



## 2019 AAPA COMMUNICATIONS AWARDS PROGRAM

ENTRY CLASSIFICATION: (8) OVERALL CAMPAIGN  
PORT CATEGORY: 3

**Entry Title:**  
Embarcadero Seawall Program Communications, Education,  
Outreach, and Stakeholder Engagement Campaign





# Entry Summary:

The Port of San Francisco (Port) launched the Embarcadero Seawall Program to rebuild the Seawall and create a safer and more sustainable waterfront after discovering that the Embarcadero Seawall is highly vulnerable to the next major earthquake and increasing flood risk from sea level rise due to climate change.

The Embarcadero Seawall is a three-mile long, rock and concrete wall built over 100 years ago. The Seawall transformed San Francisco, laying the foundation for a thriving waterfront. Today, the Seawall supports key utility and regional transportation infrastructure, serves as a critical emergency response and recovery area, and protects over \$100 billion in assets and annual economic activity. While a remarkable engineering feat at the time, the Embarcadero Seawall was built in earthquake country without today's seismic standards and atop "young bay mud," a soft, weak mud that makes for a poor foundation and can amplify earthquake shaking. The Seawall was also built without the knowledge we have today about flood risk and sea level rise.

Few San Francisco residents had any knowledge of the Seawall's existence prior to 2017. In fact, only nine percent of San Franciscans were very familiar with the Embarcadero Seawall in early 2017. That's why the Communications, Education, Outreach, and Stakeholder Engagement Campaign (the Campaign) was vital to the success of the Embarcadero Seawall Program. Additionally, the Seawall is unseen infrastructure and is located mostly underwater, which required imaginative ways to convey its importance.

To educate the public about the importance of the Embarcadero Seawall, the Port of San Francisco identified the following goals in the Seawall Program Communications, Education, Outreach, and Stakeholder Engagement Plan:

1. Increase public awareness and support for the Seawall and the Port of San Francisco across San Francisco, particularly among communities of color and lower-income residents.
2. Create a citywide sense of urgency for the Embarcadero Seawall Program.
3. Establish the Port of San Francisco as a trusted steward of public funds via transparency around the public's concerns about cost, timing, and necessity.

The Embarcadero Seawall Program Communications, Education, Outreach, and Stakeholder Engagement Campaign officially kicked off in Fall 2017 and is ongoing today. Elements of the Campaign during 2018 included:

## **Education Outreach and Stakeholder Engagement**

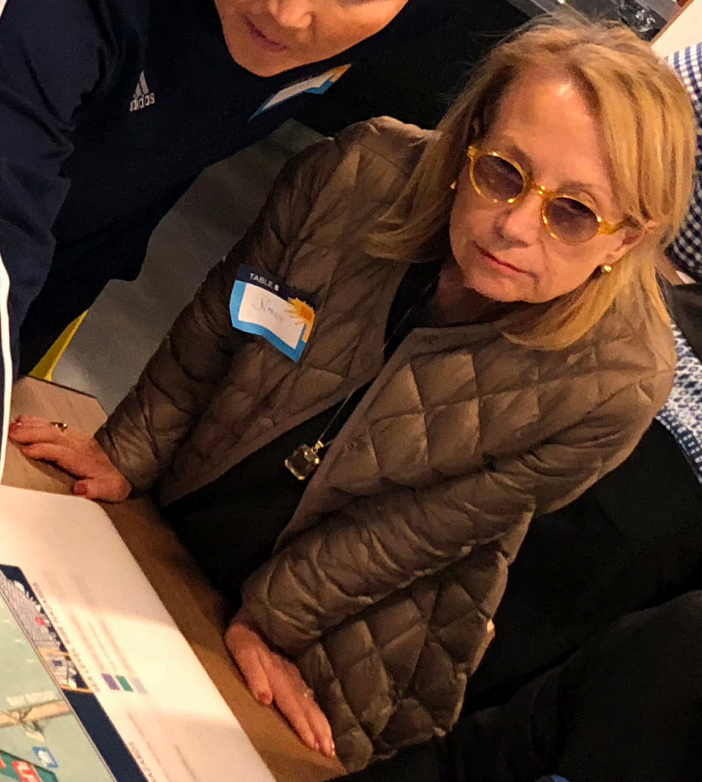
- 100+ Stakeholder Presentations
- 60+ Community Outreach Events
- 11+ Seawall Walking and Bike Tours
- 11+ eNewsletters
- 1M + Impressions on Seawall Website and Social Media
- In-Language Activities Prioritized
- Port Tenant Outreach
- Seawall Community Meetings #1 and #2

## **Innovative Engagement**

- "Makers" Partnerships with local San Francisco business including Black Hammer Brewing and Ritual Coffee
- Partnerships with science-based museums including California Academy of Sciences and the Exploratorium
- Twitter "Chats" with key Port of San Francisco tenants including Oracle Park, and Fisherman's Wharf, and regional transportation agencies including Bay Area Rapid Transit (BART), ferry providers, and the San Francisco Municipal Transportation Agency (SFMTA)

## **Media Engagement**

- 100+ Media Hits
- 3 Op-Eds, including in-language
- Radio and TV Segments



# 1

## What are/were the entry's specific communications challenges or opportunities?

The Port of San Francisco conducted preliminary market research in 2017 that provided key insights into the existing opportunities and challenges related to a comprehensive communications, education, outreach, and stakeholder engagement campaign. The challenges and accompanying opportunities included the following:

### Unknown Infrastructure

The primary finding from the research was that only nine percent of San Franciscans were very familiar with the Embarcadero Seawall in Spring 2017. Support for the Embarcadero Seawall Program was weaker among people of color and lower-income residents. The Embarcadero Seawall Program communications was further challenged by the location of the Seawall, which is mostly underwater and unseen infrastructure.

### Unknown Agency

The research found that The Port of San Francisco was an agency that was not well known or understood citywide. San Francisco residents did not have a strong grasp on the Port's work or the Port's reach.

### Scale of Program

The Embarcadero Seawall Program is the first of its kind in the Bay Area region and one of the first projects addressing sea level rise in San Francisco. At an estimated \$5 billion, the seismic and sea level rise Program offers an opportunity for the Port to be a regional and national leader in disaster preparedness and resilience planning and implementation.

### Past Projects and Community Relationships

The waterfront community is one of the most active and complex communities in San Francisco. The waterfront community consists of San Francisco residents, state and regional stakeholders including the San Francisco Bay Conservation and Development Commission (BCDC) and other regulatory agencies, and small and large businesses that lease land from the Port or occupy adjacent land. To balance competing interests amongst stakeholders, the Port of San Francisco leads a robust community engagement process and works with citizen advisory groups and other groups to implement programs and projects successfully that benefit all stakeholders.

