Dear Community Member,

The 2014-2015 fiscal year saw the continued growth and success of our organization. Currently in its tenth year of operation, the Fisherman’s Wharf Community Benefit District (FWCBD) has built productive relationships with city agencies and other neighborhood groups. With a 25 member Board of Directors and 10 committees and subcommittees, we have over 150 active district and community members. We would like to thank our volunteer Board of Directors as well as all of the individuals that support our district throughout the year.

I have enjoyed serving as the President for the 14/15 fiscal year and am proud of the strides we have made to make the community better.

I encourage you to read about the accomplishments of the FWCBD included in this annual report. If you are not already involved with the organization we ask you to consider joining one of our committees where you can make a difference.

Regards,

Tony Smith
FWCBD Board President

About the Fisherman’s Wharf District

- Year Established 2005 Landside / 2006 Portside
- Total Assessed Properties 105 Landside
- Total Assessed Businesses 56 Portside
- Total Square Blocks 30
- Geographic Size 143 Acres
- Population 5,885
- Jobs 8,334
- Job Density 59 jobs / acre

- Fisherman’s Wharf is the number one destination in San Francisco and Pier 39 is the most visited attraction.
- Fisherman’s Wharf receives 10-12 million visitors annually.
- On average, 24,383 people visit Fisherman’s Wharf on a daily basis. The number can swell as high as 100,000 people, depending on the season and/or the weather.
- 35% of visitors to Fisherman’s Wharf are local Bay Area residents.
- In 2010 businesses at Fisherman’s Wharf generated $65.6 million in revenue annually to the City of San Francisco through rents to the Port of San Francisco, payroll, sales, property, hotel and parking taxes.
- There are 11 parking garages and lots at Fisherman’s Wharf that generated $14.2 million in parking revenue tax that funds the Port and the MTA.
- Fisherman’s Wharf supports over 8,384 jobs, 1,475 of which are at the 13 hotels located at Fisherman’s Wharf. These 13 hotels have over 3,200 guest rooms and have some of the highest occupancy rates in the city.

FWCBD Advisory Committees
- Finance
- Executive
- Street Operations, Beautification and Order
- Marketing
- Sustainability
- Public Realm
- PIERsafe
- Police Community Meetings
- Transportation

Other Committee Involvement:
- Community Police Advisory Board
- Fisherman’s Wharf Merchant’s Association
- CBD/BID Consortium
- SFNexTstop - Central Subway Advocacy
- The Embarcadero Enhancement Project
- Business Federation Meeting
- Fisherman’s Wharf Waterfront Advisory Group
- Port of San Francisco & BCDC Planning Study
The FWCBD continued its commitment to perform outreach and work with the Department of Public Works, the MTA, the San Francisco Planning Department and the Port of San Francisco regarding Phase 2 of the Jefferson Street Public Realm Plan. Our perseverance and advocacy efforts were rewarded when the City announced in June of 2015 that the upcoming budget would include $1.7 million dollars to fund the next step of the project.

SECURITY
- Partnered with District Merchants, SFPD and the District Attorney’s office and successfully gained a public nuisance stay away order for an infamous street performer that was plaguing merchants and visitors.
- The FWCBD designed the “Park Smart” campaign graphics (postcards, posters, web) for a citywide initiative to educate visitors to not leave valuable in their cars.
- Continued work with the developers of Townsquared, a district intranet site that allows merchants to share information about crime and safety in the district including an urgent alert feature that notifies SFPD via text.
- Maintained lights in all of the trees at Conrad Park.
- Provided SFPD 10B coverage (off duty SFPD Officers). The officers for the fiscal year gave out over 300 citations and made 7 arrests.
- The Executive Director served as the representative for the district on Central Station’s Community Police Advisory Board.
- Held bi-monthly SFPD Community Meetings attended by the SFPD Central Station Police Captain, the Deputy District Attorney and the Fisherman’s Wharf beat officers.
- Held a Security and Safety Summit in the spring. The event achieved the goal of providing the community with resources and education as well as fostering partnerships between SFPD, local merchants and private security companies at the Wharf.

