. [laughter]

President Gilman: Thank you, caller. [applause] Do we have anyone else on the phone, Jenica?

Jenica Liu: No other callers. Thank you.

President Gilman: Okay. Then, this public comment and this part of the tribute to Elaine Forbes is closed.

Commissioners' Discussion on the Executive Director's Report:

Commissioner McNeely: Sure. Thank you. Director Forbes, let me start with a regret. My regret is that I only got to work with you for five months. With my recent appointment as one of the newest commissioners, I was struck immediately by your warmth and by your support and your real understanding of the under-workings of the waterfront.

I remember some of our early meetings after my appointment where we had some one-on-ones. And you proceeded to help me better understand the role of a Port commissioner. And it became very clear to me that you are the right leader for the Port, a leader with brains, with heart and with humility.

And it's become very clear as I've gotten to know your team, your incredible team here, that you are a leader who manages with all of those attributes. And I think that, though this is my first foray into the public sector, I've had a chance to work with many senior executives and large corporations with large nonprofits.

And I would put your leadership style up against them at any time. I think that the work that you've done has been transformational. Many have said that you have set the foundation for literally a legacy here at the Port that I think will serve the city well for years to come.

Your fiscal competence, your visionary leadership has resonated not only with your team and the commissioners but across the city. This Port is a better place because of your service. The city is a better place because of your service. I thank you for that.

President Gilman: Thank you. [applause] Commissioner Lee?

Commissioner Lee: Well, I have had the fortunate time to work with Elaine for three-and-a-half years. And I remember the first time at an event when you asked me, "Why do you want to be a Port commissioner?" And you know, just for somebody to ask me -- I mean, I'm looking at her seriousness. I could tell that this thing is like -- this place is her place.

And whoever comes in my house better know what the hell is going on [laughter] because they better have the same passion as well. So I said, "Well, I just want to help." And if I can bring whatever talents I have to help you, then that's what I wanted to do. And luckily, Mayor Breed saw that.

And you know, this is during the COVID revival. And you actually embraced me. I might not have been your first choice. I always thought that -- and I love the Port. And I know what it's done. I've always thought that the board has always been finance people, lawyers and all that but, really, no small business person who really works on the ground.

And I think my talents have brought that to the Port because Fisherman's Wharf was started by longshoremen and business owners that don't get a paycheck. And I thought that would be great for the Port. And I think this whole thing was new for Elaine. But she took me in.

And she even comes to my place of business sometimes and has fun. So I notice -- and all the people that work on the Port, all the people that poach from the Port -- it's because the relationship she has with her employees, the people that are directors. I mean, they haven't quit.

You know, a lot of times, if they hate the director, they've already checked out maybe two or three years from now. But you heard all the testimonies today about how she's mentored them. She's treated them not just as a boss but as a friend. And I think part of why this Port is successful is because of the synergy of not only that -- of the employees of her staff but her as a person and also talking to the tenants.

I'm sure that tenants have reached out to her. And she would never say, no, we're not going to do that. But at the same time, we'll try to work it out. And this is why I think this Port's very successful. And looking at these numbers, Elaine, this should be why the Port is so succ -- this is because of Elaine and her staff. And you should frame this.

And congratulations. And we're going to miss you. And it's kind of inspired me to -- whoever we get to interview for the next director, I think, your whole aura is going to be part of it for the success of this Port. So thank you for your service. Thank you for taking me in. [laughs] [applause]

President Gilman: Thank you, Commissioner Lee. Commissioner Adams?

Commissioner Adams: Madam President, I've been asked by former Commissioner Doreen Woo Ho, who is in Taiwan at the moment, to read her statement into the record. Thank you.

I worked with Elaine Forbes during my entire 11 years on the Port Commission. Elaine was first CFO. We bonded immediately because we share a common background in finance. My career was in banking. So we spoke the same lingo.

I respected that she did not sugarcoat or BS me or the commission on any issue, no matter how difficult or complicated. So her progression and promotion to become Port director was well deserved and a most natural step to take. What has always been most impressive about Elaine is not only her professional savvy, execution and deep knowledge of the Port's operations. It's finances. It's potential but her heart and passion to do the right thing for the city, the commission, our tenants and for the community.