### Competing Issues in San Francisco

San Franciscans have many priorities and pressing concerns including the high cost of housing, homelessness, and growing inequality. The challenge of competing issues meant that the Seawall communications team had to be innovative and mindful of the daily concerns for many.

### Losing a Champion for the Program

San Francisco unexpectedly lost Mayor Edwin Lee on December 12, 2017, the leader and visionary behind the Seawall Program. This loss presented a catastrophic challenge for the Embarcadero Seawall Program as the Port had to educate two new mayors and their teams in a short amount of time about the importance of strengthening the Seawall.

# 2

## How does the communication used in this entry complement the organization's overall mission?

The Port of San Francisco manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime, recreational, and economic opportunities to serve the City, Bay Area region, and California. The Port's vision is to deliver vibrant and diverse waterfront experiences that enrich the City and San Francisco Bay.

The Port realizes its Mission and Vision and addresses its challenges through seven goals. These include:

### #1 EVOLUTION

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

### #2 RESILIENCE

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

### #3 ENGAGEMENT

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

### #4 EQUITY

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

### #5 SUSTAINABILITY

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

### #6 PRODUCTIVITY

**Attract and retain tenants that build an economically viable Port.**

### #7 STABILITY

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

The Embarcadero Seawall Program Communications, Education, Outreach, and Stakeholder Engagement Campaign supports all seven of the Port's goals.

### Goal 1:

The Campaign supports goal **#1 EVOLUTION** through its clear communication for the need to transform the waterfront to respond to changing public and Port needs, including the need to rebuild and or replace three miles of the Embarcadero Seawall and address hazards along the entire Port jurisdiction.

### Goal 2:

The Campaign supports goal **#2 RESILIENCE** as it helped elevate the resilience messages and communicate the urgency to prepare the Port for natural and human made risks and hazards.

### Goal 3:

The Campaign supports goal **#3 ENGAGEMENT** through direct engagement with thousands of residents in San Francisco and beyond about the purpose and benefits of Port functions and activities.

### Goal 4:

The Campaign supports goal **#4 EQUITY** through various activities involved in the Campaign designed to directly engage communities of color and immigrants with limited English proficiency including materials in five different languages, in-language presentations and walking tours, and community meetings that focused on conversations around equity in neighborhoods.

### Goal 5:

The Campaign supports goal **#5 SUSTAINABILITY** with key messaging promoting the practice of environmental stewardship to limit climate change and protecting the Bay, while also highlighting the Port's efforts in mitigation.

## Goal 6:

The Campaign supports goal **#6 PRODUCTIVITY** to ensure an economically viable Port with elements including door-to-door outreach to ensure Port tenants were aware of the hazards along the Port's jurisdiction and to mitigate impacts to their businesses.

## Goal 7:

The Campaign supports goal **#7 STABILITY** with strong messaging for the need for resources from local, state, federal, and private partners to repair and replace the aging Seawall infrastructure owned and operated by the Port and to enhance the waterfront including facilities and assets along the length of the Seawall and the entire Port jurisdiction, maximizing the value of Port property.



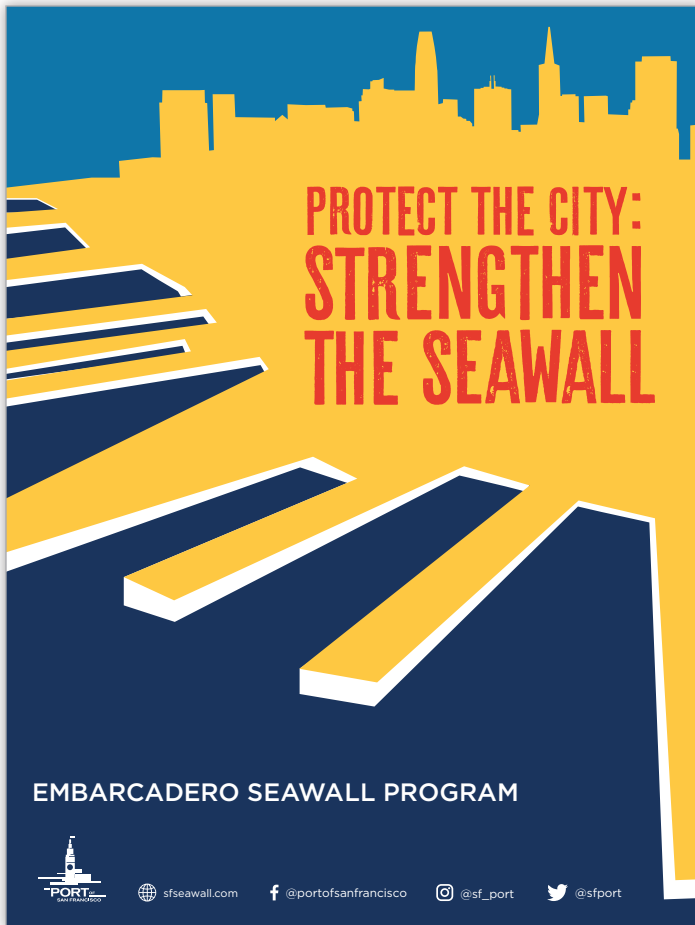






# 3

## What were the communications planning and programming components used for this entry?



Seawall Program Identity

In late 2017, the Port team worked to develop a Communications, Education, Outreach, and Stakeholder Engagement Plan (the Plan) for achieving the public outreach and engagement goals of the Embarcadero Seawall Program through December 2018. The planning process helped the team review strategies for carrying out thoughtful, effective, and ongoing public outreach to explain what the Seawall is, address community questions and concerns, and ensure residents understand the Port’s role in shepherding this vital public project through its first phase.

The Plan articulated the tools—from public meetings to newsletters to social media—which would be used to reach residents and the broader San Francisco community and beyond. It contained guidelines for how the outreach team would work with other City departments, community-based organizations, and neighborhood associations to provide information to the public.

The planning and Plan-drafting process included:

- **Kickoff Meeting:** Assembled the Port team, key City partners including the Mayor’s Office, and all consultants and subconsultants for a kickoff meeting to review the Plan and collective work through 2018.
- **Workplan:** Developed three drafts of the 70-page Plan that served as the roadmap for work.
- **Graphic Identity:** Held a series of design charrettes with graphic designers to determine the Embarcadero Seawall Program branding and eventually chose the stylized finger piers. Additionally, developed a [style guide](#) for the Program to ensure all messengers used the same language.
- **Messaging:** Renamed the Program and created the messaging, tagline, and brand guidelines. This included using the “Embarcadero Seawall” to geographically orient the Program and “messaging stages” to move the public from developing awareness to being actively engaged and taking action.
- **Ongoing Reporting:** Provided ongoing metrics reporting for various activities and deliverables, including weekly update emails.