PIERsafe
- Held monthly PIERsafe Meetings.
- Conducted weekly tests of the FISHnet radio network that includes over 15 participating members.
- Reprinted the Essential Contact Numbers wallet cards that were distributed in the district.
- Conducted a FISHnet Earthquake Drill in order to give participants some examples of how the FISHnet radio network can be used in the event of an emergency.
- Held an Incident Command Center tabletop exercise to hone the skills of committee members.

BEAUTIFICATION & MAINTENANCE
- Worked with the MTA to allow the CBD to attach branded district identity decals to light poles in the neighborhood.
- Partnered with the MTA on a licensing agreement to add a new welcome sign at the Hyde Street Cable Car turnaround.
- Worked with the Port of San Francisco and DPW to host the Giants Clean Sweep on the Wharf on July 26th.

AMBASSADORS
The FWCBD’s Ambassador Program continues to be a staple for the district, offering needed support for an increasing aggressive street population, graffiti removal, litter abatement and hospitality assistance.

The ambassadors not only assist visitors with directions and questions, but they clean and remove graffiti in the district, power-wash sidewalks, collect litter, outreach to the district’s street population and aid law enforcement and the Port of San Francisco.

The following stats are for the past fiscal year:

Hospitality Statistics
1. Hospitality Assistance 22,311
2. Directions Given 15,970
3. Business Contacts Made 12,593
4. Street Performer Conflict Resolution 938
5. Escorts Provided 516
6. Motorists Directions Given 445

Cleaning Statistics
1. Trash Removed (lbs) 10,335
2. Pan & Broom Block Faces 1,657
3. Graffiti Removed 1,605
4. Graffiti Stickers Removed 1,291
5. Street Furniture Cleaned 1,147
6. Tree Grates Cleaned 915
7. Painting Enhancements 360

Safety / Compliance Request Statistics
1. Sit/Lie 3,579
2. Public Disturbance/Panhandling 1,631
3. Drinking in Public 1,429
4. Camping/Sleeping 998
5. Drug Activity 821
6. Illegal Dumping 578
7. Request for Police 195
MARKETING & EVENTS

• Provided event sponsorship for the 2014 4th of July Celebration and production of an event flyer, website build out, and social media marketing of the event.

• Provided event sponsorship of the 2014 Fleet Week Celebration and production of an event flyer, website build out, and social media marketing of the event.

• Produced the 2nd Annual Wharf Fest Event & Chowder Cook-Off. Highlights:
  • The Chowder Cook-Off competition was between 12 local restaurants who competed to win the title of either Judge’s Choice or People’s Choice. Over 500 tickets to the competition were sold.
  • To highlight the initiatives by the FWCBD and the Port of San Francisco in making the Wharf a Zero Waste Zone we produced the Trashy Fashion Runway Show where 12 designers showcased their couture creations made from trash and recyclable products.
  • The FWCBD raised $20,000 in sponsorship for the event.
  • Partnered with the St. Francis Yacht Club to produce the Holiday Lighted Boat Parade with over 60 boats from the Fishing Fleet, the St. Francis Yacht Club, the SF Fire and Police Departments, and the PIER 39 Harbor.
  • Hung lights and a “tree” on the iconic Fisherman’s Wharf Crab Wheel sign and provided lights to the sport fishing fleet in order to decorate their boats located in the picturesque inner lagoon.
  • Held a holiday decorating contest for Wharf businesses.
  • Worked with participating Wharf businesses on a full page co-op ad that was in three editions of the Alaska Air In-Flight magazine.
  • Produced a holiday postcard containing local events for hotels and tour hubs that was distributed by FWCBD Ambassadors in late November and early December.
  • Took over management of the Official Fisherman’s Wharf Yelp and Trip Advisor pages.
  • Partnered with the FWMA on a joint District Holiday Party.
  • Partnered with district art galleries to hold the first Fisherman’s Wharf Art Walk in October 2014.
  • Completed a visitor intercept survey with the aid of an OEWD grant and the contractor Destination Analysts.
  • Produced Fisherman’s Wharf branded window clings for district merchants to display in their windows.
  • The FWCBD redesigned, updated and printed 300,000 brochures that are distributed by our Ambassadors and at 9 California Welcome Centers and 850 tourist sites in the greater Bay Area.
  • The FWCBD sponsored the FWMA Golf Tournament, Opening Day on the Bay, The Tel-Hi Heart of Gold, A Taste of Tel-Hi and the 2014 Fourth of July Celebration and Fleet Week.
  • Hosted Family Fun Day at the FW Parking lot for the Sunday Streets event in March.