I also admire how she took the Port's strategic plan to heart. It wasn't stuffed into a drawer and forgotten as a checked-off task completed. She led the entire Port to initiatives and projects of the Port -- and projects the Port undertook. She always kept her constituency front and center.

And when they were not always aligned together, she did an excellent job to take the time to navigate amongst them, taking feedback from everyone including her own staff. It was often a juggling act to balance to find an equitable solution that met the needs of every group as much as possible and to make sense financially, not an easy task. But she usually got there and made our job as commissioners a lot easier.

I saw her leadership within the Port and the city grow over the years. She was strategic, tactical when necessary but always led with her values and never forgot her heart. So she infused the Port with strong values of integrity, professionalism, diversity and ethics.

I also saw the staff grow under her tutelage as the equity in communications and presentations improved over time. You can see how they became more motivated, confident and dedicated to the Port. I could go on. But in the interest of time, I just want to say that Elaine Forbes made a huge difference.

She made the Port one of the most effective and successful departments in the city, if not the top department. As a commissioner, I was very proud that every project or initiative that we submitted to the Board of Supervisors was approved on its first submission. That speaks to Elaine's tremendous leadership and competency as well as the good work of my fellow commissioners.

We used to say we are the best commission in the city. But we also have to credit you, Elaine, for helping us achieve our mission smoothly and superbly. I wish you all the best for your next chapter and sincerely look forward to keeping in touch. Doreen Woo Ho.

President Gilman: Thank you. [applause]

Commissioner Adams: Wow. Director Forbes, I can look in your face now. And I've known you a long time. I see a peace there. I see someone at peace. And today right now is a watershed moment in your life that will be etched in a memory.

You did it on the big stage. You will be leaving a dynasty behind. You empowered your leadership team and staff to grow, to think outside the box and to be more than they ever thought that they could be. I saw you developed into someone that came on that was kind of easygoing. But now, you've developed into a gunslinger.

And you empowered your staff, your leadership team with high moral character. But I also know the personal side of you as a friend. And I hope you realize that the ILWU was here. Labor was here because they understand. You [fall].

And even when you and I had disagreements, you're going to have disagreements with people. But they came out of respect because you're a warrior. And warriors always respect other warriors. They go out there, and they put it all on the line.

Whenever things went well, you always gave the credit to your team and the staff and the commissioners. When things went bad, you took the credit. You said, "I own it." In any decision you made, you owned it. That's a sign, an essence of a true leader, which is a rarity these days. I never saw you look for a scapegoat. You owned it.

Also, I saw, when we went through the issue with the homeless shelters back in the day, me and you have something in common. And I think a lot of people in this room understand. You and I both know what it feels like to be ignored and to be felt like to be invisible. But we worked through it.

And when the door was shut in your face, you climbed through the window. That was who you were, your energy, your vision. But you inspired so

many other people. And I got to see a side of you as a friend that family, community -- and you care so deeply.

And I saw that -- you might not think I see it. But I saw when Kim Brandon left. Ed Harrington left. I saw your hurt and your feelings. You show that emotion. And I see that same emotion in Jenica that you've mentored her. You can see it in her eyes and her heart and soul. You've inspired her.

If you didn't see what Meghan showed you, that was from the heart. That was deep. She was speaking with her soul. Those are tears of joy, love, respect and kindness. I remember when you had -- when you came, I was on the commission. You wanted Mike Martin. You wanted Andre. And you go, I'm going to take a gamble -- because, over many meals, you and I would talk.

You go, "The day is going to come." As Frank Sinatra says, "The time has come." And you said, "When I leave, there will be a team in place. They will not miss a beat." Well, that time has come. And you fulfilled that. That is the sign of a true leader. And you never used the word I or me. You always used the word we and us.

That brings things to a different level that you understand and, with that, humanity. And you knew when you came in you were held to a different standard. But you owned it. You were from the LGBT community. And I was glad you were the first director. And you wore that mantle around your neck.

