



## Case Study: Port Master Plan Update

Comprehensive Community Outreach Program

*Jenifer Barsell*  
Director, Marketing & Communications

JEN:

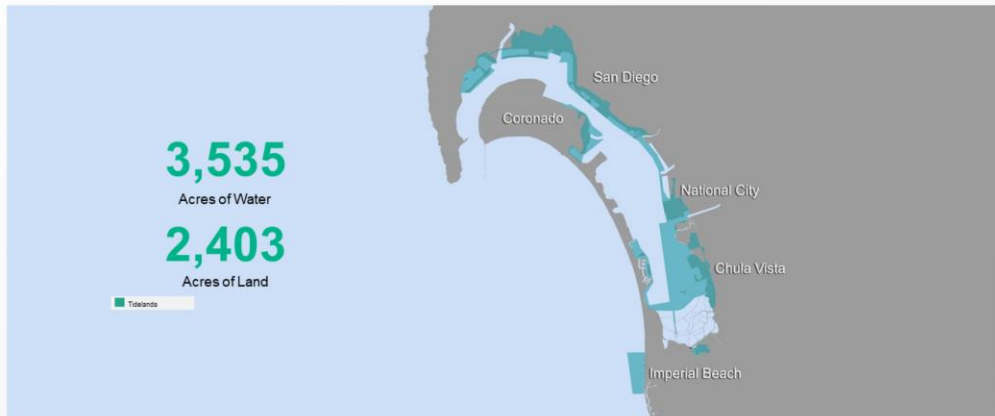
- Good morning, I'm Jen Barsell, Director of Marketing and Communications for the Port of San Diego and your moderator for this morning's panel discussion.
- As port PR professionals, we're here today to discuss new ways of approaching our stakeholders in order to understand and address their concerns; Why reaching out is so important; And look at some of the challenges some Port's have faced.
- Prior to embarking on a new master plan, infrastructure project or major policy change, ports need to get buy-in from those who will be affected.

- We are privileged to have two Port business and communications executives who will share what they have learned, sometimes the hard way, about advance proactive communications.
- Joining us is Edward Galligan, who has served 12 years as Executive Director of the Port of Olympia. Prior to joining the Port of Olympia, he was with the Port of Portland, where he served over a year as Interim Executive Director and nearly 14 years as Senior Director and Chief Financial Officer. In addition, he has over 20 years of private business experience, serving as an industrial and managerial consultant for Fortune 1,000 company clients, President and CEO for American Network, Inc, and Vice President for Pacific Telcom, both located in Vancouver, Washington.
- Also joining us is Michelle Ganon, Vice President of Public Affairs with the Port of New Orleans. Michelle draws on extensive communications, government relations and outreach experience to further the Port's role as an economic driver and build partnerships with a wide range of stakeholders. While serving as marketing and communications director with the Port of San Diego, prior to her current role with the Port of New Orleans, she led campaigns that secured unanimous regulatory approval for two complex projects, including the expansion of the San Diego Convention Center and a five hundred thirty-five acre bayfront multi-use development opportunity. She held top communications roles with two San Diego City Council Presidents, managed marketing efforts for San Diego's downtown redevelopment agency and directed community outreach for a new middle school for the San Diego Unified School District.
- Before I turn things over to Edward and Michelle, I'd like to briefly set the stage for today's presentations by telling you about one of our most exciting projects at the Port of San Diego, our Port Master Plan Update, and how we have engaged stakeholders throughout the process.

- We developed a comprehensive community outreach program that reflects our high standard for transparency and community involvement.

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## Port of San Diego's Jurisdiction



JEN:

- But first, a little about the Port of San Diego.
- Established by the State of California in 1962, we are the trustee agency for six thousand acres of state tidelands around San Diego Bay.

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## Our Dynamic Waterfront in Action

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**Innovative Champions for**  
**Maritime • Waterfront Development • Public Safety • Experiences • Environment**



- The Port of San Diego is a protector of the environment and our communities, an innovator for businesses and a host to visitors and residents.
- Self-funded, the Port reinvests the revenues from hundreds of businesses on our dynamic waterfront back into our communities and local economy to provide prosperity and a remarkable way of life for all.
- In 2013, we began a high-level visioning process to guide future development of the waterfront.
- After a lot of outreach and work with consultants, our Board of Port Commissioners accepted a Vision Statement and Guiding Principles.
- In 2016, Port staff began using that high-level guidance to completely overhaul all of the policies and maps in our Port Master Plan.

- Early this year, we began an aggressive SIX-MONTH outreach campaign aimed at getting stakeholder involvement and buy-in.
- The goal WAS to roll out a draft of a new Port Master Plan about two weeks ago.
- But more on that in a minute.

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## Key Performance Indicators

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- Attendance at public events
- Media coverage
- Number of points of contact
- Social media reach
- Number of public comments received

JEN:

- As with any effective outreach program, we identified certain metrics that we could use to gauge success.
- We selected “key performance indicators” including:
  - attendance at the three Board Workshops and two Open House events we hosted over the past six months
  - coverage in key local media
  - the number of points of contact
  - the quality and quantity of social media engagement
  - and the number of comments received from the public

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2017 to date:  
**More than 2.4 million  
points of contact**

JEN:

- With the data available as of last week, via numerous outreach channels, the campaign has made more than two point four million points of contact with the public IN ADDITION TO media coverage over the past six months.
- These points of contact came from a variety of sources, and now I'll walk you through some of the tools and strategies we used to get to this successful outcome.