THE FISHERMAN’S WHARF AUDIENCE

• Affluent & Well-Educated

93% 86%

Of People Are "Satisfied" Or "Very Satisfied" With Their Visit
Of People Are "Likely" Or "Very Likely" To Return

Source: 36% Visitor Intercept Survey from Destination Analysts
Produced by the Fisherman’s Wharf Community Benefit District
FWCBD.com

THE FISHERMAN’S WHARF
Who Visits the Neighborhood?

10 Million Visitors Per Year 1.6 Million Pedestrian Impressions Per Month (Average)

14% of Visitors to San Francisco Will Come to Fisherman’s Wharf

PLACE OF RESIDENCE

40.3% San Francisco
14% Bay Area (Not SF)
14% CA (Not Bay Area)
10% Other USA
5% Foreign

The Mean Age of Visitors To Fisherman’s Wharf

The Mean Annual Household Income of this Audience is $92,797 Of those surveyed, 41.8% have a Bachelor’s Degree or Higher.

Affluent & Well-Educated

93% 86%

Of People Are "Satisfied" Or "Very Satisfied" With Their Visit
Of People Are "Likely" Or "Very Likely" To Return

Source: 36% Visitor Intercept Survey from Destination Analysts
Produced by the Fisherman’s Wharf Community Benefit District
FWCBD.com
WEBSITE

- The Fisherman’s Wharf website, VisitFishermansWharf.com, received an updated design and many modifications to the backend to improve efficiency.
- The website’s template was completely rebuilt so that it can be responsive on tablets and handheld devices and is now fully-integrated with social media.
- The VisitFishermansWharf.com website received tremendous growth in the first half of the fiscal year. When compared to July-December of 2013, the site increased an average of 201% or 83,537 additional unique visitors. Overall the site received over 305,000 unique visitors during the fiscal year, a new record for the site since it launched in 2006.

WORKSHOPS

- In February of 2015 we hosted a free Digital Tools Workshop for district merchants to keep them abreast on current social media and technology trends for their businesses.
- The FWCBD partnered with the Telegraph Hill Neighborhood Center to host our 3rd annual free Job Fair for local residents interested in seasonal summer employment as well as full-time opportunities at Fisherman’s Wharf.
- In partnership with the Port of SF, the SF PUC (Public Utilities Commission) and SF Environment we hosted a free workshop for the district that focused on water conservation and how to become a “green” business.

ADVOCACY & OTHER

- The FWCBD continued to advocate for Phase II of the Jefferson St. Public Realm Plan and completed the document, “Fisherman’s Wharf Phase 2 Impacts, Statistics and Survey Results” which can be found on newjeffersonstreet.com.
- Advocated for getting the Central Subway to the wharf and assisted the group SF NexTstop in promoting the extension to Fisherman’s Wharf.
- Conducted a Merchant Transportation Survey in order to better advocate for the needs of district merchants who are having difficulty hiring and retaining employees.
- Installed Springboard pedestrian and car counting cameras in four locations along Jefferson Street to analyze and monitor footfall and vehicular traffic in the Wharf.

*The below graph shows the pedestrian counts from the cameras on Jefferson Street between the time they were installed on July 27th, 2014 through July 31, 2015.*
Assessment Methodology

The District is funded through an annual assessment, for 15 years, from the property owners for both the land-side and port-side boundaries of the district. The FWCBD Board of Directors increased the Landside Assessments by the CPI of 2.9% for the 2012-2013 fiscal year.