And you followed Monique. And I was proud that we had two women back to back to be our executive Port directors. And you just elevated. And you raised the bar a little higher. And I remember you used to tease me because I'd be a little hothead sometimes.

And you'll remember, when it was four ladies on this commission and me, you go, "I got you now." [laughter] And it was Kim Brandon, Doreen Woo Ho, Leslie Katz and our illustrious lieutenant governor, Eleni Kounalakis. That was a run.

I hope that you will write a book because you have a lot to say. I got to remind you of some of the characters you had on this commission. [laughter] My goodness. We had: the late Senator John Burton, who said whatever he felt and whatever he thought. But thank God to John Burton, the Burton Act.

And John Burton worked hard during COVID with Boris and others and was able to get \$120 million at the state level, so you wouldn't have to lay off a lot of your staff. John Burton will always be first class -- Eleni Kounalakis, our lieutenant governor; Ed Harrington; Doreen; Kimberly Brandon, who was a legend on this commission, the longest serving; and then Leslie Katz.

But you always kept -- we always kept going forward. And the thing about you at the Port and one thing I can say about the commission -- we are like constantly rebuilding, constantly. There's always good commissioners coming in. And you're always constantly bringing in more people on your team.

You're like a -- what I'm saying -- a dynasty because, you know, it's like a football team or a baseball team. They can have a -- they'll have a good run. And then, it's somebody else's turn. But you keep it going. And I remember when Monique left, when she resigned, I was president of the commission. And Kim Brandon was the vice president.

And we went through the search. And the late Mayor Ed Lee instilled to go out. And we did a national search. And I remember talking to my good brother Jack from the Giants. And he said, "Willie, it's important that we get somebody that comes along and continues, a true leader, a true warrior, a true visionary that understands because what we have here is something special."

Well, guess what? You were that person. And for the last nine years, you were that person at this time and place in history to fill the shoes of our executive director, our skipper and our leader. It was you, the daughter of a waitress, the daughter of a waitress and how you rose.

And they always say the cream rises to the top. I'm not worried about you leaving or where you're going to go because you and I have been friends a long time. You will push the reset button. I know you. You will push the reset button. You are so okay with this because I know you because you did something that was just hard to imagine.

You put this together. And so many people in this city, even the advisory -- everybody in this city will benefit from your vision. I want you to go out, have some fun. Please write your book. [laughter] And I know it's going to be different not walking the halls over there. Right.

Pier 1 -- I know it's going to be a lot different, used to walking those halls. But you're a pro. And I appreciate your class and how you do things. And you know what? You will continue to raise the bar. And may we all learn from you what it's like that you can still be strong yet be humble and yet have a kindness and have a passion and yet have that peace.

So I wish you well my friend. I'll be seeing you around. And for me, I love you. And I know what you've done -- was doing on Thanksgiving. And I know where you'll be at Christmas. You'll be in the house with grandma. I'll be hearing Brian McKnight singing Home for the Holidays.

And you'll be singing in the kitchen cooking. And the late Donny Hathaway singing This Christmas with family because you understand it's not what's parked

in your driveway or how much your house paid or how much is in your bank account. It's about your peace and what you give back.

And you understand those things. And those are the most priceless things that we can have. And you have that. You have peace. I love you, my friend.
[applause]

President Gilman: Thank you, Commissioner Adams. Vice President Engblom?

Vice President Engblom: Thank you. Elaine, I really hope that what you've heard today helps buoy you through this transition because I can just say it's not even about me today. It is such a joy to be sitting through, you know, hearing a community get together and celebrate you, okay, and just a real tribute to a career and 25 years of service to the city and nine remarkable years leading the Port.

So just hearing about leadership that ranges from iron to butter, that's amazing, you know. What a lesson in professionalism and personality. I just want to start by saying it's a real joy just to listen to this. Your tenure and being a proud San Franciscan for the past 20 years -- just knowing how the waterfront has transformed in the nine years that you've been at the helm, you know, from record-breaking challenges to now record-setting maritime economies and tourism numbers -- that's incredible.