The final Plan contained the following goals to educate the public about the importance of the Embarcadero Seawall Program:

1. Increase public awareness and support for the Embarcadero Seawall Program and the Port of San Francisco across San Francisco, particularly among communities of color and lower-income residents.
2. Create a citywide sense of urgency for the Embarcadero Seawall Program.
3. Establish the Port of San Francisco as a trusted steward of public funds via transparency around the public’s concerns about cost, timing, and necessity.

In late 2017, as part of the planning process, the following Seawall Program metrics were established and refined as part of the ongoing planning process:

- 250k+ residents engaged via targeted outreach to all neighborhoods
- 10k+ online engagements via social media
- 3k+ residents opt in via email
- 250 community groups engaged, including in-language
- 100 community presentations, including presentations in-language
- 100 media hits, including articles in-language

## Stakeholder Engagement and Audience Identification

In late 2017, as part of the Plan-drafting process, the Seawall team designed and conducted a stakeholder assessment to clearly identify stakeholder interests, issues and concerns as they relate to the Embarcadero Seawall Program, and to determine the most effective means of communicating and engaging stakeholders throughout the course of the Program. The assessment included a combination of confidential in-person and phone interviews with approximately 40 key stakeholders, a broadly distributed online survey, and meetings with existing standing stakeholder groups. Findings from the Assessment informed the stakeholder engagement strategy and helped identify specific engagement strategies tailored to each audience.

The primary audience for Seawall communications was broad: all San Francisco residents. The secondary audience was the residents that live, work, and recreate along the waterfront. However, all communications emphasized that strengthening the Seawall is a citywide, and even regional issue, and that a successful Embarcadero Seawall Program will lead to increased waterfront access and new audiences enjoying San Francisco's bayside shoreline. For ease of planning and organization, and knowing that different groups require different modes and methods of communication, the Port separated stakeholders into 11 stakeholder groups:

- Big Business Stakeholders
- Community Stakeholders
- Established Working Group Stakeholders
- Funding Stakeholders
- General Public Stakeholders
- Merchant Stakeholders
- Partner Stakeholders
- Policy Stakeholders
- Political Stakeholders
- Port Tenant Stakeholders
- Regulatory Stakeholders

A number of stakeholder engagement strategies were utilized to inform development and implementation of the Embarcadero Seawall Program. What follows is a list of strategies that were implemented at different points in the project development process to inform and solicit input from a wide range of stakeholders with varying levels of interest and influence.

- Door-to-Door Tenant Outreach
- Material creation for Key Stakeholders such as the Executive Steering Committee and Port Commission Support
- Program Website
- Roadshow Presentations
- Seawall Community Meetings
- Southeast San Francisco Mixers
- Stakeholder Database
- Stakeholder Tours
- Strategic Partnerships

# Outreach Collateral Materials

**LOVE SAN FRANCISCO'S WATERFRONT? GET TO KNOW THE EMBARCADERO SEAWALL!**

San Francisco's Embarcadero Seawall was constructed more than a century ago and is the foundation of over three miles of the city's northeastern waterfront stretching from Fisherman's Wharf to Mission Creek. The Seawall has served us well, but it is now in need of significant improvements to withstand the next major earthquake and increasing flood risk from sea level rise and climate change.

**Our Seawall was built over 100 years ago!**

MISSION CREEK, SEAWALL, LANDFILL, FISHERMAN'S WHARF, 1850'S SHORELINE

The Embarcadero Seawall transformed a tidal mudflat into the thriving waterfront we know today. The Seawall supports the Historic Embarcadero Promenade, many of the city's iconic destinations, parks, restaurants, and local businesses – attracting over 24 million people annually. All of today's activity along the northern waterfront is made possible by the Embarcadero Seawall.

**PROTEJAN A LA CIUDAD REFUERZEN EL MALECÓN**

¿LE ENCANTA LA ZONA DE LOS MUELLES DE SAN FRANCISCO? ¡CONOZCA EL MALECÓN DEL EMBARCADERO!

El Malecón del Embarcadero de San Francisco fue construido hace más de un siglo y es el cimiento de más de tres millas de la parte noreste de la zona de los muelles desde Fisherman's Wharf hasta Mission Creek. El Malecón nos ha servido de mucho, pero ahora necesita mejoras considerables para poder resistir el siguiente gran terremoto y el riesgo de inundación que va aumentando debido al aumento del nivel del mar y al cambio climático.

**¡Nuestro malecón fue construido hace más de 100 años!**

MISSION CREEK, EL MALECÓN, BELLINO MUSEUM, FISHERMAN'S WHARF, COCHA DE LA ESCALA DE LEOS

El Malecón del Embarcadero transformó un lodazal creado por los mares en la próspera zona de los muelles que conocemos hoy. El Malecón es la base que soporta al histórico Embarcadero Promenade, muchos de los destinos icónicos de la ciudad, parques, restaurantes y empresas locales – y atrae a más de 24 millones de personas al año. Toda la actividad a lo largo de la zona norte de los muelles es posible gracias al Malecón del Embarcadero.

**保護這座城市：強化海堤**

喜愛三藩市的海濱區嗎？深入了解 EMBARCADERO (安巴卡德洛) 海堤！

三藩市的Embarcadero海堤建於一百多年前，為本市東北海濱區從漁人碼頭到米慎溪(Mission Creek)提供超過三英里的屏障。海堤在過去一直發揮良好的作用，但如今它需要進行重大改善，才能抵禦下一次的地震，以及海平面上升和氣候變化帶來的更嚴重的洪水風險。

**我們的海堤始建於100 多年前！**

MISSION CREEK, EL MALECÓN, BELLINO MUSEUM, FISHERMAN'S WHARF, COCHA DE LA ESCALA DE LEOS

Embarcadero (安巴卡德洛) 海堤將一個潮汐泥灘改造成我們今日所知的繁榮海濱地區。海堤支撐著歷史悠久的Embarcadero (安巴卡德洛) 海濱區，包括許多著名景點、公園、餐廳和當地商家。每年吸引超過兩千四百萬人次造訪。北灣海堤今日能有如此繁榮，皆拜Embarcadero (安巴卡德洛) 海堤所賜。

With San Francisco's iconic waterfront at risk, the city stands ready to save it. The Port of San Francisco is leading the San Francisco Seawall Earthquake Safety and Disaster Prevention Program, a citywide effort to create a stronger and more sustainable waterfront.