**LAND-SIDE CBD PROPERTY ASSESSMENTS**

For the land-side, there are four property variables that are used in determining individual assessments. The factors are:

1. Linear frontage (sidewalk frontage)
2. Land area
3. Entire usable building square footage
4. Building use

There is a total of 2,151,139 square feet in gross lot size, 28,276 feet in linear frontage and 4,486,146 in building square footage. Three benefit zones have been created in the District for calculating assessments.

**Benefit Zone 1** includes roughly all parcels north of Bay/North Point, between Polk and Powell to Jefferson. The formula for calculating the assessment is:

\[
\text{Total Assessment} = 0.091612 \times \text{lot size} + 5.4296 \times \text{linear frontage} + 0.072168 \times \text{building square footage (A or B)} + 0.033368 \times \text{building square footage (C–E)} + 0.05 \times \text{residential square footage (F)}
\]

Note: See chart below for building categories.

Example: A 5,000 square foot lot, with 50 feet of frontage and 4,000 square feet of usable retail or commercial building use:

\[
\begin{align*}
5,000 \times 0.091612 &= \$ 458.06 \text{ in lot size} \\
50 \times 5.4296 &= \$ 271.48 \text{ in linear frontage} \\
4,000 \times 0.072168 &= \$ 288.67 \text{ in bldg sq footage (A or B)} \\
\text{Total assessment} &= \$ 1,018.21 \text{ per year}
\end{align*}
\]

**Benefit Zone 2** includes parcels west of Polk and east of Powell. Benefit Zone 2 parcels are assessed at the same rate as above but without a building factor assessment. The formula for calculating the assessment is:

\[
\text{Total Assessment} = 0.091612 \times \text{lot size} + 5.4296 \times \text{linear frontage}
\]

**Benefit Zone 3** includes the ILWU* block bordered by Beach, Mason, Taylor and North Point. Parcels are assessed on the basis of linear frontage only. All residential parcels are assessed $0.05 per square foot per year. The formula for calculating the assessment is:

\[
\text{Total Assessment} = 5.4296 \times \text{linear foot of lot frontage (ILWU Block)}
\]

* The ILWU is designated as Benefit Zone 3, because of its unique position in the district and was assessed upon its four sides of linear frontage only.

<table>
<thead>
<tr>
<th>Building Use Code</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Retail space, hotels, motels, visitor related</td>
</tr>
<tr>
<td>B</td>
<td>Office and Commercial uses, free standing</td>
</tr>
<tr>
<td></td>
<td>parking structures</td>
</tr>
<tr>
<td>C</td>
<td>Industrial/Manufacturing/Distribution</td>
</tr>
<tr>
<td>D</td>
<td>Institutional (City, County, public utility,</td>
</tr>
<tr>
<td></td>
<td>parks, etc.)</td>
</tr>
<tr>
<td>E</td>
<td>Church, non-profit, tax-exempt, affordable</td>
</tr>
<tr>
<td></td>
<td>housing, rent-controlled housing</td>
</tr>
<tr>
<td>F</td>
<td>Multi-unit housing, condos, apartments</td>
</tr>
<tr>
<td>G</td>
<td>Non-functional building structures</td>
</tr>
</tbody>
</table>

**PORT-SIDE CBD PROPERTY ASSESSMENTS**

The port-side is comprised of retail/walk-in, hotel, food and beverage businesses, general motorized land-based tour operators and for-profit parking lots. These businesses are assessed on their annual gross sales as reported to the Port of San Francisco from the previous calendar year. This data is provided to the Port of San Francisco on a monthly basis and is public information. The assessment factor applied to that gross sales figure is .0014%.