That's going to benefit -- that's benefitting the city now and will put us in good position for generations to come. You know, for somebody who's worked in urban design and thinking about cities my whole career, it's pretty incredible. You know, we have examples in the city that are world-class and reimagined neighborhoods and open spaces that demonstrate what it means to be able to -- you know, you heard about planning teams and cross-disciplinary testaments today.

That's what it takes. It's incredible to -- it's something that you should feel really proud of because of what's been achieved. But I think maybe even more important is that it has built a muscle for this organization to be ready for the transformations that are about to come because, if we think it's been hard what's happened in the past 10 years, what's going to happen in the next 10 years is going to be even more challenging.

So I think that's -- as exciting as it is to celebrate what's happened, I just want to thank you for putting us and the city in good seat for the next generation of challenges.

And then, I think the culture that you've cultivated -- you know, we heard about -- I think it's so powerful hearing those examples of, you know, people who feel like -- you know, listening -- I kept hearing listening over and over again and empowering. I think that's really incredible.

And I'll just say, you know -- brief personal note -- having a visible LGBTQ leader in a power of position who has helped, you know, achieve so much for the city was inspiring for me to want to join this commission. And knowing that you were at the helm really inspired me to step up for this civic service.

So I appreciate that. And I just want to thank you for your leadership and your friendship over the past year and a half, as I've sat on the commission, and just want to wish you well in your next step. Thank you.

President Gilman: Thank you. [applause] Elaine, Director Forbes, so much has been said. And so many people have stolen my punchline. But I think I just want to make some -- highlight some brief things. I've been on the commission for seven-and-a-half years.

And I've really seen you and seen you grow as a leader but as a servant-leader and as a leader who put your staff, your team, your constituents in the seven-and-a-half miles always in the forefront and first. I was always struck when I went to the breakfast of champions how we refer to them as -- in the Port lingo, the boots on the ground, to the folks at Pier 1 -- admired you, respected you. And you had mentorship with them across the board.

Being the director wasn't just hanging out in Pier 1 and being strategic or planning or worrying about budget. It was caring as much about the staff at Pier 50 and making sure they felt included and part of the decision-making process.

You never shied away from being an anti-racist organization, not just an organization that cared about equity or diversity, terms that are used all the time. But even when things changed at the federal level and there was cautiousness throughout the City and County of San Francisco, you stood your ground.

And that ground, I believe, is why we have -- people might say we have the best commission in the City and County of San Francisco. But as someone who has interfaced with many of them in my past career as a major contractor, we have the best department in the City and County of San Francisco.

And that's because the 250 souls that you shepherd, took care of and made sure had a great working environment -- it's been said before. We shouldn't blame bureaucracy for slowing things down. We blame systems. We blame people who don't want to move. We blame departments that are in siloes. We blame departments that don't have vision. None of that is true at the Port of San Francisco.

As someone who lives near Fisherman's Wharf and hears those sea lions every night, your vision of that part of the waterfront coming out of the pandemic has been compelling. You have never let it fail you. Even when you had ideas that went nowhere -- we can talk about what those w -- how you were going to

finance it all or work on it or going down those rabbit holes on the phone with me -- you always were steadfast in what you were going to do for the wharf.

And when you thought of the wharf, it was the small business owners. It was the fishers. It was the Monterey's. It was not the Taco Bell going in across the street or the In-and-Out Burger that you cared about. You cared about the fabric of the waterfront. And that's one reason I have so enjoyed being a commissioner.

I know you're going to have a great next chapter whether that's swimming in the bay or taking swimming lessons with me -- because you owe me -- [laughter] or spending a year in New York, which I know is on your bucket list, and seeing all those seasons change.

This is an opportunity for you, Elaine, to really feel proud of the 25 years of service to the City and County of San Francisco and a city that you helped build and to figure out that next chapter and to breathe and to rest and to not have that weight on your shoulders.

And I am so excited for you, as a woman leader, as an LGBT leader, who has to carry so much and work twice as hard, three times as hard as so many others to see what your next chapter is. And I know, as your neighbor three blocks from you, I'll get to see that. And we are so thankful for your service.