**THE SEAWALL IS A CRITICAL PART OF THE CITY'S NETWORK OF EMERGENCY RESPONSE**

In the event of a major earthquake, the waterfront must be available for emergency responder access.

**THE SEAWALL IS KEY TO REGIONAL TRANSPORTATION**

Every day, over a million people use regional transit that depends on the waterfront for along the waterfront.

Strengthening the Seawall will ensure local, state, federal, private businesses, and the support of San Francisco will be considered for the November 2025 ballot. The ballot measure will require local, state approval and will not raise tax rates.

Join the conversation by using #SPSEAWALL

EL MALECÓN ES UNA PARTE CRUCIAL DE LA RED DE RESPUESTA A EMERGENCIAS DE LA CIUDAD

En caso de un terremoto fuerte, la zona de los muelles debe estar disponible para acceso de respuesta a emergencias.

EL MALECÓN ES UNA CLAVE PARA EL TRANSPORTE REGIONAL

Cada día, más de un millón de personas usan el transporte regional que depende del agua en la ciudad a lo largo de la zona de los muelles.

Refuerzo el Malecón necesitará acciones locales, estatales, federales, particulares y apoyo de negocios de San Francisco para ser considerado en el noviembre de 2025 en las candidaturas de Bonos de Obligación General de \$425 millones para el Programa de Seguridad del Puerto de San Francisco. La medida de voto requerirá la aprobación del día local, el estatal y no incrementará las tasas de impuestos.

Únase a la conversación usando #SPSEAWALL

如今三藩市這個代表性的海濱區岌岌可危，市府已做好防範準備。三藩市港務局正在領導三藩市海堤地震安全與災難預防計畫，將保護這座城市的努力來創造一個更堅固、更可持續發展的海濱區。

**海堤是本市海濱網絡於關鍵部分**

發生重大地震時，海濱區必須可供緊急應變人員入口。

**海堤對於區域交通運輸至關重要**

每天，有一百萬人及前往市中心的交通都依賴海濱區的水邊。

強化海堤的工作需要本地、州、聯邦和私營企業、以及三藩市的支持。三藩市港務局提出的 \$425 萬美金的債券計畫將在 2025 年 11 月的公選中提出。這項計畫需要獲得地方、州和聯邦的批准，且不會提高稅率。

加入 #SPSEAWALL 的對話

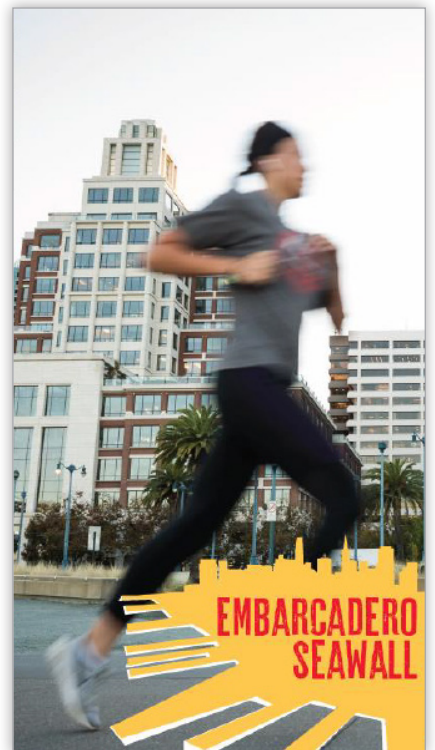
Seawall Program Palm Card in English, Spanish, and Chinese



Fidget Spinner



Seawall Program Sticker



SnapChat Geofilter

## EMBARCADERO SEAWALL PROGRAM FRAMEWORK

**THE SEAWALL PROGRAM**, led by the Port of San Francisco in coordination with the City, will provide the tools to address current and future flood and seismic risks over time. There are three elements to the Program – **Strengthen, Adapt and Envision** – which allow the Port to respond to risks and conditions in a way that is transparent and accountable. Planning for all three elements is occurring now, implementation for each element will depend upon findings, public input, regulatory input, cost/benefit analysis, and availability of funding and financing. Implementation timeframes are estimates and subject to change.



### STRENGTHEN

**Objective:** Immediately implement highest priority disaster response and life safety projects along the Embarcadero Seawall.  
**Planning and Implementation Horizon:** 2018 – 2026  
**Priorities:** Current and future seismic and flood risk  
**Geographic Focus:** Embarcadero Seawall

integrated into city, regional, and private actions, resulting in coordinated actions to increase waterfront resilience.  
**Planning and Implementation Horizon:** 2018 – 2050, adapt element updated every five years  
**Priorities:** Seismic risk and future flood risk  
**Geographic Focus:** Entire Port jurisdiction



### ENVISION

**Objective:** Develop visions that can respond to remaining seismic risk and increasing flood risks and have ongoing stakeholder engagement about the trade-offs and options.  
**Planning and Implementation Horizon:** 2018 – 2100, vision element updated every 10 years  
**Priorities:** Seismic risk and future flood risk  
**Geographic Focus:** Entire Port jurisdiction



### ADAPT

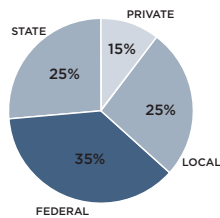
**Objective:** Identify policies and projects through stakeholder engagement that will result in a resilient waterfront that responds to evolving science and priorities. Projects will be

## BUDGET AND SCHEDULE FOR THE SEAWALL PROGRAM

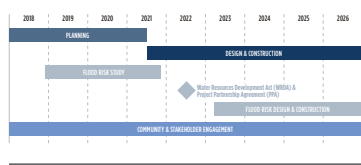
**THANKS TO SAN FRANCISCO VOTERS**, a \$425 million General Obligation Bond for the Program passed with 82% of the vote in the November 2018 election.

To date, the Port of San Francisco has secured \$440 million for urgently needed immediate life safety improvements, and is currently pursuing local, state, federal, and private funding sources to fully fund infrastructure improvements anticipated to cost up to \$5 billion.