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# Leveraging External Networks

From: San Diego Regional EDC <[info@sandiegoedc.com](mailto:info@sandiegoedc.com)>  
Date: May 5, 2017 at 2:23:13 PM PDT  
To: <[clark@placematters.com](mailto:clark@placematters.com)>  
Subject: Good News of the Week presented by Manpower - May 5  
Reply-To: San Diego Regional EDC <[info@sandiegoedc.com](mailto:info@sandiegoedc.com)>



## PLA Community News You Can Use

Clark Anthony  
Date: Thursday, May 4, 2017 at 1:28 PM  
To: Sean Casperick



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JEN:

- We utilized San Diego's network of connected professional and civic organizations by conducting outreach to place updates and information about Port workshops and open houses in external newsletters with large, engaged subscriber bases.
- Through this, we connected with more than thirty-seven thousand subscribers and organizational members.
- We also organized a roadshow, sending presenters with a custom PowerPoint to more than 50 local government, business, civic and environmental groups.

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## Multichannel Advertising



JEN:

- Digital ads on the San Diego Union-Tribune website, the region's most widely circulated news source, and radio ads on the local NPR station have amplified the campaign's reach to more than three hundred twenty-three thousand contacts and allowed us to track engagement via click-throughs within a modest budget for paid media placement.

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## Web & Social Media Engagement



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JEN:

- We didn't stop at regular website updates, although that was an important part of our outreach program.
- The Port leveraged its primary social media channels to share timely news and engage with followers. Event pages were created and promoted to drive attendance to the Board Workshops and Open House events.
- In some cases, Facebook posts have been "boosted" for a small fee to reach both English and Spanish-speaking audiences, as well as key demographic groups such as Millennials.
- In total, social media efforts added more than seventy-one thousand impressions to the overall Port Master Plan Update outreach.

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# Media Relations

## TV



## Print

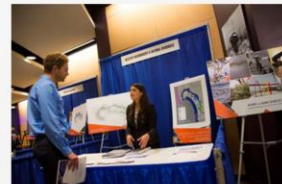
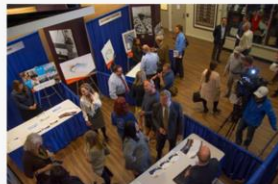


JEN:

- We also successfully pursued earned media.
- Through press releases and targeted pitches, the team successfully secured coverage and/or calendar listings in 14 media outlets garnering an estimated two-point-one million impressions IN ADDITION TO the direct outreach.

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## Port Master Plan Update – Outreach Results



JEN:

- We are happy to share that as a result of our outreach, attendance counts at the three Board Workshops as well as the two Open House events exceeded five hundred people. That impressive turnout is unprecedented for our Port, and surpassed targets for in-person engagement.
- We also received a total of more than 50 written comments both online and in person.
- So the question is... DID WE meet our goal of releasing a draft Port Master Plan two weeks ago?
- The answer is NO!
- As part of our outreach, we not only presented but we LISTENED to our stakeholders.
- And what we heard from them was: We want more time.
- Our stakeholders said: We get it, this Port Master Plan is a big deal.

We don't want to rush it. We want to do it right! We want more input.

- So a recommendation was made to lengthen the timetable for outreach.
- Our Board of Port Commissioners agreed, and we now plan to extend this campaign through the end of the year.
- I guess you could say that our reward for good work is... more of it!
- The lesson here is that even with the best laid outreach plans, we need to be flexible to address stakeholder concerns and make sure to listen and address the concerns of the stakeholders. Don't just go through the motions. Be authentic and carefully listen.

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# Learn more at portofsandiego.org

Jenifer Barsell – Director, Marketing and Communications

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JEN:

- Thank you for having me here today and giving us the opportunity to share our experiences reaching out to our communities. We hope today's presentations from our two panelists will spark conversations throughout the rest of the conference.
- Now I'd like to turn it over to our first panelist, Edward Galligan of the Port of Olympia!

>>>END PRESENTATION

>>>AFTER EDWARD GALLIGAN, PLEASE INTRODUCE THE OTHER  
PANELIST

- Thank you, Edward. And now I'm excited to introduce Michelle Ganon of the Port of New Orleans

>>>AFTER MICHELLE GANON, OPEN UP TO QUESTIONS FROM THE AUDIENCE

Thank you, Michelle. We heard two great examples of engaging Port stakeholders. We'd like to open it up for you to ask your questions to Edward or Michelle.

To get the conversation going, I'll start it off....

- What's the most important "lesson" you've learned about communicating with your port's stakeholders?
- How important is it to engage your community early in determining the feasibility for a new capital project, or is it more of an economic decision?
- What's the most outrageous or otherwise unfeasible "demand" you've received from one of your port's stakeholders and how did you handle it?
- I would love to hear from either panelist about something new you are trying to reach stakeholders at your port.
- Michelle, in your experience across multiple public agencies, how are ports different from cities in terms of stakeholder engagement?
- Edward, having served in leadership at two ports, tell us about a tough issue and how you worked with stakeholders to resolve it.

>>>AFTER ALL QUESTIONS ARE DONE

- Thank you all for attending this morning's session. And a special thanks for Edward and Michelle for taking the time to share some of their experiences with us. We hope you enjoy the rest of the seminar.