So we want to thank you. And on that note, we are going to ask for you to come up. Commissioners, we are going to present the director with a gift. [applause]

I know I don't have the microphone. But I'm told I can project. And I speak with authority. [laughter] So Elaine Forbes, in recognition of 25 years of outstanding service to the City and County of San Francisco including nearly a decade as executive director of the Port of San Francisco, thank you for your visionary leadership, unwavering dedication and enduring commitment to creating a vibrant and inclusive waterfront for all. Port of San Francisco Commission and staff. [applause]

So as stewards and public servants, we do have some business we have to attend to. [laughter] But we are going to be diligent. And we are going to be respectful that we have some dignitaries coming to join us including the lieutenant governor and former mayors.

So we are going to speed through this, so we can get outside. So we can be with them and celebrate the director. So Jenica, next item, please.

7. CONSENT

- A. Request authorization to award Construction Contract No. 2882, Pier 9 Roof and Roof Deck Repairs and Pier 33 Bulkhead Roof and Structural Repairs to Roebuck Construction, Inc., in the amount of \$7,310,000, and authorization for a contract contingency fund of 10% of the contract amount (or \$731,000) for unanticipated conditions, for a total authorization not to exceed \$8,041,000. (Resolution 25-81)**
- B. Request authorization to award Construction Contract No. 2894, Fisherman’s Wharf Forward – Taylor Street Public Plaza to Cazadoro Construction, Inc. in the amount of \$3,870,000, and authorization for a contract contingency fund of 10% of the contract amount (or \$387,000) for unanticipated conditions, for a total authorization not to exceed \$4,257,000. (Resolution 25-82)**
- C. Request authorization to award a grant for murals and activation activities to Street Plans Collaborative, in the amount of \$350,000 for a term of 18 months. (Resolution 25-83)**

ACTION: Commissioner Adams moved approval of the consent calendar.
Commissioner McNeely seconded the motion.

No Public Comment on the Consent Calendar.

All Commissioners were in favor.

Motion passed unanimously. Resolutions 25-81, 25-82, and 25-83 were adopted.

8. MARITIME

- A. Request approval of revised South Beach Harbor Rules and Regulations, and amendment to the South Beach Harbor Fee Schedule. (Resolution 25-84)**

Andre Coleman: Good afternoon, President Gilman, commissioners, Director Forbes and members of the public. My name is Andre Coleman, deputy director of maritime. I'm joined by Alvin Sonza, the harbormaster at South Beach Harbor along with South Beach Harbor staff. And we're here to request approval of revised South Beach Harbor rules and regulations and amendment to the South Beach Harbor fee schedule.

I was before you at the September commission meeting with an update to our maritime portfolio update. In that update, we touched on some of the near-term objectives at South Beach Harbor, focused on infrastructure, amenities. But also in that near-term objectives were updates to rules and regulations which Alvin will speak to in detail. So with that, I will pass it along to Alvin.

Alvin Sonza: I promise I'll make this quick. [laughter]

President Gilman: It's okay. Breathe. It's fine. This is important.

Alvin Sonza: Thank you. Good afternoon, President Gilman, Vice President Engblom, Commissioner Adams, Commissioner Lee, Commissioner McNeely and, last but not least, Executive Director Forbes. Thank you for the opportunity for me to speak to you today.

For those who I haven't had a chance to meet, my name is Alvin Sonza. And I serve as the harbormaster at South Beach Harbor. I'm joined here today by the person who just introduced me, maritime director Andre Coleman, and several members of the South Beach Harbor staff.

Today, I am here to request the commission's approval for two key items: first, a revised version of the South Beach Harbor rules and regulations; and second, an amended fee schedule. These updates are the result of an internal operational review, benchmark study and feedback from our harbor community.

They are intended to improve clarity, support enforcement and maintain financial sustainability in our operations. So just to provide you a quick overview of South Beach Harbor itself, South Beach Harbor was built in 1986 by the redevelopment agency with approval from BCDC to support recreational boating and expand public access to the bay.

After the dissolution of the redevelopment agency, the Port assumed operational control in 2012 with full transfer finalized in 2019. Located at Pier 40, the harbor features 700 recreational slips and a guest dock that serves as a major hub for public waterfront activity.