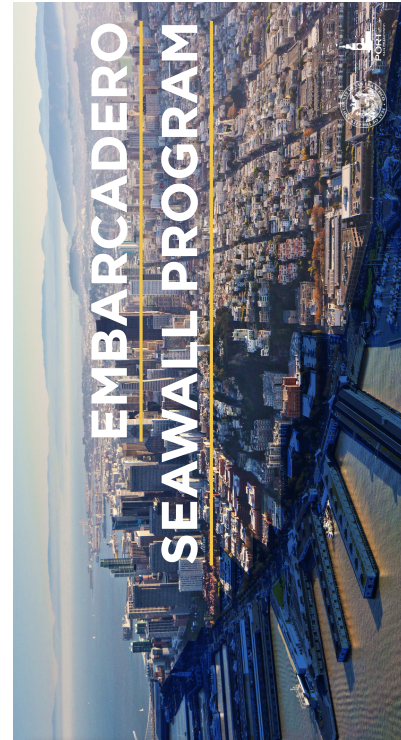
### ESTIMATED SEAWALL PROGRAM FUNDING



### SEAWALL PROGRAM ACTION PLAN



Learn more about the Seawall Program:  
[sfseawall.com](http://sfseawall.com) | [facebook.com/portofsanfrancisco](https://www.facebook.com/portofsanfrancisco) | [instagram.com/sf\\_port](https://www.instagram.com/sf_port) | [twitter.com/sfport](https://www.twitter.com/sfport)



## Seawall Program Tri-Fold Brochure and Inserts

# THE EMBARCADERO SEAWALL FACES URGENT SEISMIC RISKS

**THE EMBARCADERO SEAWALL** was built over 100 years ago by dredging a trench through the Bay mud and filling that trench with rock and concrete. While a remarkable feat at the time, the Seawall was built in the heart of earthquake country without being engineered for seismic activity. Recent engineering analysis revealed that the Seawall is highly vulnerable to earthquake damage, including threats from liquefaction, lateral spreading, and settlement. Together, the Port of San Francisco and the City are working to proactively prepare for a major earthquake. One of the most important actions we can take now is to strengthen the Embarcadero Seawall.



**THE UNITED STATES GEOLOGICAL SURVEY NOW ESTIMATES THAT THERE IS A 72% CHANCE OF A MAJOR EARTHQUAKE BETWEEN NOW AND 2043 WITH THE POTENTIAL TO SHAKE SAN FRANCISCO AT LEVELS NOT SEEN FOR OVER 110 YEARS.**

# THE EMBARCADERO SEAWALL AND SEA LEVEL RISE

**THE CITY AND PORT OF SAN FRANCISCO UNDERSTAND** that sea level rise poses a significant and increasing threat to San Francisco's communities, businesses, environmental resources, and infrastructure. In recognition of this threat, the City adopted the Sea Level Rise Action Plan and the Port has been a strong partner in implementing the actions recommended by the Plan. Sections of the Embarcadero Seawall account for some of our shoreline's lowest elevations and most significant community and business assets.

The City, acting through the Port, launched the San Francisco Earthquake Safety Program to improve seismic performance, provide near-term flood protection improvements, and plan for long-term resilience and sea level rise adaptation along the Embarcadero Seawall.



**(ABOVE):** RENDERING OF THE EMBARCADERO SEAWALL DURING FLOODING DUE TO SEA LEVEL RISE. **(RIGHT):** TODAY, SAN FRANCISCO'S WATERFRONT IS SUBJECT TO FLOODING.

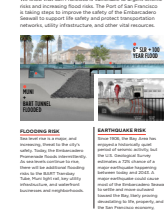
### SAN FRANCISCO'S WATERFRONT AND THE EMBARCADERO SEAWALL

**BEFORE THE GOLD RUSH**, San Francisco was a sleepy coastal town. It was not until the 1840s that the city began to grow. The first major earthquake struck San Francisco in 1805, and the city was built on a fault line. The city's growth was largely due to the discovery of gold in California, which led to a massive influx of people and capital to the city. The city's waterfront was a key part of its early development, and it remains a vital part of the city's economy and identity today.



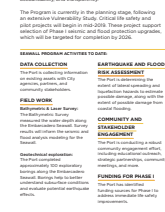
### THREATS TO THE EMBARCADERO SEAWALL AND SAN FRANCISCO

**WHILE A REMARKABLE** engineering feat at the time, the Seawall was built on a fault line and is highly vulnerable to seismic activity. The city's waterfront is also highly vulnerable to sea level rise, which is expected to increase significantly over the next century. These threats pose a significant risk to the city's infrastructure and communities, and it is essential that we take action to address them.



### EMBARCADERO SEAWALL PROGRAM

**THE PORT OF SAN FRANCISCO** is leading the Seawall program, which is a multi-phased effort to create a more sustainable and resilient waterfront. The program includes a variety of projects, from seismic retrofits to flood protection improvements, and it is designed to be completed over the next several years.



## THE EMBARCADERO SEAWALL AND SEA LEVEL RISE



**As part of the Seawall Program**, the Port is developing an inundation analysis to better understand future water levels and the effects on waterfront assets and services.



**TODAY, THE EMBARCADERO FLOODS** intermittently, requiring Embarcadero Promenade and roadway closures. A 100-year flood event would send the Bay over the Embarcadero Seawall and into the SART and Muni tunnels, disrupting transit and the regional economy. The Bay is expected to rise up to 6 feet by 2100, which would result in daily flooding downtown.

# Outreach Collateral Materials



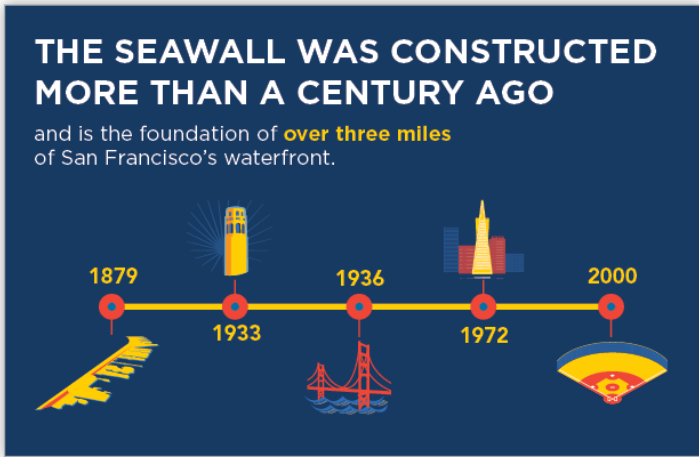
Seawall Program Facebook Ad



Seawall Program Twitter Ad



Outreach Magnet Illustrations



### THE SEAWALL SUPPORTS ONE OF THE MOST POPULAR BIKING CORRIDORS IN SAN FRANCISCO

and provides both a commuter and recreational bicycling opportunity. Bicycle counts show **700 to almost 900** riders use the Embarcadero during the evening commute.