Example:

Gross Sales $1,000,000 x .0014 = $1,400 Assessment

Tour operators/tour boat vessels and related businesses (including large and small tour boats and sport fishing boats), are assessed based on the number of passengers per vessel operator or per horse drawn carriage company or per pedi cab company. The assessments range from $250 to $2,000.
**Assets**

**Current Assets**
- Cash: 179,913
- Savings & Short Term Investments: 300,138
- Total Cash/Short Term Investments: 479,051

**Accounts Receivable**
- Landside Assessments: 51,388
- Portside Assessments: 30,837
- Total Accounts Receivable: 82,225

**Other Current Assets**
- Prepaid Expenses & Insurance: 7,414
- Total Other Current Assets: 7,414

**Fixed Assets**
- Total fixed assets net of accumulated depreciation: 39,099
- Total Assets: 607,790

**Liabilities & Equity**

**Liabilities**
- Accounts Payable: 13,511
- Accrued Expenses Year-End: 16,453
- Total Liabilities: 29,964

**Fund Balance**
- Total Fund Balance: 577,826
- Total Liabilities & Fund Balance: 607,790

**2014 – 2015 Balance Sheet**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments–Landside</td>
<td>647,611</td>
<td>647,611</td>
<td>0%</td>
</tr>
<tr>
<td>Assessments–Portside</td>
<td>219,089</td>
<td>219,089</td>
<td>0%</td>
</tr>
<tr>
<td>Designated Projects</td>
<td>0</td>
<td>20,786</td>
<td>-20,786</td>
</tr>
<tr>
<td>Special Events / Sponsorship</td>
<td>11,386</td>
<td>5,614</td>
<td>5,772</td>
</tr>
<tr>
<td>Interest Savings/Short-Term Investment</td>
<td>535</td>
<td>0</td>
<td>535</td>
</tr>
<tr>
<td>Donated Services</td>
<td>42,800</td>
<td>40,000</td>
<td>2,800</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>921,421</td>
<td>933,100</td>
<td>-11,679</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk Operations &amp; Beautification</td>
<td>158,001</td>
<td>187,800</td>
<td>-29,799</td>
</tr>
<tr>
<td>District Identity &amp; Streetscape Improvement</td>
<td>427,449</td>
<td>413,800</td>
<td>13,649</td>
</tr>
<tr>
<td>Administration</td>
<td>165,178</td>
<td>173,770</td>
<td>-8,122</td>
</tr>
<tr>
<td>Donated Services</td>
<td>42,800</td>
<td>40,000</td>
<td>2,800</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>793,428</td>
<td>814,900</td>
<td>-21,472</td>
</tr>
</tbody>
</table>

**Designated Projects**: 25,000
- **Contingency Reserve**: 93,200
- **Net Income**: 9,793

**Landside CBD**

**July 1, 2014 – June 30, 2015 (Budget vs Actual)**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments–Landside</td>
<td>665,089</td>
<td>229,637</td>
<td>894,726</td>
</tr>
<tr>
<td>Donated Services</td>
<td>25,200</td>
<td>14,800</td>
<td>40,000</td>
</tr>
<tr>
<td>Grants</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Events/Sponsorship</td>
<td>25,800</td>
<td>15,000</td>
<td>40,800</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>716,089</td>
<td>259,437</td>
<td>975,526</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOBO</td>
<td>192,877</td>
<td>192,877</td>
<td>0%</td>
</tr>
<tr>
<td>DISI</td>
<td>308,613</td>
<td>158,969</td>
<td>467,592</td>
</tr>
<tr>
<td>Administration</td>
<td>132,516</td>
<td>46,430</td>
<td>178,946</td>
</tr>
<tr>
<td>Donated Services</td>
<td>25,200</td>
<td>14,800</td>
<td>40,000</td>
</tr>
<tr>
<td>Contingency Reserve</td>
<td>73,160</td>
<td>22,964</td>
<td>96,124</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>732,366</td>
<td>243,163</td>
<td>975,529</td>
</tr>
</tbody>
</table>

