

**ELAINE FORBES**

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Mayor Steven Woodside

Vice Mayor Melissa Blaustein

Councilmember Joan Cox

Councilmember Ian Sobieski

Councilmember Jill Hoffman

Dear Councilmembers,

After 25 years in public service, including 15 years at the Port of San Francisco and the privilege of serving as Port Director for the past nine years, I feel both prepared and deeply called to serve as your City Manager.

The Port of San Francisco is a complex enterprise agency—responsible for 7.5 miles of waterfront, including maritime operations, infrastructure, real estate, public access, and the long-term stewardship of public assets—requiring the integration of finance, operations, planning, and public agency leadership to deliver meaningful results. That experience has shaped the ethos I bring to this role: disciplined execution, thoughtful planning, and a deep commitment to public service grounded in transparency, exceptional work, and partnership.

Sausalito represents a natural evolution of my career and, in many ways, a homecoming. It is a community defined by its relationship to the water, its strong identity, and the deep care its residents bring to shaping its future. I am honored to join you in stewarding this remarkable place.

At the Port, I learned that the success of any organization is grounded first and foremost in its people.

In advancing equity and building a workplace of well-being, I came to understand that meaningful organizational change requires participation at every level. Without that shared ownership, it is not sustainable. I also learned that leadership engagement is essential—particularly in resource-constrained environments—because without it, even the best intentions cannot be realized.

I am excited to bring this approach to Sausalito: to build a strong, aligned organization where staff feel supported, expectations are clear, and the work of the City is carried forward with pride and a commitment to exceptional service.

Through my work leading major capital investment, seismic, and sea level rise initiatives, I have learned the importance of balancing immediate pressures with long-term strategy.

The challenges of sea level rise and infrastructure investment cannot be addressed through reactive decision-making. They require a clear framework, sustained partnerships, and disciplined execution over time.

While the Port's challenges are large in scale, Sausalito's are, in many ways, more complex—particularly given the interplay of public and private ownership along the waterfront. I am prepared to bring a planning and partnership framework that allows the City to address near-term risks while positioning itself for long-term resilience and success.

I am working closely with City Manager Chris Zapata and will ensure a thoughtful and complete transition, including full implementation and handoff of his transition plan. His work to strengthen staff performance, morale, and working conditions provides a strong foundation that I am committed to building upon.

Finally, I want to express my sincere appreciation to the Council and to the residents of Sausalito. Throughout this process, I was struck by the care, preparation, and thoughtfulness you brought to understanding my background and experience. It is my hope that we bring that same level of intention to every member of the organization, ensuring that all employees are positioned to contribute meaningfully to the City's success.

I am truly excited to join you. This opportunity represents both a professional honor and a personal commitment. I look forward to working together to steward Sausalito's future with clarity, purpose, and shared resolve.

Warm regards,



Elaine Forbes