### THE SEAWALL IS KEY TO REGIONAL TRANSPORTATION

**500,000** people use transit routes every weekday that terminate downtown or along the waterfront

Bicycle counts show **700** to almost **900** riders use the Embarcadero during the evening commute

Every weekday, approximately **60,000** people exit the Embarcadero BART and Muni station

### THE SEAWALL PROTECTS THE WATERFRONT

SAN FRANCISCO IS PLANNING FOR UP TO **3'** of sea level rise BY 2050, AND A POSSIBLE **6'-10'** BY 2100

Seawall Infographics

# 4

## What actions were taken and what communication outputs were employed in this entry?

To educate the public about the importance of the Embarcadero Seawall, the Port of San Francisco identified the following goals in its Seawall Program Communications, Education, Outreach, and Stakeholder Engagement Plan:

1. Increase public awareness and support for the Seawall and the Port of San Francisco across San Francisco, particularly among communities of color and lower-income residents.
2. Create a citywide sense of urgency for the Embarcadero Seawall Program.
3. Establish the Port of San Francisco as a trusted steward of public funds via transparency around the public's concerns about cost, timing, and necessity.

Accomplishing the goals required a broad range of outputs including the following:

### Market Research

Tested messaging, messengers, and the graphic identity through a focus group, online discussions, and two telephone polls. The results helped frame community outreach and stakeholder engagement initiatives.

### Marketing and Advertising

The marketing and advertising campaign raised awareness about the Seawall among all residents with an emphasis on Spanish and Chinese speakers. The Port used the campaign graphics as well as a series of illustrations designs to connect people to the things they love about the Embarcadero Promenade and waterfront.

- **Digital Ads:** Facebook, Twitter, and ReachLocal [digital ads](#) had over two million impressions during the two weeks the ads ran in May 2018.
- **Radio Ads:** Radio ads in Spanish, Cantonese, and Mandarin had almost a million impressions and reached an estimated 400K unique listeners.

### Public Relations

The media has played an integral role in educating members of the public about the Seawall Program. The telling and

retelling of the Seawall story by trusted news sources has amplified our message and allowed us to reach local as well as larger regional and national audiences.

- **Media Targeting:** Developed a workplan to identify key media outlets and corresponding media pitches.
- **Media Toolkit:** Developed a series of five [media factsheets](#) covering key components of the Seawall and worked with the translation team to create factsheets in [Spanish](#) and [Chinese](#). Developed [videos](#) and [photos](#) of the waterfront for use by reporters to use in press materials.
- **Videos:** Worked with the video team to create [eight Seawall messenger videos](#) with key community members including the Port Executive Director, a Youth Commissioner, Port Commissioners, a San Francisco small business owner, the City Administrator, and a key Port tenant. The videos included story development, organizing logistics, and shooting b-roll of the waterfront. The videos have been shared by the Mayor, key City Departments, San Francisco small businesses, and local press.
- **Media Outreach:** Developed [nine press releases](#), organized key spokespeople including the Mayor with talking points and background information, and pitched media. [There have been over 100 stories that include the Seawall Program since January 2017, including multiple in Spanish and Chinese.](#)
- **Op-Ed Campaign:** Drafted three op-eds for the Seawall Program and placed them in The Examiner. The Infrastructure Week op-ed was translated into Chinese and published in Sing Tao Daily. The op-eds were an excellent opportunity to connect with other City and community leaders as co-authors.
  - » [The Future Won't Wait and Neither Can We](#) —San Francisco Examiner, May 2018
  - » [What's Labor Got to Do With It?](#) — San Francisco Examiner and [Labor 411](#) September 2018
  - » [三藩市海堤建設刻不容緩](#)—Sing Tao Daily, May 2018



- **Media Events and Interviews:** Executed three press events and various TV interviews, which resulted in radio, TV, and print coverage. Some examples include:
  - » [American Shoreline Podcast | Elaine Forbes, Executive Director, Port of San Francisco](#)—The American Shoreline Podcast
  - » [San Francisco’s Seawall](#)—San Francisco Business Times (page 24)
  - » [SF’s Embarcadero Seawall Measure Wins Easily](#)—San Francisco Chronicle
  - » [SF Lays Foundation for Seawall Repair with Beer, Coffee Campaign](#)—San Francisco Chronicle
  - » [In Houston, a Terrifying Real-Life Lesson for Disaster-Prone Cities](#)—The New York Times
  - » [King Tides a Sign of What Sea Level Rise May Look Like in Bay Area](#)—NBC Bay Area
  - » [三藩市海堤建設刻不容緩](#)—Sing Tao Daily
  - » [What’s Labor Got To Do With It?](#)—San Francisco Examiner and [Labor 411](#)
  - » [Interview with Port Executive Director Elaine Forbes](#)—KIQI 1010AM Hecho en California
  - » [SF Moves to Ready the Embarcadero for Earthquakes, Sea Level Rise](#)—San Francisco Chronicle
- **Media Amplification:** Tracked Seawall related press, including in-language press, and featured it on the [website](#) and in the [monthly newsletters](#).
- **Stakeholder Plan:** Developed a stakeholder plan outlining various engagement activities. Developed plans for potential future initiatives including art installation, Nextdoor, and big business workplans.
- **Stakeholder Assessment:** Executed stakeholder assessment outreach and collected nearly 350 surveys.
- **Door-to-Door Tenant Outreach:** Conducted outreach to Port’s tenants, connecting with 130 tenants.
- **Database:** Created a Salesforce database to track interactions.
- **Roadshow Presentations:** Coordinated over 100 community and stakeholder group presentations including 12 in-language presentations.
- **Southeast San Francisco Mixers:** Hosted four mixers in the Southeastern waterfront to engage key neighborhood leaders and diverse audiences.
- **Stakeholder Tours:** Coordinated and executed ten Seawall Walking Tours, including one in Filipino and many “sold out” tours, as well as a bike tour with the [San Francisco Bicycle Coalition](#).
- **Website:** Created a simple website and then upgraded to a more sophisticated platform optimized for community engagement and continue to keep the website up-to-date. The site received over 12K visitors and 27K views in 2018.

## Stakeholder Engagement

The overarching goal of all stakeholder involvement efforts was to ensure that key Seawall Program stakeholders understood the Program’s urgency, viewed the Port as a trusted fiscal steward of public funds, and felt comfortable amplifying the messages to their constituencies.