South Beach Harbor also supports organizations such as: BAADS, the Bay Area Association of Disabled Sailors; the South Beach Yacht Club, both of which deliver youth and adaptive sailing programs. The harbor also maintains key partnerships with the San Francisco Giants and multiple excursion operators.

Though small in footprint, South Beach Harbor remains one of the Port's most active facilities. It serves year-round boaters, seasonal visitors, commercial operators and community-based programs.

Now, I'll move on to the proposed updates for the South Beach Harbor rules and regulations. These current rules and regulations were last revised in 2015. Since then, several policies have become outdated. These revisions are intended to align with current operational needs, improve clarity and enforceability and incorporate new state requirements.

Key updates include: a requirement that at least one registered vessel owner own 50.1 percent controlling interest. This ensures we are communicating with someone who has legal authority on all matters related to the slip; revised parking regulations to prohibit duplicate permits; establish expiration dates on

temporary permits; and allow for the harbor to withhold annual permits if vessel documentation is not current.

We've also included prohibiting the use of personal EV bikes, scooters and skateboards on the docks and our gangways and, lastly, requiring berth holders to provide a valid California boater card in accordance with state law.

Next, I'll walk you through the fee schedule revisions. We've conducted a full comparison with other public marinas in the Bay Area. While some of our slip fees remain competitive and continue to adjust annually based off CPI, transient and particular guest moorage and administrative fees were outdated.

We're proposing the following updates. Guest moorage will shift to a tiered pricing structure based on vessel length and the duration of stay and a 50 percent cancellation fee that will apply for transient reservations cancelled within 24 hours of arrival to reduce no-shows [imitating] slip availability.

Moving on to administrative fees, we are introducing an internal-move-request fee, license-transfer fees, annual wait-list fees and key-card replacements to better reflect staff time and actual cost. And lastly, standard service rates for sea-lion deterrent, vessel towing services, dock-line replacement, dock-box installation and environmental response.

These changes bring our fees into alignment with market standards, improve cost recovery and provide clarity for both users and staff. Throughout this process, we communicated these proposed changes directly to our berth holders through email, through newsletters and through our stakeholder meetings.

No formal objections were received regarding either the rules and regulations or the updated fee schedule. In closing, Port staff respectfully recommends commission approve the updated rules and regulations and amended fee schedule. Thank you again for your time and consideration. And we're happy to answer any questions.

President Gilman: Alvin, thank you because I think this is the first time you've presented to us. And I can tell you're a little nervous. And you did a wonderful job. So thank you so much. And we value our harbors and our waterfront. [applause] Okay. Could we have a motion, commissioners?

ACTION: Commissioner Adams moved approval of the resolution. Commissioner Lee seconded the motion.

No Public Comment on Item 8A.

Commissioners' Discussion on Item 8A:

Commissioner McNeely: No question here.

Vice President Engblom: I have a question about the EV bike and scooter policy. Is there -- I'm just curious because I think bikes and micro-mobility play a very important role in managing traffic in our city. So I want to make sure that I understand. Is there convenient and safe bike and scooter parking adjacent to the -- I understand the need not to have them on the gangplanks themselves. But is there safe and convenient parking?

Alvin Sonza: Thank you for that question. Yes. There is. We allow for many of our berth holders to park their EV vehicles in our lobby area where they could secure their personal belongings, and it'll be safe. Also, we also can -- have provided access to keep their personal belongings in the Pier 40 shed. So yeah. We thought about having these places available for our berth holders and wanting to store securely.

Vice President Engblom: Great. Thanks.

President Gilman: Commissioner Lee?

Commissioner Lee: When I went on your tour, you know, and went on there -- beautiful harbor. I wish, you know, as we come around the corner, we don't miss it because half the time we don't see it. But it's a great harbor. I did comment to you that it seems that our prices were low. So I'm really glad that you're reviving this. I'm totally in support of it.

I really feel that a lot of these things have to be reviewed every 10 years because things change, like EV bikes and things like that. I think we're going to hear more about those coming up. But in general, I'm glad -- I hope this is enough money and we're actually up to par considering like to the marina and everything else. I always thought that it's a deal to park your boat out there. So that's all I have.