**Portside CBD**

**July 1, 2014 – June 30, 2015 (Budget vs Actual)**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments–Portside</td>
<td>219,089</td>
<td>219,089</td>
<td>0%</td>
</tr>
<tr>
<td>Donated Projects</td>
<td>0</td>
<td>5,036</td>
<td>-5,036</td>
</tr>
<tr>
<td>Special Events / Sponsorship</td>
<td>1,213</td>
<td>5,614</td>
<td>4,559</td>
</tr>
<tr>
<td>Interest Savings/Short-Term Investment</td>
<td>535</td>
<td>0</td>
<td>535</td>
</tr>
<tr>
<td>Donated Services</td>
<td>27,000</td>
<td>25,200</td>
<td>1,800</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>236,102</td>
<td>238,925</td>
<td>-2,823</td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>ACTUAL</th>
<th>BUDGET VARIANCE</th>
<th>% VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Identity &amp; Streetscape Improvement</td>
<td>158,481</td>
<td>149,575</td>
<td>1,906</td>
</tr>
<tr>
<td>Administration</td>
<td>40,026</td>
<td>43,300</td>
<td>-3,274</td>
</tr>
<tr>
<td>Donated Services</td>
<td>15,800</td>
<td>14,800</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>207,307</td>
<td>207,675</td>
<td>-368</td>
</tr>
</tbody>
</table>

**Designated Projects**: 15,750
- **Contingency Reserve**: 71,200
- **Net Income**: 12,248

**2014 – 2015 Carryover Disbursement**

| DISI Special Landside Projects | 106,200 |
| SOBO Special Landside Projects | 259,900 |
| Total Carryover Disbursement | 472,000 |

**Revenue Distribution**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOBO</td>
<td>22%</td>
</tr>
<tr>
<td>DISI</td>
<td>49%</td>
</tr>
<tr>
<td>Administration</td>
<td>19%</td>
</tr>
<tr>
<td>Contingency Reserve</td>
<td>10%</td>
</tr>
</tbody>
</table>

**2015 - 2016 Budget Distribution**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOBO</td>
<td>22%</td>
</tr>
<tr>
<td>DISI</td>
<td>49%</td>
</tr>
<tr>
<td>Administration</td>
<td>19%</td>
</tr>
<tr>
<td>Contingency Reserve</td>
<td>10%</td>
</tr>
</tbody>
</table>
The purpose of the Fisherman's Wharf Community Benefit District is to preserve and enhance its vast waterfront landscape and multi-cultural heritage, while integrating modern efficiencies to enrich the experience of visitors from both near and far through Market Research, Brand and Destination Marketing, Sidewalk Operations, Beautification and Order, Traffic and Urban Planning and Emergency Preparedness.

2014-2015 Board of Directors

PRESIDENT:
Tony Smith, Anchorage Square, CBRE

VICE PRESIDENT:
John Cannizzaro, Jefferson Building, Inc.

SECRETARY:
Jeff Sears, Blazing Saddles

TREASURER:
Aline Estournes, NorthPoint Shopping Center

ASST. SECRETARY:
Rodney Fong, The Wax Museum Building

ASST TREASURER:
Sina von Reitzenstein, PIER 39

IMMEDIATE PAST PRESIDENT:
Lou Cuneo, American Academy of Ophthalmology

BOARD MEMBERS:
David Berbey, Portco, Inc.
Gary Burns, Tarantino's
Al Casciato, Bovis Foods
Hagen Choi, Tower Tours
Chris Connors, Classic Cable Cars / Ride The Ducks
Tom Creedon, Scoma's Restaurant
Rebecca Delgado-Rottman, Academy of Art University
Jacqueline Douglas, Wacky Jacky Sport Fishing
Stephan Dreyfuss, Mad Lin Records
Tom Escher, Red and White Fleet
Carolyn Horgan, Blue & Gold Fleet
Brian Huber, MapWest
Brandy Marts, The Franciscan Restaurant
Paul Miller, Boudin
Jan Misch, The Tuscan Inn
Kathy Paver, PIER 39
Frank Rescino, The Lovely Martha Sport Fishing
David von Winckler, The Argonaut Hotel

COMMUNITY REPRESENTATIVES
Jay Edwards, Port of San Francisco
Lynn Cullivan, San Francisco Maritime N.H.P.
John Tregenza, SF Maritime National Park Association