Seawall “Roadshow” Presentation

- **[Executive Steering Committee \(ESC\)](#) and [Port Commission Support](#):** Developed materials for meetings to keep the ESC and the Port Commission up-to-date on the Embarcadero Seawall Program. These two groups include some of the Program’s most important stakeholders.
- **Strategic Partnerships:** Developed strategic partnerships with science museums such as [the California Academy of Sciences](#) and [the Exploratorium](#), colleges and graduate schools such as Harvard Design School and Cal Poly, and other thought leaders such as [Surface Design](#) and [Resilient By Design](#).
- **Seawall Community Meetings:** Hosted the first two Community Meetings in a six-part series with over 100 people in attendance at each meeting and many more engaged online. Community Meetings included two interactive engagement exercise that included a waterfront asset mapping exercise. [Materials for the meetings can be found here.](#)

## Street Team Outreach

Grassroots outreach continues to be an integral part of introducing residents to the Embarcadero Seawall, the Seawall Program, and the Port of San Francisco, as well as providing avenues for further engagement.

- **Community Event Outreach:** Designed and developed two interactive engagement activities and attended over 60 community events across the city and engaged 13K people in conversation. All events included a multilingual outreach team, which distributed nearby 2K in-language palm cards. Partnered with the California Academy of Sciences for their Family Night and Teen Night events. Developed Seawall trivia for these events to connect with young adults. [A time lapse video from one event can be found here.](#)
- **eNewsletters:** Designed the Seawall newsletter and distributed eight issues. Developed a distribution list of nearly 3K people and continue to distribute communications to this audience monthly.
- **Collateral Creation:** Created palm cards in five languages, the Seawall Program brochure and five accompanying inserts, [Roadshows 1.0](#) and [2.0 decks](#), and fact sheets in three languages. Supported with the content and design for the [General Obligation Bond Report](#). Continue to update collateral as the Program progresses.

- **Photography / Outreach Reporting:** Provided ongoing reporting of events and professional photography. Tracked questions and ideas from the public to help direct messaging.
- **Swag Development:** Developed five pieces of uniquely branded swag. For example, the fidget spinner read: *Nervous about the Seawall? Us too!*

## Innovative Outreach

The primary goal of the innovative outreach strategies was to connect with a multi-generational, cross-section of residents who were less likely to be engaged through traditional channels.

- **Waterfront Photo Contest:** Launched a [waterfront photo contest](#) for over six weeks that resulted in over 47K people reached on Facebook, over 1,300 Instagram “Likes,” and over 20K Twitter impressions, as well as many new followers for the Port on each channel. The contest also allowed for the partnership with Port tenant, Pier 24 Photography as contest “judges.”
- **Snapchat Geofilters:** Launched two filters, one each at the Ferry Building and Black Hammer Brewing, with a total of 23K views.
- **Makers Partnership:** Partnered with local businesses Black Hammer Brewing for the Seawall’s Sea Puppy beer and Ritual Coffee Roasters for the Seawall Stroll roast. The partnerships were featured in [The San Francisco Chronicle](#) and other media.
- **Mappers Partnership:** Partnered with Strava to get the Seawall on [their runner maps](#). The segments have been logged over 32K times.
- **Twitter Chats:** Coordinated “chats” with [major transportation agencies](#) including BART, Muni, and Ferry providers as well as [Port tenants](#) including the Giant’s Ballpark, the Exploratorium, and Fisherman’s Wharf. Combined, the chats had over 30K impressions on the Port’s account alone.
- **Wikipedia:** Updated the Port’s [Wikipedia page](#) to include the Seawall Program.
- **Earthquake and Flood Simulation Video:** Managed and created two versions of a earthquake and flood simulation video including developing the storyline, script, and overall development of a simulation video that received over 30K impressions in less than 30 days.



# 5

## What were the communications outcomes from this entry and what evaluation methods were used to assess them?

The Port of San Francisco established three goals when it set out to implement the Seawall Program outreach and engagement campaign:

1. Increase public awareness and support for the Seawall and the Port of San Francisco across San Francisco, particularly among communities of color and lower-income residents.
2. Create a citywide sense of urgency for the Seawall Program.
3. Establish the Port of San Francisco as a trusted steward of public funds via transparency around the public's concerns about cost, timing, and necessity.

### Measuring Overall Success

Prop A, on the November 2018 ballot in San Francisco, was a bond measure that allowed an opportunity for San Franciscans to vote to support the Embarcadero Seawall Program with \$425 million in funding for the first phase of the Program. While the Port of San Francisco did not work on the campaign for Prop A, all of the work on the Embarcadero Seawall Program education and engagement campaign did support general awareness and understanding about the Seawall Program. The support for the bond measure was the most obvious evaluation measure for the communications campaign.

- Spring 2017: 9% of San Franciscans were very familiar with the Embarcadero Seawall
- November 2018: 82% of San Franciscans voted in favor of a ballot measure to strengthen the Embarcadero Seawall

### Measuring Success Against the Metrics

In late 2017, as part of the planning process, the following Seawall Program metrics were established and refined as part of the ongoing planning process:

- Goal: 250k+ residents connected via targeted outreach to all neighborhoods > Goal achieved: Over one million residents connected with via outreach across San Francisco

- Goal: 10k+ online engagements via social media > Goal achieved: 100k+ impressions via social media
- Goal: 3k+ residents opt in via email > Goal achieved: 3k+ opt in for monthly Seawall newsletter
- Goal: 250 community groups engaged, including in-language groups > Goal achieved: 300+ community groups engaged, including in-language presentations and walking tours
- Goal: 100 community presentations, including presentations in-language > Goal achieved: over 100 community presentations complete, including in-language
- Goal: 100 media hits, including articles in-language > Goal achieved: over 100 media hits complete, including in-language and cover stories in the San Francisco Chronicle

### Successful Campaign Components

The outreach campaign and two innovative initiatives developed by the Seawall team to connect with San Francisco residents in unlikely places were exceptionally successful in reaching residents outside of “traditional” means, and the later garnered [media attention](#) because of innovation.

**I love the waterfront because...:** to connect residents to the Seawall, the Port connected them to the beloved Embarcadero Promenade and waterfront. For all event outreach, a multi-lingual outreach team conducted an outreach activity that asked participants to share what they loved about the waterfront. When the Port had a booth, a large vinyl banner was used along with maritime-themed cut-outs. At the end of events, the banner was filled with responses! For “intercept” outreach, the Port updated the activity and used magnets and an A-frame to solicit feedback.