President Gilman: Thank you, Commissioner Lee. I don't think we have any other questions for you, and we -- on this important item. We have a motion. And we have a second. Commissioners, all in favor?

All Commissioners were in favor.

Resolution 25-84 passed unanimously.

9. WATERFRONT RESILIENCE PROGRAM

A. Request authorization to award a professional service contract for program advisory services to support the Waterfront Resilience Program to Jacobs Engineering Group Inc. for 5 years and an original

not-to-exceed amount of \$40,000,000, with an option to amend and extend the terms. (Resolution 25-85)

Alysabeth Alexander-Tut: Thank you. Good afternoon, President Gilman, Executive Director Forbes and commissioners. Today, we have before you an important milestone contract, the authorization of the program advisory contract for the WRP program.

Port staff is recommending an award of the contract to Jacobs Engineering Group for a period of five years and a not-to-exceed amount of \$40 million with the ability to amend and extend the terms. My presentation today will be broken up into four different sections that you can see in front of you.

And just for kind of grounding sake, before you is the next 18 months-ish of the flood study milestones that we need to meet. And this contract is vital for helping us meet these milestones and also achieve the 50-50 percent cost sharing study that we hope to achieve with our partnership with USC -- with the Army Corps of Engineers.

So the justification for this contract is really that this contract is needed to help developing and managing the program. Services include strategic program advisory including helping with the relationship with the Army Corps of Engineers, the funding, the financial management, the engineering and technical services and environmental and regulatory services.

There are two types of contracts that we award under the WRP program. One are the design contracts, of which there are many, some of which are listed under the first bullet point in front of you. And the second is this overarching advisory contract. There is an inherent conflict between the design contractors and the program advisory contract.

So design contractors can't oversee and recommend their own work. And that's exactly why we have this separate program advisory contract to do exactly those things. So the scope of this work will be divided into nine distinct tasks. The primary tasks are tasks one through four. These are the technical services, the program management services, the environmental support, the USACE support services, the planning, the design, engineering, all -- sorry about the typo -- the technical services.

And the secondary tasks are these supportive services: communications; finance and legislative support; workforce development, especially with our LBE community; real estate and development support services; and maritime support services.

So before you is an overview of the procurement process. The RFP was issued in June of 2025. We had extensive outreach to 247 LBEs and 59 non-LBE specialty firms that we wanted to attract to this program. We actually had two

pre-proposal conferences, which is unusual. We really just wanted to attract the best talent and give people time and enough information to propose.

And we had three written question due dates. And we issued a questions-and-responses memo after each of these due dates really with this idea of wanting to -- all of the interested parties to have all the information about this contract and encourage proposals.

So the proposals were due in August. And we convened a CMD improved evaluation panel. We received one proposal that had 38 subcontractors. Before you is the selection process. On the left, you see the evaluation phases. We have a pass/fail for fee schedule and minimum qualifications documentation, 1,000 points for the written proposal. And then, we also had oral interviews.

We also -- you can see, on the right-hand side of your screen, the written-proposal evaluation criteria. The first nine categories -- each team -- or the team that was assigned to each category was evaluated for: their firm qualifications; the actual key personnel that were assigned to work on the project and their experience and qualifications; their approach -- separately, their approach to that type of work; and their geographic location and knowledge experience.

So there was really -- these were -- so each of the categories was evaluated -- each of these different categories. We really had a robust evaluation process. And they were also evaluated for cost effectiveness. And we graded -- which is not something the Port always does -- is grade the references.

We actually had project owners of former contracts that Jacobs had fill out forms and give us an evaluation that was then graded and reviewed by the panelists. So we think we have a really great contractor. This is the written proposal final scoring.

And to speak to Jacobs's strengths -- Jacobs -- they are grounded in the local knowledge and responsiveness. They have a deep understanding of the seismic and flooding challenges and opportunities that will support the waterfront resilience program.

They provide end-to-end services for transportation, water, energy, environmental and urban infrastructure projects and programs. They add to the Port's own expertise by bringing experience and relationships to the U.S. Army Corps of Engineers. And they also bring strategy and resources that support and build on the Port's in-house team's expertise.