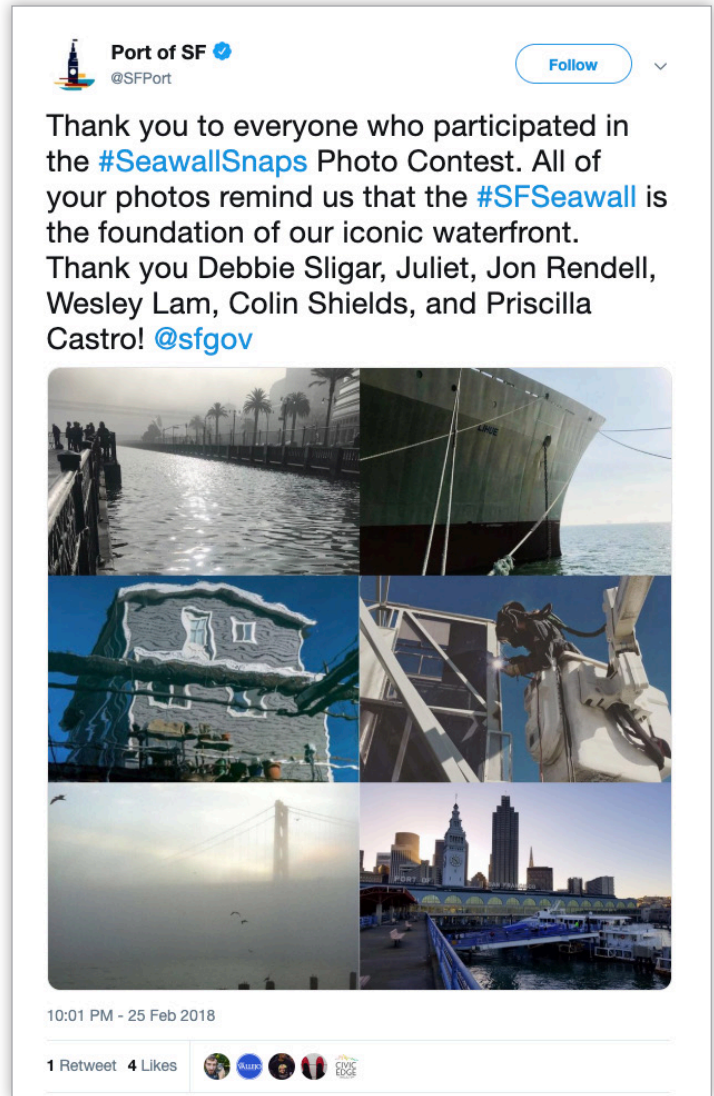
**Putting the Seawall on the Map:** the goal of the mapping partnership with Strava was to quite literally put San Francisco's Seawall on the map and help residents

better understand the role of this largely invisible piece of infrastructure. By illustrating the Seawall on the mapping resources that are already used by those who live, work, and play in San Francisco, the Port had the opportunity to show how they already interact with and depend upon the Seawall in their daily lives.

The Seawall team partnered with Strava to get the Seawall on their runner maps. The Seawall segments have been logged over 32K times.

**Making the Seawall Trendy:** the Port envisioned the Seawall “Makers” Partnerships as a way for local merchants who create the food and drinks we love to help educate residents about the existence of the Seawall. The goal of these partnerships was to collaborate with makers to bring Seawall-branded products to life via specialty beers, coffees, or food items. Each time someone purchases the specialty product, their knowledge of the Embarcadero Seawall Program broadens and their feelings about the Port are improved.

The Seawall team partnered with Ritual Coffee Roasters to create the “Seawall Stroll” espresso blend, and with Black Hammer Brewing to create the “Seawall Sea Puppy” beer. For the Ritual partnership, the Port worked with the owner and founder to create a Seawall messenger video and all espresso bags included content on the Embarcadero Seawall Program, including a directive to visit the Program website. For the Black Hammer partnership, the brewery had Seawall posters up in the brewery and hosted a “meet the engineer” event with the Port team.



Waterfront Photography Contest



“Women of the Waterfront” Messenger Videos

# Submission Materials

## Event Outreach:

- [Seawall Outreach Time Lapse Video](#)
- [Seawall Palm Card](#)
- [“I love the waterfront...” Outreach Activity Image](#)
- [“I love the waterfront...” Magnet Illustrations](#)

## Stakeholder Engagement:

- **Seawall Tours**
  - » [Walking Tour Image](#)
  - » [Walking Tour Social Media](#)
  - » [Seawall Bike Tour](#)
  - » [Walking Tour Eventbrite](#)
- **Seawall Community Meetings**
  - » [Seawall Brochure](#)
    - [The Seawall and Sea Level Rise Insert](#)
    - [The Seawall and Earthquakes Insert](#)
    - [The Port and Sea Level Rise Insert](#)
  - » [Seawall Community Meeting Boards](#)
  - » [Seawall Community Meeting #2 Presentations](#)
  - » [Seawall Community Meeting #2 Event Summary](#)

## Seawall Media

- **Seawall Messenger Videos**
  - » [Port Executive Director Elaine Forbes](#)
  - » [Port Commission President Kimberly Brandon](#)
  - » [Port Commissioner Doreen Woo Ho](#)
  - » [City Administrator Naomi Kelly](#)
  - » [President of the Commission of the Environment, Elmy Bermejo](#)
  - » [Youth Commissioner Arianna Nassiri](#)
  - » [San Francisco Giants' Vice President, Strategy and Development Fran Weld](#)
  - » [Ritual Coffee Roasters Owner founder Eileen Rinaldi](#)

- **Additional Videos**
  - » [Earthquake and Flood Simulation Video](#)
  - » [King Tides Time Lapse Video](#)
- **Seawall Op-Eds**
  - » [What's labor got to do with it?](#)
  - » [Preparing for the “Big One”](#)
  - » [The future won't wait and neither can we - Translated into Chinese in Sing Tao Daily](#)
- **Seawall Advertisements**
  - » [Creatives for Online Advertisements](#)

## Innovative Engagement

- [Social Media from the Waterfront Photography Contest](#)
- **Twitter “Chats”**
  - » [Port Tenants](#)
  - » [Transportation Agencies](#)
- **“Mappers” Partnerships**
  - » [Strava Seawall Segments](#)
- **“Makers” Partnerships**
  - » [Ritual Coffee Roasters Artwork - Coffee Bag](#)
  - » [Black Hammer Brewing Artwork - Poster - Cans](#)

## Seawall Graphics

- [Seawall Infographics Graphics](#)
- [Seawall Graphic Identity Guidelines](#) - updated in 2019





PORT OF SAN FRANCISCO  
Pier 1, The Embarcadero | San Francisco, CA 94111 | T: 415 274 0400