They also show a commitment to our LBE community. They have included -- 26.6 percent of their contract is dedicated to LBEs. And that's over the 20 percent LBE subcontracting requirement that CMD assigned to this contract. So based on that, we respectfully request the approval of a contract to Jacobs

Engineering Group for a not-to-exceed amount of \$40 million for five years with the ability to amend for value and time with further commission approval.

This would then go to the Board of Supervisors and, of course, the funding sources, the Prop A seawall bond. I'm available for any questions.

President Gilman: Thank you, Alysabeth. Do I have a motion to move this item?

ACTION: Commissioner Adams moved approval of the resolution. Commissioner Lee seconded the motion.

No Public Comment on Item 9A.

Commissioners' Discussion on Item 9A:

Commissioner McNeely: Yes. I have a quick question, Alysabeth. Are there performance measures in place that would allow for episodic review for compliance?

Alysabeth Alexander-Tut: Absolutely. So this is a task-order-based contract, which means that each of the categories that you saw earlier, they -- work cannot be performed until there is almost like a mini contract that's negotiated for that particular task. And they're not awarded at the same time to the value.

It's the work in front of us is this. And any modification requires kind of a renegotiation. So that's how you kind of contain the project. And then, there are regular reporting requirements that are built in to each task to make sure that we're on track and certainly at the end of the project.

Commissioner McNeely: Okay. Thank you.

Alysabeth Alexander-Tut: Thank you.

President Gilman: Thank you. Commissioner Lee?

Commissioner Lee: No questions. Just my own personal thing on the rating systems, I wish they have some points for on-time delivery. But obviously, that's another story.

Alysabeth Alexander-Tut: Thank you.

President Gilman: Thank you, Commissioner Lee. Commissioner Adams, do you have any questions?

Commissioner Adams: No questions. No. They've been answered.

President Gilman: VP Engblom?

Vice President Engblom: Just a comment that I think, going forward, I would really love to daylight the incredible bench that this team has so more visibility for the 39 sub-consultants because I think that that really -- my experience with this kind of large program team, you know, really daylighting and celebrating the contribution of those teams would really benefit both Jacobs and the 39 teams. So --

Alysabeth Alexander-Tut: Appreciate it. Thank you for the feedback.

President Gilman: Thank you. Alysabeth, I just want to thank you and your team again for -- I mean, this is a massive contract from Prop A, which was passed by the voters in San Francisco to help us rebuild the seawall.

And I just want to thank you and your team for your diligence and, you know, to also really sort of highlight something VP Engblom said for the public. You know, we got one respondent. We have a respondent, who put together a diverse team of LBEs and 39 subcontractors. So I just really want to commend Jacobs for putting the team together and also for the outreach that your team did, two conferences, three cycles on questions. You know, other departments do one.

So I just really want to thank you for your efforts in making sure our LB -- that our small businesses and minority-owned businesses really have access to the funds of Prop A, which are massive for rebuilding the waterfront.

Alysabeth Alexander-Tut: Thank you.

President Gilman: So on that note, commissioners, we have a motion and a second. All in favor?

All Commissioners were in favor.

Resolution 25-85 passed unanimously.

10. NEW BUSINESS

Director Forbes: Commissioners, I have not recorded any new business. Is there new business?

President Gilman: Our new business is that we are going to adjourn this meeting soon when I have a motion. And we are going to continue our tribute and celebration to you.

11. ADJOURNMENT

ACTION: Vice President Engblom moved to adjourn the meeting. Commissioner Adams seconded the motion.

Commissioner Adams: I just wanted to say too -- I want to wish everybody a Merry Christmas, happy holidays. It's been a long year. Mike Martin, be ready. 2026 is coming. [laughter]

President Gilman: Okay.

Commissioner Adams: Show up. Suit up. Let's go, [Doc].

President Gilman: Okay. On that note, we have a motion and a second to adjourn the meeting at 5:21. Meeting adjourned.

All commissioners were in favor.

The meeting was adjourned at 5:21 p.m.